

*The following has been released in relation to a request for information relating to the proposed UTAS move to the Hobart CBD*

**Hobart City Deal**

**Heads of Agreement**

between

**The Commonwealth of Australia and The State of Tasmania**

executed under the

**Memorandum of Understanding to establish and implement City Deals signed on  
29 September 2016 between the Parties**

**Preamble**

Further to the existing Memorandum of Understanding, this Heads of Agreement provides an undertaking by the Commonwealth and Tasmanian Governments to work together to progress a Hobart City Deal consistent with the objectives and initiatives identified in this agreement.

**Hobart City Deal Vision and Objectives**

The City Deal will provide a framework to support Hobart as it grows as a vibrant, liveable Capital City, which is part of a connected region linking communities, destinations and precincts. It will improve access to communities, education, employment and emerging opportunities, and stimulate economic growth. The City Deal will leverage Hobart's natural amenity and liveability to continue to position it as a growing, innovative and global city.

The City Deal will focus on harnessing the emerging opportunities and investment occurring in Hobart as it transitions into an increasingly diverse, vibrant and populated global city that is an epicentre for the region's community and visitors, cultural arts and recreational activity, businesses and services. It plays a key role in improving the region's research, education, training and international engagement outcomes and is a key enabler of the ongoing growth in Tasmania's visitor economy.

A Hobart City Deal will do this by:

- fostering an innovative economy that draws on Hobart's comparative advantages as the gateway to Antarctica and as a world leader in Antarctic and Southern Ocean scientific research, and builds capabilities in STEM disciplines;
- investing in key strategic corridors, linkages and transport modes and infrastructure to provide efficient transport options that enhance accessibility, amenity and liveability;
- creating targeted clusters of infrastructure, people, and capabilities to establish or enhance innovative and thriving hubs and destinations in the city; and
- building stronger partnerships to promote strategic planning outcomes and service delivery that considers the impact on, and benefits for, the Greater Hobart region.

## Hobart City Deal – Key Projects

The existing Memorandum of Understanding between the Parties refers to six domains to inform the development of City Deals. These are:

1. Governance, city planning and regulation
2. Infrastructure and investment
3. Housing
4. Jobs and skills
5. Innovation and digital opportunities
6. Liveability and sustainability.

Consistent with the above vision, objectives and with consideration of the key domains, it is agreed to work collaboratively and cooperatively to progress a City Deal for Hobart to:

- examine options to facilitate an Antarctic Precinct at Macquarie Point to harness the unique opportunities presented by the site (**Innovation and digital opportunities; Infrastructure and investment**);
- create a Greater Hobart Transport Vision to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail or ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options (**Liveability and sustainability; Housing**);
- establish a Greater Hobart Act, to provide a strategic framework for local councils in the region and the State Government to work together to implement the objectives of the Hobart City Deal and complementary strategic land use planning outcomes (**Governance, City planning and regulation**);
- examine options to facilitate the development of the University of Tasmania's STEM presence in the city, to support both regional and international education, and innovation growth (**Jobs and skills; Innovation and digital opportunities**); and
- explore options to support affordable housing in the Greater Hobart region (**Housing; Liveability and sustainability**).

In addition to these key focus areas, other projects that are consistent with the vision and objectives may also be agreed during the development of the Hobart City Deal.

**Agreement**

Further to the Memorandum of Understanding, through this Heads of Agreement the Commonwealth and Tasmanian Governments agree to progress the development of a Hobart City Deal.

Councils will be invited to participate in developing and implementing a Hobart City Deal.

**Signed for and on behalf of the Commonwealth of Australia by:**

**Signed for and on behalf of the State of Tasmania by:**



The Hon Malcolm Turnbull MP

Prime Minister of the Commonwealth of Australia



The Hon Will Hodgman MP

Premier of the State of Tasmania

16 January 2018  
Date

16 January 2018  
Date

Released under RTI

## Hobart City Deal – Senior Officials Group

Meeting 1, 28 February 2018

### Current situation

The Heads of Agreement signed between the Australian and Tasmanian governments on 18 January 2018 included the following vision and objective for the Hobart City Deal

#### *Vision and objectives*

The City Deal will provide a framework to support Hobart as it grows as a vibrant, liveable Capital City, which is part of a connected region linking communities, destinations and precincts. It will improve access to communities, education, employment and emerging opportunities, and stimulate economic growth. The City Deal will leverage Hobart's natural amenity and liveability to continue to position it as a growing, innovative and global city.

The City Deal will focus on harnessing the emerging opportunities and investment occurring in Hobart as it transitions into an increasingly diverse, vibrant and populated global city that is an epicentre for the region's community and visitors, cultural arts and recreational activity, businesses and services. It plays a key role in improving the region's research, education, training and international engagement outcomes and is a key enabler of the ongoing growth in Tasmania's visitor economy.

The Hobart City Deal will do this by:

- fostering an innovative economy that draws on Hobart's comparative advantages as the gateway to Antarctica and as a world leader in Antarctic and Southern Ocean scientific research, and builds capabilities in STEM disciplines;
- investing in key strategic corridors, linkages and transport modes and infrastructure to provide efficient transport options that enhance accessibility, amenity and liveability;
- creating targeted clusters of infrastructure, people, and capabilities to establish or enhance innovative and thriving hubs and destinations in the city; and
- building stronger partnerships to promote strategic planning outcomes and service delivery that considers the impact on, and benefits for, the Greater Hobart region.

#### *Key projects*

The Heads of Agreement committed to working collaboratively and cooperatively to progress the City Deal for Hobart to:

- examine options to **facilitate the development of the University of Tasmania's STEM presence in the city**, to support both regional and international education, and innovation growth.

## Hobart City Deal – Joint Ministerial Committee

### Meeting 1, 24 April 2018

#### Agenda Paper 3a – Update on focus areas

##### STEM

The objective of the STEM focus area is to examine options to facilitate development of the University of Tasmania's STEM presence in the city.

The working group will consider the planning opportunities and issues from a potential relocation, such as the impact on housing, transport, people movement both within and to the city centre, and other services required from the increase in student and staff.

It is also expected the working group will consider other actions to maximise the benefits from any relocation of STEM facilities, including:

- Use of vacated land in Sandy Bay
- Supporting local high school students to be university-ready to continue their STEM education, this including considering barriers to tertiary education.
- Encouraging the STEM industry's participation to improve the commercialisation of research and provide jobs for future graduates.
- Consider options to provide to increase female participation in STEM study and research.

Key outputs from the work stream will be:

- Advice on the financing and funding options, including consideration on value capture opportunities
- Advice on the planning impacts from the relocation
- Advice on related actions to maximise benefits from relocating UTas' STEM facilities.

## First Meeting of the Joint Ministerial Committee on the Hobart City Deal

### Communiqué – 24 April 2018

The Joint Ministerial Committee overseeing the development of the Hobart City Deal held its first meeting today in Hobart.

The meeting follows the signing of a Heads of Agreement on the Hobart City Deal by the Prime Minister and Premier in January.

The meeting continued discussion on the priorities to be captured in the Hobart City Deal, to support Hobart's continued growth as a vibrant, connected, liveable capital city.

Discussion focused on the five agreed key focus areas:

- Examine options to **facilitate an Antarctic Precinct as part of Macquarie Point** to harness the unique opportunities presented by the site.
- **Create a Greater Hobart Transport Vision** to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail and ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options.
- **Establish a Greater Hobart Act** to provide a strategic framework for the Tasmanian Government and the Clarence, Glenorchy, Hobart and Kingborough councils to collaborate and support the achievement of outcomes that enhance liveability, connectivity, and operational efficiencies across the municipal areas.
- **Examine options to facilitate the development of the University of Tasmania's STEM presence in the city** to support both regional and international education, and innovation growth.
- **Explore options to support affordable housing** in the Greater Hobart region.

Members agreed that ongoing collaboration and cooperation will deliver the shared vision for Greater Hobart.

The Committee committed to continuing discussions to work towards substantial development of a Hobart City Deal by the end of the year.

The Committee noted the work that has been undertaken to date to progress the development of the Hobart City Deal. This included:

- finalising the terms of reference for the Senior Officials Group;
- noting working groups are currently being established to support the progression of the key work streams;
- that progress has been made to develop a proposed scope and framework for a Greater Hobart Act;
- engagement with the University of Tasmania to discuss opportunities relating to STEM have commenced; and
- early targeted consultation is underway to facilitate an Antarctic Precinct as part of Macquarie Point.

**Membership**

The Hon Paul Fletcher MP, Australian Government Minister for Urban Infrastructure and Cities

The Hon Peter Gutwein MP, Tasmanian Treasurer and Minister for State Growth

Lord Mayor Alderman Ron Christie, City of Hobart

Mayor Alderman Doug Chipman, City of Clarence

Mayor Alderman Kristie Johnston, City of Glenorchy

Mayor Councillor Steve Wass, Kingborough Council

Released under RTI

Dept. Ref MIG18/297  
 Critical Date 24 April 2018

<b>NOTED</b>
<b>SIGNED:</b> _____ <b>DATE:</b> _____

## Meeting Briefing Note for the Minister for State Growth

**SUBJECT: HOBART CITY DEAL – JOINT MINISTERIAL COMMITTEE**

*Minister's notation*

**Function Date:** Tuesday, 24 April 2018

**Time:** 2.30 pm to 3.15 pm

**Venue:** State Growth offices, Salamanca Building,

**Address:** Level 6, 4 Salamanca Place, Hobart

**Running Order:** Agenda attached and noted below

**Attendees**

**Members:**

- The Hon Paul Fletcher MP, Minister for Urban Infrastructure and Cities (Co-Chair)
- The Hon Peter Gutwein MP, Minister for State Growth (Co-Chair)
- Lord Mayor Ron Christie, Hobart City Council
- Mayor Doug Chipman, Clarence City Council
- Mayor Kristie Johnston, Glenorchy City Council
- Mayor Steve Wass, Kingborough Council

**Other attendees:**

*Senior Officials Group Co-Chairs:*

- Mary Wiley-Smith, Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities (Commonwealth)
- Kim Evans, Secretary, Department of State Growth

*Secretariat*

- § 36 § 36 Policy and Coordination, Department of State Growth

Other attendees, such as Ministerial advisors and General Managers or other support for Mayors are to be confirmed.

## **Background:**

The Hobart City Deal governance structure has four components:

- **City Deal Signatories** – Prime Minister, Premier and the Lord Mayor of Hobart and Mayors of Clarence, Glenorchy and Kingborough councils.
- **Joint Ministerial Committee** – Minister for State Growth (Co-Chair), Commonwealth Minister for Urban Infrastructure and Cities (Co-Chair), the Lord Mayor of Hobart and Mayors of Clarence, Glenorchy and Kingborough councils.
- **Senior Officials Group** – Commonwealth Executive Director of the Cities Division (Co-Chair), Commonwealth General Manager of the Cities Division, Secretary of the Department of State Growth (Co-Chair), Secretary of the Department of Premier and Cabinet, CEO of Infrastructure Tasmania, and General Managers of the Clarence, Glenorchy, Hobart and Kingborough councils.
- **Working Groups** – established through, and reporting to the Senior Officials Group, working groups are in the process of being established for each of the five key project areas.

The first Joint Ministerial Committee meeting will be convened on Tuesday, 24 April 2018. This follows the first meeting of the Senior Officials Group earlier this year in March.

## **Joint Ministerial Committee – Meeting 1**

The agenda for the first Joint Ministerial Committee meeting includes three items:

1. Welcome and overview of the key priorities;
2. Hobart City Deal process; and
3. Update on focus areas.

Notes on matters to be considered under each of these are provided below.

### ***Agenda item 1 – Welcome and overview of key priorities***

The only paper for this agenda item is a copy of the Heads of Agreement as signed by the Prime Minister and Premier on 16 January 2018. It has been included in the meeting papers as it clarifies the scope of the Hobart City Deal as agreed to date.

The Heads of Agreement states that the Hobart City Deal will:

1. examine options to **facilitate an Antarctic Precinct at Macquarie Point** to harness the unique opportunities presented by the site;
2. create a **Greater Hobart Transport Vision** to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail or ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options;
3. **establish a Greater Hobart Act**, to provide a strategic framework for local councils in the region and the State Government to work together to implement the objectives of the Hobart City Deal and complementary strategic land use planning outcomes;

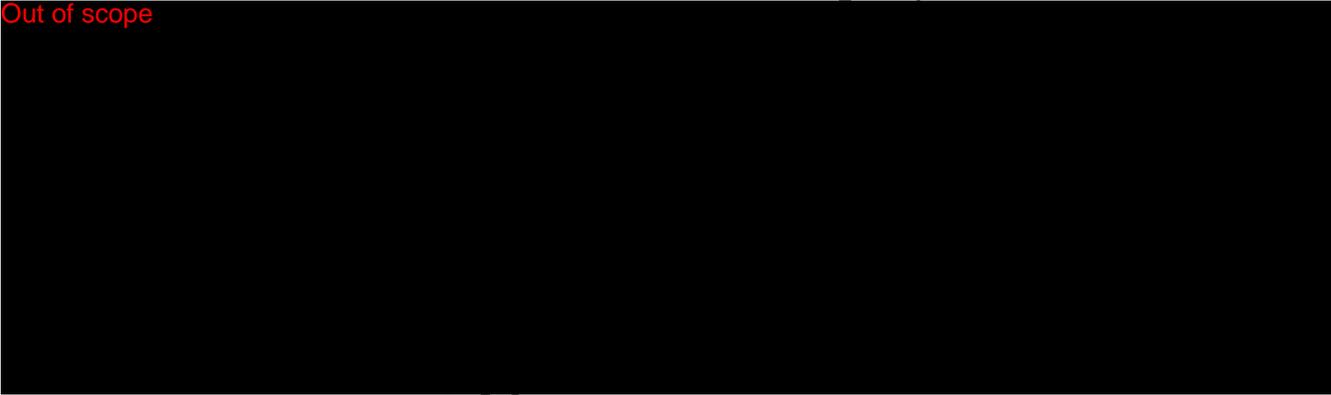
4. examine options to **facilitate the development of the University of Tasmania's STEM presence in the city**, to support both regional and international education, and innovation growth; and
5. **explore options to support affordable housing** in the Greater Hobart region.

Twenty minutes have been allocated to this agenda item. It is anticipated that each Committee Member will have an opportunity to briefly speak to highlight the outcomes they hope to see through the Hobart City Deal.

It would be useful to:

- suggest to the Committee the importance of the Hobart City Deal being implementation and action focused, given a Heads of Agreement has already been signed and shared publically, which lists the key focus areas;
- note senior government and council officials are actively discussing the development of a Greater Hobart Act, as this key focus area is likely to be an area of interest to the Lord Mayor and three Mayor Committee Members; and
- emphasise the opportunity presented by, and the importance of, progressing the Antarctic Precinct at Macquarie Point through the Hobart City Deal.

Out of scope



### ***Agenda item 2 – Hobart City Deal Process***

This agenda item includes three papers:

- 2a. Hobart City Deal governance arrangements – you discussed and agreed this framework with the Minister for Urban Infrastructure and Cities in late January following the signing of the Heads of Agreement. All four councils have since supported the arrangements. It is not anticipated that there will be any discussion on this paper.
- 2b. Senior Officials Group Terms of Reference – these have been agreed by the Senior Officials Group. It is not anticipated that there will be any discussion on this paper.
- 2c. Hobart City Deal indicative roadmap – this is the key paper for the agenda item. It provides a timeline to support the finalisation of a Hobart City Deal in the 2018 calendar year.

Importantly, the timeline in paper 2c:

- provides time for Cabinet consideration of the draft Hobart City Deal after it is considered by the Committee; and
- allows for the Hobart City Deal to be finalised within one year of the Heads of Agreement being signed. This is considered important for stakeholder management and to present the actions that will be taken through the Deal.

It is recommended that the proposed timeline is supported and that all members of the Committee commit to its implementation.

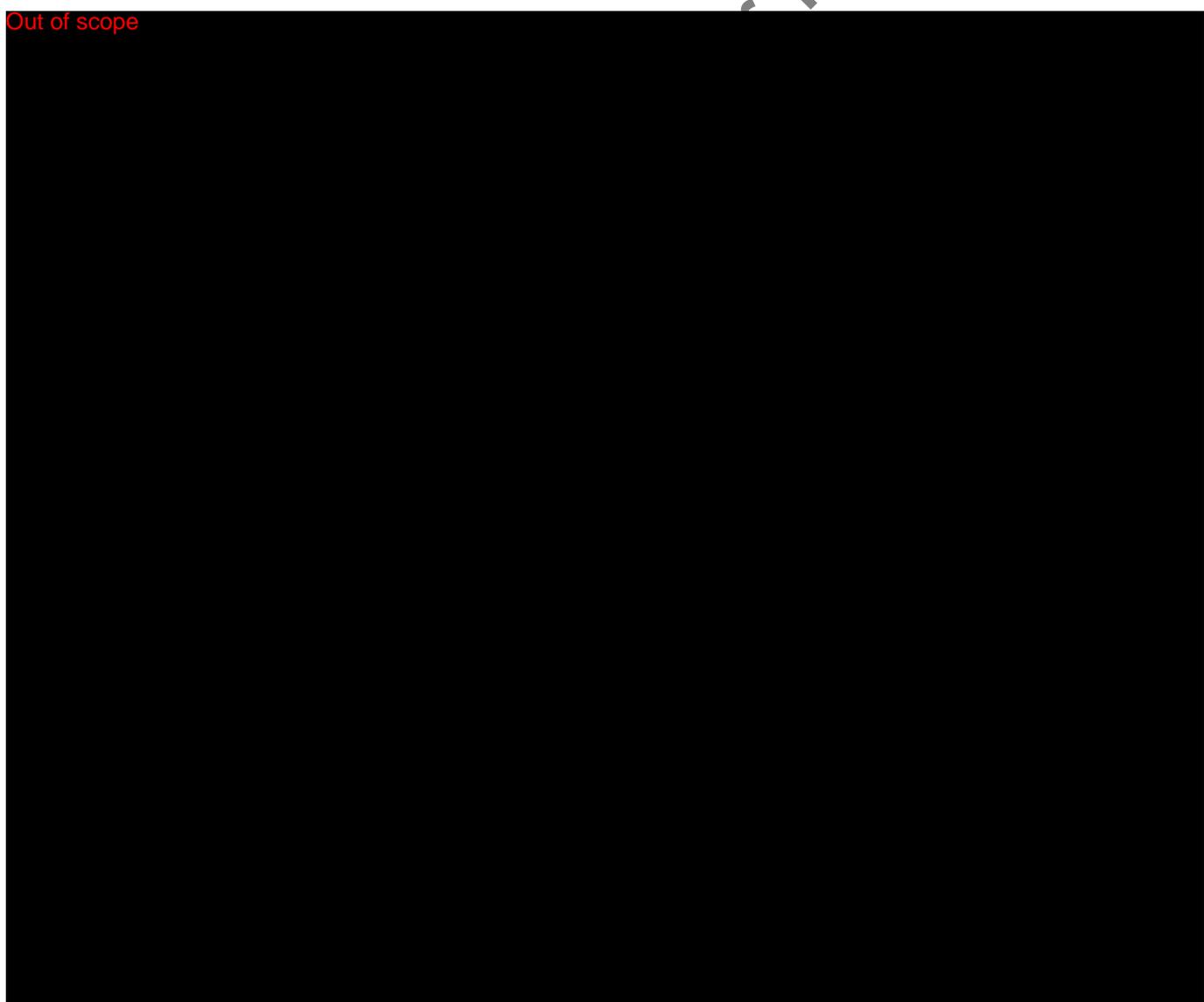
### ***Agenda item 3 – Update on focus areas***

The paper provided for this item includes a brief update on the five key focus areas.

It is recommended that the update is noted.

To support your participation in the discussion on this agenda item, context for each of the five key focus areas is provided below.

Out of scope



Out of scope

#### 4. **Supporting STEM**

- Consultation with the University of Tasmania has commenced.
- The Australian Government will chair the working group for this item, however State Growth officials will work closely with the Australian Government on this focus area.

Out of scope

#### *Meeting administration and communications*

In addition to the above, it may be useful for you to liaise with the Minister for Urban Infrastructure and Cities, in his capacity as Co-Chair, in advance of the meeting, to confirm:

- if a communiqué or joint media statement will be released following the meeting; and
- chairing arrangements for the meeting. While the development of City Deals is an Australian Government program, the agreed governance arrangements state that both you and the Minister for Urban Infrastructure and Cities share the position of Chair of this Committee. Noting the Committee will need to meet at least twice in the

development phase of the Hobart City Deal, it may be useful to alternate chairing responsibilities.

The Minister for Urban Infrastructure and Cities' office has been finalising papers and meeting invitations. It is expected that these will be circulated shortly. The current versions of the meeting papers are attached.

Kim Evans  
**Secretary**

April 2017

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Prepared by:	§ 36	Cleared by:	Kim Evans
Position:	§ 36 Policy and Coordination	Position:	Secretary
Email:	§ 36 @stategrowth.tas.gov.au	Email:	Kim.evans@stategrowth.tas.gov.au
Phone:	§ 36	Phone:	§ 36

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**Attachments:**

- Agenda papers:
  - Agenda
  - 1a. Heads of Agreement (signed 16 January 2018)
  - 2a. Governance arrangements
  - 2b. Senior Officials Group Terms of Reference
  - 2c. Indicative roadmap
  - 3a. Update on focus areas
- Greater Hobart Traffic Solution
- State Road Upgrades Southern Region
- Hobart Transport Vision
- Greater Hobart Act – proposed scope and framework (MIG18/272)

## MINUTES

### HOBART CITY DEAL – SENIOR OFFICIALS MEETING No. 2

**Date:** 31 May 2018

**Time:** 11.30 am – 1.30 pm

**Venue:** State Growth offices, Level 6, 4 Salamanca Place, Hobart

<b>Attendees</b>	
<b>Senior Officials Group members:</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth – <b>Meeting Chair</b>
Kate Lynch (Co-Chair)	Acting Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities – <i>by phone</i>
Jenny Gale	Secretary, Department of Premier and Cabinet
Allan Garcia	CEO, Infrastructure Tasmania
Toby Robinson	Acting General Manager, City Deals and Engagement Branch, Department of Infrastructure, Regional Development and Cities
Andrew Paul	General Manager, Clarence City Council
Tony McMullen	General Manager, Glenorchy City Council
Nick Heath	General Manager, Hobart City Council
Gary Arnold	General Manager, Kingborough Council
<b>Other attendees:</b>	
§ 36	§ 36 Tasmania Section, City Deals and Engagement, Department of Infrastructure, Regional Development and Cities
§ 36	§ 36, Policy Division, Department of Premier and Cabinet
§ 36	§ 36 Policy and Coordination, Department of State Growth
<b>Apologies:</b>	
None	

#### AGENDA ITEM 3 – Timeframes

##### a. STEM (Chair – Kate Lynch)

The Senior Officials Group noted the STEM Working Group were convened on Friday, 31 May 2018 and were joined at the meeting by the Clean Energy Finance Corporation. The meeting presented an opportunity to continue the conversation with the University of Tasmania about its threshold decisions regarding the potential relocation of its STEM activities.

In particular:

- the scope of the proposed move (i.e. if it is just STEM courses on the table or all of the services and courses operating from the Sandy Bay campus);
- if the move is likely to proceed; and
- the proposed timeline should the move into the CBD go ahead.

It was noted that the University has indicated it is working to prepare information to present to its Council in August to inform the relocation decision making process. As a complex decision, the timeline for resolving the final decision is unclear. However, it was noted that if the University's Council resolves to relocate some or all of its services from its Sandy Bay campus to Hobart CBD, it is likely to be well placed to mobilise quickly.

The Senior Officials Group agreed:

- to continue the positive discussions and engagement through the Working Group, noting the commercial-in-confidence nature of those matters;
- given the cross-cutting nature of the impacts of this stream across other focus areas, particularly transport and affordable housing, that Chairs and members from other working groups be invited to join discussions as appropriate; and
- in parallel to the Working Group's discussions, Members of the Senior Officials Group will continue direct discussions with the Vice Chancellor Rufus Black.

<b>Action 2.3</b>	<b>It was agreed that the Terms of Reference for the STEM Working Group be amended to:</b> <ul style="list-style-type: none"> <li>• <b>update the membership to include a Tasmanian Department of Premier and Cabinet representative, and a Department of Education representative</b></li> <li>• <b>include the State of Tasmania and University of Tasmania – <i>Making the Future Partnership</i> as a key reference document</b></li> </ul>
<b>Action 2.4</b>	<b>It was agreed that the amended Terms of Reference for the STEM Working Group would be circulated out of session</b>
<b>Action 2.5</b>	<b>The Chair of the STEM Working Group is to advise the Chair of the Greater Hobart Transport Vision, and other members as appropriate, of workshops and engagement opportunities with the University</b>
<b>Action 2.6</b>	<b>Senior Officials Group Members Kim Evans, Kate Lynch and Nick Heath will continue discussions with the Vice Chancellor Rufus Black and will provide updates to the Group as appropriate</b>
<b>Action 2.7</b>	<b>It was agreed to invite the Vice Chancellor Rufus Black to attend a Senior Officials Group meeting prior to the finalisation of the Hobart City Deal</b>

<b>ACTION REGISTER</b>		
<i>Complete actions will be reported in the following meeting minutes, then removed</i>		
<b>Item</b>	<b>Action</b>	<b>Status</b>
A2.3	It was agreed that the Terms of Reference for the STEM Working Group be amended to: <ul style="list-style-type: none"> <li>• update the membership to include a Tasmanian Department of Premier and Cabinet representative, and Department of Education representative</li> <li>• include the State of Tasmania and University of Tasmania – Making the Future Partnership as a key reference document</li> </ul>	NEW
A2.4	It was agreed that the amended Terms of Reference for the STEM Working Group would be circulated out of session	NEW
A2.5	The Chair of the STEM Working Group is to advise the Chair of the Greater Hobart Transport Vision, and other members as appropriate, of workshops and engagement opportunities with the University	NEW

A2.6	Senior Officials Group Members Kim Evans, Kate Lynch and Nick Heath will continue discussions with the Vice Chancellor Rufus Black and will provide updates to the Group as appropriate	NEW
A2.7	It was agreed to invite the Vice Chancellor Rufus Black to attend a Senior Officials Group meeting prior to the finalisation of the Hobart City Deal	NEW

Released under RTI

<b>TERMS OF REFERENCE</b> <b>A Working Group to examine options to facilitate development of the University of Tasmania’s STEM presence in the central Hobart</b>									
<b>Lead partner/s</b>	The Working Group will include representation from all three tiers of government and the University of Tasmania, and will be Chaired by Department of Infrastructure, Regional Development and Cities.								
<b>Rationale</b>	The Working Group will examine options to collaboratively facilitate development of the University of Tasmania’s STEM presence in the city. This will be informed by the planning being undertaken by the University of Tasmania and include consideration of other activities being progressed by the Hobart City Council and Australian and Tasmanian governments, including projects to be progressed through the Hobart City Deal.								
<b>Broad elements and indicative timing</b>	<table border="1"> <tr> <td>1. Convene Working Group</td> <td>May 2018</td> </tr> <tr> <td>2. Progress discussions and option identification</td> <td>June 2018</td> </tr> <tr> <td>3. Draft for the Senior Official Group’s consideration specific deliverable/s and suitable supportive narrative to capture in the Hobart City Deal.</td> <td>July 2018</td> </tr> <tr> <td>4. Outcomes of decision by University Council on southern campuses</td> <td>August 2018</td> </tr> </table>	1. Convene Working Group	May 2018	2. Progress discussions and option identification	June 2018	3. Draft for the Senior Official Group’s consideration specific deliverable/s and suitable supportive narrative to capture in the Hobart City Deal.	July 2018	4. Outcomes of decision by University Council on southern campuses	August 2018
1. Convene Working Group	May 2018								
2. Progress discussions and option identification	June 2018								
3. Draft for the Senior Official Group’s consideration specific deliverable/s and suitable supportive narrative to capture in the Hobart City Deal.	July 2018								
4. Outcomes of decision by University Council on southern campuses	August 2018								
<b>Financial implications</b>	<p>The initial scoping of the work program will be informed by projects and activities that are already being progressed by the University of Tasmania, Hobart City Council and Australian and Tasmanian governments. It is unlikely that additional funding will be required in the scoping phase of the project.</p> <p>However, funding and financing options in relation to the proposed city centre STEM presence, including value uplift and capture opportunities, will be identified by the Working Group.</p>								
<b>Governance</b>	<pre> graph TD     A[STEM Working Group] --&gt; B[Senior Officials Group]     B --&gt; C[Ministers/Mayors]     A --- D[Developing/progressing project, consultation as required]     B --- E[Advice to Ministers/Mayors, coordination, decisions on process]     C --- F[Decisions on potential projects and providing advice to Cabinets and Councils for their agreement to the City Deal]             </pre> <p>The governance structure is a vertical hierarchy. At the bottom is the <b>STEM Working Group</b>, which reports to the <b>Senior Officials Group</b>, which in turn reports to <b>Ministers/Mayors</b>. Each level has associated responsibilities: the Working Group focuses on developing/progressing the project and consultation; the Senior Officials Group provides advice, coordination, and decisions on process; and Ministers/Mayors make decisions on potential projects and provide advice to Cabinets and Councils for their agreement to the City Deal.</p>								

**Terms of Reference***The STEM Working Group will:*

- |           |  |
|-----------|--|
| <b>1.</b> | <p>Advise the Senior Officials Group on the:</p> <ul style="list-style-type: none"> <li>a. proposed process and timeframes for relocating the University of Tasmania's STEM campus from Sandy Bay to the Hobart city centre</li> <li>b. funding and financing options including value uplift and capture opportunities.</li> </ul> |
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|-----------|---|
| <b>2.</b> | <p>Provide advice to the Senior Officials Group on the planning and city-shaping impact of the proposed relocation of STEM facilities. This includes, but is not limited to considering:</p> <ul style="list-style-type: none"> <li>a. the demand for, and availability of affordable housing and other associated student support services and infrastructure.</li> <li>b. transport implications, including demand for mass transit options within and to the city centre, parking, and pedestrian and cycling city centre flows</li> <li>c. options for future development of the Sandy Bay site</li> <li>d. opportunities to maximise the benefits of relocating STEM courses to the city centre</li> </ul> |
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| <b>3.</b> | <p>Support the development of a draft Hobart City Deal by:</p> <ul style="list-style-type: none"> <li>a. identifying specific deliverables and associated timeframes that can be captured in the Deal to identify options to facilitate development of the University of Tasmania's STEM presence in the city</li> <li>b. consider the linkages and opportunities to support the implementation of other key focus areas of the Hobart City Deal</li> <li>c. prepare a narrative and provide contextual information to accompany the identified specific deliverables.</li> </ul> |
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| <b>4.</b> | <p>Support targeted engagement through the development of the Hobart City Deal by:</p> <ul style="list-style-type: none"> <li>a. identifying key stakeholders, and opportunities for engagement with those stakeholders</li> <li>b. undertaking engagement with stakeholders as authorised by the Senior Officials Group</li> <li>c. proactively identifying any risks to implementation or stakeholder engagement and highlighting these to the Senior Officials Group through the Working Group Chair.</li> </ul> |
|-----------|---|

**Outputs**

*The Working Group will develop the following and provide to the Senior Official's Group:*

- Identify options to facilitate development of the University of Tasmania's STEM presence in the city.
- Advice on financing and funding options, including consideration on value capture opportunities.
- Map key linkages (issues and activities) between the focus areas.

**Reference and information materials**

Hobart City Deal Heads of Agreement

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Hobart City Deal Governance

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Senior Official Group – Terms of Reference

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University of Tasmania's STEM business case and Infrastructure Australia's evaluation

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State of Tasmania and University of Tasmania – Making the Future Partnership

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**Links to other Projects/Working Groups**

In progressing its work, the STEM Working Group will give consideration to the other key project work streams being explored through the Hobart City Deal.

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Released under RTI

## Membership

*The specific nominees identified for each of the key Members below are indicative only and may be subject to change*

<b>Chair</b>	<i>Chairs Working Group meetings, ensures delivery of outputs, reports back to Senior Officials Group</i>	Member (or their nominee)
Department of Infrastructure, Regional Development and Cities (Aus)	Executive Director (A/g), Cities Division	Kate Lynch
<b>Members</b>	<i>Provides expert advice, consults with agency and externally, as per communications plan</i>	
Department of Education and Training (Aus)	Assistant Director	Susan Carder
Department of State Growth (Tas)	§ 36, Policy and Programs – Workforce Development Systems	§ 36
Department of State Growth (Tas)	General Manager	Mark Bowles
Department of Education (Tas)	Deputy Secretary	Trudy Pearce
Department of Premier and Cabinet (Tas)	Assistant Director	Pip Shirley
Hobart City Council	Director City Planning	Neil Noye
University of Tasmania	Chief of Staff, Office of the Vice Chancellor	Moya Fyfe

## Stakeholders

The Working Group will be supported by existing key stakeholder engagement mechanisms, and governance arrangements.

This includes engaging as appropriate across agencies to enable the Australian Government, Tasmanian Government and Local Government and University of Tasmania members to respectively represent their whole of organisation view.

The Working Group will consider potential impacts and opportunities the other four key project streams.

## Protocols

Decision making	<p>Decisions on the potential content and commitments are to be made by the Joint Ministerial Committee, with the Committee members to progress agreement to the City Deal through their respective Cabinets and Councils.</p> <p>The Senior Officials Group can make reasonable decisions on behalf of Governments to progress the development and coordination of the City Deal.</p> <p>The Working Group provides advice to the Senior Officials Group on the matters outlined in these Terms of Reference, which will inform decisions taken as outlined above. Members reserve their rights to autonomous decision making and to undertaking actions in accordance with legislative responsibilities/requirements.</p> <p>The Working Group will pursue consensus in developing advice and outputs. If consensus cannot be achieved then the Chair may make a determination, or adjourn the matter to be reconsidered by the Working Group at a later time. Where consensus is not reached, alternative views will be noted in the meeting minutes and communicated to the Senior Officials Group.</p>
Membership/meeting attendance	<p>Working Group membership is determined by the Senior Officials Group. The Senior Officials Group may vary Working Group membership at any time.</p> <p>Members may send a delegate from within their organisation as required.</p> <p>Additional experts may be invited as guests on an ad hoc basis by the Chair. Guests are to provide advice only and are not members of the Working Group.</p> <p>Members may be asked to present to the Joint Ministerial Committee or Senior Officials Group.</p>
Meetings	<p>Meetings will be held as required to fulfil the Working Group's responsibilities and deliver required outputs. Meetings will be called by the Chair and may be held via phone/video conference or in person.</p> <p>If the Chair is unable to participate, the Chair will nominate a delegate or another member of the Working Group to act as Chair.</p> <p>Agenda papers will be provided to the Chair for circulation to members. Meetings will be minuted, with minutes and action items circulated for agreement.</p>
Communications and media	<p>Discussions and papers of the Working Group are confidential to the members and the organisations they represent, the Joint Ministerial Committee and the Senior Officials Group, subject to any statutory disclosure obligations.</p> <p>When making public statements, members will use standard lines. Members will not brief the media or make public statements on the Working Group, its activities, status or recommendations beyond these standard lines without the express agreement of the Joint Ministerial Committee or the Senior Officials Group.</p>
Reporting lines	<p>The Working Group reports directly to the Senior Officials Group.</p>

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	After each Working Group Meeting, the Chair will provide to the Senior Officials Group the minutes from the meeting and updates on action items. The Chair may also determine to provide any drafts or outputs.
Review	The Senior Officials Group will review and update these Terms of Reference after the Hobart City Deal is signed as required to support implementation of the Deal.
Secretariat	The Department of Infrastructure, Regional Development and Cities will provide secretariat support to the Working Group, including recording Minutes and action items.

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## MINUTES

### HOBART CITY DEAL – SENIOR OFFICIALS MEETING No. 3

**Date:** 29 June 2018  
**Time:** 1.00 pm – 3.00 pm  
**Venue:** State Growth offices, Level 6, 4 Salamanca Place, Hobart

ATTENDEES	
<b>Senior Officials Group members:</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth
Kate Lynch (Co-Chair)	Acting Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities – <b>Meeting Chair</b>
Jenny Gale	Secretary, Department of Premier and Cabinet
Allan Garcia	CEO, Infrastructure Tasmania
Toby Robinson	Acting General Manager, City Deals and Engagement Branch, Department of Infrastructure, Regional Development and Cities
Andrew Paul	General Manager, Clarence City Council
Tony McMullen	General Manager, Glenorchy City Council
Gary Arnold	General Manager, Kingborough Council
<b>Other attendees:</b>	
§ 36	§ 36, Tasmania Section, City Deals and Engagement, Department of Infrastructure, Regional Development and Cities
§ 36	§ 36, Policy Division, Department of Premier and Cabinet
§ 36	§ 36 Policy and Coordination, Department of State Growth
<b>Apologies:</b>	
Nick Heath	General Manager, Hobart City Council

### AGENDA ITEM 3 – Key focus areas

#### d. STEM (Chair – Kate Lynch)

The Chair provide an update to the Senior Officials Group following a workshop held by the University of Tasmania including representatives from the STEM and Hobart Transport Vision working groups on 29 June 2018. The workshop provided good insights into UTas' work to support a decision by University Council on the future of their southern campuses by September 2018, including:

- two genuine choices are under consideration; to maintain and refurbish the existing Sandy Bay campus, or consolidate their presence in the city centre
- information on the strategic planning UTas is undertaking, including transport modelling and assessing their property portfolio
- funding considerations
- lack of public transport and a social stigma of exclusion, due to the current location of the University at Sandy Bay, are barriers to local students commencing or completing their studies. Drop out rates are estimated to be reduced by 5% if the campus is relocated to the city centre
- car use is expected to reduce if UTas consolidates in the city centre
- in the event that UTas decided to vacate the Sandy Bay site, the University would want to be involved in masterplanning the site, and

- the working group will consider what information can be provided to UTas to support the University Council's decision making process in September.

Senior Officials also discussed the potential interaction with the City Deal, including reflecting the decision from UTas, support City Deal partners can provide and the ability to sequence construction given the already large construction pipeline for the city.

<b>Action Register</b>		
<i>Complete actions will be reported in the following meeting minutes, then removed</i>		
<b>Item</b>	<b>Action</b>	<b>Status</b>
A2.3	It was agreed that the Terms of Reference for the STEM Working Group be amended to: <ul style="list-style-type: none"> <li>• update the membership to include a Tasmanian Department of Premier and Cabinet representative, and Department of Education representative</li> <li>• include the State of Tasmania and University of Tasmania – Making the Future Partnership as a key reference document</li> </ul>	Complete
A2.4	It was agreed that the amended Terms of Reference for the STEM Working Group would be circulated out of session	Complete
A2.5	The Chair of the STEM Working Group is to advise the Chair of the Greater Hobart Transport Vision, and other members as appropriate, of workshops and engagement opportunities with the University	Complete
A2.6	Senior Officials Group Members Kim Evans, Kate Lynch and Nick Heath will continue discussions with the Vice Chancellor Rufus Black and will provide updates to the Group as appropriate	Ongoing
A2.7	It was agreed to invite the Vice Chancellor Rufus Black to attend a Senior Officials Group meeting prior to the finalisation of the Hobart City Deal	Ongoing
A2.3	It was agreed that the Terms of Reference for the STEM Working Group be amended to: <ul style="list-style-type: none"> <li>• update the membership to include a Tasmanian Department of Premier and Cabinet representative, and Department of Education representative</li> </ul> include the State of Tasmania and University of Tasmania – Making the Future Partnership as a key reference document	Complete

<b>Decision Register</b>		
<b>Item</b>	<b>Decision</b>	<b>Completed</b>
D1.3	Members agreed to the following Chairs for Working Groups: <ul style="list-style-type: none"> <li>• Antarctic Precinct – Kate Lynch and Kim Evans</li> <li>• STEM – Kate Lynch</li> <li>• Integrated Passenger Transport – Allan Garcia</li> <li>• Greater Hobart Act – Kim Evans</li> <li>• Affordable Housing – Jenny Gale</li> </ul>	Meeting 1, Agenda item 4
<b>Item</b>	<b>Declarations of potential conflicts of interest</b>	<b>Noted/ recorded</b>
CI1.1	Jenny Gale, Secretary, Department of Premier and Cabinet declared that she is a member of the University of Tasmania Council	Meeting 2, 31 May 2018

## MINUTES

### HOBART CITY DEAL – SENIOR OFFICIALS MEETING No. 4

**Date:** 30 August 2018  
**Time:** 2.00 pm – 4.00 pm  
**Venue:** State Growth offices, Level 6, 4 Salamanca Place, Hobart

ATTENDEES	
<b>Senior Officials Group members:</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth – <b>Meeting Chair</b>
Brendan McRandle (Co-Chair)	Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities
Jenny Gale	Secretary, Department of Premier and Cabinet
Allan Garcia	CEO, Infrastructure Tasmania
Toby Robinson	Acting General Manager, City Deals and Engagement Branch, Department of Infrastructure, Regional Development and Cities
Andrew Paul	General Manager, Clarence City Council
Nick Heath	General Manager, Hobart City Council
Gary Arnold	General Manager, Kingborough Council
<b>Other attendees:</b>	
§ 36	§ 36 Tasmania Section, City Deals and Engagement, Department of Infrastructure, Regional Development and Cities
§ 36	§ 36, Policy Division, Department of Premier and Cabinet
§ 36	§ 36 Policy and Coordination, Department of State Growth
<b>Apologies:</b>	
Tony McMullen	General Manager, Glenorchy City Council

### AGENDA ITEM 3 – Draft Hobart City Deal

The following updates on the key work streams were also noted:

- **STEM** – it was noted that the University of Tasmania representatives on the STEM working group have advised that the University Council has resolved to undertake further consultation before determining the final location of the its new STEM facility, with a decision now expected in February 2019. It was agreed that:
  - the opportunities the Hobart City Deal presents for collaboration and policy alignment remain key to the development of a new STEM facility, regardless of the final location;
  - outcomes that can be achieved, particularly social, economic and liveability, through the relocation remain the focus of actions in this area; and
  - broadening the key focus area to explicitly include Jobs for the Future, Smart Technology and innovation was consistent with the vision for the Hobart City Deal and provided the opportunity to capture a more complete range of actions through the partnership.

It was agreed to:

- to expand the current focus of the STEM key focus areas to also capture innovation and Smart Technology (Action 4.2);

<b>Decision 4.1 / Action 4.2</b>	<b>Expand the STEM key focus area to also capture Jobs for the Future, innovation and Smart Technology.</b>
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<b>Action Register</b>		
<i>Complete actions will be reported in the following meeting minutes, then removed</i>		
<b>Item</b>	<b>Action</b>	<b>Status</b>
A2.6	Senior Officials Group Members Kim Evans, Kate Lynch and Nick Heath will continue discussions with the Vice Chancellor Rufus Black and will provide updates to the Group as appropriate	Ongoing
A2.7	It was agreed to invite the Vice Chancellor Rufus Black to attend a Senior Officials Group meeting prior to the finalisation of the Hobart City Deal	Ongoing
A4.2	Expand the STEM key focus area to also capture, Jobs for the Future, innovation and Smart Technology.	Complete
<b>Decision Register</b>		
<b>Item</b>	<b>Decision</b>	<b>Completed</b>
D1.3	Members agreed to the following Chairs for Working Groups: <ul style="list-style-type: none"> <li>• Antarctic Precinct – Kate Lynch and Kim Evans</li> <li>• STEM – Kate Lynch</li> <li>• Integrated Passenger Transport – Allan Garcia</li> <li>• Greater Hobart Act – Kim Evans</li> <li>• Affordable Housing – Jenny Gale</li> </ul>	Meeting 1, Agenda item 4
D4.1	The STEM key focus area will be expanded to also capture Jobs for the Future, innovation and Smart Technology.	Meeting 4, Agenda item 3
<b>Item</b>	<b>Declarations of potential conflicts of interest</b>	<b>Noted/ recorded</b>
CI1.1	Jenny Gale, Secretary, Department of Premier and Cabinet declared that she is a member of the University of Tasmania Council.	Meeting 2, 31 May 2018

Released under RTI

**Hobart City Deal**  
**Joint Ministerial Committee – November 2018**

Meeting 2

Thursday, 8 November 2018, 2.30pm – 3.30pm  
State Growth offices, Level 6, 4 Salamanca Place, Hobart

**Members:**

- The Hon Alan Tudge MP, Minister for Cities, Urban Infrastructure and Population (Co-Chair)
- The Hon Peter Gutwein MP, Minister for State Growth (Co-Chair)
- Lord Mayor elect Anna Reynolds, Hobart City Council
- Mayor Doug Chipman, Clarence City Council
- Mayor Kristie Johnston, Glenorchy City Council
- Mayor elect Dean Winter, Kingborough Council

**Agenda items**

1. Welcome and apologies
2. Update on work to date  
Paper and the following attachments
  - a. Table of key milestones
  - b. Joint Ministerial Committee – Meeting 1, minutes and communique
  - c. Senior Officials Group – Meeting 4 – Meeting outcomes
3. Draft Hobart City Deal  
Paper and the following attachment
  - a. Draft Hobart City Deal outline
4. Next steps –process to finalise the Hobart City Deal  
Paper
5. Other business and close

**Other attendees:**

- s 36 Office of the Hon Alan Tudge MP
- Andrew Finch, Chief of Staff, Office of the Hon Pater Gutwein MP
- Brendan McRandle, Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities
- Adam Stankevicius, General Manager, Cities Division, Department of Infrastructure, Regional Development and Cities
- s 36 Tasmanian Section, Cities Division, Department of Infrastructure, Regional Development and Cities
- Kim Evans, Secretary, Department of State Growth
- Andrew Paul, General Manager, Clarence City Council
- Tony McMullen, General Manager, Glenorchy City Council
- Nick Heath, General Manager, Hobart City Council
- Gary Arnold, General Manager, Kingborough Council
- s 36 Policy and Coordination, Department of State Growth (Secretariat)

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# Hobart City Deal – Joint Ministerial Committee – November 2018

## Agenda item 2. Update on work to date

### Recommendation

It is recommended that the Joint Ministerial Committee note the key milestones for the Hobart City Deal to date.

### Current situation

Following the signing of the Heads of Agreement in January 2018, the Senior Officials Group, and supporting working groups, have been progressing the development of the Hobart City Deal.

To support the implementation of the Heads of Agreement, in January 2018 governance arrangements were established and agreed by all parties. These comprise:

- **City Deal signatories** – the City Deal will be signed by the Prime Minister, Premier of Tasmania, Lord Mayor of Hobart and Mayors of the Clarence, Glenorchy and Kingborough councils.
- **Joint Ministerial Committee** – this Committee oversees the decision-making for the City Deal. The members are: the Minister for Cities, Urban Infrastructure and Population (Co-Chair), and Minister for State Growth (Co-Chair), Lord Mayor of Hobart and Mayors of the Clarence, Glenorchy and Kingborough councils.
- **Senior Officials Group** – this Group leads the negotiation of the City Deal and provides strategic direction and oversight of initiatives. The members are: Executive Director, Cities Division (Co-Chair), General Manager, Cities Division, Secretary, Department of State Growth (Co-Chair), Secretary, Department of Premier and Cabinet, CEO, Infrastructure Tasmania and the General Managers of the Clarence, Glenorchy, Hobart and Kingborough councils.
- **Working Groups** – the working groups provide project-specific input and advice to the Senior Officials Group. Working groups have been established for each of the key focus areas.

The five key focus areas are:

- exploring options to facilitate an **Antarctic and Science Precinct at Macquarie Point** to harness the unique opportunities presented by the site.
- implementing a **Greater Hobart Transport Vision** to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail or ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options.
- establishing a **Greater Hobart Act**, to provide a legislative framework for the Clarence, Glenorchy, Hobart and Kingborough councils to work together with the Tasmanian Government to drive collaboration and collective decision making across the four municipal areas.

- encouraging **innovation, the use of smart technologies**, and support the jobs of the future including **STEM**.
- exploring options to **support affordable housing** in the Greater Hobart region.

Through the negotiations to date, a number of commitments have been secured, in particular:

- Australian and Tasmanian Government funding of up to \$461 million and \$115 million, respectively, to support the replacement of the Bridgewater Bridge as part of the 2018-19 Budget.
- A series of commitments by the Tasmanian Government to progress the implementation of the Greater Hobart Transport Vision through the 2018-19 State Budget, including \$30.8 million from 2018-19 to 2020-21 focussing on congestion mitigation measures.
- Agreement to engage with CSIRO and the Australian Antarctic Division to seek advice on the preconditions they would have if they were to relocate to Macquarie Point.
- The Tasmanian Government has partnered with TasWater to progress the decommission of the wastewater treatment plant neighbouring Macquarie Point.

Working groups have been formed for each of the five key focus areas to identify policy and project opportunities the City Deal may present.

A high level summary of the key milestones achieved to date is provided in the attached table for noting (Attachment 2a).

The summary of the April 2018 Joint Ministerial Committee meeting and the most recent Senior Officials Group meeting are at [Attachment 2b](#) and [2c](#) respectively.

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## Hobart City Deal – Key milestones and next steps

2018	Milestones / Next Steps	Achievements
Jan	<p><b>Heads of Agreement signed by the Premier and Prime Minister</b></p> <p>(furthering the MoU signed in September 2016 to guide the development of City Deals in Tasmania more broadly)</p>	
Feb	<p><b>Governance arrangements to support negotiations to develop the Hobart City Deal agreed by all City Deal Partners</b></p>	
Mar	<p><b>Senior Officials Group convened</b> to enable senior officials in the Australian Government and Tasmanian Government to work directly with the four council General Managers</p> <p><b>Working Group established</b></p>	
Apr	<p><b>Joint Ministerial Committee</b> convened to commence work on the Hobart City Deal</p>	<p>Agreement to engage with CSIRO and AAD and seek advice on the preconditions to relocate to Macquarie Point</p>
May		<p><b>Australian Government 2018-19 Budget</b></p> <p>\$461 million committed to replace the Bridgewater Bridge</p>
Jun		<p><b>Tasmanian Government 2018-19 Budget</b></p> <p>\$30.8 million Greater Hobart Traffic Vision to progress initiatives from 2018-19 to 2020-21 to implement congestion mitigation measures.</p> <p>\$115 million committed to replace the Bridgewater Bridge</p>
Aug	<p><b>Hobart City Deal framework agreed by the Senior Officials Group</b></p>	
Sept		<p><b>Decommissioning of the wastewater treatment plant neighbouring Macquarie Point</b></p> <p>Tasmanian Government partnered with TasWater to progress the relocation</p>
Nov	<p><b>Joint Ministerial Committee presented with proposed Hobart City Deal framework</b></p> <p>All City Deal Partners to consider contributions, and key requirements, to finalise the Hobart City Deal. Further discussed at item 4</p>	
Dec	<p>Hobart City Deal agreed</p>	

## First Meeting of the Joint Ministerial Committee on the Hobart City Deal

### Communiqué – 24 April 2018

The Joint Ministerial Committee overseeing the development of the Hobart City Deal held its first meeting today in Hobart.

The meeting follows the signing of a Heads of Agreement on the Hobart City Deal by the Prime Minister and Premier in January.

The meeting continued discussion on the priorities to be captured in the Hobart City Deal, to support Hobart's continued growth as a vibrant, connected, liveable capital city.

Discussion focused on the five agreed key focus areas:

- Examine options to **facilitate an Antarctic Precinct as part of Macquarie Point** to harness the unique opportunities presented by the site.
- **Create a Greater Hobart Transport Vision** to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail and ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options.
- **Establish a Greater Hobart Act** to provide a strategic framework for the Tasmanian Government and the Clarence, Glenorchy, Hobart and Kingborough councils to collaborate and support the achievement of outcomes that enhance liveability, connectivity, and operational efficiencies across the municipal areas.
- **Examine options to facilitate the development of the University of Tasmania's STEM presence in the city** to support both regional and international education, and innovation growth.
- **Explore options to support affordable housing** in the Greater Hobart region.

Members agreed that ongoing collaboration and cooperation will deliver the shared vision for Greater Hobart.

The Committee committed to continuing discussions to work towards substantial development of a Hobart City Deal by the end of the year.

The Committee noted the work that has been undertaken to date to progress the development of the Hobart City Deal. This included:

- finalising the terms of reference for the Senior Officials Group;
- noting working groups are currently being established to support the progression of the key work streams;
- that progress has been made to develop a proposed scope and framework for a Greater Hobart Act;
- engagement with the University of Tasmania to discuss opportunities relating to STEM have commenced; and
- early targeted consultation is underway to facilitate an Antarctic Precinct as part of Macquarie Point.

**Membership**

The Hon Paul Fletcher MP, Australian Government Minister for Urban Infrastructure and Cities

The Hon Peter Gutwein MP, Tasmanian Treasurer and Minister for State Growth

Lord Mayor Alderman Ron Christie, City of Hobart

Mayor Alderman Doug Chipman, City of Clarence

Mayor Alderman Kristie Johnston, City of Glenorchy

Mayor Councillor Steve Wass, Kingborough Council

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## **Hobart City Deal – Senior Officials Group**

### **Meeting No. 4 – 30 August 2018**

Department of State Growth, Level 6, 4 Salamanca Place, Hobart

#### **Meeting outcomes**

The Senior Officials Group supporting development of the Hobart City Deal met again today. In the meeting, the Senior Officials Group:

- received updates on the work being undertaken by the working groups in each of the five focus areas;
- noted an update on discussions with key stakeholders; and
- reviewed draft content for the Hobart City Deal, which will assist City Deal partners to consider their potential contributions to the Deal.

Key progress noted in the meeting included:

- working groups have been continuing to identify opportunities that can be progressed through the Hobart City Deal in, and across, the five key action areas; and
- these opportunities are informing initial drafting of content for the Hobart City Deal.

Commonwealth officials confirmed recent public statements that work will continue to progress the Hobart City Deal.

Work remains on track to achieve substantial development of the Deal by the end of the year. An overview on each of the key focus areas being progressed is provided below.

### **5. Supporting STEM and Innovation**

*Examine options to encourage innovation, the use of Smart Technologies, and support the jobs of the future*

City Deal Partners are considering actions to support improved educational, liveability and economic outcomes driven by innovation, use of Smart Technologies and supporting the uptake of STEM subjects in study.

In parallel, the University of Tasmania is considering options to establish a new STEM facility, including considering the best approach and location to deliver the University's programs and services.

Building on this work, City Deal Partners will seek to support the University's master planning work, and to support partnerships with industry, community and educational providers to drive innovation, commercialisation of research, and use of Smart Technologies.

#### **Objectives**

Key objectives to be achieved from the project include:

- Work with the University of Tasmania to encourage the uptake STEM subjects by both domestic and international students

- Work with industry to create a skilled workforce for the jobs of the future and supporting an entrepreneurial and start-up culture to create STEM jobs and sustainable economic growth, building on existing competitive strengths and innovation potential
- Improving the educational outcomes for Tasmanians by demonstrating the benefits of STEM study and making it easier for domestic students attend University and vocational training.
- Support and work with the University to plan and coordinate the establishment of a STEM facility and the management and best use of assets that may become available through that development.

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# Hobart City Deal – Joint Ministerial Committee – November 2018

## Agenda item 3. Draft Hobart City Deal

### Recommendation

It is recommended that the Joint Ministerial Committee:

1. Consider the attached outline and structure for the Hobart City Deal, including shared vision, framework, implementation arrangements and outcomes; and
2. Consider the term of the Hobart City Deal.

### Current situation

The draft Hobart City Deal (Attachment 3a) has been developed by the Senior Officials Group to provide a structure to support the finalisation of the Hobart City Deal. The look and feel of the document will be determined in the final stages of its development, however, the attached outline captures the key structure, implementation arrangements and importantly the key focus areas of the Hobart City Deal.

It includes a shared vision for central Hobart, which is supported by five themes:

1. Governance
2. Greater Hobart Transport Vision
3. Housing Affordability, including Urban Renewal
4. Antarctic and Science Precinct
5. Innovation and STEM

The attached outline captures the current list of actions that have been proposed to support the achievement of the shared vision. This list will continue to be finalised through discussions between City Deal Partners through discussion in the meeting and the process outlined in Agenda item 4 in the lead up to the finalisation of the City Deal.

Given the scope of the City Deal, which will be supported by short and long term actions, it is proposed that a term of 10 years be adopted. This will encourage ongoing participation by all parties and provide time for the foundations required to achieve the shared vision to be put in place.







































## Hobart City Deal – Joint Ministerial Committee – November 2018

### Meeting notes only

#### 1. Welcome

There are a number of new Members to the Committee since the first meeting was held in April.

##### Welcome new members:

- The Hon Alan Tudge MP, Minister for Cities, Urban Infrastructure and Population (Co-Chair)
- Lord Mayor elect Anna Reynolds, Hobart City Council
- Mayor elect Dean Winter, Kingborough Council

##### Returning members:

- Mayor Doug Chipman, Clarence City Council
- Mayor Kristie Johnston, Glenorchy City Council

There are no apologies.

##### Supporting officials:

- Ministerial advisors:
  - s 36, Office of the Hon Alan Tudge MP
  - Andrew Finch, Chief of Staff
- General Managers from each of the Councils:
  - Andrew Paul, General Manager, Clarence City Council
  - Tony McMullen, General Manager, Glenorchy City Council
  - Nick Heath, General Manager, Hobart City Council
  - Gary Arnold, General Manager, Kingborough Council
- Officers from Tasmanian and Australian Governments:
  - Senior Officials Group Co-Chairs:
    - Brendan McRandle, Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities
    - Kim Evans, Secretary, Department of State Growth
- Australian Government Cities Division (Department of Infrastructure, Regional Development and Cities)
  - Adam Stankevicius, General Manager
  - s 36 Tasmanian Section

#### 2. Update on work to date

The five key focus areas are:

- exploring options to facilitate an **Antarctic and Science Precinct at Macquarie Point** to harness the unique opportunities presented by the site.
- implementing a **Greater Hobart Transport Vision** to guide a coordinated approach to transport planning.
- establishing a **Greater Hobart Act**.

- encouraging **innovation, the use of smart technologies**, and support the jobs of the future including **STEM**.
- exploring options to **support affordable housing** in the Greater Hobart region.

These items are captured in the Draft Hobart City Deal – provided at item 3.

The key focus areas have varied slightly from the Heads of Agreement to reflect a boarder focus on innovation and smart technologies and not just STEM.

At the time of the signing of the Heads of Agreement the University of Tasmania had indicated an intent to relocate and build a STEM facility in the city. The University is still considering that proposal, but has delayed a final decision until early 2019 to enable it to undertake consultation.

While this decision will not be resolved in time to finalise the Hobart City Deal, it will still be an important action for the City Deal Partners to support and facilitate. The potential improved accessibility, social, education and liveability outcomes remain.

As a brief update on each of the key focus areas:

- **Innovation and STEM** – City Deal Partners are considering actions to support improved educational, liveability and economic outcomes driven by innovation, use of smart technologies and supporting the uptake of STEM subjects in study. The implementation of the City Deal will be informed by the University of Tasmania’s work to determine the best option to establish a new STEM facility.

Released under RTI

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 1

**Date:** 22 March 2019

**Time:** 12.00 pm – 1.30 pm

**Venue:** Department of State Growth offices, Level 6, 4 Salamanca Place, Hobart

<b>ATTENDEES</b>	
<b>Implementation Board members:</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth
Richard Wood (Co-Chair)	Executive Director, Cities Division, Department of Infrastructure, Regional Development and Cities – <b>Meeting Chair</b>
Jenny Gale	Secretary, Department of Premier and Cabinet
Allan Garcia	CEO, Infrastructure Tasmania
Heather Salisbury	Acting General Manager, Hobart City Council
Andrew Paul	General Manager, Clarence City Council
Tony McMullen	General Manager, Glenorchy City Council
Gary Arnold	General Manager, Kingborough Council
<b>Other attendees:</b>	
s 36	s 36 Tasmania Section, City Deals and Engagement, Department of Infrastructure, Regional Development and Cities
s 36	s 36 Policy Division, Department of Premier and Cabinet
s 36	s 36, Policy and Coordination, Department of State Growth
<b>Apologies</b>	
Nick Heath	General Manager, Hobart City Council

#### Agenda Item 1 - Welcome and apologies

##### *Conflict of interests*

Jenny Gale notified the Board that she is no longer a member of the University of Tasmania's University Council.

#### Agenda Item 2 – Implementation Board

It was also noted that further Steering Committees, or working groups could be established by the Implementation Board, as required. This may include the establishment of a suitable project steering committee to support the next phases of work arising after the University of Tasmania Council makes a decisions with regard to the location of its future operations.

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 2

**Date:** 17 May 2019

**Time:** 12.00 pm – 1.30 pm

**Venue:** Department of State Growth offices, Level 6, 4 Salamanca Place, Hobart

<b>Attendees</b>	
<b>Implementation Board members</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth– <b>Meeting Chair</b>
Adam Stankevicius	General Manager, Cities Division, Department of Infrastructure, Regional Development and Cities
Katherine Morgan-Wicks	Secretary, Department of Justice
Mellissa Gray	acting Deputy Secretary, Policy and Intergovernmental Relations (proxy)
Nick Heath	General Manager, Hobart City Council
Tony McMullen	General Manager, Glenorchy City Council
Gary Arnold	General Manager, Kingborough Council
Ian Nelson	acting General Manager, Clarence City Council (proxy)
<b>Other attendees</b>	
Rufus Black	Vice-Chancellor and President, University of Tasmania – <b>Guest presenter, Agenda item 2</b>
Kate Huntington Head of Government Relations, Office of the Vice-Chancellor, University	Head of Government Relations, Office of the Vice-Chancellor, University of Tasmania
§ 36	§ 36, Tasmania Section, City Deals and Engagement, Department of Infrastructure, Regional Development and Cities
§ 36	§ 36, Policy and Coordination, Department of State Growth
§ 36	§ 36 Policy Division, Department of Premier and Cabinet

#### **Agenda Item 2 – Guest speaker, Vice-Chancellor, University of Tasmania**

The Chair thanked the Vice-Chancellor for accepting the Implementation Board’s invitation to meet with the group following the University Council’s decision to relocate its southern campus into the Hobart CBD.

The Vice-Chancellor gave an overview of its planned transition into the central business area, noting it would be staged over a 10-15 year period.

The Vice-Chancellor noted that the first phase of the relocation will focus on design, planning and funding arrangements, which is anticipated to take 5 years at a minimum. He noted the initial focus will be at the Domain, the traditional home of the University's southern campus. This will commence with a conservation management plan, followed by an archaeological analysis of University owned sites.

The Vice-Chancellor also noted consideration of the existing character of the city and establishing good working relationships across government will also be part of the first stage of work. He noted this work will inform the development of a new STEM facility, which will integrate into the city and complement the activation of other sites.

The Vice-Chancellor also noted the University has a number of purpose built student accommodation facilities both in place and in development in the city. He noted that this will see an increased student presence over the next 24 months with accommodation for further 400 students coming on line. The importance of good urban design principles were emphasised as informing these developments, including activated ground floors, common spaces and view lines.

A third purpose built student accommodation facility is planned for the Kemp and Denning site, recently purchased by the University. This investment is being made to keep up with demand for student accommodation, with works planned to begin around April 2020. This will see the addition of approximately 450 additional student places, bringing the total potential student accommodation in the city to around 1 500.

If future builds are required, the Vice-Chancellor noted that opportunities outside of the city will be considered.

It was also noted that the University intends to retain and develop its existing Sandy Bay site. This will provide a longer term income stream and support the move into the city. The University is also planning a sale and lease back model to support and fund the phased relocation. It was noted that lifting the University's performance will be important to support its continued financial investment.

In discussion with the Implementation Board, the Vice-Chancellor noted:

- University accommodation is offered at a range of price points, and the facilities currently available are not fully occupied
- the University is anticipating it will be able to meet demand for student accommodation through its planned investments, and its monitoring and management of enrolments
- in addition to focussing on Tasmanian based potential students, improvements in brand recognition and attraction of mainland students will be an important part of the University's attraction strategy going forward

The Vice-Chancellor noted that key considerations in the context of the Hobart City Deal with regard to student presence are:

- frequent and accessible public transport options
- design and connections that support walking and cycling.

The Chair thanked Professor Black and Ms Huntington for meeting with the Implementation Board and noted the Board will continue to engage and work closely with the University to support the relocation of the southern campus. Professor Black and Ms Huntington left the meeting

<b>Action 2.1</b>	<b>Review the current governance arrangements with the University and propose a structure to support a collaborative approach to the relocation of its southern campus</b>
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### Agenda Item 3 – Draft minutes and actions

The actions were reviewed, with the General Manager, Hobart City Council noting that, in response to action 1.4, the key projects for the councils were:

- supporting the University relocation into Hobart’s CBD to support accessibility to higher education and encourage inner city accommodation

<b>Action Register</b>			
<i>Complete actions will be reported in the following meeting minutes, then removed</i>			
Item	Action	Status	Responsibility
A2.1	Review the current governance arrangements with the University and propose a structure to support a collaborative approach to the relocation of its southern campus	NEW	Board Secretariat

Released under RTI

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 3

**Date:** 31 May 2019

**Time:** 9.30am – 11.00 am

**Venue:** Department of State Growth offices, Level 6, 4 Salamanca Place, Hobart

<b>ATTENDEES</b>	
<b>Implementation Board members:</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth
Adam Stankevicius (Co-Chair)	General Manager, Cities Division, Department of Infrastructure, Transport, Cities and Regional Development – <b>Meeting Chair</b>
Allan Garcia	CEO, Infrastructure Tasmania
Nick Heath	General Manager, Hobart City Council
Andrew Paul	General Manager, Clarence City Council
Tony McMullen	General Manager, Glenorchy City Council
Gary Arnold	General Manager, Kingborough Council
<b>Other attendees:</b>	
s 36	s 36, Tasmania Section, City Deals and Engagement, Department of Infrastructure, Transport, Cities and Regional Development
s 36	s 36, Policy Division, Department of Premier and Cabinet
s 36	s 36, Policy and Coordination, Department of State Growth
s 36	, Clarence City Council
<b>Apologies</b>	
Jenny Gale	Secretary, Department of Premier and Cabinet
Katherine Morgan-Wicks	Secretary, Department of Justice

### AGENDA ITEM 3 – Update on project steering committees

The Board discussed the governance arrangements to support the University of Tasmania's relocation to the city centre and noted that:

- it is proposed that the University be captured as an identified observer/stakeholder for Project Steering Committees to be invited to attend meetings as appropriate, noting the University is one of a number of key stakeholders;
- Hobart City Council and the Tasmanian Government are currently considering the best way to engage UTas in the Central Hobart Precinct Plan, and that:
  - the University will be included in a supporting reference group;
  - the Plan will consider matters such as building heights, traffic flow and pedestrians; and
  - the Launceston City Deal model of engagement through a consultative committee offers an engagement model to consider;

- The Tasmanian Government is currently working with the University to review and update the partnership agreement they share, which will also support broader engagement with the University;
- The Vice-Chancellor has expressed UTas' intentions to remain the owner and developer of the Sandy Bay site after they vacate, noting this will be over the medium to long term.
- UTas and Hobart City Council are currently negotiating how UTas will provide equivalent value to the Council in lieu of paying rates and how the two entities can align their capital works programs to optimise outcomes.

The Board agreed to make engagement with UTas a standing item on the agenda.

<b>Action 3.2</b>	<b>Action 3.2 Engagement with UTas will become a standing item on the Implementation Board's agenda</b>
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<b>Action Register</b>			
<i>Complete actions will be reported in the following meeting minutes, then removed</i>			
Item	Action	Status	Responsibility
A2.1	Review the current governance arrangements with the University and propose a structure to support a collaborative approach to the relocation of its southern campus	Ongoing, noting addition of Action 3.2	Hobart City Council and Department of Premier and Cabinet.
A3.2	Engagement with UTas will become a standing item on the Implementation Board's agenda	Ongoing	Board's Secretariat

Released under RTI

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 6

**Date:** 1 November 2019

**Time:** 1.00 pm – 2.30 pm

**Venue:** Department of State Growth offices, Level 6, 4 Salamanca Place, Hobart

<b>ATTENDEES</b>	
<b>Implementation Board members:</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth – <b>Meeting Chair</b>
Adam Stankevicius (Co-Chair)	General Manager, Cities Division, Department of Infrastructure, Transport, Cities and Regional Development
Allan Garcia	CEO, Infrastructure Tasmania
Craig Limkin	Deputy Secretary, Policy and Intergovernmental Relations, Department of Premier and Cabinet (proxy)
Brian Risby	Director of Planning Policy, Planning Policy Unit, Department of Justice
Ian Nelson	General Manager, Clarence City Council
Tony McMullen	General Manager, Glenorchy City Council
Nick Heath	General Manager, Hobart City Council
Gary Arnold	General Manager, Kingborough Council
<b>Other attendees:</b>	
s 36	s 36 NT, Tasmania, WA and Regional Section, Cities Division, Department of Infrastructure, Transport, Cities and Regional Development
Anne Beach	Director, Projects and Policy, Department of State Growth
s 36	Policy and Coordination, Department of State Growth
<b>Apologies:</b>	
Jenny Gale	Secretary, Department of Premier and Cabinet
Ginna Webster	Secretary, Department of Justice

<b>Action Register</b>			
<i>Complete actions will be reported in the following meeting minutes, then removed</i>			
Item	Action	Status	Responsibility
A3.2	Engagement with UTas to be discussed as part of the communications and engagement standing item on the Implementation Board's agenda as required	To be removed. Engagement with UTas is being led through the Southern Integration Working Group	Board Secretariat

# Being a smart, liveable and investment ready City

## Total funding commitments – around \$30 million

We will progress initiatives that will support us to be a smart, liveable and investment ready city, including collaborating with the University of Tasmania as it progresses the relocation of its southern campus into the CBD and investing our cultural, arts and investment opportunities.

We are collectively learning from the work led by Hobart City Council on the implementation of its Smart City Strategy and working together to identify future opportunities for collaboration.

## Actions

Support the **relocation of the University of Tasmania's southern campus** into the Hobart CBD.

Support **investment opportunities in each council area**:

### Clarence

- Kangaroo Bay Redevelopment
- Seven Mile Beach Master Plan
- Bayview College Sporting Precinct Master Plan

### Hobart

- The Hedberg
- Investment in retail precinct upgrades

### Glenorchy

- Derwent Entertainment Centre & Wilkinson's Point
- MONA Hotel

### Kingborough

- Kingston Park Redevelopment
- Kingston CBD Redevelopment

Support **investment opportunities for the region**, including:

- sporting codes, including active proposals and opportunities related to basketball, AFL and soccer
- cultural precincts, informed by the audit of cultural facilities and the opportunity at Macquarie Point
- tourism opportunities, including festivals and good urban design including ground floor activation.

Support Hobart to be **a smart city**, including:

- ongoing support for Enterprize Tasmania to support local start ups with an innovation hub in Hobart
- establishing an Entrepreneurship Facilitator to foster and support entrepreneurial and start-up culture and facilities in Hobart.

## Measure of success

Within the term of the Hobart City Deal:

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



Hobart City Deal – update on projects (as at August 2020)

Commitment	Funding commitment	Action	Timeframe (as committed in Implementation Plan)	Status	Update	Next steps
<b>Smart, liveable and investment ready city</b>						
Relocation of the University of Tasmania's southern campus		Support relocation of the University of Tasmania's southern campus		Ongoing	A working group has been established with representatives from the University of Tasmania, Tasmanian Government and Hobart City Council to provide a consultative forum to align planning and investment, and discuss transit needs and enabling urban design, with regard to the transition of the University's southern campus into the CBD.	

Released under RMA

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 9

**Date:** 3 August 2020

**Time:** 1.00pm – 2.00pm

**Venue:** Teleconference

<b>Attendees</b>	
<b>Implementation Board members</b>	
Adam Stankevicius (Co-chair)	Acting First Assistant Secretary, Cities Division, Department of Infrastructure, Transport, Regional Development and Communications <b>Meeting Chair</b>
Kim Evans (Co-Chair)	Secretary, Department of State Growth
Ginna Webster	Secretary, Department of Justice
Gary Swain	Deputy Secretary, Transport Services, Department of State Growth
Alice Holewell-Jones	Executive Director, Strategy and Engagement, Department of Premier and Cabinet (proxy)
Nick Heath	General Manager, Hobart City Council
Tony McMullen	General Manager, Glenorchy City Council
Gary Arnold	General Manager, Kingborough Council
Ian Nelson	General Manager, Clarence City Council
<b>Other attendees</b>	
s 36	s 36, City Deals (Tas, NT, WA and Regional), Department of Infrastructure, Transport, Regional Development and Communications
s 36	s 36, Cities Division, Department of Infrastructure, Transport, Regional Development and Communications
Brian Risby	Director, Planning Policy Unit, Department of Justice
Anne Beach	Director, Projects and Policy, Department of State Growth
s 36	s 36 Department of State Growth
s 36	s 36 Department of State Growth
s 36	s 36, Greater Hobart Strategic Partnership
<b>Apologies</b>	
Craig Limkin	Deputy Secretary, Policy

### Agenda Item 3 – Project Steering Committee updates

The Board noted the following updates:

**a. Transport and Housing**

The Transport and Housing Project Steering Committee last met on 9 July.

It was noted that:

- The Southern Campus Integration Working Group met on 3 July. The University of Tasmania has advised that it remains committed to its move into the city, but this is likely to now occur over a longer timeline due to the impacts of COVID-19. It was noted that this revised timing may work better with the delivery of other City Deal commitments.

Released under RTI

Hobart City Deal – update on projects (as at November 2020)

Commitment	Action	Timeframe (as committed in Implementation Plan)	Status	Update
<b>Smart, liveable and investment ready city</b>				
Relocation of the University of Tasmania's southern campus	Support relocation of the University of Tasmania's southern campus		Ongoing	A working group has been established with representatives from the University of Tasmania, Tasmanian Government and Hobart City Council to provide a consultative forum to align planning and investment, and discuss transit needs and enabling urban design, with regard to the transition of the University's southern campus into the CBD. The working group last met on 14 October.

Released under RIA

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 10

**Date:** 2 November 2020

**Time:** 1.00pm – 2.30pm

**Venue:** Videoconference

<b>Attendees</b>	
<b>Implementation Board members</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth – <b>Meeting Chair</b>
Adam Stankevicius (Co-chair)	Acting First Assistant Secretary, Cities Division, Department of Infrastructure, Transport, Regional Development and Communications
Gary Swain	Deputy Secretary, Transport Services, Department of State Growth
Craig Limkin	Deputy Secretary, Policy and Intergovernmental Relations, Department of Premier and Cabinet
Nick Heath	General Manager, Hobart City Council
Tony McMullen	General Manager, Glenorchy City Council
Gary Arnold	General Manager, Kingborough Council
Ian Nelson	General Manager, Clarence City Council
<b>Other attendees</b>	
s 36	s 36 City Deals (Tas, NT, WA and Melbourne), Department of Infrastructure, Transport, Regional Development and Communications
s 36	s 36, City Deals (Tas, NT, WA and Melbourne), Department of Infrastructure, Transport, Regional Development and Communications
Anne Beach	Director, Projects and Policy, Department of State Growth
Brian Risby	Director, Planning Policy Unit, Department of Justice
s 36	s 36, Department of State Growth
s 36	s 36, Department of State Growth
s 36	s 36 Greater Hobart Strategic Partnership
<b>Apologies</b>	
Ginna Webster	Secretary, Department of Justice

### **Agenda Item 3 – Implementation updates**

The Board noted the following updates:

a. **Transport and Housing**

The Transport and Housing Project Steering Committee last met on 8 October.

It was noted that:

- The Southern Campus Integration Working Group met on 14 October. The University of Tasmania has advised that it remains committed to its move into the city and is continuing planning efforts.

Released under RTI

Hobart City Deal – update on projects (as at February 2021)

Commitment	Action	Timeframe (as committed in Implementation Plan)	Status	Update
Smart, liveable and investment ready city				
Relocation of the University of Tasmania's southern campus	Support relocation of the University of Tasmania's southern campus		Ongoing	A working group has been established with representatives from the University of Tasmania, Tasmanian Government and Hobart City Council to provide a consultative forum to align planning and investment, and discuss transit needs and enabling urban design, with regard to the transition of the University's southern campus into the CBD. The working group last met on 2 March 2021.

Released under RIA

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 13

**Date:** 10 August 2021

**Time:** 1.00pm - 2.30pm

**Venue:** Microsoft Teams videoconference

<b>Attendees</b>	
<b>Implementation Board members</b>	
Kim Evans (Co-Chair)	Secretary, Department of State Growth – <b>Meeting Chair</b>
Tiffany Karlsson (Co-Chair)	Assistant Secretary, Cities Division, Department of Infrastructure, Transport, Regional Development and Communications
Ginna Webster	Secretary, Department of Justice
Gary Swain	Deputy Secretary, Transport Services, Department of State Growth
Ian Nelson	General Manager, Clarence City Council
Tony McMullen	General Manager, Glenorchy City Council
Kelly Grigsby	Chief Executive Officer, Hobart City Council
Gary Arnold	General Manager, Kingborough Council
Sue Kennedy	Director Social Policy and Intergovernmental Relations, Department of Premier and Cabinet ( <i>proxy for Craig Limkin</i> )
<b>Other attendees</b>	
Anne Beach	General Manager Strategy, Policy and Coordination, Department of State Growth
Rod Malcomson	Acting Director Projects and Policy, Department of State Growth
§ 36	§ 36, Department of State Growth
§ 36	§ 36, Greater Hobart Strategic Partnership
Brian Risby	Director, Planning Policy Unit, Department of Justice
§ 36	§ 36, City Deals (Melbourne and Tasmania), Department of Infrastructure, Transport, Regional Development and Communications
§ 36	§ 36, City Deals (Melbourne and Tasmania), Department of Infrastructure, Transport, Regional Development and Communications

Phil McMahon	Executive Director, Southern Campus Transformation, University of Tasmania
<b>Apologies</b>	
Craig Limkin	Deputy Secretary, Policy and Intergovernmental Relations, Department of Premier and Cabinet
Martin Blake	Chief Executive Officer, Infrastructure Tasmania

### **Agenda Item 1 – Welcome, apologies and conflicts of interest**

The Chair opened the meeting and welcomed all attendees, specifically welcoming:

- Phil McMahon from the University of Tasmania, attending the meeting to provide an overview of the University’s plans for its relocation into the CBD.

### **Agenda Item 3 – University of Tasmania masterplan for Hobart CBD**

Phil McMahon provided an overview of the University’s plans for its move into the CBD:

- The University’s draft masterplan for its future campus in Hobart was released on 17 May 2021, outlining the staged 10-year transition between the current University operations at Sandy Bay and the CBD.
- A separate masterplan is being developed for the Sandy Bay site, with a consultant engaged to progress this work and community engagement to commence shortly.
- A subsidiary has been created to manage the University’s large property portfolio, with Matt Higgs appointed as the Chief Executive Officer.
- It was noted that feedback from staff has been positive following their transition into The Podium building on Melville Street, which now hosts the University College operations. This positivity, by word of mouth, is promoting the benefits of working in the CBD to other staff who are yet to move.
- Restoration works on the Domain are continuing; however, the proposed new build (to house the psychology faculty) has been put on hold.
- Following an approach by the owner, the University purchased the Freedom Furniture building in Brisbane Street, which adjoins the former Forestry Building site. This will allow the full site between Melville and Brisbane streets to be developed as a whole, with a construction tender to be released in coming months.
- Design work is underway for two new builds – the Library and Student Centre, and Site 9 (humanities and social sciences). Design work is anticipated to be completed end of 2022, with construction to commence in 2023.

The Board thanked Phil for the overview and agreed that Matt Higgs be invited to provide an overview of work underway on the Sandy Bay campus masterplan at its next meeting.

<b>Action 13.1</b>	<b>Invite UTAS to provide a presentation to the Board on its masterplan work for the Sandy Bay campus.</b>
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<b>Action Register</b>
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<i>Complete actions will be reported in the following meeting minutes, then removed</i>			
Item	Action	Status	Responsibility
A13.1	Invite UTAS to provide a presentation to the Board on its masterplan work for the Sandy Bay campus	NEW	Board Secretariat

Released under RTI

## MINUTES

### HOBART CITY DEAL – IMPLEMENTATION BOARD No. 14

**Date:** 9 November 2021

**Time:** 1.00pm – 2.30pm

**Venue:** 4 Salamanca Place, Hobart / Microsoft Teams videoconference

<b>Attendees</b>	
<b>Implementation Board members</b>	
Tiffany Karlsson (Co-Chair)	Assistant Secretary, Cities Division, Department of Infrastructure, Transport, Regional Development and Communications <b>Meeting Chair</b>
Kim Evans (Co-Chair)	Secretary, Department of State Growth –
Gary Swain	Deputy Secretary, Transport Services, Department of State Growth
Tony McMullen	General Manager, Glenorchy City Council
Kelly Grigsby	Chief Executive Officer, Hobart City Council
Katrena Stephenson	Acting General Manager, Kingborough Council
Callan Paske	Manager of Communication and Strategic Development, Clarence City Council (proxy for Ian Nelson)
Brian Risby Director, Planning Policy Unit, Department	Director, Planning Policy Unit, Department
<b>Other attendees</b>	
Matt Higgs	Chief Executive Officer, UTAS Properties Pty Ltd (Guest Speaker)
Dean Landy	Architect – Partner, ClarkeHopkinsClarke (supporting Matt Higgs)
Jacqui Allen	Deputy Secretary, Cultural & Tourism
Anne Beach	General Manager Strategy, Policy and Coordination, Department of State Growth
Rod Malcomson	Acting Director Projects and Policy, Department of State Growth
s 36	s 36, Department of State Growth
s 36	s 36, Greater Hobart Strategic Partnership
s 36	s 36, City Deals (Melbourne and Tasmania), Department of Infrastructure, Transport, Regional Development and Communications
s 36	s 36, Deal and Cities Policy Branch, DITRDC
s 36	s 36, City Deals (Melbourne and Tasmania), Department of Infrastructure, Transport,

	Regional Development and Communications
s 36	s 36 City Deals (Melbourne and Tasmania), DITRDC
<b>Apologies</b>	
Craig Limkin	Deputy Secretary, Policy and Intergovernmental Relations, Department of Premier and Cabinet
Ian Nelson	General Manager, Clarence City Council

## Agenda Item 1 – Welcome, apologies and conflicts of interest

The Chair opened the meeting and welcomed all attendees, specifically welcoming:

- Matt Higgs, Chief Executive Officer, UTAS Properties Pty Ltd, to present to the Board on the University of Tasmania’s masterplan for Sandy Bay Campus

## Agenda Item 3 – University of Tasmania masterplan for Sandy Bay Campus

Matt Higgs, the CEO of UTAS Properties, introduced Dean Landy from ClarkeHopkinsClarke to present to the Board the Concept Masterplan for the Sandy Bay Campus. Matt noted that the materials shared in the meeting are downloadable from the Reimagine Sandy Bay website – [www.reimaginesandybay.com.au](http://www.reimaginesandybay.com.au)

The following update was noted:

- The masterplan was shaped following stakeholder and community engagement and with collaboration with Hobart-based consultants, local architects and designers.
- The guiding principles were workshopped with community stakeholders.
- The goal of the Concept Masterplan is to make themed precincts that are compact, walkable precincts (Lifestyle & Sporting, Innovation, Peri Urban Neighbourhood, and Learning) that are mixed use. Pedestrian and cycling connections are a focus throughout the precincts to connect the university to the city and broader communities.
- The Masterplan includes a 50-hectare bushland reserve on the campus that connects Sandy Bay Road to the river front, conserves biodiversity, and features eco-tourism attractions on Mt Nelson which is a unique adventure opportunity for urban Hobart.
- 27 existing buildings to be retained / repurposed.
- Some heritage sites are retained for adaptive reuse and new buildings have reduced carbon use, aiming to be climate positive by 2040.
- Approximately 2000 jobs would be created.
- There is a target for 5-10% of housing on the site to be ‘attainable’ – this is understood to capture the following types: social, public, affordable and student accommodation. The playing fields would be in the lower campus and would consolidate the pitches from Olinda Grove.
- The fields are multi-use for soccer, rugby, AFL and cricket.
- From stakeholder consultation and with the City of Hobart, the overall feedback is positive.

- There is some commentary around the CBD move in general, but there is generally strong support for what the Concept Masterplan is aiming to provide to the Sandy Bay campus.

The Chair thanked Dean and Matt for their presentation.

Released under RTI

**From:** s 36 (StateGrowth)  
**To:** [Rutherford, Bob \(StateGrowth\)](#); [Russell, Amanda \(StateGrowth\)](#); [Garcia, Allan \(StateGrowth\)](#); [Swain, Gary \(StateGrowth\)](#); [Gregory, Shane \(StateGrowth\)](#); [Nicholls, Penny \(StateGrowth\)](#); [Conway, Angela \(Skills Tas\)](#); [Stewart, Brett \(StateGrowth\)](#); [Bowles, Mark \(StateGrowth\)](#); [Buttermore, Erin \(StateGrowth\)](#); [Steele, Yvette \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [Robinson, Kevin \(StateGrowth\)](#); [Allen, Jacqui \(StateGrowth\)](#)  
**Cc:** [Evans, Kim \(StateGrowth\)](#); [Stewart, Brett \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [coordination \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#); [s 36 \(StateGrowth\)](#)  
**Subject:** UTAS - Southern campus - relocation and purchase of the K&D site  
**Date:** Monday, 8 April 2019 2:12:37 PM  
**Attachments:** [image001.png](#)  
[UTAS stakeholder briefing - purchase of K&D.PDF](#)  
[UTAS Southern Campus decision 5 April 2019.pdf](#)

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Hi all

As offered by Brett in Exec this morning, attached is the briefing material UTAs provided with regard to its announcement to relocate into the Hobart CBD.

Also, hot off the press, some further advice has just been received with regard to the University's purchase of the K&D site.

Thanks

Anne

s 36

Policy and Coordination | Department of State Growth  
 Salamanca Building, Level 6, 4 Salamanca Place, Hobart TAS 7000 | GPO Box 536, Hobart TAS 7001

Phone: (03) 6166 3476 | s 36

[www.stategrowth.tas.gov.au](http://www.stategrowth.tas.gov.au)

*I work flexibly and sometimes send emails outside of work hours. Please note these are not sent with the intent that they are read, actioned or responded to outside of your normal work hours*

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Released under RTI



**Date: 8 April 2019**

**STAKEHOLDER BRIEFING**

**Subject: Purchase of K&D Warehouse site in Hobart**

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On Friday 5 April, the University of Tasmania was the successful bidder for the K&D Warehouse Site on Melville Street.

This followed a University Council decision to shift the weight of its Hobart campus into the CBD over the next 10 to 15 years.

The proposed city-centric campus will run from the original home of the University at the Domain, along Melville Street. The campus will be anchored with a central library and public square in - the heart of the University - on the former Webster building and carpark.

The K&D site will house student accommodation, funded through the University's partnership with investment consortium, Spark. The arrangement with Spark ensures private investment meets the need for accommodation, while University resources remain devoted to teaching and research. The site also will be home to green space and teaching and learning facilities.

The development will meet immediate future demand for student accommodation, adding capacity to the existing 446-bed Hobart City Apartments (at the corner of Elizabeth and Melville streets) and a second 420-bed complex being built adjacent to those, due for completion at the start of 2021.

The placement of these three main accommodation sites will ensure a dynamic flow of student life in and around the campus, adding to that of our staff and the broader community. It will ensure a strong sense of life and energy in the campus throughout the day and well into the evening.

It is likely the University will look further afield for future accommodation developments. With increased density in the city and improvements in public transport, it is likely the next accommodation hubs will elsewhere in greater Hobart.

Please find following the media release to be issued at 2 pm today, Monday 8 April 2019.

If you have questions or concerns, please contact:

Jason Purdie  
0455 838 945  
[jason.purdie@utas.edu.au](mailto:jason.purdie@utas.edu.au)

Kate Huntington  
s 36  
[kate.huntington@utas.edu.au](mailto:kate.huntington@utas.edu.au)

**MEDIA RELEASE (to be issued 2 pm 8 April, 2019)**

## **Investments in Hobart and Launceston to support University campuses**

The University of Tasmania is finalising land deals required for campus developments in Hobart and Launceston, buying the K&D Warehouse site in Melville Street as the last major component of its southern campus strategy.

It also is advanced in negotiations on a significant land parcel in Launceston as part of the finalisation of the Inveresk campus approach.

The final bid for the K&D site was lodged late Friday afternoon, following a University Council decision to shift the weight of its Hobart campus into the CBD over the next 10 to 15 years.

The proposed city-centric campus will run from the original home of the University at the Domain, along Melville Street. The campus will be anchored with a central library and public square - the heart of the University - on the former Webster building and carpark.

The K&D site will house student accommodation, funded through the University's partnership with investment consortium, Spark. The arrangement with Spark ensures private investment meets the need for accommodation, while University resources remain devoted to teaching and research.

The site also will be home to green space and teaching and learning facilities.

University spokesperson Jason Purdie said the project would meet future demand for student accommodation, adding capacity to the existing 446-bed Hobart City Apartments (at the corner of Elizabeth and Melville streets) and a second 420-bed complex being built adjacent those, due for completion at the start of 2021.

"We have had a strategy to meet the foreseen demand in student accommodation in recent years," Mr Purdie said. "This purchase will mean we are well-placed to meet our needs for the years ahead.

"We knew a third accommodation complex was going to be required and the location of the K&D site could not be more ideal in the context of the University campus as it develops along Melville Street.

"The placement of these three main sites will ensure a dynamic flow of student life in and around the campus, adding to that of our staff and the broader community.

"It will ensure a strong sense of life and energy in the campus throughout the day and well into the evening."

Mr Purdie said it was likely the University would look further afield for future accommodation developments.

“With increased density in the city and improvements in public transport, it is likely the next accommodation hubs will be elsewhere in greater Hobart. We look forward to working with municipalities such as Glenorchy to realise that future.”

Mr Purdie said the Launceston land parcel was part of a proposal to deal with parking and traffic management associated with the Inveresk development.

“We hope to be in a position to share that news with our community soon,” he said.

Released under RTI

**Date: 5 April 2019**

## **STAKEHOLDER BRIEFING**

**Subject: Southern campus decision**

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The University Council today decided to pursue the development of a southern campus more embedded in the heart of Hobart.

The decision will see a series of developments – staged over the next 10-15 years – which will consolidate the University in the inner-city.

The University Council has decided to form an entity which will be responsible for the stewardship of the current Sandy Bay site, in line with the University's values, knowing that it will be an important part of Hobart's future for many years to come.

The decision today was based on the analysis of two options: a **city-centric model** and a **distributed model**, in which the University's city operations would remain and the Sandy Bay campus redeveloped onto a smaller, more sustainable footprint.

The lead up to today's decision has included high levels of staff and student engagement, along with discussions with Government and civic leaders, and other stakeholders.

The next step after today's decision will be broader and deeper levels of community consultation, detailed master planning and, eventually, building design.

The first part of our engagement will be with the Aboriginal community, to ensure the rich culture, values and history of our first people are core to thinking about the development of the new campus.

To follow are the media release which will be issued this afternoon, along with 'frequently asked questions' to assist if you in conversation about today's decisions.

If you have questions or concerns, please contact:

Jason Purdie /  
0455 838 945 /  
[jason.purdie@utas.edu.au](mailto:jason.purdie@utas.edu.au)

Kate Huntington  
s 36  
/ [kate.huntington@utas.edu.au](mailto:kate.huntington@utas.edu.au)

## **MEDIA RELEASE (issued 5 April, 2019)**

The University of Tasmania today decided to develop a city-centric campus in the heart of Hobart over the next 10 to 15 years.

Next steps will be careful and considered as the University sets about designing a campus that meets the needs of staff and the 21<sup>st</sup>-century student, improves access to education, provides clear benefits to the community, and supports the social, cultural and economic development of Tasmania.

The decision was made by the University Council following a period of conversation and consultation with staff and students, and feedback from key stakeholders.

Key features of today's decision include:

- The development of an inner-city campus that runs from the original home of the University at the Domain, along Melville Street. The campus will be anchored with a central library and public square - the heart of the University - on the former Webster building and carpark. Overall, the campus project is expected to cost about \$600 million.
- The University will act as steward for the existing Sandy Bay campus land into the future, knowing that it has an important part to play in the life and future of our city. The entity will be responsible for managing the existing campus land in line with institutional values and mindful of the amenity of Sandy Bay and Taroona.
- To ensure it makes a fair contribution to the evolution of the Hobart's infrastructure and services as it moves into the city, the University has also proposed it make a compact with the City of Hobart which would deliver the equivalent (or more) of the general rate on its inner-city buildings for the next decade.

University Chancellor Michael Field said: "We have today decided on a long-term strategic direction which will build on and consolidate a general shift of the gravity of our campus to the city.

"This will be a long, thorough and deliberative process. We will consult carefully along the way to produce a campus which is a source of great pride for both our University community and the people of greater Hobart."

In reaching today's decision, the University weighed up two broad directions: the city-centric approach and a distributed model, under which ageing Sandy Bay operations would be redesigned and rebuilt in a smaller footprint on the lower part of the existing campus.

Staff and students were consulted about the two options and they have been discussed with government and civic leaders.

Vice-Chancellor Professor Rufus Black thanked those who had engaged with the process.

"Many people have deep connections to Sandy Bay, its history as a place of learning, and its connection to green spaces, the river and mountain," Professor Black said. "Others see great promise in an inner-city campus in how it will provide better access, be more inclusive and more sustainable for the future.

“We need to capture the themes that everyone has identified as important and ensure they guide us as we develop the new campus over the next decade or more.”

Professor Black said the University would now undertake a process of consultation which would inform detailed master-planning and building design.

“Our first step on this journey will be to pause, to listen to our Aboriginal community and ensure our new campus honours the values and history of our first people,” Professor Black said.

“We know how passionate people are about the City. We see a future campus in which there is a mix of built and green spaces, and of beautiful buildings that are highly permeable and inviting for both our staff, students and broader community.”

Professor Black said during staff and community feedback there were clear concerns to address in the design of the new campus, including traffic management and parking, and access to family services such as child care.

He said these issues would be identified and incorporated in planning over the life of the campus development.

Released under RTI

## FAQs

### How have you reached this decision?

For more than 10 years, the University has been on a general trajectory of being more embedded in the inner city. In the past three years, much work has been done to better understand the state of our buildings on the Sandy Bay campus – two thirds of which require replacement - and how that is impacting staff and students. Last year, the University Council approved that business models be developed to appraise a **city-centric** model or a **distributed** model. These models have been widely tested and discussed with staff. This is a complex decision. It involves a range of interrelated considerations, both qualitative and quantitative. While there are a range of views, there was relative accord to a city-centric model. This, along with the supporting analysis of each case, is what informed Council's decision.

### Why is this happening now?

Since the mid 1980s, the University of Tasmania has been pursuing the idea of a university more embedded in the heart of the city. This has happened as strategically sensible options for co-location and development have arisen, resulting in the Medical Science Precinct (next to the Royal Hobart Hospital), Institute for Marine and Antarctic Studies (CSIRO) and Hedberg (Theatre Royal and TSO). About two thirds of the University buildings on Sandy Bay need to be redeveloped or replaced. This situation significantly impacts the University of Tasmania's capacity to be competitive both in research terms and student satisfaction.

The redevelopment of our southern campus is a long-term process and each year it is delayed fails to address fundamental issues which are affecting our ability to be competitive, relative to the rest of the sector.

### What's the current thinking about how a city-centric University would work?

There is much work to be done in detailed masterplanning, but in broad terms the city-centric campus would be built around a precinct starting at the original home of the University at the Domain. It would pick up the Medical Science Precinct and then follow a spine along Melville Street. Permeable, attractive buildings and good urban and street design will create a strong sense of a campus which is inviting to all. The centre of the campus will be a University Square on Melville Street, where the Library will be located, along with student and staff facilities. A second 'cultural spine' would connect the core precinct to the Hedberg and Arts School. Almost the entire campus would be within walking distance, taking less time than it takes to traverse the length of the current Sandy Bay campus. IMAS and the Media School would be linked by cycling. A city-centric campus creates contrasting experiences between the sandstone heritage of the Domain, which is set in gardens and parklands, and the vibrant contemporary city campus closely engaged with industry, business, community and government.

A city-centric model would see the University remain involved with Sandy Bay as a home to some recreation facilities and specialist research and teaching spaces, along with student accommodation.

A new entity will be formed to steward the future of Sandy Bay. Its master plan will be developed in consultation with all levels of government and the community, and would be shaped in line with our core values to ensure a socially, environmentally and economically sustainable suburb.

### Why don't you just go with the status quo?

The University is now straddled between a set of infrastructure which is genuinely world-class (IMAS/Medical Science Precinct) and a set which is rated among the poorest in the sector. We need to address this imbalance if we are to build an attractive and distinctive offering for both staff and students.

**What developments will you start first and where will they be?**

The sequencing of the various stages is still under consideration and will depend on a range of factors, including the financing arrangements the University decides upon. The current thinking is that a new STEM building will be designed and constructed at the site of the former Webster carpark, which the University currently owns. Other options - depending on master planning and community and stakeholder engagement - could be the redevelopment of the original home of the University on the Domain or redevelopment of 79 Melville Street (former Forestry Building).

**How will you fund the move? Will it require Government backing?**

The University deeply appreciates the support it receives from Government and other funders. However, it will be able to finance the development within its own operating budget.

**How can you afford this? Doesn't the Strategic Directions paper say the University needs another \$30 million to be sustainable?**

The current campus is terribly inefficient. It is under-utilised and much of it was built decades ago. A modern, fit-for-purpose campus would bring about significant improvements in both financial and environmental terms.

**What about the impact on the city? Won't dropping that many staff and students into the CBD cause big problems?**

The majority of the development would be around existing University properties between the CBD and North Hobart, along with the original home of the University on the Domain. As has been evident around the Hobart City Apartments in the shape of new businesses, we foresee significant associated economic benefit. Modelling for traffic and parking is available and show these things can be managed. Indeed, there is a view that the city-centric option will allow fundamental improvements with the creation of green buildings and improved public transport systems.

# Uni will review campus options

**JESSICA HOWARD**

THERE will be no wholesale sell-off of the University of Tasmania's Sandy Bay campus as it considers two options for the future, says Vice Chancellor Rufus Black.

Professor Black said the university was currently considering its future direction in the south, ahead of a decision by the University Council, expected to be made in April.

It comes as UTAS takes the Tasmanian Planning Commission to the Supreme Court over a planning refusal, which throws a spanner in the works of its efforts to offload some of its redundant assets.

Professor Black said there were two models being considered for the future of the southern campus.

"A city-centric model would see our university operate across a closely connected set of precincts in the heart of

Hobart, while retaining some accommodation and recreation facilities at Sandy Bay," he said.

"A distributed model would see the Sandy Bay facilities rebuilt and developed in a redesigned landscape consolidated below Churchill Avenue.

"There is no scenario in which we would abandon what has been our home in Sandy Bay of these past 60 years."

Prof Black said whichever direction the university took, it would be done in consultation with the community, and parts of the campus were likely to be redeveloped for housing, community spaces and recreational facilities.

But in order to do so, the university needs a number of amendments to be made to the Hobart Interim Planning Scheme, which would need to be approved by the Tasmanian Planning Commission.

UTAS put forward an application to the Hobart City Council last year for an adjustment to the zoning of six sites — the commerce building, Hytten Hall, the UniPrint office, and buildings at 6 Grace St and 371 Sandy Bay Rd as well as 100ha of land above Churchill Avenue.

The council approved initiating the planning scheme amendment, but the TPC ultimately refused it.

The university appealed that decision to the Supreme Court.

In court yesterday, lawyer Anthony Spence said the university launched the appeal on several grounds, including that it had been denied natural justice and that the outcome of the decision was unreasonable.

Justice Stephen Estcourt reserved his decision until next Thursday.

TASMANIA

# University of Tasmania considers shifting from prime Sandy Bay site

NICK CLARK, Mercury

July 19, 2017 6:50pm

 Subscriber only



THE University of Tasmania says it faces a tough decision about whether to stump up \$600-700 million to refurbish 50-year-old buildings at the Sandy Bay campus — or to seek options elsewhere.

It comes as southern Tasmanian mayors believe young people from their council areas are disadvantaged by the difficulty of travelling to Sandy Bay, with several openly supporting a potential CBD shift.

Mercury, July 19, 2017

<https://www.themercury.com.au/news/tasmania/university-of-tasmania-considers-shifting-from-prime-sandy-bay-site/news-story/c9e48f074208b995b4ba2c83c9f40cc4>

## Infrastructure Australia

### Project Business Case Evaluation

<b>Project name</b>	Hobart Science and Technology Precinct
<b>Rating</b>	Priority Project
<b>Date of IA Board rating</b>	9 February 2017

<b>Location</b>	Hobart, Tasmania
<b>Proponent</b>	University of Tasmania
<b>Project timeframe</b>	<ul style="list-style-type: none"> <li>• Planning: Q1 2017 – Q4 2018</li> <li>• Construction: Q4 2018 – Q3 2020</li> <li>• Project completion by Q1 2021</li> </ul>

#### Evaluation Summary

Tasmania faces a number of economic challenges. The state's rate of economic growth is significantly below the Australian average. Unemployment is relatively high, productivity is relatively low, as are rates of education attainment and population growth. Higher rates of university participation are often linked to higher levels of productivity and living standards, while investment in research is often associated with improvement in economic growth.

The University of Tasmania's existing science, technology, engineering and mathematics (STEM) facilities at the Sandy Bay campus are fragmented, and nearing the end of their usable life. The facilities struggle to attract Tasmanian students, and have very limited appeal to interstate and international students. The facilities lack the modern technical infrastructure that characterise a high-end research environment.

The proposal is for the development of a purpose-built STEM facility for tertiary education, research and training in the Hobart CBD. This would relocate the University of Tasmania's Faculty of Science, Engineering and Technology from the existing campus at Sandy Bay to a new facility in the Hobart CBD. The proposed 45,050 m<sup>2</sup> facility would initially accommodate 3,000 students and 700 staff. The University anticipates that the project would result in a 60% increase in undergraduate student demand, and enable improved research outcomes. The relocation was previously listed as a Priority Initiative on the Infrastructure Priority List. The development would be supported by ongoing university and government programs and policies to increase higher education participation in Tasmania, and would also bring about further urban regeneration of Hobart's CBD.

The proponent's economic evaluation states the project has a net present value (NPV) of \$364 million and a benefit-cost ratio (BCR) of 1.95 using a real discount rate of 7% and industry benchmark costs. While there are some risks to achieving this BCR, and the project is at a relatively early stage of development, Infrastructure Australia is confident the project would generate benefits in excess of costs. As the project progresses, benefits would be maximised by coordinating delivery of the project with complementary programs to increase student demand, particularly through attracting students who would otherwise not undertake university study.

## 1. Strategic Context

Tasmania faces a number of economic challenges:

- Long-run economic growth has been lower than other Australian states and territories. Between 2006/07 and 2015/16, Tasmania's annual average economic growth rate was 1.1%, compared to 2.8% for Australia
- Tasmania's unemployment rate is almost 1 percentage point higher than the national average
- Tasmania is almost 20% less productive than the average for Australia
- Tasmania has the lowest population growth rate, and the oldest and fastest ageing population in Australia

Higher education can be a catalyst for improving economic and social conditions. Higher rates of university participation are often linked to higher levels of productivity and living standards, while investment in research is often associated with improvements in economic growth. However, Tasmania has the lowest proportion of people with a bachelor's degree or higher in Australia, with only 22.4% having completed university compared, to 29.7% across Australia.

As the state's only university, the University of Tasmania has an important role in addressing Tasmania's poor economic outcomes. The University is pursuing a strategic mission to raise educational attainment in Tasmania and to direct its research and enterprise to increase the state's future prosperity. The University is the State's second largest employer, with 7,500 staff, and in 2014 its economic impact on the state was estimated at \$1.7 billion.

The University of Tasmania has campuses in the three main regions of Tasmania – Hobart in the south, Launceston in the north and Burnie in the north-west. Within Hobart, the University of Tasmania is strategically relocating facilities from the Sandy Bay campus in the south into the city centre. The University has developed \$220 million in infrastructure over the past 5 years and has committed a further \$217 million to developments which are underway. These relocation and redevelopment projects have resulted in significant increases in student enrolment and research income. Between 2011 and 2015, the number of students commencing in the Faculty of Health has increased at an average annual rate of 18%, following the completion of the Hobart CBD Medical and Health Sciences Precinct in 2009 (stage 1) and 2013 (stage 2). Similarly, since the relocation of the Institute for Marine and Antarctic Studies to new facilities in the CBD in 2014, research income has increased by 35.7%. Despite these increases in enrolments, Tasmania continues to underperform other states in higher education participation.

The proponent indicates that city campuses are creating complex ecosystems of education, employment, innovation and social opportunity, reinvigorating urban centres and opening access to people from suburbs with traditionally low participation rates. The proposed Hobart Science and Technology Precinct would form part of this larger program.

## 2. Problem description

Hobart's CBD lacks the scale and diversity necessary to support strong population and economic development in high-value industries. The city struggles to attract and retain talented people or new industries, preventing Hobart from realising its potential. Hobart has some important elements for innovation and growth, being home to a number of flagship scientific centres and the University of Tasmania, but is constrained in its ability to leverage these elements because:

- The infrastructure is poorly connected and limits collaboration, both across academic disciplines or industry sectors
- The infrastructure is not configured for growth.

The existing STEM facilities at the University's Sandy Bay campus are ageing and fragmented. These facilities lack the modern technical infrastructure that characterises a high-end research environment, and limit collaboration between faculties. The proponent argues that these ageing facilities discourage Tasmanian students from pursuing higher education, and are a disincentive to interstate and international students choosing to study at the University. Further, the location of the campus at Sandy Bay (approximately 3 kilometres south of the CBD) is a barrier to some students, partly due to transport access issues and partly due to community perceptions about Sandy Bay's socio-

economic status. Student enrolment for STEM courses has declined in recent years, while overall enrolment for the University has grown.

### 3. Project overview

The initiative proposes the development of a purpose-built tertiary science, technology, engineering and mathematics research and training facility in the Hobart CBD. This would see the University of Tasmania faculty of Science, Engineering and Technology relocating from the existing campus at Sandy Bay to a new facility in the Hobart CBD. The proposed 45,050 m<sup>2</sup> facility would initially accommodate 3,000 students and 700 staff.

The objectives of the project are to:

- Build Hobart's human capital
- Revitalise and increase the attractiveness of Hobart CBD
- Stimulate the local economy
- Improve overall economic productivity
- Enable Hobart to respond to a changing economy

Increased densification and urban development in Hobart's CBD, coupled with development of science, technology, engineering and mathematics related industries, may help attract new industries to locate in Hobart. This could, in turn, help increase economic and population growth. This would further improve the University's competitive offering and would provide opportunities for collaboration with partner organisations.

### 4. Options identification and assessment

The proponent considered three options in addressing the poor state of the existing facilities:

- Maintain current STEM facilities on Sandy Bay Campus. This option would require \$60 million worth of asset refurbishment over three years to maintain the Sandy Bay campus STEM buildings as fit-for-purpose. This level of investment is expected to arrest the current decline in STEM enrolments. This option was used as the base case in the assessment.
- Redevelopment of the STEM facilities on Sandy Bay Campus. This option would cost \$429 million over four years, but is expected to only result in a small increase in student numbers, and cause significant disruption to teaching during construction.
- Hobart Science and Technology Precinct development in Hobart CBD. This option consists of a \$400 million capital investment to construct a new fit-for-purpose STEM research and teaching facility in the Hobart CBD.

The options were assessed qualitatively against broader investment goals of the project, and quantitatively using cost-benefit analysis. Qualitatively, the Hobart Science and Technology Precinct development was the preferred option as it was the only option to address all of the investment objectives. Quantitatively, the Hobart Science and Technology Precinct was also the preferred option as it had the highest net benefit.

The options analysis did not consider the future use of the Sandy Bay site, which would be vacated in the preferred option. Preliminary investigations to determine the future use of the site are currently underway.

The options analyses in the business case did not formally consider non-infrastructure options to address the problem. However, the University of Tasmania is already undertaking a number of programs to encourage enrolment at the University. These consist of marketing and student outreach programs, and offering course options to make university education more attainable. For example, the University is developing Associate Degrees – shorter degrees of typically two years that offer an entry point into university and have the option to be extended into a Bachelor Degree. These non-infrastructure initiatives will be critical to realising the benefits of the Hobart Science and Technology Precinct.

## 5. Economic evaluation

The proponent's economic evaluation of the project states net benefits of \$364 million (net present value) and a BCR of 1.95 using a real discount rate of 7% and single point cost estimates generated from industry benchmark costs. The proponent has not estimated wider economic benefits (WEBs) in the cost-benefit analysis.

The proponent has measured a range of benefits that would result from the project – for new and existing students, university staff, the University, and the Australian Government.

The benefit to existing students reflects the change in the willingness to pay for education, or consumer surplus, due to the new location (i.e. change in accessibility to the campus) and improved facilities (i.e. improved amenity and learning outcomes). Due to difficulties in measuring all of these changes, the proponent has used the change in transport costs (e.g. vehicle operating costs and travel time) to estimate the benefit to existing students. This approach may underestimate project benefits as it is unlikely to capture the full value of the project for existing students.

The proponent's largest stated benefit stream is new student income benefits, which accounts for 41% of benefits. This benefit stream is derived from the net increase in lifetime earnings for students who enter university because of the improved facilities and new location, and who would otherwise not have completed tertiary education in Australia. This also results in a benefit to Government from higher tax revenue, less the education subsidy paid by the Government for domestic students.

In cost-benefit analysis, the benefits of an infrastructure project for new users are normally lower than those for existing users. However, this assumes that individuals take into account all of the benefits associated with a particular decision. In this case, the proponent's approach to measuring benefits for new students relies on two assumptions:

- Students are currently not taking into account the full value of higher education when deciding whether to enrol or not at university. This may be the result of some information failure, or other barriers to entry for university in Tasmania. The low university enrolment outcomes for Tasmania, and social research undertaken by the University, provide support for this view;
- The project can attract greater student participation from people who would be better off going to university. Achieving this will rely on more than the project itself. The University and the Tasmanian Government currently operate a number of programs targeted at addressing barriers to student enrolment. While the programs themselves are assumed to continue regardless of the project, it is anticipated that they will have a greater influence in attracting students to a new and centrally located campus than to the current campus.

There are a number of risks to the proponent's stated benefits, which could result in realised benefits being less than or greater than stated:

- The proponent has assumed that 50% of new interstate and 90% of new Tasmanian students would not otherwise have attended university without the project, and the expected increased income and tax paid by these students as a result of the project is measured as a benefit. If these proportions are not achieved, the benefits of the project will reduce commensurately.
- Attrition, or students discontinuing their degree before completion, has not been incorporated into the proponent's modelling. While the University has a strategy to improve student retention, it would be appropriate to include some level of attrition in the analysis.
- The Medical Science Precinct has seen a large increase in space demands, which has resulted in timetabling issues and some teaching being conducted at Sandy Bay. The impact of the Health Faculty having access to additional capacity in the Hobart CBD has not been measured and would increase project benefits.
- Benefits have not been measured for postgraduate students, who will experience similar amenity and accessibility benefits as undergraduate students.

While there is considerable risk around the number of new students who might be attracted into university education, the project's benefits remain greater than its costs under a wide range of assumptions. On this basis, Infrastructure Australia is confident that the project would provide overall economic benefit.

## Benefits and Costs breakdown

Proponent's Stated Benefits and Costs	Present Value (\$m, 2017) @ 7% real discount rate	% of total
<b>Benefits</b>		
New Student benefits (higher incomes for new students who do not attend university in the base case)	\$309	41%
New Student benefits (willingness to pay for change in location and new facilities, applying rule of a half)	\$3	0%
Existing student benefits (willingness to pay for change in location and new facilities)	\$16	2%
Existing staff benefits (increased consumer surplus)	\$3	0%
Research benefits (additional research grants)	\$86	12%
Revenue from constructed car parking	\$1	0%
Residual value of Hobart Science and Technology Precinct	\$19	3%
Land value vacated Sandy Bay site	\$57	8%
Additional student revenue	\$135	18%
Tax revenue (increase in tax revenue from higher incomes plus the reduction in welfare payments)	\$199	27%
Federal Government education subsidy	-\$84	-11%
<b>Total Benefits<sup>3</sup></b>	<b>\$745 (A)</b>	<b>100%</b>
<b>Costs</b>		
Capital costs	\$269	70%
Operating costs	\$102	27%
Maintenance costs	\$1	0%
Opportunity cost of CBD site	\$10	3%
<b>Total Costs<sup>3</sup></b>	<b>\$381 (B)</b>	<b>100%</b>
<b>Net Benefits - Net Present Value (NPV)<sup>1</sup> without WEBs</b>	<b>\$364 (C)</b>	n/a
<b>Benefit-Cost Ratio (BCR)<sup>2</sup> without WEBs</b>	<b>1.95 (D)</b>	n/a

Source: Proponent's Business Case

Notes:

(1) The net present value (C) is calculated as the present value of total benefits less the present value of total costs (A - B).

(2) The benefit-cost ratio (D) is calculated as the present value of total benefits divided by the present value of total costs (A ÷ B).

(3) Totals may not sum due to rounding.

## Capital cost and funding

The University engaged a Quantity Surveyor to develop the capital cost estimate for the project, based on the preliminary designs and functional requirements for the facility. The peer-reviewed cost estimate used benchmark costs from comparable developments, with contingencies included for design, construction and pricing risks. The cost estimate was not probabilistically adjusted.

Total capital cost (nominal, undiscounted)	\$400 million (single point cost estimate)
Proponent's proposed Australian Government funding contribution (nominal, undiscounted)	\$250 million
Other funding (source / amount / cash flow) (nominal, undiscounted)	The proponent is seeking funding from the Tasmanian Government, to be combined with its own funding, for the remaining \$150 million

## 6. Deliverability

Project development is at an early stage, with detailed planning for the project expected to begin in early 2017 and construction commencing in late 2018. Planning is expected to consist of: feasibility studies, further detailed project design, evaluation of procurement options, stakeholder engagement, market testing and site investigations. The early stage of development is not considered a significant risk to the project cost estimate because cost benchmarks are more easily established for the construction of university buildings in comparison to other types of infrastructure (such as transport). The University of Tasmania has also recently undertaken a number of major construction projects within Hobart's CBD which have been delivered on time and within budget.

The proponent has conducted a preliminary risk assessment, which identified 12 risks and mitigation strategies. The key risks identified for the project relate to project delays, increasing costs and additional student demand not being realised. Realising additional student demand is an important risk to the realisation of the project benefits, which depends on a number of factors which are beyond the infrastructure investment proposed. Complementary actions by the Tasmania Government and Hobart City Council could assist in minimising this risk. This analysis has been conducted at a very high level and should be revisited during project planning.

A benefits realisation plan has been developed for the project, which includes monitoring of actual benefits against baseline expectations. The benefit realisation plan does not specify the reporting requirements which will be put in place for the project. Infrastructure Australia encourages the proponent to undertake post-completion reviews during operations to monitor the benefits arising from the project.

The project is seeking \$250 million of Australian Government funding, with further funding to be met by the University and/or state government. The University is currently working with the state government to determine the nature of its support. Funding the project through increased student revenue was considered. However, the proponent notes that revenues from additional students would be a small proportion of capital costs and would be received over a long period of time, making it difficult for increased student revenue to meaningfully contribute to capital costs.