

HOBART

CITY DEAL

IMPLEMENTATION PLAN

OCTOBER 2019



Australian Government



Tasmanian
Government



City of Clarence



GLENORCHY CITY
Where ideas happen



City of HOBART



Kingborough

Implementing the Hobart City Deal

The Hobart City Deal is a 10 year partnership between the Australian and Tasmanian Governments and the Clarence, Glenorchy, Hobart and Kingborough councils. It provides a framework to guide and encourage further investment in the city by embracing opportunities for growth and addressing key strategic and infrastructure challenges.

Three year Implementation Plan

This Implementation Plan provides a rolling three year action plan to support the delivery of the commitments identified in the Hobart City Deal.

The Plan will be updated through the annual progress reporting process to consider and add new actions to progress emerging phases of work and capture funding to support the delivery of agreed City Deal commitments.

To support the annual planning process, a working list of the key enablers required to achieve the 10 year vision across the out years of the partnership is included in this Plan.

An annual progress report will also be published to monitor and report on activity undertaken each year, supported by a full review of the implementation of the Hobart City Deal after year three (2021).

Hobart City Deal Framework: vision and commitments 10 year partnership

Annual report on progress, including review of the Implementation Plan

Review of implementation of the Hobart City Deal after year 3 (2021)

Implementation Plan										
Rolling 3 year plan Updated annually										
Year	1	2	3	4	5	6	7	8	9	10
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028

The Hobart City Deal, the latest version of the Implementation Plan and Annual Reports (once complete) will be available at www.citydeals.infrastructure.gov.au/hobart.

Our key focus areas

Using the framework provided in the Hobart City Deal, this Implementation Plan provides actions for each of our key focus areas. These are:

1. Supporting the development of a **direct international gateway at the Hobart Airport**
2. Establishing an **Antarctic and Science Precinct** at Macquarie Point
3. Implementing the **Greater Hobart Transport Vision**
4. Driving **urban renewal** and delivering **affordable housing**
5. Activating the **Northern Suburbs Transit Corridor**
6. Being a **smart, liveable and investment ready City**
7. Collaborating and providing strategic governance by **establishing and implementing a Greater Hobart Act**

Measuring our success

Our shared vision is to leverage Hobart's natural amenity and build on its position as a vibrant, liveable and connected global city.

Over the term of the City Deal, the following measures of success have been identified:

- congestion will have been reduced through targeted capital investment and smart technology solutions, and the percentage of journeys to work that are made by car will be reduced
- Hobart will have a more diverse, affordable and inclusive housing mix to provide choices to meet our changing lifestyle and population needs
- the Antarctic and Science Precinct will have been established and Hobart's international gateway strengthened
- the Greater Hobart Act will be established and relevant City Deal Partners will be actively implementing an agreed, strategic work program
- opportunities to enhance liveability and pursue investment, innovation and STEM in Hobart will be enhanced through improved pathways, partnerships and facilities
- all four councils will have benefitted from coordinated strategic decision making and investment

Each of the seven key focus areas are supported by actions. These include Key Performance Indicators to help track Hobart's growth as a vibrant, liveable and connected global city.



Accessible city

- Increase the use of public and active transport
- Create urban renewal through compact, liveable and sustainable precincts
- Improve housing affordability



Vibrant and liveable city

- Grow the entry rate of new businesses
- Support access to sporting and cultural facilities
- Increase the number of dwellings with access to green space



Globally connected city

- Increase the variety of destinations and number of international flights available, and grow international visitor numbers
- Increase freight opportunities to transport Tasmanian goods to new markets
- Monitor progress in Hobart being a location of choice as a gateway to the Antarctic and Southern Ocean

Continuing implementation in Years 4 to 10 – key enablers

In addition to the actions identified in this Plan to be progressed over the first three years, the City Deal Partners are committed to the following key enablers to deliver the Hobart City Deal vision across the full term of the partnership.

City Deal Partners will:

- through the annual reporting process, review and update as appropriate the contributions partners can make through budget contributions, resourcing, by leading changes and supporting implementation through complementary and aligned policies, plans and strategies
- invest to drive an uplift in public transport services, including capacity building in services and the providers of those services, and in infrastructure that encourages and enables public and active transport
- take action to implement the next steps after feasibility studies and investigations are undertaken
- maintain a forward outlook to enable the delivery of the vision, commitments and measures of success identified in the Hobart City Deal
- monitor and review key performance indicators and targets
- proactively identify opportunities to support the delivery of the City Deal and to further the key focus areas.

This will be supported by the reporting framework that will see this Plan updated annually, the publication of an annual progress report and a full review of the implementation of the Hobart City Deal after year three (2021).

Working in partnership

This Implementation Plan has been developed by the City Deal Partners.

We will engage with our delivery partners, stakeholders and community to support the implementation of, and updates to, the Plan.

Overseeing implementation

A Joint Ministerial Committee will oversee progress to deliver this Implementation Plan as part of the Hobart City Deal. The Committee brings together the Australian Government Minister for Population, Cities and Urban Infrastructure, Tasmanian Government Minister for State Growth, the Lord Mayor of Hobart and the Mayors of the Clarence, Glenorchy and Kingborough councils.

This Committee is supported by an Implementation Board that will monitor the implementation of the Hobart City Deal and this Plan, and will prepare the annual reports. The Board comprises senior officials from all three levels of government. These are:

- Australian Government:
 - Executive Director, Cities, Department of Infrastructure, Transport, Cities and Regional Development
 - General Manager, City Deals (NT, Tas and Regional) Policy and Programs, Department of Infrastructure, Transport, Cities and Regional Development (Co-Chair)
- Tasmanian Government:
 - Secretary, Department of State Growth (Co-Chair)
 - Secretary, Department of Premier and Cabinet
 - Secretary, Department of Justice
 - CEO, Infrastructure Tasmania
- Local Government:
 - General Manager, Clarence City Council
 - General Manager, Glenorchy City Council
 - General Manager, Hobart City Council
 - General Manager, Kingborough Council

Governance structures have been designed to support and further the Hobart City Deal to drive strategic decision making across the four municipal areas. Further information on this is provided in Key Focus Area 7 – Strategic collaboration and governance.

—○ Hobart Airport: Building a direct international gateway

Through the City Deal, border services including an Australian Federal Police presence will be established at the Hobart Airport to support the commencement of international flights.

The Hobart Airport will continue to play a critical role to support Hobart as a gateway to the Antarctic and Southern Ocean, and will become Tasmania's direct international gateway for tourists and exports.

Within the term of the City Deal:

Direct international flights will improve accessibility to and from Hobart, providing access to new locations

This will support growth and diversity in tourism and freight markets, and is key to Hobart's role as a gateway to the Antarctic and Southern Ocean, and as part of the Antarctic and Science Precinct.



Actions





The initial actions to support the Hobart Airport as a direct international gateway are outlined below.

We will support the delivery of international flights from the Hobart Airport:

	Prepare for the arrival of international flights Develop and upgrade terminals, and progress negotiations with international carriers Complete in 2020	Border services established on site Site preparations and facilities to provide border services to be undertaken Operational in 2020	International flights commence Target date for flights to commence End of 2020 , supported by the implementation of the Hobart Airport Master Plan
Responsibility	Hobart Airport, Tasmanian Government	Australian Government, Hobart Airport	Hobart Airport, Australian Government, Tasmanian Government
Funding	Tasmanian Government – negotiated on a case by case basis	Australian Government, \$82.3 million	

Key Performance Indicators

The following Key Performance Indicators will inform progress towards this outcome, with targets identified as appropriate to be aspired to over the term of the City Deal

	Provide greater diversity in access		Increase flights to and from Antarctica
Monitor ¹	Direct international flights available (count) Direct international destinations (count)	Monitor	Annual flights (count)
Target	Increase over the term of the City Deal	Target	Increase over the term of the City Deal
	Increase freight opportunities to transport goods to new markets		Increase in international visitors
Monitor ¹	International flights with freight available (count) ¹ Amount (tonnage) of international freight exported	Monitor ²	Total number of international visitors to Tasmania and percentage of those visitors that arrive at Hobart Airport
Target	Increase over the term of the City Deal	Target	Increase over the term of the City Deal

1. Data source: Bureau of Infrastructure, Transport and Regional Economics.

2. Data source: Tasmanian Visitor Survey.

Antarctic and Science Precinct

City Deal Partners will work to progress the realisation of an Antarctic and Science Precinct, which will support activation of the Macquarie Point site and enhance Hobart's position as an international gateway to the Antarctic and Southern Ocean. We will continue to support Antarctic and Southern Ocean science, operations and logistics activity across Greater Hobart, to drive economic activity and job creation in the region.

Within the term of the City Deal:

The Antarctic and Science Precinct will have been established and Hobart's international gateway strengthened

Actions

The initial actions to support the establishment of the Antarctic and Science Precinct at Macquarie Point are outlined below.

A Macquarie Point and Wharf Project Steering Committee has been established to advise the Implementation Board and to guide the implementation of commitments made in the Hobart City Deal to provide for the establishment of the Antarctic and Science Precinct at Macquarie Point.

This group brings together representatives from the Australian and Tasmanian Governments, Hobart City Council, TasPorts, Macquarie Point Development Corporation and industry expertise through CSIRO and the Australian Antarctic Division.

We will plan the Precinct:

	Identify anchor tenants	Precinct planning
	<p>The Australian and Tasmanian Governments will develop a business case for the creation of a state of the art Antarctic and Science Precinct with the objective of attracting to Macquarie Point national and private Antarctic and Southern Ocean institutions using the combined capacity of Hobart's existing world class expertise</p> <p>Commence the business case in 2019</p> <p>Complete in 2020</p>	<p>Commence Precinct planning including establishing delivery timeframes for the Precinct</p> <p>Commence in 2020</p>
Responsibility	Australian Government, Tasmanian Government, Macquarie Point Development Corporation, TasPorts	Australian Government, Tasmanian Government, Macquarie Point Development Corporation, TasPorts, Hobart City Council (Planning Authority)
Funding	The business case will be co-funded by the Australian Government and Tasmanian Government	

We will enable the Precinct:

	Legislation	Land transfer	Wastewater Treatment Plan
	Amend the <i>Sullivans Cove Planning Scheme 1997</i> to capture the revised site plan for Macquarie Point, using the pathway provided in the <i>Macquarie Point Development Corporation Act 2012</i> Complete in 2019	Transfer the Macquarie Point site from Tasmanian Government to Macquarie Point Development Corporation Completed in 2019	Decommission the wastewater treatment plant at Macquarie Point Complete in 2023
Responsibility	Tasmanian Government, Macquarie Point Development Corporation, Hobart City Council (Planning Authority), Tasmanian Planning Commission	Tasmanian Government	Tasmanian Government, TasWater
Funding			Tasmanian Government, up to \$100 million TasWater, up to \$40 million

	Port-side infrastructure	Antarctic infrastructure	Aviation facility	International flights
	Suitable berthing available to support the arrival of RSV <i>Nuyina</i> Complete in 2020	Australian Antarctic Division develop an implementation plan to deliver its expanded capital works program Complete in 2019 Projects delivered on an ongoing basis by Australian Antarctic Division To 2028 and ongoing	Detailed business case for new aviation facility near Davis Station Complete in 2019	Support connections and improved access to Antarctica through the expanded international services at the Hobart Airport Commence in 2020
Responsibility	TasPorts, Australian Government	Australian Government	Australian Government	Further information provided in Key Focus Area 1
Funding		Australian Government, \$465.2 million	Australian Government, \$7.6 million	



We will implement and activate the Precinct:

	Engagement	Cultural and arts facilities	Presence in Kingston
	<p>The Tasmanian Government will continue to provide funding and secretarial support to the Tasmanian Polar Network, Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR), Agreement on the Conservation of Albatrosses and Petrels (ACAP), Integrated Marine Observing System (IMOS), Southern Ocean Observing System (SOOS)</p> <p>In addition to these, the Tasmanian Government continues to work with the Antarctic sector to harness opportunities for growth. In 2019–20, this includes supporting the Australian Antarctic Festival 2020 and the 4th International sub-Antarctic Forum 2020</p> <p>The Hobart City Council also has an important role in Antarctic and science events, annual civic reception, supporting festivals and conferences, and contributing as a member of Tasmanian Polar Network</p>	<p>Undertake an audit of major cultural facilities in the region</p> <p>Commence the transformation of Macquarie Point into a Cultural and Arts hub</p>	<p>The existing public sector economic and employment footprint in Kingborough will be maintained while also exploring opportunities to expand the existing footprint</p>
Responsibility	Tasmanian Government, Macquarie Point Development Corporation, Hobart City Council	Tasmanian Government, Macquarie Point Development Corporation, Hobart City Council	Tasmanian Government
Funding	Tasmanian Government, \$550 000 (annual contribution as at 2019–20) Hobart City Council, \$100 000 (annual contribution as at 2019–20)	Tasmanian Government, \$5 million	

Key Performance Indicators

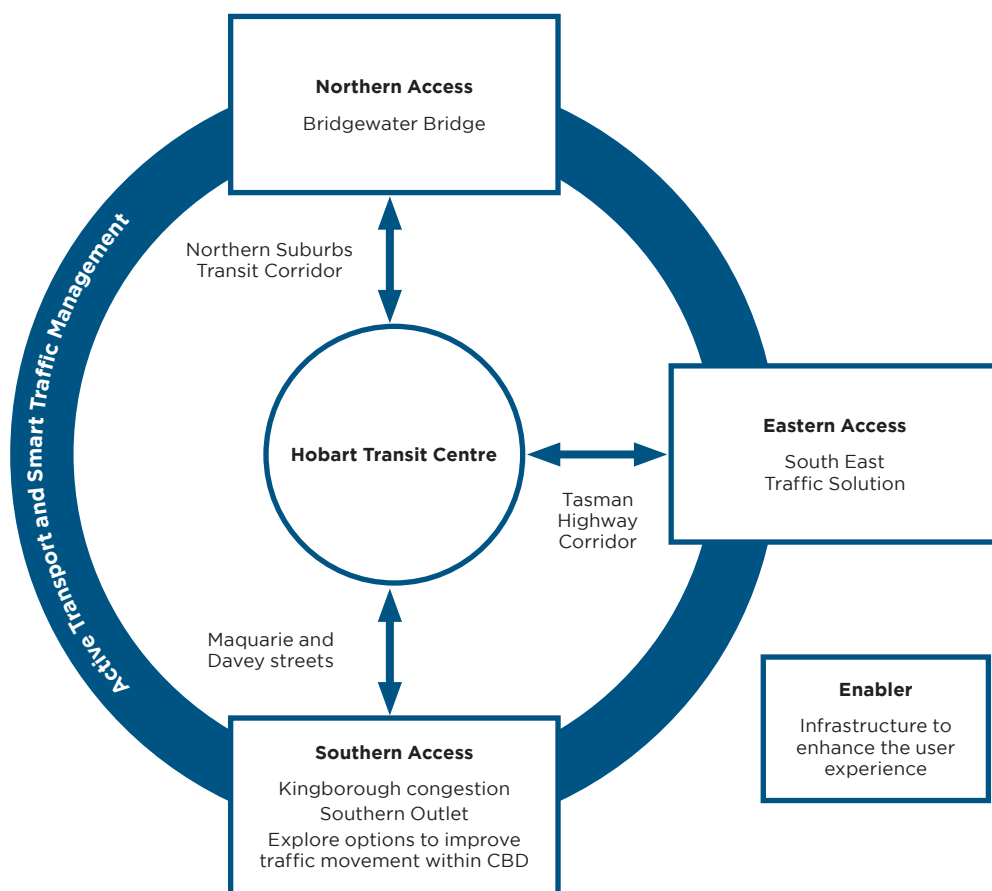
An annual scorecard will be developed to provide an overview of achievements, opportunities and to provide case studies as Hobart strives to be a location of choice as a gateway to the Antarctic and Southern Ocean.

This will include an overview of the meetings and conferences held, research outputs and collaboration, and will be supported by reporting against the following quantitative measures:

- **The number of international Antarctic vessels that berth in Hobart.** Data to be sourced from TasPorts
- **The number of international Antarctic gateway users and our engagement with international programs.** Current Hobart gateway users include the Antarctic programs of France, China, United States, South Korea, Japan and Italy

Greater Hobart Transport Vision

Through the Hobart City Deal, and building on the work undertaken to date by City Deal Partners, we will deliver an integrated and collaborative approach to transport management.



Within the term of the City Deal:

Congestion will be reduced through targeted capital investment and smart technology solutions, and the percentage of journeys to work that are made by car will be reduced

Actions

The initial actions to progress the implementation of the Greater Hobart Transport Vision are outlined below.

A Transport and Housing Project Steering Committee has been established to advise the Implementation Board and support integration and collaboration in the delivery of the transport and housing related actions across all three levels of government.

This group brings together representatives from the Australian Government (Departments of Infrastructure, Transport, Cities and Regional Development, and Social Services), Tasmanian Government (Infrastructure Tasmania and the Departments of State Growth, Justice, Communities Tasmania, and Premier and Cabinet) and the Clarence, Glenorchy, Hobart and Kingborough councils.

We will improve southern access:

A package of initiatives will support improved access to the City from the south. The Southern Outlet between Kingston and Hobart carries one of the highest daily traffic volumes on the State Road network. Early design and planning work has commenced for a fifth lane on the highway, which has included the commissioning of a concept options report focussing on the existing footprint of the Southern Outlet. While this early work provides a starting base, as a highly complex project, detailed scoping and extensive consultation with landowners and key stakeholders will be required before a preferred approach is adopted.

Park and ride locations will also be short-listed in 2019 through regular engagement between the Tasmanian Government and Kingborough Council as part of the \$20.8 million Kingston congestion package, which will also support the redevelopment of the bus transit centre in central Kingston. These projects will be further complemented by work to provide clearways to improve the flow of traffic on Macquarie and Davey streets.

The Smart Traffic Management solutions noted below include the delivery of a new incident management system that will see an increase in tow truck deployment during peak periods and clearway management, and an On-Road Traveller Information System to provide road users with real-time data on incidents, alternative routes and travel times. This will include signage on the Southern Outlet.

	Macquarie and Davey streets	Fifth lane on the Southern Outlet	Kingston congestion package
	Commence design of transit system and upgrades in 2019 Commence consultation with key stakeholders in 2019 Target date for construction to commence in 2022		Identify and agree on park and ride locations and other options in 2019 Construction is expected to commence in 2020–21
Responsibility	Tasmanian Government led dedicated project team to work across southern access projects		
	Tasmanian Government, Hobart City Council, Kingborough Council	Tasmanian Government, Hobart City Council, Kingborough Council	Tasmanian Government, Kingborough Council
Funding	Tasmanian Government, \$16 million	Tasmanian Government, \$35.5 million	Tasmanian Government, \$20.8 million Kingborough Council, \$4.5 million to improve road access and connections to the Channel Highway and Southern Outlet

We will improve eastern access:

Eastern access to the City will be improved through several measures. These include undertaking a Tasman Highway Corridor Study that will be completed in 2019, the subsequent implementation of that study, and planning for the Tasman Highway and Gordons Hill/Rosny ramps.

These projects will be supported by the Smart Traffic Management solutions noted below that include the implementation of a new Lane Use Management System on the Tasman Bridge, as well as delivering a new incident management system that will see an increase in tow truck deployment during peak periods and clearway management, and an On-Road Traveller Information System to provide road users with real-time data on incidents, alternative routes and travel times. This will include signage on the Tasman Highway.

	Tasman Highway Corridor Study	South East Traffic Solution	Derwent Ferry Service
	A corridor study will be commenced including to consider opportunities to provide for passenger transport and supporting infrastructure such as park and ride facilities Complete in 2019	Undertake planning and sequencing of work to enable construction to commence This will include planning for the Tasman Highway and Gordons Hill/Rosny ramps Planning and sequencing work complete by 2021 Hobart Airport interchange to commence construction in 2020	Advance investigation into landside and port infrastructure requirements and undertake market testing in 2019 Business case to be developed by 2020-21
Responsibility	Tasmanian Government, Clarence City Council	Tasmanian Government, Australian Government	Tasmanian Government, Clarence City Council, Hobart City Council
Funding		Australian Government, \$130 million Tasmanian Government, \$33 million	Tasmanian Government, \$2 million

We will improve northern access:

In addition to the existing high frequency bus/main road corridor and Brooker Highway, through the Hobart City Deal the activation of the Northern Suburbs Transit Corridor will be progressed.

Traffic flows on the existing corridors will be supported by the Smart Traffic Management solutions noted below that include delivering a new On-Road Traveller Information System to provide road users with real-time data on incidents, alternative routes and travel times. This will include signage on the Brooker Highway.

The City Deal will also see the design, construction and replacement of the Bridgewater Bridge.

	Bridgewater Bridge	Northern Suburbs Transit Corridor – Transport solution
	Progress the design and construction delivery model for the Bridgewater Bridge Agree design end 2020	Determine the most effective transport solution Complete in 2019 Identify the infrastructure requirements needed to deliver the transport solution
Responsibility	Tasmanian Government, Australian Government	Further information provided in Key Focus Area 5
Funding	Australian Government, \$461 million Tasmanian Government, \$115 million	

Northern, southern and eastern access will also be supported by the following projects.

We will progress the Hobart Transit Centre:

Hobart Transit Centre	
Complete a feasibility study of the Hobart Bus Transit Centre in the CBD	
Report to be delivered in 2019	
Responsibility	Tasmanian Government, Partner Councils
Funding	Tasmanian Government, \$750 000 for the above work Funding for the subsequent stages to be informed by the findings of phase one

We will implement Smart Traffic Management solutions:

Greater Hobart Incident Management	On-Road Traveller Information System	New Lane Use Management System on the Tasman Bridge
Implement an incident management system that will see an increase in tow truck deployment during peak periods and clearway management	Deliver an On-Road Traveller Information System to provide road users with real-time data on incidents, alternative routes and travel times	Plan, procure and undertake construction to implement a new Lane Use Management System
Commence deployment from 2019 Deliver full system in 2021	Deliver full system in 2021	System to be operational in 2021
Responsibility	Tasmanian Government	
Funding	Australian Government, \$10 million Tasmanian Government, \$10 million	

We will deliver infrastructure to shift journeys to active transport:

Improve cycling safety	Cycling grant program	Infrastructure investments
Identify projects to complete the active transport network in the CBD and Greater Hobart area	Establish a grant program to support the creation or extension of bicycle routes that connect activity areas	Invest in improvements to, and the extension of, cycleways; and in linkages and access for cyclists and pedestrians
Commence in 2019 (and ongoing)	Grant fund established in 2020	
Responsibility	Tasmanian Government, Partner Councils	Tasmanian Government, Partner Councils
Funding	Tasmanian Government, \$2 million*	Clarence City Council \$3 million, Glenorchy City Council \$4.5 million, Hobart City Council \$6.75 million, Kingborough Council \$4.5 million

* Note infrastructure improvements will occur across the southern region. Progress of relevant projects will be included in annual reporting.



**Note this grant fund is open to all councils in the southern region. The amount awarded to, and co-funded by, Partner Councils will be identified in annual reporting.

We will enhance user experiences on, and encourage the uptake of, public transport:

	Common ticketing system	Encourage the uptake of public transport
	<p>The system requirements to deliver common ticketing are being scoped and determined to enable a common ticketing system to be established</p> <p>Complete in 2019–20</p>	<p>Activities that will contribute to the greater uptake of public transport will be identified as part of the implementation of this plan to support an uplift in public transport use in the city</p> <p>This will include, but is not limited to, considering changes to the location and cost of car parking, including the work underway by Partner Councils</p>
Responsibility	Tasmanian Government led Steering Committee, including representatives of bus services providers, Metro Tasmania (lead)	All City Deal Partners
Funding	Tasmanian Government, \$7.5 million (initial funding)	

Key Performance Indicators

The following Key Performance Indicators will inform progress towards this outcome, with targets identified as appropriate to be aspired to over the term of the City Deal

	Reduce the number of single occupant drivers on the regular commute to work ¹		Increase the percentage of people using public transport on their regular commute to work
Starting base ²	62.6 per cent across the four council areas	Starting base ²	6.4 per cent across the four council areas
Target	<p>Reduce to 50 per cent</p> <p>This aspirational target has been set to demonstrate the significant mode shift that is being strived for</p> <p>A reduction of 10 per cent represents the equivalent of the reduction that currently occurs during school holidays</p>	Target	<p>Increase to 10 per cent</p> <p>The target will be tracked with reference to comparable cities including cities of a similar size, such as Geelong (6.3 per cent) and larger cities with higher public transport use such as Perth (10.2 per cent) and Melbourne (15.5 per cent)</p>

1. The percentage of single occupant cars has been identified as a performance measure as a reduction in this measure will indicate a shift to using other modes of transport as well as more efficient use of private cars.

2. Source: 2016 Census. Interim updates on progress will be explored between Census reporting.

In addition to the monitoring and reporting on the above performance measures, an initiative being progressed through the City Deal is the On-Road Traveller Information System. This will enable road users to access real time travel data via electronic road signs when travelling on the key arterial routes into the City from 2021.

— Affordable housing and urban renewal

City Deal Partners are committed to ensuring Greater Hobart can deliver a diverse range of affordable housing options suitable for different household types, in locations close to where people work and services are delivered. This is critical to the long-term liveability of the City.

This work will contribute to efforts to address short term and medium term housing accessibility challenges and directly provide, and encourage, a greater diversity of supply in housing.

Within the term of the City Deal:

Hobart will have a more diverse, affordable and inclusive housing mix to provide choices to meet our changing lifestyle and population needs



Actions

The initial actions to provide affordable housing and drive urban renewal are outlined below.

We will deliver housing:

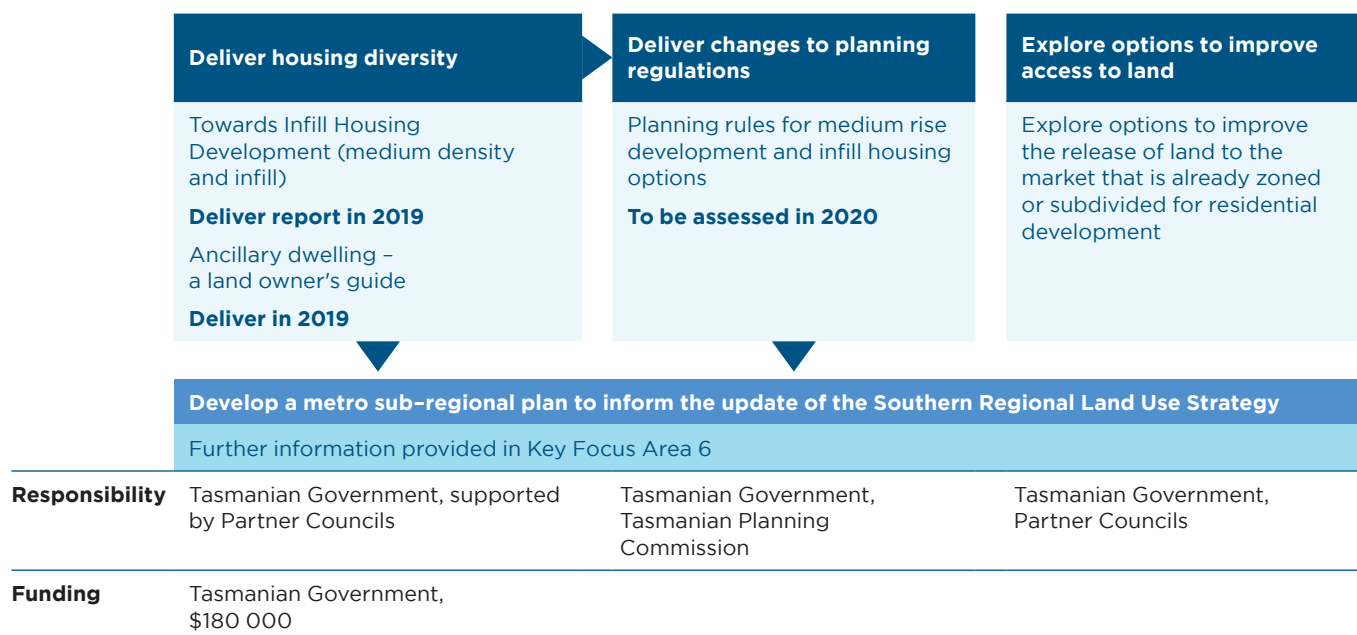
	Social housing partnerships	Identify land for redevelopment	Implement the Affordable Housing Strategy*
	Deliver at least 100 new social housing dwellings in the Greater Hobart region Construction complete in 2021	Redevelop a central government owned site to provide for a mixed use build providing residential accommodation with a focus on affordable housing, and with ground level activation providing creative spaces Commence construction in 2021	Target deliverables: New supply Land release 670 New social housing 1155 Home ownership 389 New supported accommodation 169 New homeless accommodation 121 Other assistance Home ownership 268 Private rentals 310 Supported accommodation 518 Deliver by mid-2023
Responsibility	Australian Government, partnering with community housing providers	Tasmanian Government	Tasmanian Government
Funding	Australian Government, \$30 million Community housing providers, \$12.2 million	Tasmanian Government, \$10 million	Tasmanian Government, \$125 million*

* Note: these targets and fundings are statewide – the component of these that are delivered in the Greater Hobart area will be identified in annual reporting.

We will undertake precinct planning with a view to implementing Specific Area Plans for strategic urban renewal across the region:

	Central Hobart Precinct Plan	Precinct Planning Guidelines	Northern Suburbs Precinct Plan
	Develop a Precinct Plan for central Hobart to guide future development and public infrastructure provision The focus area includes 64 blocks between Davey Street, Burnett Street, Brooker Highway, Molle and Harrington streets Target completion date 2021	Informed by the Central Hobart Precinct Plan Deliver in 2019	Identify priority areas for activation supported by a Precinct Plan Work to commence in 2020 with a view to adoption in 2021
Responsibility	Hobart City Council, Tasmanian Government	Tasmanian Government, Partner Councils	Further information provided in Key Focus Area 5
Funding	Hobart City Council, \$100 000 Tasmanian Government, \$100 000	To be informed by the Hobart Precinct Plan	

We will deliver regulatory and planning initiatives:



Key Performance Indicators

The following Key Performance Indicators will inform progress towards this outcome, with targets identified as appropriate to be aspired to over the term of the City Deal.

	Support urban renewal through compact, liveable and sustainable precincts¹	 Improve housing affordability
<p>Starting base²</p>	<p>Housing per hectare will be monitored to reflect the emergence of compact, liveable and sustainable precincts close to where people work, study and engage with the community</p> <p>Housing per hectare average across urban areas: 1.57</p>	<p>Starting base²</p> <p>The cost of housing will be monitored throughout the term of the City Deal</p>
<p>Target</p>	<p>Increase over the term of the City Deal</p>	<p>Target</p> <p>Percentage to decrease over the term of the City Deal</p>

1. A greater range of housing is needed in urban Hobart to support urban renewal to complement the existing detached housing with other housing forms to provide housing options close to where people work, study and engage with the community.

2. Housing affordability will be measured through 'housing stress' as defined by the National Centre for Social and Economic Modelling (NATSEM). This is households in the lowest 40 per cent of incomes who are paying more than 30 per cent of their usual gross weekly income on housing costs.

Activating the Northern Suburbs Transit Corridor

City Deal Partners are committed to activating the Northern Suburbs Transit Corridor through transit-oriented development that prioritises urban renewal and improves housing supply, affordability and diversity.

This will include the delivery of the most cost effective public transport solution on the Northern Suburbs Transit Corridor, which refers to the existing rail corridor, within 5-10 years.

Within the term of the City Deal:

A transport solution will be delivered on the Northern Suburbs Transit Corridor to service, and supported by, urban renewal



Actions

The initial actions to activate the Northern Suburbs Transit Corridor are outlined below.

We will activate the Northern Suburbs Transit Corridor:

	Transport Solution Determine the most effective transport solution Complete in 2019 Identify the infrastructure requirements needed to deliver the transport solution Develop a project plan to implement the transport solution Complete in 2020	Northern Suburbs Transit Corridor Growth Strategy Establish an agreed vision for the area surrounding, and linked to, the Northern Suburbs Transit Corridor Commence in 2019 (informed by the transport solution)	Northern Suburbs Transit Corridor Precinct Plan Building on the work undertaken to date by the Tasmanian Government, Hobart and Glenorchy councils, priority areas will be identified for activation through the Precinct Plan Work to commence in 2020 with a view to adoption in 2021	Opportunities for value capture Explore opportunities for a value capture framework to support potential future funding opportunities for the transport solution in the corridor
Responsibility	Tasmanian Government, Australian Government, Glenorchy City Council, Hobart City Council	Tasmanian Government, Glenorchy City Council, Hobart City Council	Glenorchy City Council, Tasmanian Government, Hobart City Council	
Funding	Australian Government, \$25 million (implementation – see below) Tasmanian Government, \$300 000 (transport solution feasibility and corridor strategy)			

These actions will be supported by, and inform, work to:

- deliver changes to planning regulations to support urban renewal and activation of the Northern Suburbs Transit Corridor
- identify opportunities to supply land within priority precincts that can be redeveloped as catalyst sites for the delivery of high quality mixed use developments
- engage with industry, property owners and the community to facilitate timely and desirable development of priority precincts

Urban Congestion Fund – \$25 million

\$25 million in funding has been committed through the Australian Government's Urban Congestion Fund for projects to reduce congestion, with a focus on the northern corridor. This funding is intended to be used for infrastructure projects. The fund is not intended to focus on planning and feasibility work only. The use of this funding will be discussed between the Australian and Tasmanian Governments and the Glenorchy and Hobart councils before it is committed to specific projects to support the activation of the corridor.

A project plan will be developed in 2020 to implement the transport solution including project timelines.

Key Performance Indicators

Key Performance Indicators will be set informed by the work that will be undertaken through this plan to identify a transport solution and to identify the intended amenity and mixed uses to be captured in the surrounding precinct.

These will include to seek to improve access to, and increase uptake of, public transport and will be documented through the annual process to keep the Implementation Plan up to date.



Infrastructure milestones

Informed by the work to identify the transport solution, a schedule of infrastructure milestones will be established and reported against to monitor progress towards the full activation of the transit corridor



Increase in supply of affordable housing

Informed by the Northern Suburbs Growth Strategy, specific measures and milestones will be identified to deliver the intended amenity and mixed uses in the precinct

—° Smart, liveable and investment ready City

The City Deal will support the ongoing development of Hobart as a smart, liveable and investment ready city. This will include actively considering opportunities to support improved educational, liveability and economic outcomes.

Within the term of the City Deal:

Opportunities to enhance liveability and pursue investment, innovation and STEM in Hobart will be enhanced through improved pathways, partnerships and facilities



Actions

The initial actions to progress the ongoing development of Hobart as a smart, liveable and investment ready city are outlined below.

We will support the relocation of the southern campus:

Relocation of the University of Tasmania's southern campus

Engage with the University of Tasmania through the Reference Group that will inform the development of the Central Hobart Precinct Plan

Responsibility Tasmanian Government, Hobart City Council

We will support investment by actively pursuing and exploring capacity and opportunities to support:

Opportunities in council areas	Opportunities for the region	Work being progressed in other key focus areas, in particular:
<p>Support and explore funding opportunities in all council areas, including for:</p> <p>Clarence City Council</p> <ul style="list-style-type: none"> Kangaroo Bay Redevelopment Seven Mile Beach Master Plan Bayview College Sporting Precinct Master Plan <p>Glenorchy City Council</p> <ul style="list-style-type: none"> Wilkinson's Point and the Derwent Entertainment Centre MONA Hotel <p>Hobart City Council</p> <ul style="list-style-type: none"> The Hedberg Investment in retail precinct <p>Kingborough Council</p> <ul style="list-style-type: none"> Kingston Park Redevelopment 	<p>Test and explore emerging opportunities including:</p> <ul style="list-style-type: none"> Sporting codes, including active proposals and opportunities related to basketball, AFL and soccer Cultural precincts, informed by the audit of the cultural facilities in the region, and the opportunity at Macquarie Point Tourism opportunities, including festivals and good urban design including ground floor activation 	<p>Hobart Airport</p> <p>Commencement of international flights</p> <p>Antarctic and Science Precinct</p> <p>Supporting the activation of Macquarie Point</p> <p>Greater Hobart Transport Vision</p> <p>Improving access to and within the CBD for each of the four municipal areas</p> <p>Affordable Housing and Urban Renewal</p> <p>Central Hobart Precinct Plan</p> <p>Precinct Planning Guidelines</p> <p>Activating the Northern Suburbs Transit Corridor</p> <p>Transport solution</p> <p>Growth Strategy</p> <p>Precinct Planning</p> <p>Greater Hobart Act</p> <p>Develop a metro sub-regional plan to inform the update of the Southern Regional Land Use Strategy</p>

We will support Hobart to be a smart city:

	Smart City Strategy	Entrepreneur/Start ups	
	Through the Hobart City Council's Connected Hobart Action Plan, establish innovation and collaborative spaces to test new technologies and support access to real-time and near real time data Establish in 2020	Establish Entrepreneurship Facilitator A fixed term facilitator is being funded by the Australian Government for three years to complement the Tasmanian Government's work to foster and support entrepreneurial and start-up culture and facilities in Hobart Commence in 2019 (funded to 2022)	Support Enterprize Tasmania (Hobart Innovation Hub) Upgrade of facilities in 2019 Ongoing support
Responsibility	All Partner Councils	Australian Government	Tasmanian Government, Australian Government
Funding	Hobart City Council, \$1.5 million	Australian Government, \$867 500	Tasmanian Government, \$1.08 million* Australian Government, \$122 000 (upgrade facilities)

* Estimated figure reflecting half of the investment shared between the Hobart and Launceston hubs.





As highlighted in Key Focus Area 3, we will implement Smart Traffic Management solutions:

Greater Hobart Incident Management	On-Road Traveller Information System	New Lane Use Management System on the Tasman Bridge
Implement an incident management system that will see an increase in tow truck deployment during peak periods and clearway management Commence deployment from 2019 Deliver full system in 2021	Deliver an On-Road Traveller Information System to provide road users with real-time data on incidents, alternative routes and travel times Deliver full system in 2021	Plan, procure and undertake construction to implement a new Lane Use Management System System to be operational in 2021

Further information provided in Key Focus Area 3

Key Performance Indicators

The following Key Performance Indicators will inform progress towards this outcome:

	Business count		Increase in percentage of people using active transport on their regular commute to work
Starting base¹	Total business count across the four council areas is 14 437	Starting base²	People who travel to work by active transport represent 8.6 per cent
Target	Increase over the term of the City Deal	Target	12 per cent
	Cultural and sporting facilities		Dwellings with access to public open space (within 400 metres)
	Count of new or substantially redeveloped or refurbished facilities on a rolling annual basis To be supported by updates on works in progress and negotiations underway		To be monitored with a target of maintaining over the term of the City Deal

1. Source: ABS as at June 2018.

2. Source: 2016 Census.

Strategic collaboration and governance

City Deal Partners are committed to working together to maintain and build on Hobart's vibrancy, liveability and amenity, as we welcome more people to our City.

There are two governance structures linked to the Hobart City Deal that will run in parallel with complementary roles. The Hobart City Deal governance will monitor and report on the implementation of the Deal, while the Greater Hobart Act governance will lead the implementation of some actions identified in the Deal, as well as having a broader integrated planning and ongoing forward looking decision making role.

Both structures share the Hobart City Deal vision, and will drive and encourage cross-government collaboration.

Hobart City Deal		Greater Hobart Act
Partnership 10 years	Term	Established in legislation ongoing
Framework: Monitor and report on implementation Review commitments and funding allocations to achieve agreed actions	Role	Implementation tool: Integrated planning and decision making Implement the Greater Hobart Objectives Develop a forward looking work program Identify areas for collaboration
	Shared vision	
Australian Government	Shared membership* Tasmanian Government Clarence, Glenorchy, Hobart and Kingborough councils	Capacity to expand to include adjunct councils
Develop Precinct Planning Guidelines	Linked inputs and outputs (examples) Southern Regional Land Use Strategy University of Tasmania southern campus relocation Central Hobart Precinct Plan Wilkinsons Point Kangaroo Bay Kingston Park	Work program (including sub regional metro plan)

* Membership: The Australian Government is represented by the Minister for Population, Cities and Urban Infrastructure and senior officials from the Department of Infrastructure, Transport, Cities and Regional Development, and other agencies as required. The Tasmanian Government is represented by the Minister for State Growth. At senior official level the Secretary of State Growth, Secretary of Justice and CEO of Infrastructure are represented in both structures, with the Secretary of Communities Tasmania and the Director of Housing also members of the Greater Hobart Act governance. The four councils are represented by the Lord Mayor/Mayors and General Managers in both governance structures.

Within the term of the City Deal:

The Greater Hobart Act will be established and City Deal Partners will be actively implementing an agreed, strategic work program


Actions

We will deliver strategic and collaborative governance:

	Greater Hobart Act	Develop a metro sub-regional plan	Implementation of the Hobart City Deal
	<p>Develop and table a Greater Hobart Bill in the Tasmanian Parliament, and prepare and implement supporting regulations</p> <p>Completed in 2019</p>	<p>Through the work program, develop a metro sub regional plan to inform the update of the Southern Regional Land Use Strategy</p> <p>Commence in 2019</p>	<p>Continue to support and maintain governance structures to strategically oversee the implementation of the Hobart City Deal</p> <p>Ongoing (term of the City Deal)</p>
	<p>Convene the Greater Hobart Advisory Group</p> <p>Complete in 2019</p>		
	<p>Establish an agreed work program to implement the Act</p> <p>Commence in 2019</p> <p>Target date for an agreed work program to be in place, end of 2020</p> <p>Ongoing implementation</p> <p>Review after 3 years of implementation, or sooner if required</p>		
Responsibility	Tasmanian Government, Clarence, Glenorchy, Hobart and Kingborough councils	Tasmanian Government, Clarence, Glenorchy, Hobart and Kingborough councils	All City Deal Partners
Funding	Tasmanian Government \$4.1 million over the City Deal Partner Councils \$200 000 (annual contribution as at 2019–20)		

The effectiveness of these structures in delivering outcomes will be monitored:

Review of plans

 Greater Hobart Act – Work Program	Hobart City Deal – Implementation Plan
<p>Both the Greater Hobart Act and Hobart City Deal require plans to be developed to guide their implementation. These will both be reviewed on at least a three-yearly basis, including to ensure the roles and responsibilities between the two structures are clear and complementary</p>	
 Improved strategic governance	
<p>The intergovernmental senior officials groups that support these structures will each undergo an annual performance review with regard to their effectiveness in furthering the vision, relevant actions, objectives and strategies</p>	

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