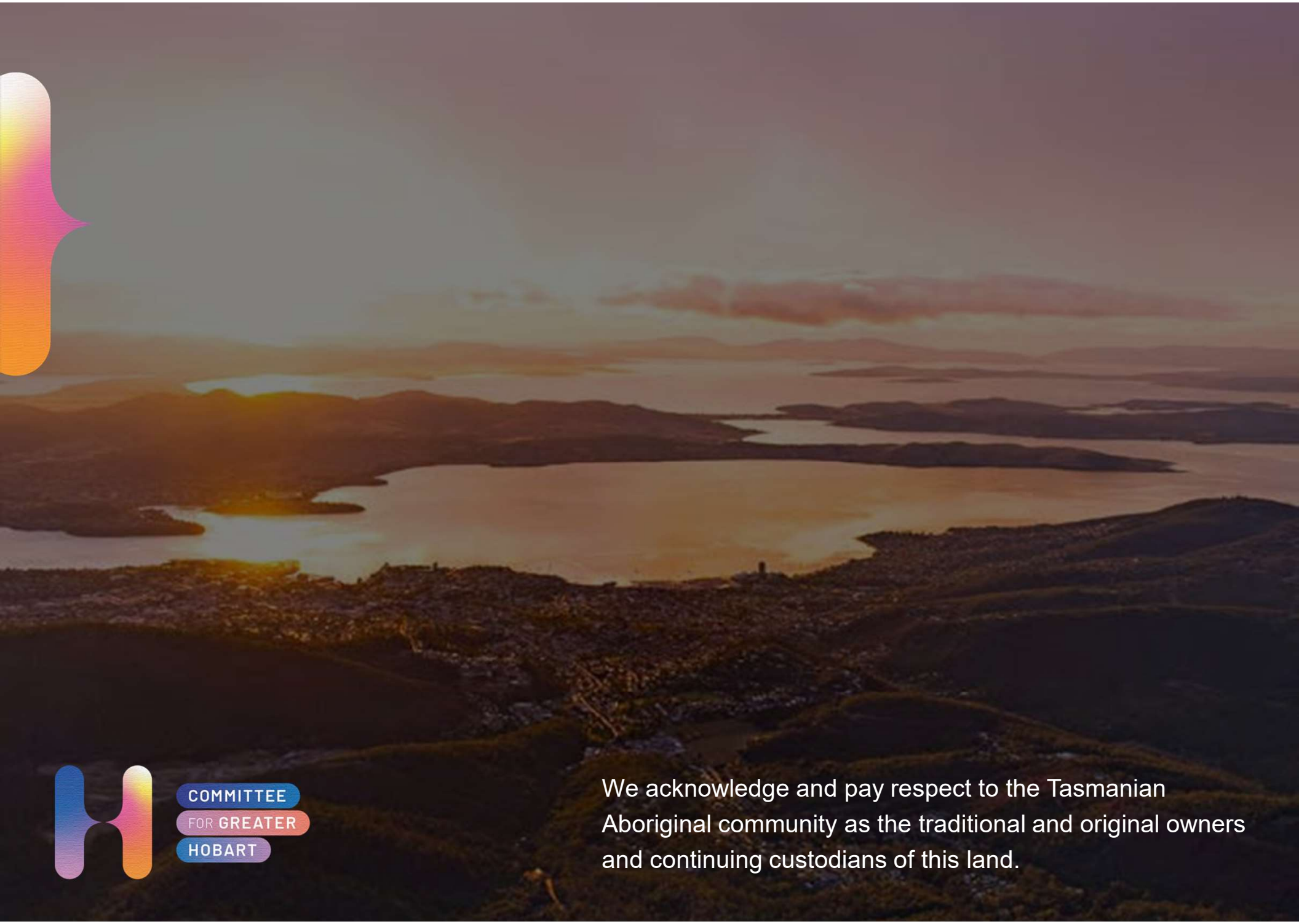
Keeping Hobart Moving consultation submission



COMMITTEE FOR GREATER HOBART


COMMITTEE
FOR GREATER
HOBART
We acknowledge and pay respect to the Tasmanian Aboriginal community as the traditional and original owners and continuing custodians of this land.

About the Committee

The Committee for Greater Hobart is an independent, apolitical think tank supported by a diverse range of organisations and individuals who are passionate about creating inclusive and sustainable economic growth for the region.

COMMITTEE FOR GREATER HOBART



Our Foundation Members































Contents TO BE UPDATED

Acknowledgements		4
Executive Summary		6
I.	**We must change how we plan for climate risk**	**20**
II.	**The Challenges**	**26**
	The cost of disasters is rising	30
	Infrastructure systems are designed for the past, not the future	36
	Current governance arrangements are unfit for purpose	39
III.	**Bridging the gap**	**40**
	Place-based adaptive pathways	44
Collaborative decision making		49
Innovation Fund Partners		97
Resilience Program Partners		97
References		98

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Melinda Percival, RACT

Steven Burgess, Complete Streets

Aimee Wescombe, GHD

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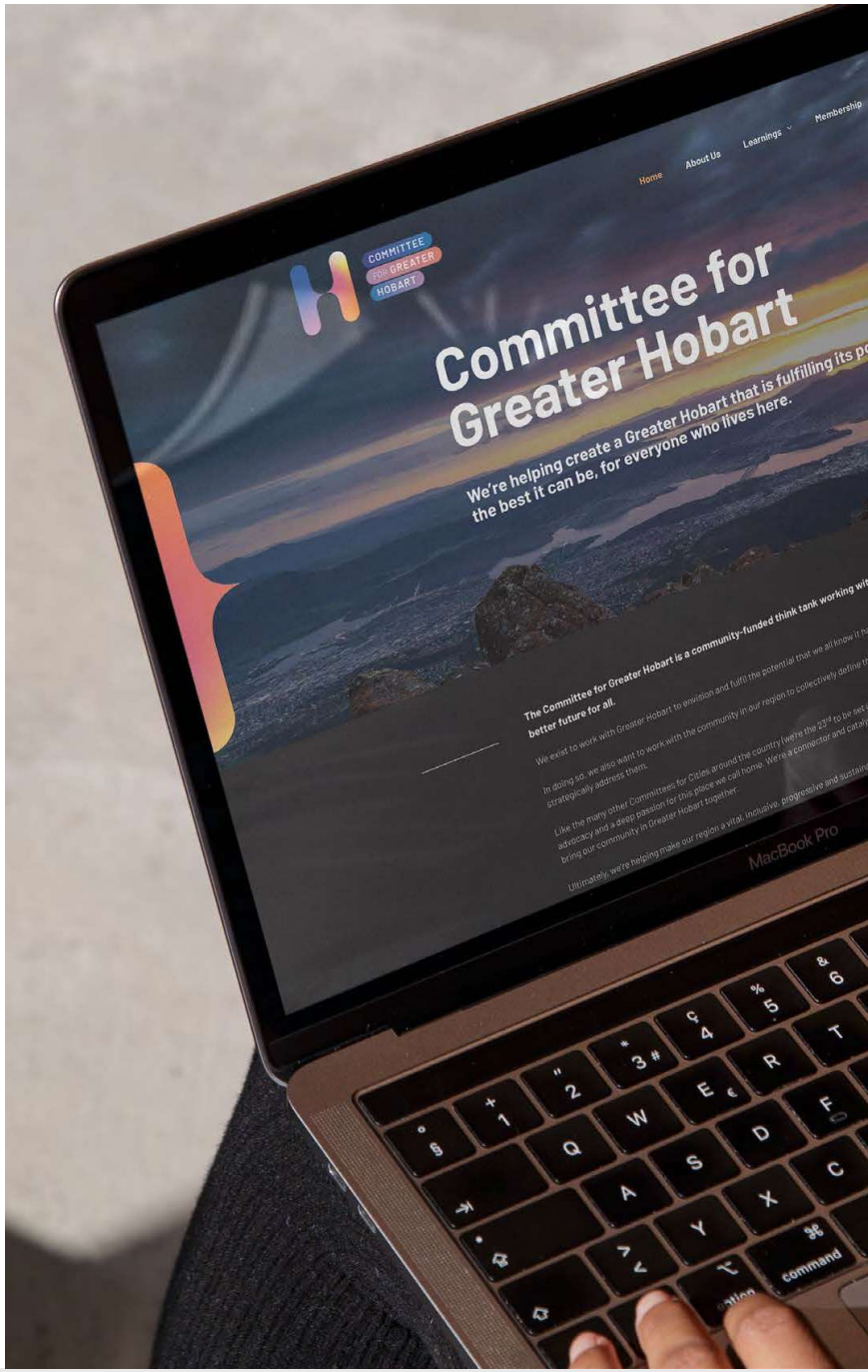
Executive Summary

The Tasmanian Government's draft Keeping Hobart Moving Plan (draft plan) outlines its perspective and initiatives for Greater Hobart's future transport system with the potential for significant positive impacts on mobility, liveability and sustainability.

However, careful planning (at regional and local 'village' levels), engagement and implementation are crucial to ensure equitable benefits, mitigate environmental concerns, and address potential community displacement.

The Committee has engaged with a broad cross-section of interested parties from across the community and used their feedback on the current status of the transport and mobility issues and advice on opportunities for improvement – along with our foundational research and that done by others in our Committees for Capital Cities network – to help inform our submission.

This feedback provides a broad context to consider opportunities to look at the impact of the draft plan on the residents of the Greater Hobart area and think about how it improves their daily lives.



Our process for developing this submission

The Committee created a working group under the leadership of Board Member and RACT Chief Executive Officer Mark Mugnaioni.

The Working Group then convened a Transport Scoping Workshop, in which participants identified the following key opportunities for the Tasmanian Government to consider when enhancing the liveability of the region by improving transport and mobility outcomes for the community:

- Address the **cultural changes** that would enable the draft plan to achieve its ambitions.
- Consider the **governance mechanisms** to consult, design and deliver the final plan over its life cycle.
- Consider the **social, economic, and environmental impacts** of the draft plan and ensure their consideration in the plan's finalisation.






Transport Scoping Workshop participants discuss the Keeping Hobart Moving draft plan.

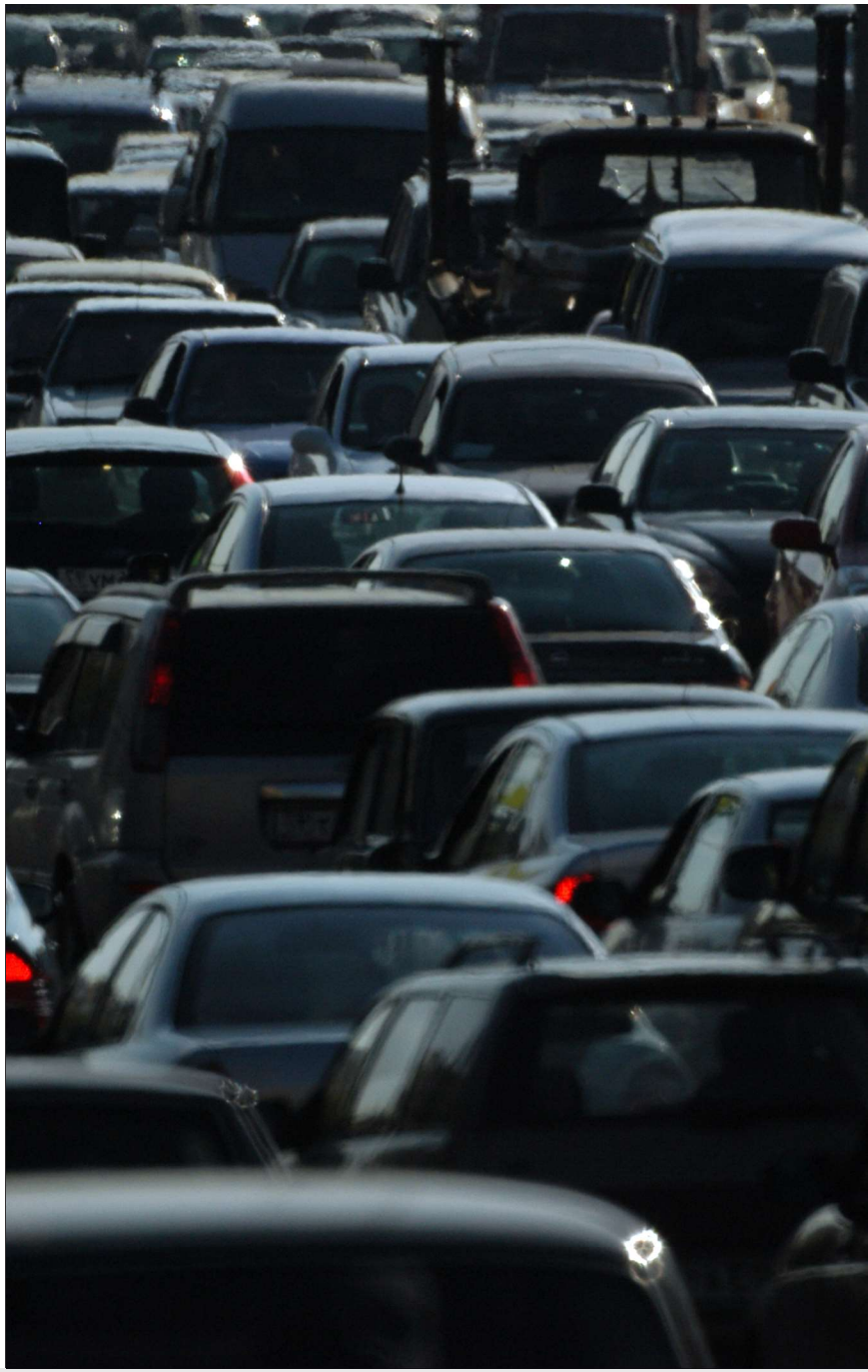
Culture change

An essential element of the draft plan is to commence a long-term transition from car-centred mobility and transport systems to alternative transport modes.

Developing a targeted strategy for key cultural and behavioural changes will be a critical component in support of these ambitions, and:

- Address the dominant car culture.
- Make public transport a viable alternative.
- Provide incentives and options that reduce dependency on cars.

The work required to embrace and engage the community in an intentional conversation about the future development and implementation of alternative solutions will be a key component of the role of the governance of the final plan in achieving long-term cultural and behavioural change.





Governance

To improve long-term decision-making and investment in social, environmental, and economic outcomes to be delivered by future transport and mobility networks across the region, the Committee recommends:

- An independent, cohesive and integrated approach to **regional urban master planning and infrastructure governance** to achieve long-term outcomes.
- **Master plans for regional urban solutions** with integrated transport, including one or more frameworks for urban centres and suburban villages with connected mobility.
- **Clear criteria to guide decision-making** and **metrics to assess progress** for desired social, economic, and environmental outcomes to be achieved.
- A review of current operational practices and approaches to project delivery, **identifying areas for improvement**.
- **Scenario planning** for different population levels and transport options.
- **Innovation through available technology** to monitor and understand system performance over time.

Social outcomes

There are significant challenges for the Greater Hobart community to access services, education and employment due to the costs of car ownership and access to reliable and efficient public transport. To address this in the design of future transport and mobility networks across the region, the Committee recommends:

- Thorough **needs assessments** and **involvement of diverse communities** in designing local transport and mobility solutions.
- **Investment in safety measures** and prioritising pedestrian and cyclist infrastructure.
- Targeted programs to **address transport poverty and inequality**.
- **Accessibility** for people of all abilities, including accessible travel information.
- Flexible and adaptable mobility solutions catering to the **life-cycle or life-course needs** of different groups.
- **Improve network resilience** by investing in redundancy and alternative routes.
- Data-driven strategies to **optimise journey times and service reliability and flexibility**, particularly for active and public transport.
- Innovative financing and fare models to make **transport more affordable**.
- Social mix in urban development to **avoid concentrating disadvantage** and to **promote the spatial dispersal of better transport outcomes**.
- **Partner with existing community networks and social service providers** to reach all residents.

Economic outcomes

The future design of our transport and mobility network needs to enable economic activity whilst providing cost-effective and efficient solutions for communities and certainty for the necessary investment. To improve the economic outcomes in the design of future transport and mobility networks across the region, the Committee recommends:

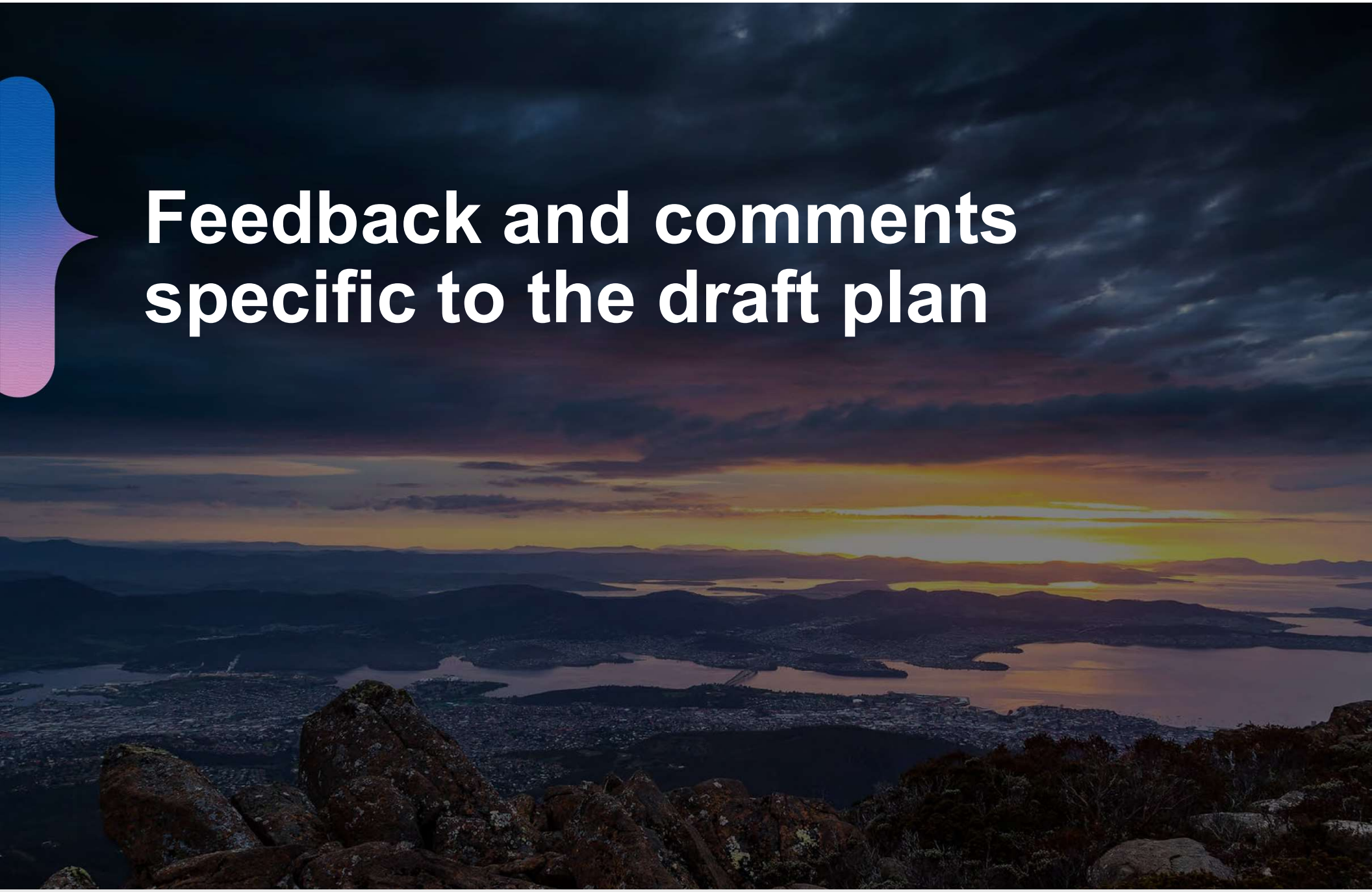
- **Sustained, long-term funding from multiple sources**, including government grants, public-private partnerships, and innovative financing mechanisms.
- **Encourage sustainable travel choices** and generate revenue for **reinvestment in mobility** through car parking pricing and other incentives.
- Assess the **economic feasibility of different mobility options**, considering factors like construction costs, operational expenses, and user affordability.
- Research **impactful mobility solutions** and **attract investment** in sustainable technologies.
- Ensure **seamless connections across different modes of transport**, including public transport, cycling, walking, small wheeled and small electronic transport devices, and car-sharing.
- Encourage developers to **create compact, walkable, and transit-oriented communities** with access to amenities.
- Consider employees' access to housing with **safe, affordable, and timely transportation** to work as a key factor in industry attracting and retaining employees and in helping them to optimise their health and wellbeing and productivity over time.
- **Collaborate with businesses, residents, and community groups** to develop solutions that optimise people's capacities to meet their needs.

Environmental outcomes

With Tasmania's renewable energy status, Greater Hobart has a unique opportunity to be a leader in emissions-free efficient transport solutions and infrastructure. This has the potential to support Tasmania's net zero ambitions across multiple sectors, including tourism and transport, and stimulate new technology and investment in advanced manufacturing in low/no emissions transport and infrastructure. To improve the environmental outcomes in the design of future transport and mobility networks across the region, the Committee recommends:

- **Climate change vulnerability and impact assessments** and incorporate the findings into planning and investment decisions.
- Prioritise **public transport, active travel**, and **low-emission vehicle technologies** over infrastructure that privileges motorised vehicles.
- **Develop comprehensive green space strategies** to protect existing green areas and promote their integration into urban design.
- **Invest in research** and development and trialling of clean and sustainable transportation technologies.
- Offer **incentives and subsidies** to encourage people to adopt sustainable travel choices and consider pricing and parking management strategies to discourage unnecessary car use.
- **Collaborate with regional stakeholders** to create communities of practice that can develop shared local and regional transport related environmental goals and implementation plans to achieve them.
- Monitor and track progress towards the **net-zero target** and adjust strategies as needed.

Feedback and comments specific to the draft plan



There is a lot to like about the Keeping Hobart Moving draft plan and its ambition to improve transport and mobility across the Greater Hobart region.

It provides:

- A coherent statement of the challenges facing industry and clear statements from the responsible Tasmanian Government Minister about its resolve to address them.
- A defined program of works containing a number of proposed projects articulated in phases over the next 10 years.
- An understanding of industry segmentation and an overview of the ambitions and visions for relevant projects within the program of works.

The document also creates a clear sense of the importance and urgency for the final plan.

However, some strategy work to identify where to focus investment, and with what interventions, based on demographic and geographic data sets, would be of immense benefit in prioritising investment where largest impact for Greater Hobart can be achieved.

Three matters remain to be clarified. First, is 'how' the Plan will be delivered in ways consistent with the outcomes identified by the Committee's Transport Scoping Workshop participants.

Second is how account will be taken of the contingences identified within the draft plan in relation to securing funding, evolution of the plan over time, and resilience to the changing requirements of Greater Hobart residents, as well as investment and environmental impacts.

Third, these key factors to be considered in developing the phases were noted:

- Total network disruptions and impacts to consumers and visitors;
- Construction industry capacity and skills development; and
- Urban precinct renewal, housing and other major developments.

With a high degree of complexity, dependency, and contingency factored into the draft plan, the Committee would like to see more emphasis on helping the community to understand 'how' the Plan will be implemented to achieve the urgency and clear ambition that is contained within it.

Governance model and scope of the plan

The Plan is one of 16 key policy directions and focused actions of the Greater Hobart Committee, made up of federal, state and local government members under the 10-year Hobart City Deal, which was signed in 2019.

However, the life cycle of the final plan will extend beyond the political cycles of these members and of the City Deal.

It is important to clearly define who is responsible for oversight and decision-making in reviewing and managing the evolution of the final plan.

In addition, the scope of the Greater Hobart Committee's work relates to the four metropolitan councils, yet the scope of proposed works extends across four other Local Government Areas - Brighton, Sorell, Huon Valley, and Derwent Valley.

How these bodies will be consulted about forming the final plan is also not yet defined.





Investment in, and funding of, the plan

There is a need to ensure a clear understanding of the investment and the funding sources that will be required to deliver the plan over its life. This understanding will be shaped by future decisions and changes, but at present it is difficult to have confidence that the plan can be delivered until funding commitments are made.

In addition, given the relatively short period of time to plan and deliver a number of the phase 1 projects, it would be helpful to understand if these projects have been funded.

The Committee would like to see the draft plan:

- Clearly outline the funding status for each identified project. Specify if there are any secured commitments, and if not, provide a transparent roadmap for securing necessary funds.
- Confirm and communicate the relevant government agencies/bodies (at all levels) that are in agreement regarding the identified projects.
- Clearly outline the roles and responsibilities of each agency/body in the successful execution of the Plan.

Clarity of purpose and deliverables

The purpose and actual deliverables of a range of projects within the draft plan are expressed in broad terms not easily understood by members of the community. For example, the Greater Hobart Strategic Active Management Networks project is a key component of the Active Transport program of works, but more clarity is needed in relation to what the network is in terms of infrastructure and location.

The Committee would like to see in the draft plan:

- For each project, provide a description of its purpose and the specific goals it intends to achieve.
- Highlight how the completion of these projects will positively impact the community, stimulate economic growth, and improve overall quality of life.
- Provide discussion on the criteria for project identification and prioritisation, clearly articulating economic and environmental impact, urgency and community needs.
- Outline key performance indicators (KPIs) for each project, defining metrics that will be used to measure project success, allowing for transparent evaluation and continuous improvement.





Scoping of inter-dependencies

Several inter-dependencies relate to the sequencing or phasing of the draft plan, such as housing and urban renewal projects, but it is yet unclear how these decisions will be made, by whom, and in what order.

The draft plan describes broadly strategies in terms of promoting alternatives for cars and encouraging use of other modes of transport and showing how they relate to the specific programs of work.

It would be useful to have some indication of the social, environmental, and economic outcomes being sought from the delivery of the programs of works. Having a sense of these outcomes will assist members of the community to understand the benefits and the impacts of the work over time.

Understanding and managing inter-dependencies over the life of the draft plan will be a key success factor in structuring the governance of the final plan.

Clarity, detail and readability of the plan

A series of tables in the draft plan identify the status of the program of works in each phase in terms of planning and delivery of projects, but they are not easy to interpret. Descriptions of both industry segments such as bus services or active transport and of related issues and visions are useful to set context for the Plan and the program of works, but in the phased program of works there is no clear reference or connection between components, although those can sometimes be deduced if one has some understanding of the segments.

Discussion of freight services lacks detail about any specific strategies or visions and, apart from reference to the road network, it is unclear what is being proposed.

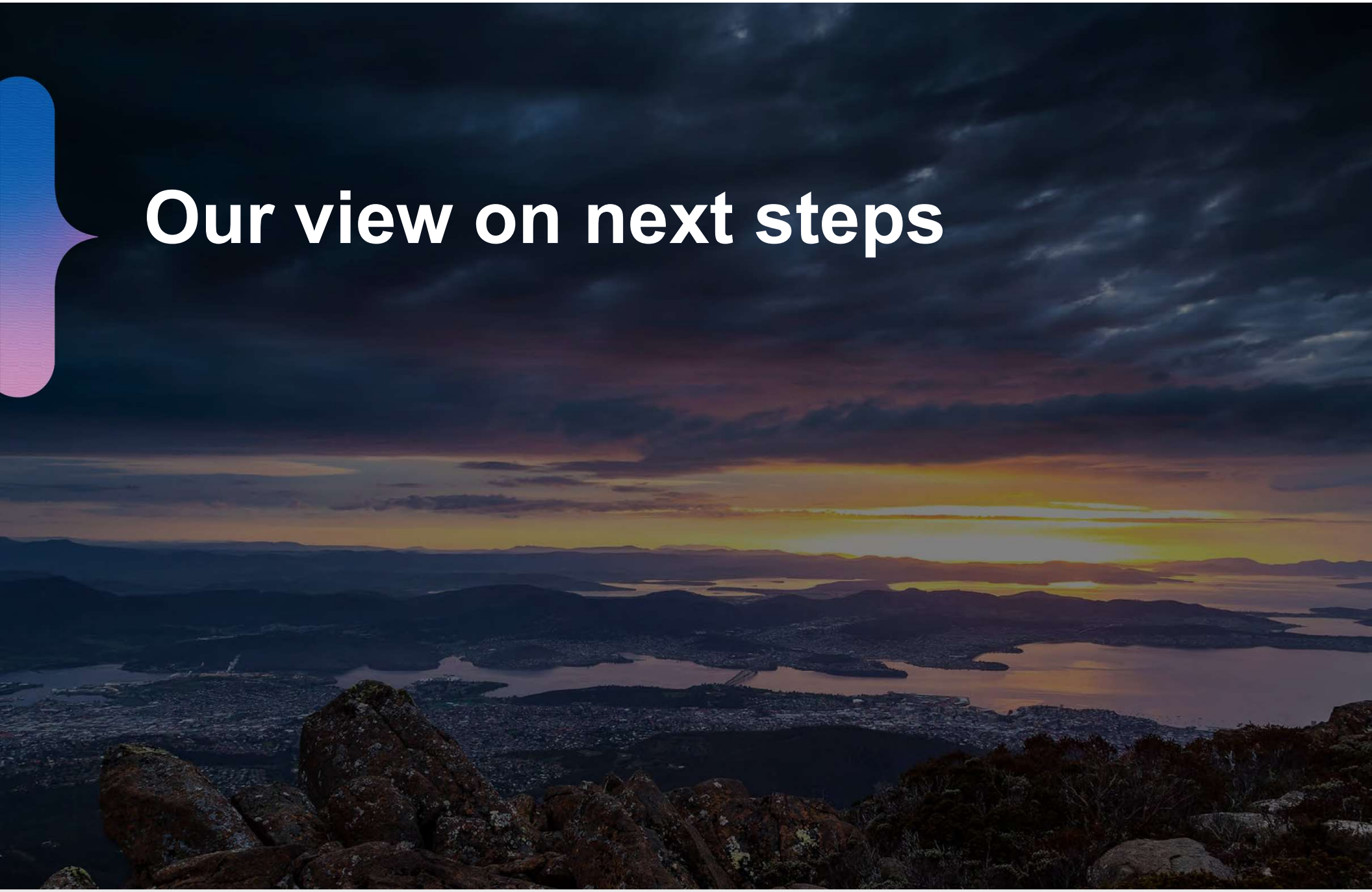
This appears to be a major omission in developing a cohesive and integrated approach to transport and mobility solutions across the region. This is particularly the case for understanding the load factors and the modality of freight requirements across key industries and distribution centres and how these needs are factored into transport needs across the region.

The ambition embedded in the draft plan is to transition transport users from cars to alternative forms of transport, however it appears from the project lists that a major component of the draft plan is for road-related projects. Without understanding the level of investment in the new modes and its impact on road and car-related travel it is difficult to know how this strategy will be achieved.

Other items the Committee would like to see considered in the context of the draft plan include:

- Incorporate a discussion on the policy framework supporting the implementation of infrastructure projects. Outline how supportive policies, such as streamlined approval processes, public-private partnership facilitation and regulatory incentives, can contribute to the overall success and timely completion of projects.
- Identified projects and programs recommended should be aimed at improving the customer experience for public and active transport users, with discussion to reflect how this will be achieved. This may include considerations for accessibility, safety, comfort, and user-friendly interfaces. A positive customer experience is integral to encouraging a shift towards sustainable modes of transportation.
- The plan should identify that development and implementation of incentive programs is required, and should aim at encouraging mode shift, such as subsidies for public transport, bike-sharing initiatives, or car-pooling incentives. Incentivising sustainable modes of transport is essential for achieving broader environmental and congestion reduction goals.

Our view on next steps



To address opportunities for refinements to the draft plan, and after considering both feedback provided by our workshop participants and findings from our research, the Committee would like to see:

- Explicit detail about the **governance of the plan over its life cycle**.
- Consideration of the **optimal governance mechanisms** to maintain a **continuity of leadership** over the plan's life, including long term and regional master planning governance options based on best practices.
- Clarity about **how known dependencies and contingencies will be managed** to align land use planning, housing, transport and other infrastructure.
- Clarity about how the visions and ambitions stated in the draft plan are realised in terms of the **outcomes being delivered by specific projects** in the phased program of works.
- **Clearer alignment between industry segments and projects** in the phased program of works.
- Clarity about the **rationales for the allocation of the projects** into certain phases.
- A more focused section on **change management requirements** for the plan and particularly on how to achieve key outcomes such as reducing motor vehicle use and making public transport more attractive.
- All of the **Local Government Areas** identified within the draft plan **directly engaged** in the scoping, decision-making and oversight of the final plan.
- An **independent review** of the document to ensure that diverse members of the community are better able to understand it and how it will affect them.

In considering the next iteration of the plan, the Tasmanian Government may also want to undertake some strategy work to identify where to focus investment, and with what interventions, based on demographic and geographic data sets. Following this, an action plan could be developed as a next step to articulate the roles and financial commitments expected from various government agencies, foster inter-agency collaboration and include timelines for securing funding.

In the development of an action plan, opportunities to strengthen the draft plan as addressed in this review could be explored, particularly:

- Clarifying funding status and collaboration agreements.
- Providing clear links between projects / actions and the objectives of the plan.
- Development of transparent identification and prioritisation criteria.
- Development of transparent KPIs and reporting of success of initiatives.
- Actions to address any required policy changes to support the plan.
- Community engagement, particularly to understand travel needs.
- Expansion of projects to consider customer experience and mode shift incentivisation.

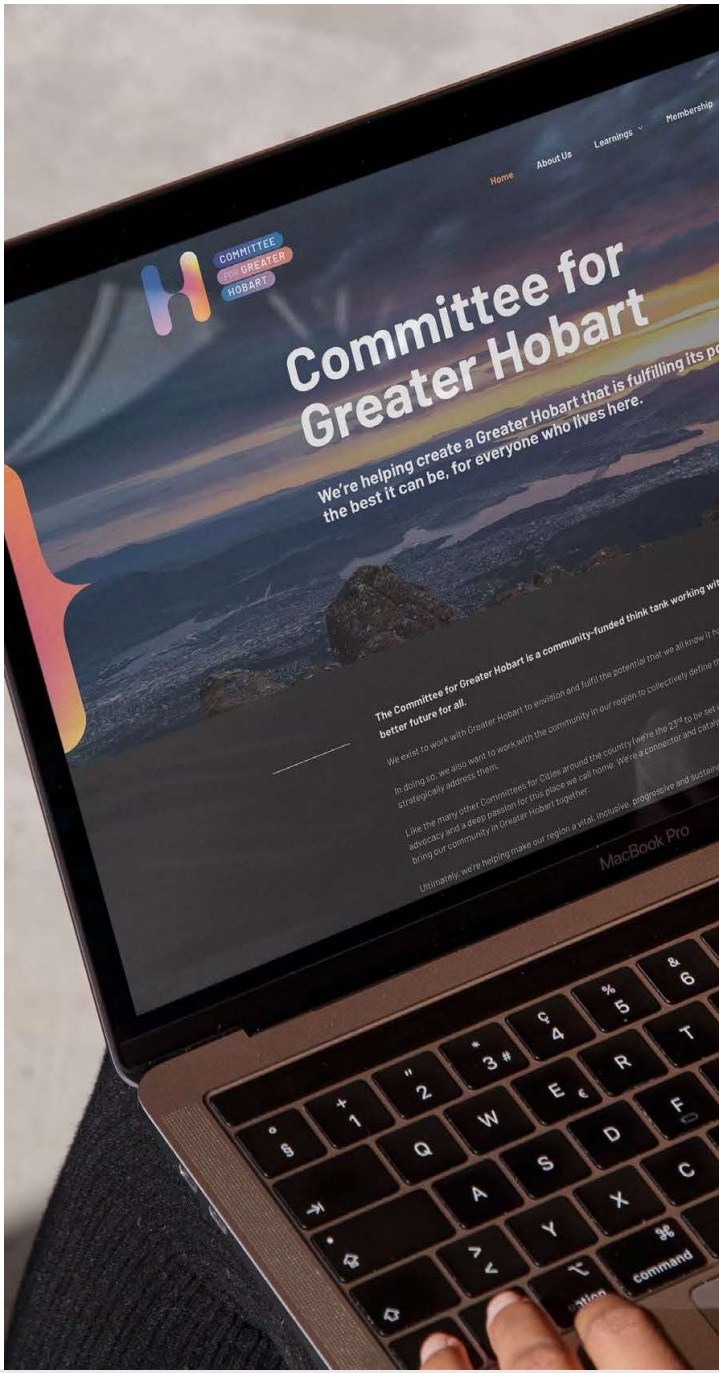
The role of community engagement in the identification of future needs should be considered in next steps, including detailing how community input is solicited, considered, and incorporated into the decision-making process.

In addition, the draft plan could be extended to include a section addressing the integration of technology in transportation infrastructure and services. This could include exploring opportunities for smart infrastructure, on-demand transport options, intelligent traffic management systems, and advancements in vehicle technology.

Our commitment to helping realise the final plan

We are open to providing any additional advice and support the Tasmanian Government may need to progress the plan on behalf of our members and the collaborators who have engaged with us. The strengths of an organisation such as the Committee include:

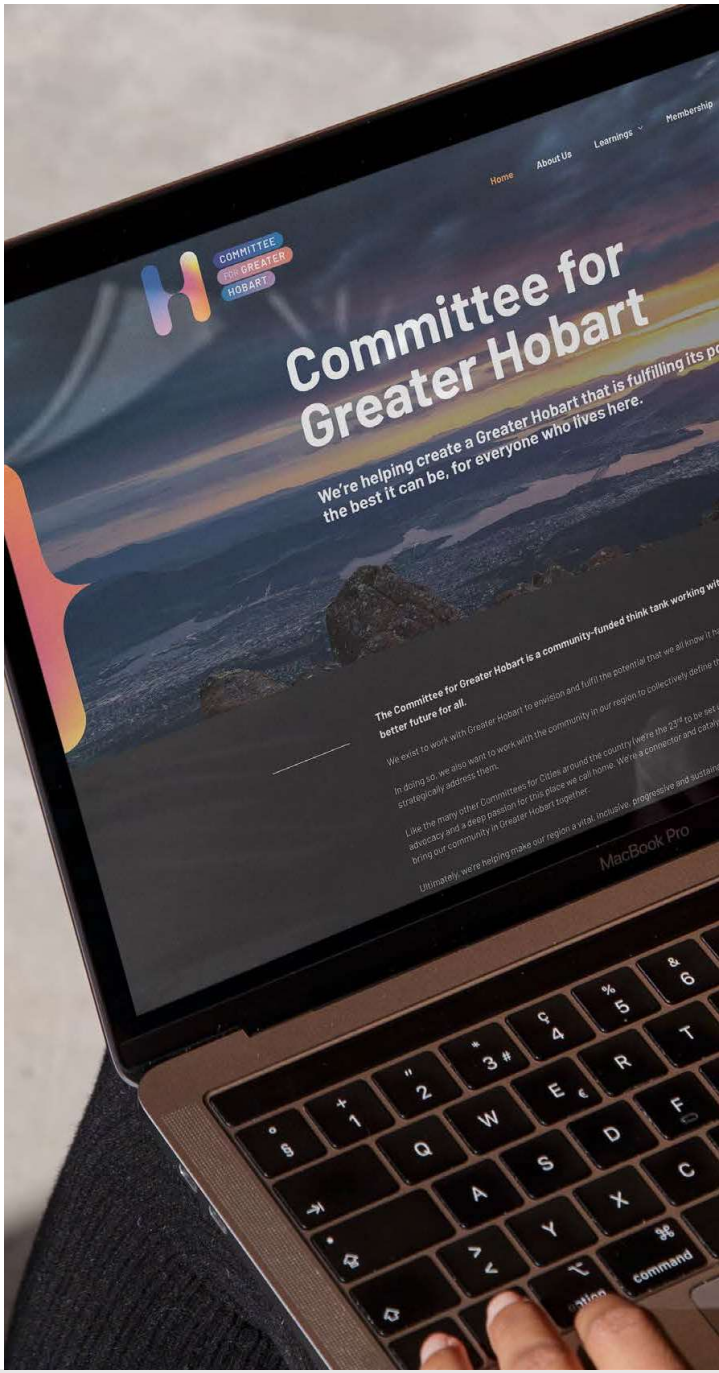
- **An independent voice** free from political or special interest, which is valuable in building trust and consensus in the community.
- **Expertise and capacity** to leverage our knowledge, experience, and networks to conduct research, analyse data, and develop evidence-based solutions.
- **Energy and skills to advocate and communicate** effectively for improved mobility solutions and engage the community in discussions and decision-making processes.
- **Capacity for collaboration and partnership** with diverse stakeholders – government, businesses, community groups, academics – to develop and implement solutions.
- **Expertise and capacity in community engagement** to understand their needs and concerns, ensuring that solutions are inclusive and address existing priorities.



The Committee could help address mobility issues in the future by:

- **Developing a shared vision** to help guide planning, investment, and decision-making at all levels.
- **Identifying and prioritising solutions** considering their feasibility, effectiveness, and impact on different aspects like economy, environment, and social outcomes. It can then advocate for prioritised implementation.
- **Monitoring progress and evaluating** and identifying **areas for improvement**. Such work can inform future planning and ensure that resources are used effectively.
- **Knowledge sharing** from other cities and regions facing similar mobility challenges and provide training and resources to **empower community groups and individuals** to contribute to the improvement of mobility.

Overall, an independent catalyst organisation like the Committee can play a significant role in bringing together stakeholders, fostering collaboration, and driving positive change in addressing Greater Hobart's mobility challenges.



Thank you

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