



Smart Cities Plan

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# LAUNCESTON

## City Deal



Australian Government



City of  
**LAUNCESTON**



Tasmanian  
Government



# COPYRIGHT

## Statement

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ISBN 978-1-925362-30-5 Launceston City Deal (Hardcopy)

ISBN 978-1-925362-31-2 Launceston City Deal (PDF)

ISBN 978-1-925362-32-9 Launceston City Deal (HTML)

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# FOREWORD

Launceston is a vibrant regional centre, with a historic heart surrounded by unique natural beauty. The Launceston City Deal maximises the city's potential to shape a strong economic future.

This City Deal is a major investment in the future of Launceston and the surrounding region. It sets out a vision for a lively city with better education and job opportunities, regional economic growth and rising incomes. Over the longer-term, the City Deal will help position Launceston as one of Australia's most liveable and innovative regional cities.

To achieve this vision, the Commonwealth of Australia (Commonwealth Government), the State of Tasmania (Tasmanian Government) and the City of Launceston are cooperating to deliver integrated investment and practical actions that build on Launceston's strengths and tackle key challenges.

City Deals are the main way we are putting Australia's Smart Cities Plan into action. The Smart Cities Plan is about all three levels of government working together with local communities and businesses to identify what we need to do today to ensure our cities succeed into the future.

We would like to thank the people of Launceston for their enthusiasm and contribution to developing Tasmania's first City Deal. We also acknowledge the efforts of the Commonwealth and Tasmanian Government Ministers who brokered this agreement:

- The Hon Angus Taylor MP, Assistant Minister for Cities and Digital Transformation
- The Hon Peter Gutwein MP, Treasurer of Tasmania and Minister for Planning and Local Government.

We will ensure our governments continue to cooperate to deliver this shared vision for Launceston.



The Hon Malcolm Turnbull MP  
Prime Minister  
Commonwealth of Australia  
20 April 2017



The Hon Will Hodgman MP  
Premier  
State of Tasmania  
20 April 2017



His Worship the Mayor  
Alderman Albert van Zetten  
City of Launceston  
20 April 2017



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# LAUNCESTON CITY DEAL:

## From proud past to bright future

Launceston is Australia's third oldest city, with a proud history dating back to 1806. Now home to more than 80,000 residents, Launceston is a major commercial hub for the north of Tasmania. The city's historic architecture and natural beauty are attracting increasing numbers of tourists. Launceston is also at the centre of a thriving and diversified agricultural sector and region that produces world leading wine and timber products.

The city is recognised as family-friendly, with a relatively low crime rate, uncrowded schools and lower-than-average cost of housing. It is well connected to national and international markets through the expanding airport, access to a deep-water port at Bell Bay and National Broadband Network (NBN) services across the city.

There is a strong culture of innovation. Launceston has one of the highest rates of start-ups per capita in the country and delivers high quality research through the internationally renowned Australian Maritime College and the University of Tasmania's highly regarded school of architecture and design.

Launceston also faces some challenges. It has a relatively high rate of unemployment (particularly among the young), a relatively low rate of educational attainment and slow rates of economic and population growth.

The Launceston City Deal will address these challenges and build on the region's strengths and natural advantages to shape a vibrant city with a strong economic future.

### City Deal vision and objectives

The City Deal vision is that, by 2022, Launceston will be one of Australia's most liveable and innovative regional cities, with growing incomes and falling levels of disadvantage.

The Commonwealth Government, the Tasmanian Government and the City of Launceston will work with local partners to achieve this shared vision for Launceston.

The collaborative five-year plan will maximise Launceston's potential by focusing on the following objectives:

- jobs and skills growth
- business, industry and population growth
- a vibrant, liveable city
- innovation and industry engagement
- a healthy Tamar Estuary.

The Launceston City Deal will build on the region's natural advantages to increase Launceston's reputation as an attractive place to live and work. It will revitalise the city, improve access to education and employment opportunities, stimulate economic growth and provide local industries and businesses with the confidence to make future investments in Launceston and the region.

The role of governments is to ensure the right supports, programs and policies are in place to achieve these objectives.



## Major commitments

The \$260 million relocation and redevelopment of University of Tasmania's main Launceston campus to Inveresk is the centrepiece of the City Deal. This is the largest single infrastructure investment in Launceston's history. The new campus is projected to increase economic output in the local community by around \$362 million per annum over 10 years with an estimated direct and indirect economic impact of \$965 million during the construction phase. It is projected to create 2,760 new jobs, including 430 new direct jobs during construction. It will provide the capacity to grow student participation by 10,000 students by 2030, including more than 1,500 international students, and will eventually house 16,000 students, researchers and staff.

Through the City Deal, all levels of Government will work together with the University to ensure the new campus also delivers broader benefits to the community, including a more vibrant city centre, greater support for industry innovation and world class environmental design.

Complementing the university campus redevelopment is a \$19.4 million investment in the City Heart project. This project will enliven Launceston's historic CBD and create a competitive, vibrant and compelling city centre for locals and visitors.

Other key City Deal commitments include:

- revitalising the city, including the northern suburbs, to provide increased access to jobs, training and transport and improved amenities for residents and tourists
- delivering local jobs and apprenticeships and support for business growth
- creating a more co-ordinated approach to jobs pathways and industry engagement
- ensuring clear governance to improve the health of the Tamar Estuary and accountability for prioritising future investments.

## Benefits across the six agreed domains for action

The Launceston City Deal contains commitments developed in close consultation with local businesses, community groups and educational institutions across Launceston.

The commitments align with the agreed domains for action in the Memorandum of Understanding between the Commonwealth and Tasmanian Governments to establish and implement City Deals. The domains are: governance, city planning and regulation; infrastructure and investment; jobs and skills; innovation and digital opportunities; liveability and sustainability; and, housing.

The City Deal's two major commitments (the university campus and City Heart project) will deliver benefits across all six domains, while other commitments deliver outcomes mainly in individual domains.

While the City Deal has a Launceston focus, the local region will also benefit from, and has a significant role to play in, ensuring the City Deal's success.





# CITY DEAL

## Commitments

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City Deal commitments are grouped under the agreed domains for action:



Governance, city planning and regulation



Innovation and digital opportunities



Infrastructure and investment



Liveability and sustainability



Jobs and skills



Housing





# LAUNCESTON CITY DEAL

## Summary of Commitments

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City Deal vision: By 2022, Launceston will be one of Australia's most liveable and innovative regional cities.

### Major commitments (cutting across all domains for action):

- Relocate and redevelop the University of Tasmania's main Launceston campus (see detailed information under '*Infrastructure and Investment*' and '*Innovation and digital opportunities*')
- Implement the City Heart project (see detailed information under '*Liveability and Sustainability*')

### Governance, city planning and regulation:

- Deliver a Regional Economic Development Strategy and metrics to measure progress
- Deliver a regional industry forum and business survey to identify opportunities for future economic growth
- Provide information and facilitation services for major projects
- Deliver an updated plan for the central city
- Deliver the Northern Suburbs Revitalisation Plan
- Deliver better governance and planning to improve the health of the Tamar Estuary

### Infrastructure and investment:

- Deliver a community-led master plan for the University of Tasmania's Newnham campus
- Implement the Greater Launceston Metropolitan Passenger Transport Plan
- Reduce pollution in the Tamar Estuary through accountable investment
- Explore funding and financing options for upgrades to Launceston's combined sewerage and stormwater system, (including through the Clean Energy Finance Corporation)

### Jobs and skills:

- Deliver local jobs, apprenticeships and training in major construction projects and assist local job seekers to be competitive for local job opportunities
- Establish Aboriginal employment targets
- Provide work experience for disadvantaged youth
- Support an Entrepreneurship Facilitator
- Improve jobs and education pathways and establish a Jobs Pathways Director
- Establish a new Australian Army cadet facility and training program in the northern suburbs
- Continue to support schools that choose to extend to years 11 and 12

### Innovation and digital opportunities:

- Deliver a university precinct that builds participation, research and development and industry connections
- Establish a Launceston hub of the National Institute for Forest Products Innovation
- Support the delivery of a Low-Power Wide-Area Network across Launceston
- Develop a bespoke Launceston catalogue on data.gov.au and NationalMap
- Publicly release non-sensitive data and develop a consistent approach to data release
- Support cooperation across local councils to improve service delivery through smart technology
- Improve digital literacy

### Liveability and sustainability:

- Deliver a Launceston Cultural Strategy

### Housing:

- Increase in-fill development in the CBD
- Assist the private sector to redevelop buildings in Launceston's CBD for residential purposes



# GOVERNANCE, CITY PLANNING and regulation

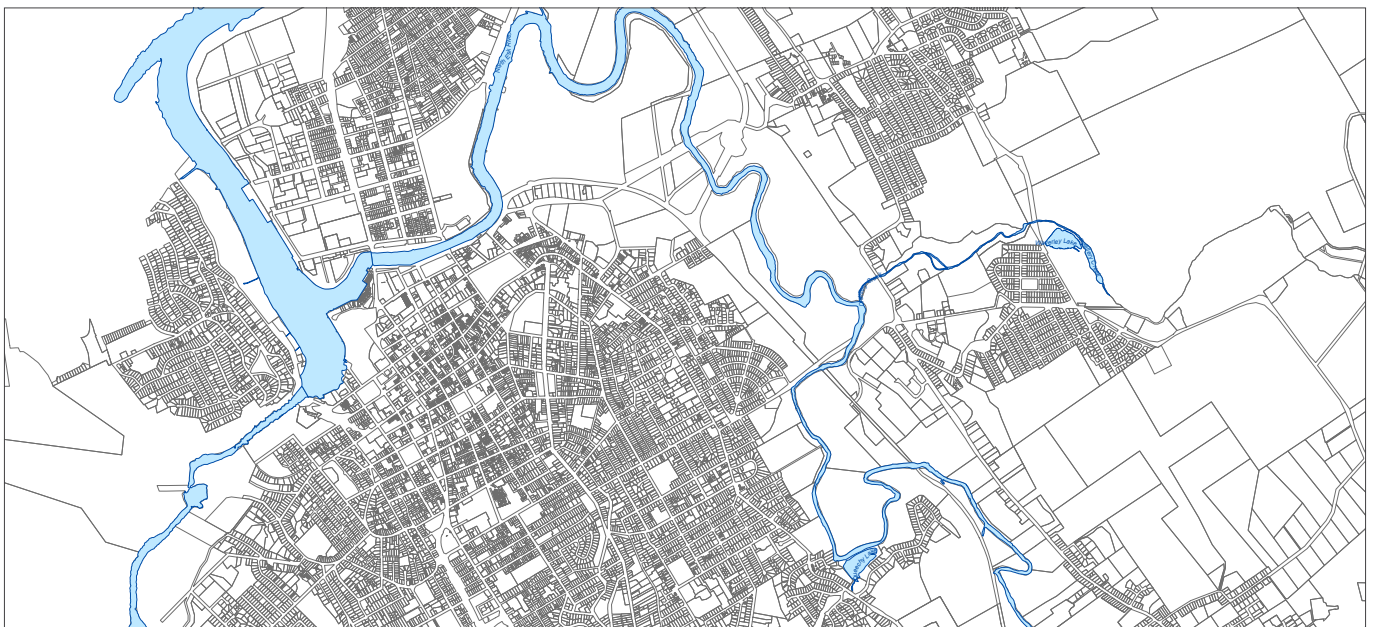
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These commitments will stimulate economic growth in traditional and emerging sectors, enable integrated and heritage-sensitive redevelopment and revitalisation, improve transport, land use and environmental planning, and establish clear accountability for the health of the Tamar Estuary and Esk River catchments.

## Shaping the region: Deliver a Regional Economic Development Strategy

Launceston is an important economic centre for Northern Tasmania. There is potential for future growth among the small and medium sized businesses that dominate the economy, the traditional industries of agriculture and forestry and, importantly, the emerging industries of tourism, education, food and forest products. A Regional Economic Development Strategy is essential to realise this potential and attract new investment, new businesses, new jobs and achieve real growth.

The Northern Tasmania Development Corporation Ltd (NTDC), which is funded by seven northern Tasmanian councils, will develop a locally-led Regional Economic Development Strategy. The strategy will provide a shared understanding of where future economic and jobs growth will come from. This strategic outlook will help coordinate future government investments, encourage new private sector investment, improve planning and provide support for ongoing regulatory reform.



To design and deliver planning and regulatory reforms that improve metropolitan governance arrangements and integrate infrastructure, land use and environmental planning decisions to facilitate economic growth.



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The strategy will be developed by 2018. It will provide the framework for the Northern Tasmania Regional Futures Plan that will identify long-term targets for regional economic growth. It will focus on delivering business growth by promoting innovation and addressing skill requirements in the food and agribusiness, tourism, manufacturing, health, education and innovation and entrepreneurship sectors.

The strategy will be underpinned by a strong evidence base including data from the Commonwealth, Tasmanian and local Governments and business organisations. It will be developed in partnership with local councils, industry organisations, businesses and community groups, including Aboriginal associations, researchers, Regional Development Australia (RDA) Tasmania and the Tasmanian Government. Specific engagement activities to inform the strategy include a:

- regional industry forum on opportunities to improve labour market participation and business productivity (in 2017)
- business survey to collect information on economic opportunities and labour market conditions (each year from 2017 to 2022).

The strategy will build on other regional initiatives, including:

- the Commonwealth Government's \$25 million Tasmanian Regional Jobs and Investment Package (Local Investment Plan)
- the Tasmanian Government's \$100 million Northern Economic Stimulus Package to accelerate job-creating projects in the North and North West of Tasmania
- the Joint Commonwealth and Tasmanian Economic Council's priorities
- Regional Development Australia (RDA) Tasmania's review of the region's capacity to plan for economic development and the jobs of the future.

Regional strengths will be identified in the strategy, along with opportunities to capitalise on them over the life of the City Deal. The strategy will develop, by 2018, an agreed set of metrics and datasets to measure economic and educational outcomes and monitor success.

The City Deal will also support investment in the region by providing greater assistance to investors to understand regulatory requirements for major projects. Over the longer-term, we will consider opportunities to adapt to Launceston the successful elements of the Commonwealth Government's Regional Tourism Investment Attraction Strategy pilot in Tasmania.





### **Bringing vibrancy to central Launceston: An updated central city plan**

To build on the City Heart project, an updated plan for the central city will be delivered by 2020. It will integrate planning for the Cataract Gorge, the North Bank, the new university campus at Inveresk, the Esplanade precinct and the CBD. It will provide a co-ordinated approach to active transport links, priority for pedestrians, new public space, heritage conservation and potential new facilities for students.

### **Reinvigorating the city's north: Deliver the Northern Suburbs Revitalisation Plan**

The Launceston City Deal will revitalise the northern suburbs, an area that is home to around a quarter of Launceston's population. This area faces social and economic challenges including a relatively high rate of unemployment, particularly as traditional manufacturing jobs have declined. To support renewed economic and jobs growth in these suburbs, the City Deal will deliver a Northern Suburbs Revitalisation Plan in 2018, aligned with the objectives of the broader Regional Economic Development Strategy.

The Northern Suburbs Revitalisation Plan will provide an integrated approach to revitalising the northern suburb's infrastructure, public space, transport (including pedestrian-priority and active transport), land-use and broader environmental needs – supporting improved lifestyle, social and economic outcomes for residents.

### **Taking action for a healthier waterway: Better governance and planning to improve the health of the Tamar Estuary**

The City Deal will deliver better governance for the Tamar Estuary and Esk River catchments, to improve environmental outcomes and maximise the benefits of this natural asset to attract more visitors and residents to Launceston.

The city's impressive natural backdrop attracts tourists and supports a range of recreational activities. The South Esk River, in particular, is critical to the local economy. It flows through the Cataract Gorge, Launceston's number one tourist attraction.

However, the economic and social benefits the waterway could provide are limited by high levels of pollution.

The fragmented governance and management of the Tamar Estuary and its catchments is a barrier to improving river health. Responsibility falls across various government departments, agencies, local government authorities and private land holders with competing priorities that cannot be easily resolved. There is a lack of clear authority, responsibility and accountability for identifying and investing in priority actions and policies to improve water quality standards.

To overcome this barrier, the City Deal will improve governance of the Tamar Estuary and its catchments to deliver accountable and co-ordinated policy, and actions, to improve Estuary health.

The Tasmanian Government will establish a Tamar Estuary Management Taskforce that will oversee the development of a River Health Action Plan by the end of 2017. The Taskforce will include experts and local stakeholders, and will report to the Launceston City Deal Executive Board (see section on *Implementing the City Deal*).

The River Health Action Plan will:

- recommend priority government investments and policy actions
- include preferred options for mitigating the effect on the Tamar Estuary of the combined sewerage and stormwater system
- enable long-term oversight of the health of the Tamar Estuary and its catchments
- identify measurable targets
- build on the work of the Tamar Estuary and Esk Rivers (TEER) Partnership led by NRM North, including the 2015 Water Quality Improvement Plan.



## Governance, city planning and regulation

### City Deal Commitments

<b>Deliver a Regional Economic Development Strategy</b>	Produce a Regional Economic Development Strategy by 2018 setting out a vision for northern Tasmania and identifying where future economic growth and jobs are likely to come from.
<b>Develop agreed metrics to measure progress toward regional targets</b>	Develop an agreed set of metrics and datasets by 2018 to measure economic and educational outcomes and monitor success in implementing the Regional Economic Development Strategy.
<b>Deliver a regional industry forum</b>	Deliver a regional industry forum event in 2017 to identify opportunities to improve labour market participation and business productivity.
<b>Deliver a survey of local businesses on economic opportunities and labour market conditions</b>	Survey approximately 200 local businesses to identify emerging opportunities and barriers to economic growth, each year from 2017 to 2022.
<b>Provide information and facilitation services for major projects</b>	Provide ongoing regulatory advice and facilitation services to help investors better understand the approvals process and speed up development times for projects.
<b>Deliver an updated plan for the central city</b>	Deliver, by 2020, an integrated plan for the central city that includes the Cataract Gorge, North Bank, City Heart and Inveresk and Esplanade Precincts.
<b>Deliver the Northern Suburbs Revitalisation Plan</b>	Develop and implement a community-led plan by 2018 to revitalise Launceston's northern suburbs and address infrastructure, public space, transport, land-use and broader environmental needs – to facilitate improved lifestyle, social and economic outcomes for residents.
<b>Deliver better governance and planning to improve the health of the Tamar Estuary</b>	<p>Establish a Tamar Estuary Management Taskforce to oversee the development of a River Health Action Plan.</p> <p>The River Health Action Plan will recommend priority government investments and policy actions, include preferred options for mitigating the effect on the Tamar Estuary of the combined sewerage and stormwater system, enable long-term oversight of the health of the Tamar Estuary and its catchments, identify measurable targets, and build on the work of the Tamar Estuary and Esk Rivers (TEER) Partnership.</p>

### Future opportunities

<b>Adapt opportunities from the Regional Tourism Infrastructure Investment Attraction Strategy</b>	Review implementation of the Commonwealth Government's Regional Tourism Investment Attraction Strategy pilot in Tasmania and consider opportunities to adapt successful elements of the strategy to Launceston. This may identify opportunities to attract investment to support Launceston's tourism industry.
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# INFRASTRUCTURE

## and investment

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These commitments will transform the city with a leading-edge university campus design offering capacity to grow student participation by 10,000 more enrolments, community-led plans for the best use of the existing campus, improved transport connections and more active transport options, and accountable investment to improve river health.



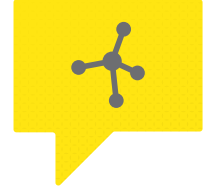
### **Building a campus, building a city: Relocate and redevelop the University of Tasmania's main Launceston campus**

The City Deal will deliver Launceston's biggest ever infrastructure project – \$260 million to relocate the University of Tasmania's main Launceston campus to Inveresk in the heart of the city, by 2020. This unique opportunity to redevelop the Inveresk campus will transform the city centre and broader region, and help position Launceston as a vibrant university city.

The university campus redevelopment is projected to increase economic output in the local community by around \$362 million per year over 10 years and have an estimated direct and indirect economic impact of \$965 million during the construction stage. It is projected to create 2,760 new jobs, including 430 new direct jobs across the construction phase and 225 new academic and supporting staff (full-time equivalent jobs). Some 20 per cent of new jobs across the construction phase will be apprenticeships and traineeships, in accordance with the Tasmanian Government's Building and Construction Training Policy.

It will provide the capacity to grow student participation by 10,000 students by 2030, including more than 1,500 international students, and will eventually house 16,000 students, researchers and staff.

The project will also support local industries by providing new courses in areas of expected regional jobs growth such as agribusiness and design and technology, and providing flexible space to enable industry-led research and development.



To improve accessibility and transport choice in our cities by supporting innovative private and public sector financing solutions and programmed, co-ordinated and evidence-based infrastructure commitments across all three levels of government that are well designed and encourage best use and deployment of existing infrastructure assets.

The new campus will set a high benchmark, with world class water sensitive and energy efficient design. It will be climate resilient and where possible will use locally produced and sustainable timber products.

The university campus project complements other commitments to enliven the city, in particular, the City Heart project, a multimillion dollar investment to improve vibrancy and commercial activity in the CBD (see section on *Liveability and Sustainability*). This will be a major consideration in the design of the new campus. The campus will support the objectives of the City Heart project by delivering appropriate infrastructure to improve the flow of students and academic life across the city and by providing facilities that are available for use by the public. It is also likely that many students will choose to live off-campus, including within or near to the CBD, further contributing to the revitalisation of the city heart.

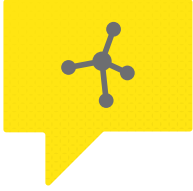
### **Reinvigorating the city's north: Deliver a community-led master plan for the University of Tasmania's Newnham campus**

The relocation of Launceston's main university campus to Inveresk provides an opportunity to rethink the best use of the current university campus at Newnham in the northern suburbs. This will be done through a community-led master planning process (linked to the broader Northern Suburbs Revitalisation Plan), to be completed in 2017.

The master planning process will explore other uses for the University of Tasmania's Newnham campus, including links to defence and cadet capabilities, and identify opportunities to expand the contribution of the Newnham-based Australian Maritime College (AMC) to the regional economy.

The AMC is globally recognised as a leading provider of Maritime Education, Training and Research. It provides vocational certificates, bachelor degrees and diplomas, as well as postgraduate certificates and degrees. The Commonwealth Government will continue its strong support for the AMC through board membership, the Defence Science partnership and training contracts.





### Improving transport connections: Implement the Greater Launceston Metropolitan Passenger Transport Plan

The City Deal will improve transport across the city. The Greater Launceston Metropolitan Passenger Transport Plan will take into consideration, for example, the increased number of people at the new university campus at Inveresk when building works are complete in 2020. This will include support for prioritising pedestrian access and active transport to create a more 'walkable city'. Options to alleviate key traffic bottlenecks in the city will also be explored.

The Greater Launceston Metropolitan Passenger Transport Plan will be integrated into city-wide planning, including the Northern Suburbs Revitalisation Plan, and support improved connectivity to the new university campus. Future investment in transport will improve productivity by reducing transport times, supporting opportunities for active transport, and improving public transport connections. This will improve access to job and training opportunities and support healthy living.

Over the longer-term the City Deal will investigate opportunities to prioritise funding for infrastructure and transport investments in line with the Northern Suburbs Revitalisation Plan and other city objectives.

### Improve waterway health: Reduce pollution in the Tamar Estuary through accountable investment

The City Deal will deliver a transparent and accountable investment framework to improve the health of the Tamar Estuary, through the River Health Action Plan.

Governments will invest a combined \$2 million to reduce pollution from urban and rural land uses and address pollution from the combined sewerage and stormwater system.

The Tasmanian Government will explore funding options and the Commonwealth Government will assist the Tasmanian Government and the City of Launceston to explore financing options for upgrades to Launceston's combined sewerage and stormwater system (including through the Clean Energy Finance Corporation).







Infrastructure and investment	
City Deal Commitments	
Relocate and redevelop the University of Tasmania's main Launceston campus	Support development of a new university campus at Inveresk by 2020, helping to transform the northern Tasmanian region and create jobs, enliven the city centre and help position Launceston as a vibrant university city.
Deliver a community-led master plan for the University of Tasmania's Newnham campus	Support delivery of a community-led master plan in 2017 for the university's existing Newnham campus providing substantial new opportunities for Launceston's northern suburbs.
Implement the Greater Launceston Metropolitan Passenger Transport Plan	Work with stakeholders to implement the Greater Launceston Metropolitan Passenger Transport Plan and support bus services in Launceston to consider, for example, the increased number of people at the university's new Inveresk campus once it is complete in 2020.
Reduce pollution in the Tamar Estuary through accountable investment	Provide \$2 million investment for management actions to improve Estuary health guided by the River Health Action Plan, including addressing pollution from the combined sewerage and stormwater system, to achieve agreed improvements in water quality and ecosystem health.
Explore funding and financing for upgrades to the combined sewerage and stormwater system	Explore funding and financing options for upgrades to Launceston's combined sewerage and stormwater system (including through the Clean Energy Finance Corporation).
Future opportunities	
Prioritise infrastructure and transport investments to align with the Northern Suburbs Revitalisation Plan	Investigate opportunities to align future investments in infrastructure and transport to help achieve the objectives of the Northern Suburbs Revitalisation Plan.



# JOBS and skills

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These commitments will increase job opportunities, enable more students to complete year 12, provide opportunities to gain broader skills through apprenticeships, traineeships and cadet training, and strengthen pathways from education to employment.



## **Growing local jobs and businesses: Deliver local jobs, apprenticeships and training**

Launceston and the surrounding region possess many significant natural assets including high quality agricultural and forest resources. The area's unique heritage and landscape is attracting increasing numbers of tourists. However, despite these advantages, there has been slow growth in regional economic output and the unemployment rate remains relatively high. The City Deal is tackling these issues.

The City Deal will significantly boost local jobs. It will leverage the construction of the new university campus at Inveresk and the City Heart project, as exemplar projects that aim to create:

- 482 new local construction jobs across the construction phases of the projects (52 from the City Heart project and 430 from the University of Tasmania campus redevelopment project)
- new local construction apprenticeships and traineeships across the construction of the new University of Tasmania campus (establishing a 20 per cent target for the campus redevelopment project)
- 225 academic and supporting staff (full-time equivalent) long-term jobs at the university
- more jobs throughout the community, as a result of the increased economic activity associated with these projects.

Delivering local jobs through major construction projects builds on the Tasmanian Government's Buy Local Policy and the Building and Construction Training Policy. This is consistent with hiring locally where possible, and partnering with the private sector to deliver the jobs and skills needed to boost the local economy.

To help realise this commitment we will work together to determine how best to help job seekers be more competitive for local jobs and connect them to those opportunities across the university campus construction period. This includes delivering targeted jobs fairs, workforce planning and development training for businesses or forums to connect employers with government services.

To improve employment outcomes by supporting skills and industry development and removing barriers to employment, including through improved educational pathways and outcomes.



Aboriginal Tasmanians will be supported through targets for infrastructure projects and infrastructure-related services that can be met through employment and/or business activity. Targets will be established in line with relevant Tasmanian Government policies. The Commonwealth Government will also work with the Tasmanian Government to ensure support is available to businesses, employers and employees, for example through the Vocational Training and Employment Centre and other employment and business support programs.

The City Deal will provide valuable work experience in Council operations for young people, including Aboriginal Tasmanians, from 2018 to at least 2022.

The City Deal will also provide advice to people who want to start their own business through support for an Entrepreneurship Facilitator.

### **Expanding career aspirations: Jobs and education pathways**

To underpin local jobs growth and economic outcomes for young people and employers, the City Deal will deliver projects to improve education and training outcomes and career aspirations.

This includes a project to create better linkages between education providers (including the University of Tasmania) and industry, and between the University of Tasmania and schools and colleges. This project will establish a new Jobs Pathways Director in the City of Launceston. The Director will be appointed for two years from 2017 to 2019. The Director will work with existing programs and initiatives to link current activities and service providers and help drive progress toward joint goals.

The Director will also work with the community and the jobs sector to establish a shared vision for education, training and employment outcomes in Launceston. To deliver long-term change, the Director will undertake a project to develop a Launceston Jobs Pathways Framework. This project will map existing programs to identify successes and gaps, and share lessons learnt. Through this analysis the Director will identify key cohorts for targeted intervention by service providers as case studies for future activity.

In addition, the Director will work closely with the Tasmanian Department of State Growth (Skills Tasmania) and the Tasmanian Department of Education and its partners to support greater industry engagement with primary and high schools, colleges and vocational and higher education, and embed these approaches in local institutions. The Director will identify opportunities to tailor existing national and state-based programs to local needs and apply for new funding where appropriate, for example, under the Commonwealth Government's Try, Test and Learn Program.





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### **Upskilling future leaders: Establish a new Australian Army cadet facility**

The City Deal will establish a new Australian Army cadet facility and training program in Launceston's northern suburbs. The Australian Defence Force has a long-standing history of supporting the Launceston community through its national youth development programs. There are currently over 100 enrolled cadets who are provided with the opportunity to build skills in communications, survival, first aid, navigation, robotics and adventure training.

The City Deal will build on the strong cadet presence at Launceston by establishing a new Australian Army cadet facility and enhanced training program in Launceston's northern suburbs. The new facility and program will help youth in areas of high unemployment to build resilience, leadership, values and team building skills. The skills obtained from the cadet program will also equip youth for educational advancement, greater employment options and improved mental health and wellbeing.

### **Building the skills base of the community: Continue to support schools that choose to extend to years 11 and 12**

The Launceston City Deal will further improve education and employment opportunities and build the skills base of the community by removing barriers to continued education. It will continue to support those high schools that choose to extend to years 11 and 12 across Launceston by 2024. This will allow students in those schools to receive better qualifications and improve their employment prospects.





**Jobs  
and skills**



Jobs and skills	
City Deal Commitments	
Deliver local jobs, apprenticeships and training	<p>Leverage the investment in the new university campus to deliver 430 local construction jobs, of which 20 per cent will be local apprenticeships and traineeships, across the construction period and 225 (full-time equivalent) direct long-term academic and support staff jobs at the university.</p> <p>Leverage the investment in the City Heart project to deliver 52 local construction jobs across the construction phase.</p>
Assist local job seekers to be competitive for local job opportunities	Provide targeted employer and job seeker engagement activities that assist job seekers to be competitive for local employment opportunities across the university campus project construction period of 2018 to 2020.
Establish Aboriginal employment targets	Establish Aboriginal employment targets linked to the local Aboriginal working age population for infrastructure and infrastructure-related service and support achievement of the targets through projects such as the Vocational Training and Employment Centre.
Provide work experience for disadvantaged youth	Provide work experience for young people in the City of Launceston from 2018 to at least 2022.
Support an Entrepreneurship facilitator	Support an Entrepreneurship Facilitator to advise people on starting their own business.
Improve jobs and education pathways and establish a Jobs Pathways Director	Establish a Jobs Pathways Director for two years from 2017 to 2019 within the City of Launceston. The Director will support greater industry engagement with the education system, including the University of Tasmania.
Establish a new Australian Army cadet facility and training program in Launceston's northern suburbs	Establish a new Australian Army cadet facility in Launceston's northern suburbs to provide young local people with opportunities to develop resilience, leadership, values and team building skills.
Continue to support schools that choose to extend to years 11 and 12	Support high schools that choose to extend to years 11 and 12 across Launceston.
Future opportunities	
Deliver additional local jobs and apprenticeships in future major construction projects	Investigate opportunities to deliver local job and apprenticeship targets in future major construction projects. This will include applying lessons learnt from delivering local job targets during the new university campus and City Heart projects.



# INNOVATION

## and digital opportunities

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These commitments will support economic development through industry-led research and development and a focus on innovation, as well as improved productivity and service delivery through better use of smart technology and public data.

### **Supporting innovation: Deliver a university precinct that builds participation, research and development and industry connections**

Launceston has the potential to be a leader among regional cities for innovation, research and development in areas of local advantage such as design, forest products, agribusiness and niche food manufacturing.

The city can build on distinct advantages including a strong start-up scene, established expertise in innovation at the University of Tasmania, and extensive National Broadband Network (NBN) coverage, with 66 per cent of Launceston homes and businesses already having active services connected to the network.

The City Deal will help Launceston capitalise on these advantages and build the economic strength of the city through the development of a university precinct close to the CBD, by 2020.

The new university campus will have a focus on participation, research and development and industry connections, with the key elements including:

- The Institute for Applied Science and Design, which will:
  - > have increased capacity to conduct and showcase research and teaching across a number of centres of excellence relevant to the region including nutrition, fermentation, agriculture, health and wood science
  - > allow the exhibition of current research and its impact and relevance to regional industry
  - > enable industry led research and development and provide a unique opportunity for local businesses to exchange knowledge and link with other national and international research precincts
  - > link to the Tasmanian Government's Macquarie House Entrepreneurship and Innovation Hub, joint venture and start-up businesses, and contribute to the objectives of the Regional Economic Development Strategy supported by the City Deal.



To harness the productive potential of information and communications technologies and the digital economy, including through a conducive and adaptive regulatory environment and a commitment to make data publicly available, wherever this is practical, and enable a culture of innovation and entrepreneurship.

- A modern learning and teaching environment that facilitates connections to industry through key partnerships and experiential learning that will:
  - > focus on key academic areas such as Arts, Business, Health, Science and Education
  - > allow active participation and linkages with industry through stronger collaborations and job pathways for students, integrated into the design of its learning environments
  - > incorporate the existing Australian Furnishing Research and Development Institute (AFRDI), the University's School of Architecture and Design, the Tasmanian College of the Arts (TCotA) and the existing 120-bed student housing building at Inveresk
  - > provide community accessible retail and commercial spaces, providing further connections to the Launceston community.

The City Deal will also support the establishment of the \$4 million Launceston hub of the National Institute for Forest Products Innovation at the university campus in 2017.

### Using smart technology: Support the delivery of a Low-Power Wide-Area Network across Launceston

The City Deal will encourage greater use of smart technology and increased accessibility and use of public data. This will support a more liveable, productive and sustainable city and encourage more efficient and effective delivery of urban services.

The City Deal will build a new Low-Power Wide-Area Network (LoRaWAN) during 2017. Local developers and businesses may use LoRaWAN to create, trial and commercialise solutions for a range of purposes aligned to the Internet of Things (electronic devices or sensors with the ability to remotely communicate with their owners or automate functions, such as adjusting lighting depending on time of day and environmental conditions).

Over the longer-term we will explore opportunities to further expand this network across Launceston and encourage adoption and innovative applications by local businesses, community groups and educational institutions.





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### **Making public data more available: Develop a bespoke Launceston catalogue on data.gov.au and NationalMap**

All City Deal partners have open data policies and we have committed to release non-sensitive data. The City Deal will help make this data more readily available by establishing a Launceston catalogue on data.gov.au and NationalMap by mid-2018. This data could be used by local businesses and community groups to support decision making or encourage the more efficient delivery of services by governments.

The City Deal will also encourage local councils to work together to identify opportunities to adopt smart technologies to improve service delivery in the region.

### **Capitalising on the NBN: Improving digital literacy**

The availability of the National Broadband Network (NBN) across Launceston provides an excellent opportunity to increase digital literacy rates to enable the community to take advantage of the LoRaWAN and open data. In 2017, we will work with local stakeholders, such as the Launceston Chamber of Commerce, to determine the best ways to promote further uptake of the NBN and deliver programs to improve digital literacy in the community.

To help capitalise on the Commonwealth Government's investment in Launceston's NBN network, we will explore future opportunities to establish a data centre in Launceston.







Innovation and digital opportunities	
City Deal Commitments	
<b>Deliver a university precinct that builds participation, research and development and industry connections</b>	<p>The University of Tasmania will establish a new university precinct close to the CBD that will build participation, research and development and industry connections.</p> <p>The campus will incorporate the new Launceston Institute for Applied Science and Design, the existing Australian Furnishing Research and Development Institute (AFRDI), the capacity to conduct and showcase research across a number of centres of excellence relevant to the region, and industry led research and development and exchange of knowledge.</p> <p>The campus will also provide a modern learning and teaching environment that facilitates connections to industry through key partnerships and experiential learning.</p>
<b>Establish a Launceston hub of the National Institute for Forest Products Innovation</b>	<p>Establish the Launceston hub of the National Institute for Forest Products Innovation in 2017 with funding of \$4 million. The institute will investigate innovation in areas such as forest management, timber processing, wood fibre recovery, advanced manufacturing and the bio-economy.</p>
<b>Support the delivery of a Low-Power Wide-Area Network across Launceston</b>	<p>Construct a LoRaWAN during 2017 that local developers and businesses can use to create, trial and commercialise solutions for a range of purposes aligned to the Internet of Things.</p>
<b>Develop a bespoke Launceston catalogue on data.gov.au and NationalMap</b>	<p>Assist business and community groups to access and use public data by creating a bespoke Launceston catalogue on NationalMap and data.gov.au by mid-2018.</p>
<b>Publicly release non-sensitive data</b>	<p>Release non-sensitive data from all three levels of government in an ongoing and timely manner.</p>
<b>Deliver a consistent approach to local data release</b>	<p>Encourage northern Tasmanian councils to adopt a consistent approach to data release and roll out a strategy in 2018.</p>
<b>Support cooperation across local councils to improve service delivery through smart technology</b>	<p>Explore opportunities for a cooperative approach to investment in new technologies across regional councils and agree on a joint approach in 2017.</p>
<b>Improving digital literacy</b>	<p>We will work with local stakeholders, such as the Launceston Chamber of Commerce, to determine the best ways to promote further uptake of the National Broadband Network (NBN) and deliver programs to improve digital literacy in the community.</p>
Future opportunities	
<b>Expand the Low-Power Wide-Area Network</b>	<p>Explore opportunities to expand the LoRaWAN and encourage more developers and businesses to create, trial and commercialise new technology solutions across the region.</p>
<b>Establish a data centre in Launceston</b>	<p>Explore opportunities to establish a data centre in Launceston.</p>



# LIVEABILITY

## and sustainability

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These commitments will create a liveable and vibrant urban centre that attracts skilled workers for future economic growth and offers a variety of activities highlighting Launceston's rich cultural assets, strengthening community pride and attracting tourists.

### **Revitalising Launceston's CBD: Implement the City Heart project**

Implementing the \$19.4 million City Heart project is a key element of the Launceston City Deal.

Launceston was recognised as Australia's most family friendly city by Suncorp in 2013. It is Australia's third oldest city, enriched by the character of its many heritage-listed buildings, picturesque parks and surrounding region of stunning natural beauty. The city supports numerous local events that highlight the region's offerings, including an award-winning weekly farmer's market.

The City Deal will leverage these advantages to enhance the city's vibrancy and liveability. From 2017 to 2020, the City Heart project will revitalise Launceston's historic CBD through improvements to Civic Square and the Brisbane Street Mall and improved signage and public transport. It will support the City of Launceston to maximise outcomes from the CH Smith development and the attraction of additional event opportunities at the University of Tasmania stadium. It will promote better services for public and active transport, in particular supporting a more 'walkable' city for pedestrians.

The City Heart project will create 52 local construction jobs across the construction phase, and help to create a competitive, vibrant and compelling CBD for locals and visitors. This project will be critical to delivering a more liveable city that attracts and retains the skilled workers Launceston needs to support future economic growth.

The City Heart project will also identify opportunities to promote greater links with other development projects across the city. A second phase of the City Heart project would increase inner city living, through integrated, high quality urban design and infrastructure. The City Deal will consider potential funding sources for this project over the longer-term.

To improve the environment, attractiveness and resilience of our cities, including support for clean air, green spaces, vibrant arts and cultural experiences, improved community amenity and active transport.



### Enriching local culture, activities and events: Deliver a Launceston Cultural Strategy

The City Deal will support implementation of a Launceston Cultural Strategy between 2017 and 2022. The strategy will strengthen community pride and belonging. It will leverage Launceston’s rich cultural assets – including its status as Australia’s third oldest city, its Aboriginal heritage and the Queen Victoria Museum and Gallery – to increase local engagement in cultural activities and promote Launceston as a year-round cultural tourism destination. The activities identified in the strategy will help inform city-wide planning initiatives such as the Northern Suburbs Revitalisation Plan and City Heart project.



Liveability and sustainability	
City Deal Commitments	
Implement the City Heart project	Deliver the \$19.4 million City Heart project to update public space and improve signage and public transport between 2017 and 2020, creating 52 local construction jobs across the construction phase.
Deliver a Launceston Cultural Strategy	Deliver a Launceston Cultural Strategy in 2017 in partnership with local Aboriginal associations and cultural groups, to better coordinate and promote cultural events, invest in new cultural assets and incorporate cultural considerations as a key element of city planning.
Future opportunities	
Phase two of the City Heart project	Explore opportunities to support phase two of the City Heart project to build on the momentum created by phase one and consolidate the Launceston CBD as a focus for high quality retail, cultural activities, fine dining, entertainment and events.



# HOUSING

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These commitments will improve residential housing and tourist accommodation options in central Launceston and enhanced commercial activity in the CBD, and increase the diversity of housing options.

## **Creating a more vibrant city centre: Increase in-fill development in the CBD**

The City Deal will support housing options in central Launceston that are better connected to local jobs and education, including the new university campus, and support active transport. This will include identifying opportunities for in-fill development on vacant brown field and grey field land in the city centre and Launceston central area by 2018.

## **Increasing housing options: Assist the private sector to redevelop buildings in Launceston's CBD for residential purposes**

The City Deal will also deliver projects to help reduce the cost to the private sector of redeveloping underutilised buildings in the CBD for residential purposes, including student housing. The presence of these underutilised buildings, particularly heritage listed buildings, is of widespread concern to the community and a lost opportunity for the city.

The City Deal will support action to reduce the cost of developing these buildings and other assets within the CBD, including through adopting innovative design in construction and providing user-friendly guidance material. These initiatives will be driven by a working group established in 2017. These actions will help increase density of housing and heritage tourism and student accommodation offerings, promote commercial activity and improve the flow of students through the CBD bringing new life and vibrancy to the city.

The Tasmanian Government has already introduced limited exemptions relating to the conversion of first floor spaces into sole occupancy residential units, leading nationally in this area, and will continue to promote these exemptions through the City Deal. Increased take-up for conversion of these properties to residential accommodation will reinvigorate older areas of the city.

To improve housing supply and affordability, including by encouraging higher density development, support inner city living options, greater diversity of housing options and integrated planning.



## Housing

### City Deal Commitments

#### Increase in-fill development in the CBD

Identify opportunities to make better use of vacant brown field and grey field land in the city centre and review planning provisions to maximise opportunities for infill development by 2018.

#### Assist the private sector to redevelop buildings in Launceston's CBD for residential purposes

Establish a working group in 2017 to drive and oversee the following initiatives over the life of the City Deal:

- Map existing regulations across the three levels of Government and identify those over and above the requirements of the National Construction Code.
- Develop and promote cost effective performance solutions to meeting building codes.
- Develop guidance to help building surveyors, planners, developers and architects meet regulatory requirements.
- Increase the knowledge and use of performance criteria in the National Construction Code.

The Tasmanian Government will continue to promote limited exemptions from compliance with some Tasmanian regulatory requirements relating to the conversion of first floor spaces into sole occupancy.







# IMPLEMENTING THE CITY DEAL

## 2017-2022

### How we will deliver the City Deal

The Launceston City Deal brings together the Commonwealth Government, the Tasmanian Government and the City of Launceston with local institutions, businesses and the community. It will transform planning and investment in the region.

A **Launceston City Deal Executive Board**, representing key investment partners, will ensure co-ordinated and accountable delivery of the five-year City Deal.

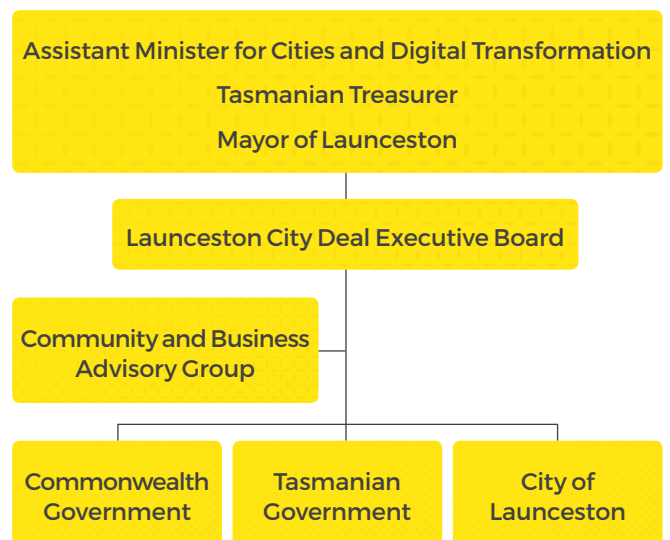
### Launceston City Deal Executive Board members:

1. The Commonwealth Government Department of the Prime Minister and Cabinet (co-Chair)
2. The Tasmanian Government Office of the Coordinator-General (co-Chair)
3. The Commonwealth Government Department of Education and Training
4. The City of Launceston
5. The University of Tasmania

The Executive Board will coordinate the strategic vision and drive economic outcomes for the major investments in the City Deal. In particular, the Executive Board will oversee progress of the City Deal's major investments, including:

- the relocation and redevelopment of the University of Tasmania's main Launceston campus at Inveresk
- the City Heart project
- the Regional Economic Development Strategy
- the Northern Suburbs Revitalisation Plan
- the Jobs Pathways Director
- the Tamar Estuary Management Taskforce, the River Health Action Plan and investments to reduce pollution in the Tamar Estuary and its catchments.

A **Community and Business Advisory Group** will support the Executive Board, with members from key City Deal partners, such as the Northern Tasmania Development Corporation Ltd and its Council members, the Launceston Chamber of Commerce and eminent members of the community.



### Reporting and accountability

The Executive Board will provide a co-ordinated governance structure and accountability model. The Executive Board will report to the Assistant Minister for Cities and Digital Transformation, the Tasmanian Treasurer and the Mayor of Launceston.

The initial focus will be to deliver the City Deal's objectives and commitments between April 2017 and April 2022. Progress will be monitored annually and formally reviewed after the first three years. At this time, priorities will be reconsidered and next steps established.

The Executive Board will meet in Launceston twice in the first year and then annually each remaining year of the City Deal. The outcomes of each meeting will inform broader Launceston City Deal progress reporting. There will be annual public reports on progress of the Launceston City Deal against measures of success (see section on *Measures of Success*).



# GOVERNANCE, CITY PLANNING and regulation

## City Deal Commitments: Governance, city planning and regulation

### We will deliver a community-owned Regional Economic Development Strategy

#### How will we do this

The Regional Economic Development Strategy will set out a vision for northern Tasmania and identify where future economic growth and jobs are likely to come from.

The strategy will be developed by 2018 and will provide the framework for the Northern Tasmania Regional Futures Plan that will identify long-term targets for regional economic growth. It will focus on delivering business growth by promoting innovation and addressing skill requirements in the food and agribusiness, tourism, manufacturing, health, education and innovation and entrepreneurship sectors.

The strategy will build on:

- the Commonwealth Government's \$25 million Tasmanian Regional Jobs and Investment Package (Local Investment Plan)
- the Tasmanian Government's \$100 million Northern Economic Stimulus Package which aims to accelerate job creating projects in the North and North West of Tasmania
- the Joint Commonwealth and Tasmanian Economic Council's priorities
- Regional Development Australia (RDA) Tasmania's review of the region's capacity to plan for economic development and the jobs of the future.

The strategy will include an economic vision and objectives for the region; a contextual assessment that identifies areas of regional strength and likely change; an assessment of regional opportunities; an implementation plan that prioritise actions to promote business growth including infrastructure development, city planning, regulatory reform and investment in innovation, research, education and skills; and, a monitoring and evaluation framework.

The strategy will link with other plans such as the Northern Suburbs Revitalisation Plan and the Launceston Jobs Pathways Framework developed by the Jobs Pathways Director.

#### When we will do this

The Regional Economic Development Strategy will be developed by 2018 and be implemented from 2018 to 2022. The strategy will be reviewed on an annual basis and updated as necessary.

#### Who is responsible

The Northern Tasmanian Development Corporation Ltd (NTDC) will develop the strategy and engage with regional councils, the Launceston Chamber of Commerce, community groups, Aboriginal associations, RDA Tasmania, the University of Tasmania, researchers and the Tasmanian Government to produce it.

The strategy will be made publicly available following endorsement by the Launceston City Deal Executive Board. The NTDC will provide the Launceston City Deal Executive Board with regular reports on progress against agreed metrics and will release an annual public report.

The Commonwealth Government and the Tasmanian Government will provide data to support the strategy as necessary.





## City Deal Commitments: Governance, city planning and regulation

### We will develop metrics to measure and report economic development in northern Tasmania

<b>How will we do this</b>	We will develop agreed metrics and datasets to measure progress in achieving the objectives of the Regional Economic Development Strategy and to update the City Deal measures of success.
<b>When we will do this</b>	The metrics will be finalised in 2018.
<b>Who is responsible</b>	The Tasmanian Government will work with the NTDC, the Launceston Chamber of Commerce, RDA Tasmania, the University of Tasmania and regional councils to develop the metrics and datasets.

### We will deliver a regional industry forum

<b>How will we do this</b>	<p>The regional industry forum will help inform the Regional Economic Development Strategy. The forum will include a focus on opportunities to improve labour market participation and business productivity and discussion of innovation, regional cooperation, trade, value-add, research and skills.</p> <p>The forum will include participants from all levels of government (including regional councils), local small and medium sized businesses, business organisations, community groups, researchers and education providers.</p>
<b>When we will do this</b>	The forum will be held in 2017.
<b>Who is responsible</b>	The Tasmanian Government will work with the City of Launceston and other northern Tasmanian councils to deliver the forum.

### We will survey local businesses on economic conditions and labour market conditions

<b>How will we do this</b>	The survey will collect feedback from 200 local businesses to identify emerging opportunities and barriers to economic growth. Survey results will help inform the Regional Economic Development Strategy.
<b>When we will do this</b>	The survey will run annually from 2017 to 2022.
<b>Who is responsible</b>	The Commonwealth Government Department of Employment.



## City Deal Commitments: Governance, city planning and regulation

### We will provide information and facilitation services for major projects

<b>How will we do this</b>	<p>Information and facilitation services will be provided to investors for regional projects that make a significant contribution to the regional economy, including the creation of regional jobs.</p> <p>This will help investors to better understand the approvals process and speed up development times for projects.</p>
<b>When we will do this</b>	The provision of advice and services will be on going.
<b>Who is responsible</b>	The Commonwealth Government's Major Project Approval Agency.

### We will deliver an updated plan for the central city

<b>How will we do this</b>	<p>We will produce an updated integrated plan for the central city area covering the Cataract Gorge, the North Bank, the new university campus at Inveresk, the Esplanade precinct and the CBD.</p> <p>The plan will build on the 2014 Greater Launceston Plan and subsequent developments in the central city area.</p> <p>The plan will address future infrastructure, social needs, land use, communication, transport, water, climate resilience and other environmental objectives and promote greater density and in fill development.</p>
<b>When we will do this</b>	The updated plan will be completed in 2020 and delivered 2020 to 2022.
<b>Who is responsible</b>	The City of Launceston.



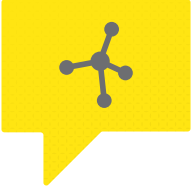
## City Deal Commitments: Governance, city planning and regulation

### We will deliver the Northern Suburbs Revitalisation Plan

<b>How will we do this</b>	<p>The Northern Suburbs Revitalisation Plan will provide an integrated approach to the suburbs' infrastructure, public space, transport (including active transport), land-use, housing, and broader environmental needs, such as water sensitive design and resilience to climate change impacts (including floods), to facilitate improved lifestyle, social and economic outcomes for residents.</p> <p>The plan will help improve the quality and attractiveness of the suburbs. It will clearly outline opportunities and mechanisms for private sector investment. The plan will be co-ordinated with the Regional Economic Development Strategy and transport and housing opportunities outlined in the City Deal.</p>
<b>When we will do this</b>	The plan will be developed in 2018 and delivered from 2018 to 2022.
<b>Who is responsible</b>	The City of Launceston, with support from the Tasmanian Government Office of the Coordinator-General, will develop and implement the plan. The City of Launceston will report to the Launceston City Deal Executive Board on progress with the plan.

### We will deliver better governance and planning to improve the health of the Tamar Estuary

<b>How will we do this</b>	<p>We will improve governance and coordination of policy and actions to improve the health of the Tamar Estuary by establishing a Tamar Estuary Management Taskforce (TEMT).</p> <p>The TEMT will provide a coordinated and evidence-based approach to address the health of the Tamar River.</p> <p>The TEMT will include experts and local stakeholders. It will report to the Launceston City Deal Executive Board.</p> <p>The TEMT will oversee development of a River Health Action Plan that builds on the 2015 Tamar Estuary and Esk Rivers (TEER) <i>Water Quality Improvement Plan</i> to:</p> <ul style="list-style-type: none"> <li>• identify the most cost effective management actions</li> <li>• prioritise government investments and policy actions</li> <li>• include preferred options for mitigating the effect on the Tamar Estuary of the combined sewerage and stormwater system</li> <li>• enable long-term oversight of the health of the Tamar Estuary and its catchments</li> <li>• identify accountability for meeting measurable targets over the life of the City Deal and the longer-term</li> <li>• deliver annual reports to the Launceston City Deal Executive Board on progress toward the targets.</li> </ul>
<b>When we will do this</b>	The River Health Action Plan will be completed by the end of 2017 and be delivered from 2018.
<b>Who is responsible</b>	The Tasmanian Government will establish the TEMT and coordinate the development of the River Health Action Plan.



# INFRASTRUCTURE

## and investment

### City Deal Commitments: Infrastructure and investment

#### We will support the University of Tasmania to relocate its main campus to Inveresk

<b>How will we do this</b>	<p>We will support the University of Tasmania and the local community to deliver a new university campus close to the CBD. This will boost the region's economy and jobs, provide the capacity to grow domestic and international student numbers by 10,000, increase student retention rates and strengthen industry engagement.</p> <p>The project will:</p> <ul style="list-style-type: none"><li>• deliver exemplar master-planned precincts</li><li>• deliver world class energy efficiency and water sensitive design</li><li>• incorporate principles of climate resilience (including against flooding) into the construction</li><li>• promote integration with the CBD, supporting the objectives of the City Heart project</li><li>• deliver appropriate infrastructure to encourage active transport opportunities through the city centre</li><li>• encourage the co-use of facilities by students and the broader community.</li></ul>
<b>When we will do this</b>	The new campus will be delivered by 2020.
<b>Who is responsible</b>	<p>The University of Tasmania will contribute \$64.6 million towards the new campus and will report to the Launceston City Deal Executive Board on progress in establishing the new university campus and broader community benefits.</p> <p>The Commonwealth Government will provide \$130 million to the University of Tasmania for the new campus.</p> <p>The Tasmanian Government will provide \$60 million to the University of Tasmania for the new campus.</p> <p>The City of Launceston will provide land valued at \$5.4 million for the new campus.</p>



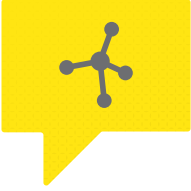
## City Deal Commitments: Infrastructure and investment

### We will support the delivery of a community-led master plan for the University of Tasmania's Newnham campus

<p><b>How will we do this</b></p>	<p>The University of Tasmania will develop a community-led master plan for its existing Newnham campus site, in collaboration with the City of Launceston.</p> <p>The master plan will identify opportunities to support the continued growth of the Australian Maritime College on the site and identify preferred uses for the vacant land and buildings.</p> <p>This master plan will support the objectives of the Northern Suburbs Revitalisation Plan.</p>
<p><b>When we will do this</b></p>	<p>The community-led master plan will be finalised in 2017.</p>
<p><b>Who is responsible</b></p>	<p>The University of Tasmania will develop the master plan in consultation with the City of Launceston and the Tasmanian Government.</p> <p>The University of Tasmania will report to the Launceston City Deal Executive Board on progress in developing the master plan.</p> <p>The Commonwealth Department of Defence will continue its strong support for the Australian Maritime College, through board membership, the Defence Science Partnership and contracts such as training for Pacific Islanders as part of the Pacific Patrol Boat Program.</p>

### We will implement the Greater Launceston Metropolitan Passenger Transport Plan

<p><b>How will we do this</b></p>	<p>The Tasmanian Government will work with stakeholders to implement the Greater Launceston Metropolitan Passenger Transport Plan, which will take into consideration the increased number of people at the University of Tasmania's Inveresk campus and implement initiatives that promote active transport across the city and within the CBD. Options to alleviate key traffic bottlenecks in the city will also be explored.</p> <p>The Tasmanian Government will continue to develop a Transport Access Strategy to support bus services in Launceston. This includes the active review of the Tasmanian Government's procurement of public bus services, which will ensure Launceston bus services, including those to the northern suburbs, continue to remain relevant and appropriate.</p>
<p><b>When we will do this</b></p>	<p>Work will be undertaken in line with the milestones in the draft Transport Access Strategy and Greater Launceston Metropolitan Passenger Transport Plan.</p>
<p><b>Who is responsible</b></p>	<p>The Tasmanian Government will implement and monitor the plan and develop the strategy.</p>



## City Deal Commitments: Infrastructure and investment

### We will reduce pollution in the Tamar Estuary through accountable investment

<b>How will we do this</b>	We will invest in management actions identified in the River Health Action Plan to reduce pollution in the Tamar Estuary, including pollution from the combined sewerage and stormwater system.
<b>When we will do this</b>	This will take place from 2018.
<b>Who is responsible</b>	<p>The Commonwealth Government will invest \$1.5 million from the National Landcare Program.</p> <p>The Tasmanian Government will invest \$500,000 to support the development and implementation of actions under the River Health Action Plan to be overseen by the Tamar Estuary Management Taskforce.</p> <p>The City of Launceston is committed to meeting its statutory responsibility for the management of stormwater and will invest in agreed priority projects to address Tamar River health outcomes.</p>

### We will explore funding and financing options for upgrading Launceston's combined sewerage and stormwater system

<b>How will we do this</b>	We will explore funding and financing options for upgrading Launceston's combined sewerage and stormwater system (including through the Clean Energy Finance Corporation).
<b>When we will do this</b>	This will commence in 2017.
<b>Who is responsible</b>	The Tasmanian Government will explore funding options and the Commonwealth Government will assist the Tasmanian Government and City of Launceston to explore financing options.





# JOBS and skills

## City Deal Commitments: Jobs and skills

### We will deliver local jobs, apprenticeships and training during the construction and post-construction phases of the new university campus

<b>How will we do this</b>	The development of the new university campus at Inveresk will provide 430 new jobs across the construction phase (20 per cent of which will be apprenticeships and traineeships) and 225 direct long-term academic and support staff jobs (full-time equivalent) at the university.
<b>When we will do this</b>	The jobs and apprenticeships will be delivered across the construction phase of the new university campus to be completed in 2020. The academic and support staff jobs will be delivered once the new campus is established.
<b>Who is responsible</b>	The University of Tasmania will report to the Launceston City Deal Executive Board on progress in engaging local job seekers and apprentices in the delivery of the new university campus.

### We will deliver local jobs and apprenticeships across the construction and post-construction phases of the City Heart project

<b>How will we do this</b>	Implementing the City Heart project will provide 52 local construction jobs across the construction phase.
<b>When we will do this</b>	The jobs will be delivered across the course of the City Heart project from 2017 to 2019.
<b>Who is responsible</b>	The City of Launceston will report to the Launceston City Deal Executive Board on progress in engaging local job seekers and apprentices in the delivery of the City Heart project.

### We will assist local job seekers to be competitive for local job opportunities

<b>How will we do this</b>	We will provide targeted employer and job seeker engagement activities that assist job seekers to be competitive for local employment opportunities. This will include targeted jobs fairs, workforce planning and development training for businesses and forums to connect employers with government services.
<b>When we will do this</b>	The timing of these activities will align with key phases in the construction of the new university campus.
<b>Who is responsible</b>	The Commonwealth Government Department of Employment with support (co-funding or in-kind) from the Tasmanian Government and the City of Launceston.





## City Deal Commitments: Jobs and skills

### We will establish Aboriginal employment targets

**How will we do this** We will support employment targets for Aboriginal Tasmanians in infrastructure projects and infrastructure-related services.

**When we will do this** This will be ongoing.

**Who is responsible** The Commonwealth Government and Tasmanian Government will ensure support is available to businesses, employers and employees, for example, through the Vocational Training and Employment Centre and other employment and business support programs.

### We will provide work experience for disadvantaged youth

**How will we do this** Three local work experience places will be provided for disadvantaged youth, including Aboriginal Australians, within the City of Launceston.

**When we will do this** The first work experience places will be delivered in 2018 and every following year until at least 2022.

**Who is responsible** The City of Launceston will provide the three places.

### We will support an Entrepreneurship Facilitator

**How will we do this** The Entrepreneurship Facilitator is located primarily in Launceston and services the broader Launceston and North East Tasmania region to provide guidance and support to people who want to establish their own business.

**When we will do this** The Entrepreneurship Facilitator's position was established in December 2016 and will be ongoing to June 2020.

**Who is responsible** The Commonwealth Government Department of Employment.



## City Deal Commitments: Jobs and skills

### We will improve jobs and education pathways and establish a Jobs Pathways Director

<p><b>How will we do this</b></p>	<p>Deliver a two year project that will drive a step change in employment and education outcomes (particularly amongst disadvantaged communities).</p> <p>The project will establish a Jobs Pathways Director in the City of Launceston, for a period of two years, who will:</p> <ul style="list-style-type: none"> <li>• map existing programs to identify successes and gaps, with a view to sharing these experiences with the employment pathways network.</li> <li>• work with stakeholders to develop a Launceston Jobs Pathways Framework which will:             <ul style="list-style-type: none"> <li>&gt; set out a shared vision with objectives for training and employment pathways in Launceston – it will be similar to the strategic plan developed by Burnie Works but tailored to meet Launceston’s needs</li> <li>&gt; identify opportunities to drive greater industry engagement with primary and high schools, colleges and vocational and higher education and embed these in local institutions</li> <li>&gt; tailor existing national and state programs to local needs and apply for new funding where necessary (for example, under the Commonwealth Government’s Try, Test and Learn Program, refinements to job active guidelines)</li> <li>&gt; include an implementation plan outlining existing and proposed initiatives, and implementing agencies, to help achieve the agreed objectives.</li> </ul> </li> </ul>
<p><b>When we will do this</b></p>	<p>The Jobs Pathways Director will be engaged by the City of Launceston in 2017 for a period of two years.</p>
<p><b>Who is responsible</b></p>	<p>The Jobs Pathways Director will be funded by the City of Launceston, the University of Tasmania, the Tasmanian Government and RDA Tasmania.</p> <p>The Jobs Pathways Director will report to the Launceston City Deal Executive Board on progress and release an annual public report.</p> <p>The Jobs Pathways Director will work in partnership with Skills Tasmania and the Tasmanian Department of Education.</p> <p>The Commonwealth Government will provide in-kind support to the Jobs Pathways Director from national sources and state offices and other Commonwealth funded jobs and business facilitators.</p>



## City Deal Commitments: Jobs and skills

### Establish a new Australian Army cadet facility and training program in Launceston's northern suburbs

**How will we do this**

The facility will be established in Launceston's northern suburbs to provide young local people with the opportunity to become an Army cadet. The cadet program will provide participants with resilience, leadership, team building and practical skills.

**When we will do this**

The timing for the initiative is to be decided.

**Who is responsible**

The Commonwealth Government Department of Defence.

### We will support schools that choose to extend to years 11 and 12 across Launceston

**How will we do this**

The extension of high schools to years 11 and 12 will be rolled out in partnership with schools and the broader community.

**When we will do this**

The roll out will be on-going until 2024.

**Who is responsible**

The Tasmanian Government in partnership with schools and the broader community that choose to participate in the extension program.





# INNOVATION

## and digital opportunities

### City Deal Commitments: Innovation and digital opportunities

**We will support the University of Tasmania to deliver a university precinct that builds participation, research and development and industry connections**

<b>How will we do this</b>	<p>The University of Tasmania will establish a new university precinct close to the CBD that will build participation, research and development and industry connections. It will incorporate:</p> <ul style="list-style-type: none"> <li>• the new Launceston Institute for Applied Science and Design with increased capacity to conduct and showcase research and teaching across a number of centres of excellence relevant to the region, and enable industry led research and development and exchange of knowledge</li> <li>• the existing Australian Furnishing Research and Development Institute (AFRDI)</li> <li>• a modern learning and teaching environment that facilitates connections to industry through key partnerships and experiential learning</li> <li>• linkages with the Tasmanian Government’s Macquarie House Entrepreneurship and Innovation Hub and joint venture and start up businesses.</li> </ul>
<b>When we will do this</b>	The new campus will be established in 2020.
<b>Who is responsible</b>	The University of Tasmania will establish the university precinct, facilitate industry engagement and ensure innovation activities at the university are aligned with the objectives of Regional Economic Development Strategy and the Macquarie House Entrepreneurship and Innovation Hub.

### **We will establish the Launceston hub of the National Institute for Forest Products Innovation**

<b>How will we do this</b>	The Launceston hub of the National Institute for Forest Products Innovation will be based at the University of Tasmania. The hub will investigate innovation in areas such as forest management, timber processing, wood fibre recovery, advanced manufacturing and the bio-economy. It will work closely with the University of Tasmania.
<b>When we will do this</b>	The hub will be established in 2017.
<b>Who is responsible</b>	The Commonwealth Government and Tasmanian Government will each provide \$2 million, with contributions also sought from industry. The governments will work with the University of Tasmania to agree and finalise the administrative and organisational arrangements.



## City Deal Commitments: Innovation and digital opportunities

### We will support delivery of a new Low-Power Wide-Area Network (LoRaWAN)

<b>How will we do this</b>	We will roll out a new LoRaWAN through Enterprize (an innovation hub designed to support start-ups). This will enable infrastructure that local developers and businesses can use to create, trial and commercialise new technology solutions for a range of purposes aligned to the Internet of Things. It should also work to accelerate start-up and entrepreneurial activity.
<b>When we will do this</b>	The new LoRaWAN will be rolled out in 2017.
<b>Who is responsible</b>	The Tasmanian Government through Enterprize and the Macquarie House Entrepreneurship and Innovation Hub.

### We will develop a bespoke Launceston catalogue on data.gov.au and NationalMap

<b>How will we do this</b>	<p>The Commonwealth Government will work with the Tasmanian Government and the City of Launceston to develop a list of datasets that showcases the maturity of open data release for the region.</p> <p>All regional openly-licenced and available datasets will be made available through a dedicated URL on data.gov.au, and a Launceston-specific catalogue item on NationalMap. This will help make local data more readily available and could be used by local businesses and community groups to support decision making or encourage more efficient delivery of government services.</p>
<b>When we will do this</b>	This work will be completed by mid-2018 and updated as more data is released.
<b>Who is responsible</b>	<p>The Commonwealth Government, in conjunction with Data61, will provide the technical components of the project, coordinate the catalogue production, and manage their release.</p> <p>The Tasmanian Government and the City of Launceston will agree on datasets to be featured.</p>

### We will publicly release non-sensitive data

<b>How will we do this</b>	The three levels of government will progressively release non-sensitive public data in areas such as the environment and waste, welfare, education, employment and infrastructure.
<b>When we will do this</b>	This will be on-going.
<b>Who is responsible</b>	The Commonwealth Government, the Tasmanian Government and the City of Launceston.



## City Deal Commitments: Innovation and digital opportunities

### We will develop a consistent approach to local data release

<b>How will we do this</b>	Northern Tasmanian councils will work together to gradually adopt a consistent approach to data release. This will assist local businesses and community groups that operate across council boundaries.
<b>When we will do this</b>	A roll out strategy will be agreed between councils in 2018.
<b>Who is responsible</b>	The City of Launceston in partnership with regional councils and the NTDC.

### Support cooperation across local councils to improve service delivery through smart technology

<b>How will we do this</b>	The Tasmanian Government will assist northern Tasmanian councils to work together on identifying key technology needs and opportunities. This could include applying for funding through the Commonwealth Government's Smart Cities and Suburbs Program and applying to participate in the Smart Cities and Suburbs Program incubation package.
<b>When we will do this</b>	A joint approach to new smart technology needs will be agreed in 2017.
<b>Who is responsible</b>	The Tasmanian Office of the Coordinator-General in partnership with regional councils.

### We will improve digital literacy

<b>How will we do this</b>	We will work with local stakeholders, such as the Launceston Chamber of Commerce, to determine the best ways to promote further uptake of the National Broadband Network (NBN) and deliver programs to improve digital literacy in the community.
<b>When we will do this</b>	This work will happen in 2017.
<b>Who is responsible</b>	The Commonwealth Government, the Tasmanian Government and the Launceston Chamber of Commerce.



# LIVEABILITY

## and sustainability

### City Deal Commitments: Liveability and sustainability

#### We will implement the City Heart project

<b>How will we do this</b>	<p>The \$19.4 million City Heart project will be implemented to reposition Launceston's CBD as a competitive, vibrant and attractive retail and visitor experience. The City Heart project will redevelop Launceston's Civic Square and Brisbane Street Mall, develop Wi-Fi infrastructure and improve signage and public transport.</p> <p>It will also support the City of Launceston to maximise outcomes from the CH Smith development and the attraction of additional event opportunities at the University of Tasmania stadium.</p>
<b>When we will do this</b>	<p>The project will be delivered between 2017 and 2020.</p>
<b>Who is responsible</b>	<p>The City of Launceston will manage the project and provide \$6.1 million.</p> <p>The Tasmanian Government will provide \$5.8 million.</p> <p>The Commonwealth Government will provide \$7.5 million.</p>

#### We will deliver a Launceston Cultural Strategy

<b>How will we do this</b>	<p>The Launceston Cultural Strategy will be developed in consultation with local cultural organisations and Aboriginal associations. It will recommend actions to promote a sense of belonging and pride for the community.</p> <p>The strategy will leverage Launceston's status as Australia's third oldest city, its Aboriginal heritage and the Queen Victoria Museum and Gallery to increase local engagement in cultural activities and promote Launceston as a year round cultural tourism destination.</p> <p>The activities identified in the strategy will help inform city wide planning initiatives such as the Northern Suburbs Revitalisation Plan and City Heart project.</p>
<b>When we will do this</b>	<p>The strategy will be finalised in 2017 and implemented between 2017 and 2022.</p>
<b>Who is responsible</b>	<p>The City of Launceston in partnership with local cultural organisations and Aboriginal associations.</p>



# HOUSING

## City Deal Commitments: Housing

### We will increase in-fill development in the CBD

#### How will we do this

We will assess options for an in-fill development partnership between the City of Launceston and the Tasmanian Government in the context of the recently reviewed planning provisions (the Tasmanian Planning Scheme reforms).

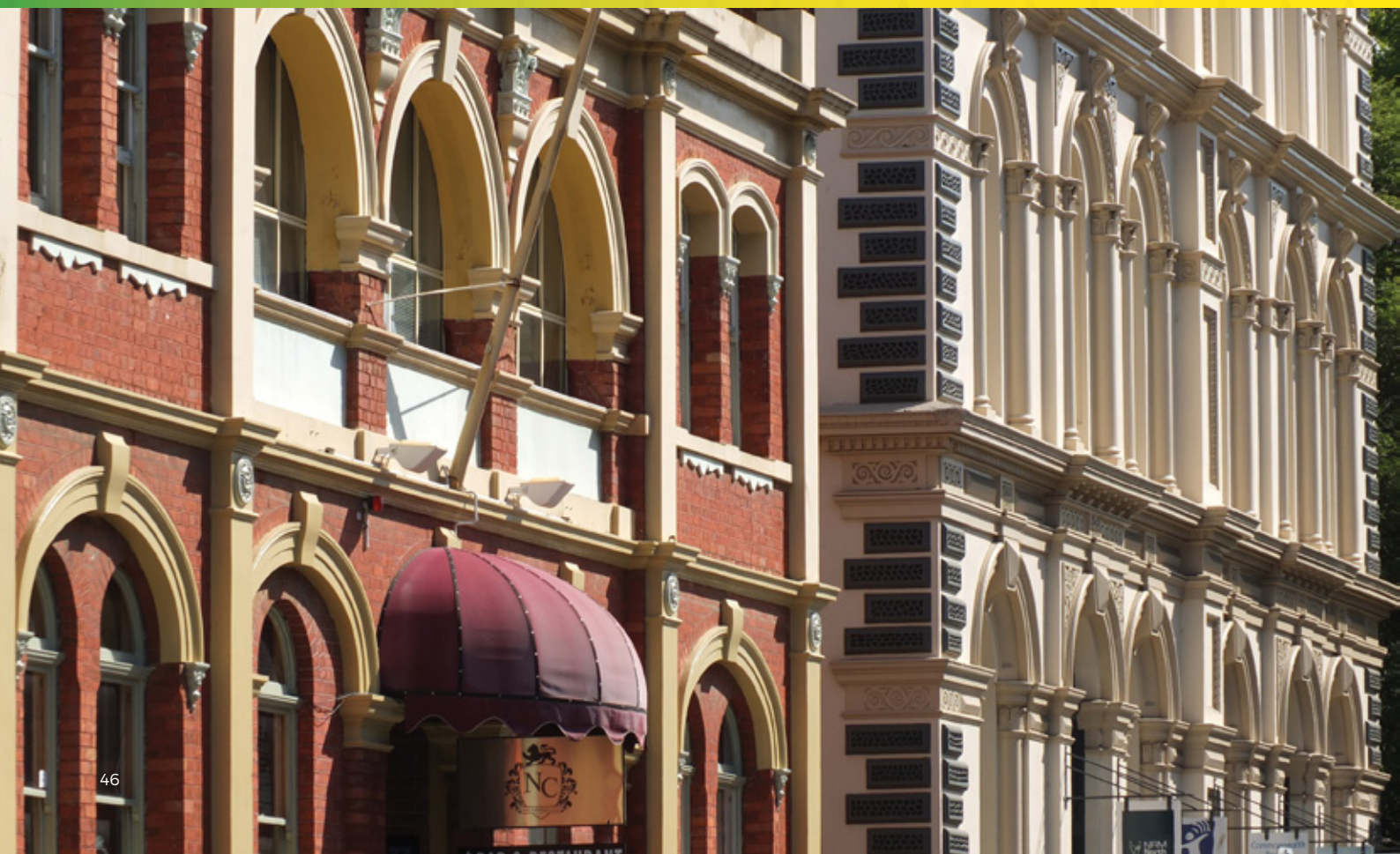
This could include opportunities to make better use of vacant brown field and grey field land in the city centre and to review planning provisions to maximise opportunities for infill development.

#### When we will do this

The Tasmanian Government will complete the assessment by 2018.

#### Who is responsible

The Tasmanian Government and the City of Launceston.



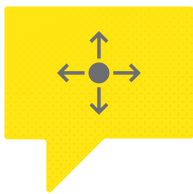




## City Deal Commitments: Housing

### We will assist the private sector to redevelop buildings in Launceston's CBD for residential purposes

<p><b>How will we do this</b></p>	<p>We will establish a working group to implement actions to assist the private sector to redevelop underutilised buildings in the CBD. This will increase commercial activity, increase residential density, support new tourist and student accommodation, increase vibrancy and increase property values.</p> <p>The working group will include the Commonwealth Government, the Tasmanian Government, the City of Launceston, the University of Tasmania's School of Architecture and Design, building surveyors and the Launceston Chamber of Commerce. The working group will:</p> <ul style="list-style-type: none"> <li>• map existing regulations across the three levels of government and identify those that are over and above the requirements of the National Construction Code</li> <li>• develop and promote cost effective performance solutions to meeting building codes</li> <li>• release a development guide to help building surveyors, planners, developers and architects to meet regulatory requirements</li> <li>• increase the knowledge of and use of performance criteria in the National Construction Code, in particular, how they apply to emerging technologies.</li> </ul> <p>The Tasmanian Government will continue to promote the range of flexible options available in terms of Tasmanian regulatory requirements relating to the conversion of first floor spaces into sole occupancy.</p>
<p><b>When we will do this</b></p>	<p>The working group's regulatory map and recommendations for potential reform will be made available to governments by early 2018.</p> <p>The development guide will be made available in 2018 and updated annually. The guide will be supported by local workshops and include detail of performance solutions.</p> <p>Any necessary exemptions from regulatory requirements will be operational in 2019.</p>
<p><b>Who is responsible</b></p>	<p>The Tasmanian Government will lead and establish the working group.</p> <p>The Commonwealth Government, the Tasmanian Government and the City of Launceston will map existing regulations and identify opportunities to reduce costs.</p> <p>The Tasmanian Government will introduce any Tasmanian regulatory exemptions considered necessary.</p> <p>The City of Launceston will work with the Tasmanian Government to release the development guide, deliver workshops and increase the knowledge and use of performance criteria.</p>



# MEASURES of Success



The Launceston City Deal has been developed to position Launceston as one of Australia's most liveable and innovative regional cities. Over the five years of the City Deal, we will monitor success through measures of employment, economic activity, amenity and project delivery. We note that other economic and social factors may impact on several of these measures, alongside the City Deal commitments.

Domains	Measures of Success	
<b>Governance, city planning and regulation</b>	<ul style="list-style-type: none"> <li>Implement the Regional Economic Development Strategy</li> <li>Implement the Northern Suburbs Revitalisation Plan, funded with private sector investment wherever possible</li> </ul>	<ul style="list-style-type: none"> <li>Achieve agreed load reduction targets for nutrients, suspended solids and enterococci concentrations in the Tamar Estuary</li> </ul>
<b>Infrastructure and investment</b>	<ul style="list-style-type: none"> <li>Increase capacity for domestic and international enrolments at Launceston's University of Tasmania campus by 10,000</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate world class energy efficiency and water sensitive design in the new university campus</li> </ul>
<b>Jobs and skills</b>	<ul style="list-style-type: none"> <li>Improved labour market outcomes as measured by the unemployment rate, participation rate and employment growth</li> <li>Deliver 20% of new construction jobs in the University of Tasmania campus redevelopment project as apprenticeships and traineeships</li> </ul>	<ul style="list-style-type: none"> <li>Increase Year 12 retention rates (from Year 10 to Year 12)</li> <li>Meet Aboriginal employment targets</li> </ul>
<b>Innovation and digital opportunities</b>	<ul style="list-style-type: none"> <li>Increase the net number of business registrations</li> <li>Increase the number of partnerships between University of Tasmania academics and industry in the northern region</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the Low-Power Wide-Area Network (LoRaWAN) to encourage innovation and business development using Internet of Things devices in the City of Launceston</li> <li>Increase data traffic over LoRaWAN</li> </ul>
<b>Liveability and sustainability</b>	<ul style="list-style-type: none"> <li>Increase patronage of public transport</li> <li>Increase attendance at cultural, sporting and community events by 15 per cent over a rolling 3 year period</li> </ul>	<ul style="list-style-type: none"> <li>Implement the City Heart project</li> <li>Increase foot traffic in the CBD</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>Increase proportion of building approvals for non-detached dwellings across Launceston by 10 percentage points over a rolling 3 year period</li> </ul>	<ul style="list-style-type: none"> <li>Increase residential density in the CBD</li> </ul>





Smart Cities Plan

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# LAUNCESTON

City Deal



Smart Cities Plan

For more information visit:  
[cities.dpmc.gov.au](http://cities.dpmc.gov.au)