



**NORTHERN
MIDLANDS
COUNCIL**

INTEGRATED PRIORITY PROJECTS PLAN

2021

MAY 2021

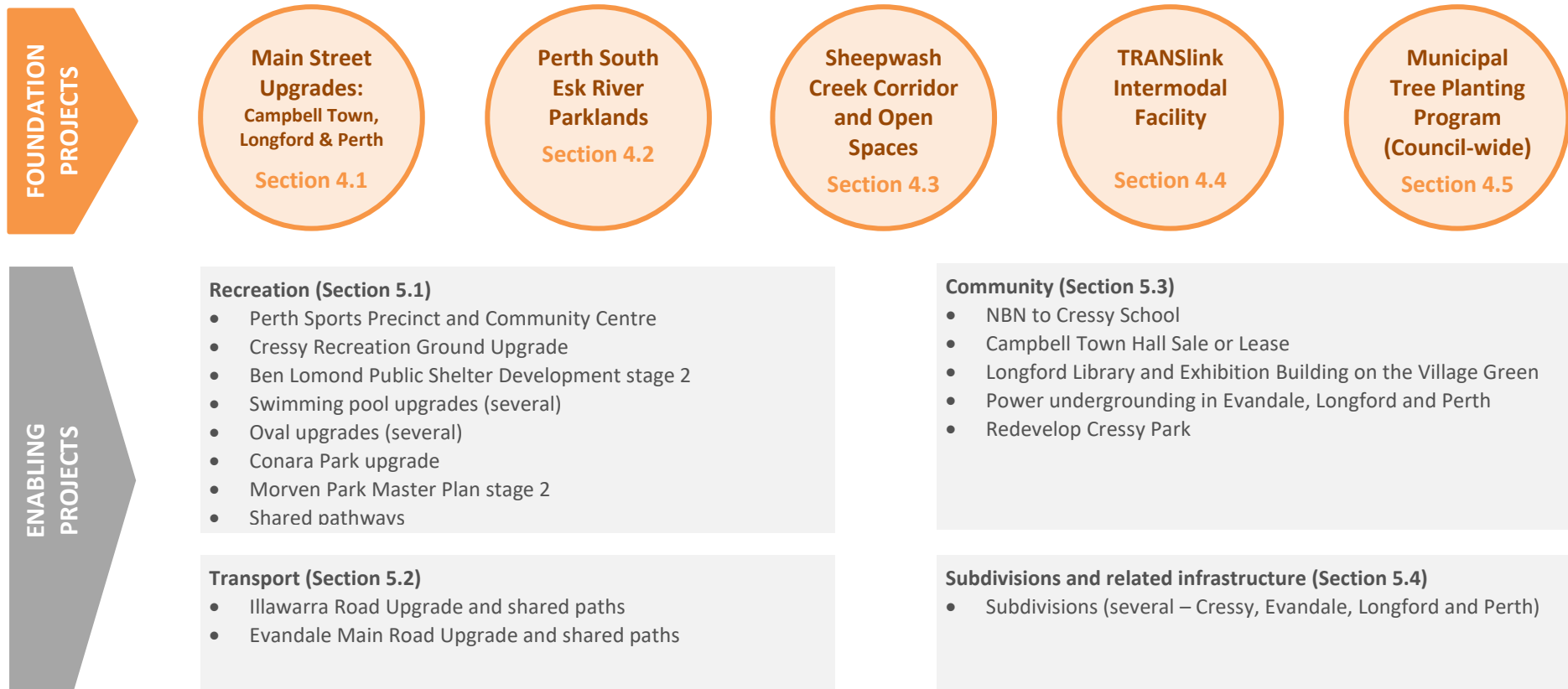
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EXECUTIVE SUMMARY

The Northern Midlands Council is pleased to present the Integrated Priority Projects Plan 2021. This plan has been developed with a coordinated perspective to align with local, regional, state and federal plans. Rather than grouping projects by town or assembling a long list of ‘nice to have’ projects, this plan takes a Council-wide view of needs and opportunities in relation to the strategic investment drivers in the region.

The priority project list includes five foundation projects (expected to have a transformational impact on the community across multiple investment drivers) and 20 enabling projects (expected to have a strategic impact on at least one investment driver). These projects represent a substantial investment in the future of Northern Tasmania. We look forward to working with our community, government and private industry partners to make this future a reality.



1 INTRODUCTION

Community infrastructure is the cornerstone of regional prosperity. Infrastructure creates jobs, enables sustainable growth, protects the environment and fosters a thriving community by bringing people and businesses together.

However, infrastructure projects are too often planned and delivered in isolation. This leads to unnecessary disruption to the community, inefficient delivery and an overall lack of coordination. This document takes a fresh approach to infrastructure planning. We have used an integrated method to align with local, regional, state and federal plans. Using this approach, we have identified a priority set of projects that will generate broader economic benefits than would otherwise be the case in a more traditional, piecemeal plan.

Our approach has been guided by:

- Outlining the strategic context and key drivers for investment in the Northern Midlands region
- Determining potential responses to address the challenges and opportunities
- Identifying a short list of projects that best align with local and regional priorities
- Summarising the case for investment in these projects.

This approach aims to establish a robust decision making framework for the consideration and development of infrastructure in the region. The projects we have identified represent an investment in the future of Northern Tasmania. We look forward to working with our community, our state and federal government partners and private industry to make this future a reality.

Box 1: Context of this plan

The Integrated Priority Projects Plan 2021 is guided by the vision, mission and values in the Northern Midlands Council Strategic Plan 2017-2027.

This plan builds on the foundations of the Priority Projects Plan 2019 and 2017 and responds to emerging challenges and opportunities.

The investment identified in the Integrated Priority Projects Plan 2021 will help to ensure the Northern Midlands remains an enviable place to live, work and play.

2 STRATEGIC CONTEXT

2.1 ALIGNMENT WITH OTHER PLANS

The Integrated Priority Projects Plan 2021 is informed by, aligns with and reinforces existing federal, state, regional and local strategic plans.

National context

At the federal level, Infrastructure Australia has included five Tasmanian initiatives and projects on the Australian Infrastructure Priority List. The Northern Midlands region is located at the heart of two of these initiatives:

- **Tasmanian irrigation schemes: Tranche 3** (Proponent - Tasmanian Irrigation) - investment in irrigation schemes throughout northern Tasmania to further develop industry and agriculture in Tasmania
- **Burnie to Hobart freight corridor improvement** (Proponent – Department of State Growth and TasRail)– a range of road and rail improvements to provide better transport connections and enable regional producers to bring goods to market more quickly at competitive prices.

The Northern Midlands region is also influenced by the Launceston City Deal, a tri-partite agreement signed in 2017 between the Commonwealth Government, Tasmanian Government and the City of Launceston. The Deal is a 10-year plan to make Launceston and the surrounding region one of Australia's most liveable and innovative regions, with growing incomes and falling levels of disadvantage. Among the initiatives, the Deal includes a commitment to deliver a Regional Economic Development Strategy to help coordinate future government investment, encourage private sector investment and improve planning and regulatory reform. Northern Midlands Council is one of seven Northern Tasmanian councils included in this strategy (discussed further below).

The Australian Government also has a Building Better Regions Fund which is an \$841.6 million commitment to drive economic growth and build stronger regional communities into the future. The intended outcomes of the fund are to:

- create jobs
- have a positive impact on economic activity, including Indigenous economic participation through employment and supplier-use outcomes
- enhance community facilities
- enhance leadership capacity
- encourage community cohesion and sense of identity.

The fund is structured with two funding streams:

- **Infrastructure Projects Stream:** Supports projects that involve construction of new infrastructure, or the upgrade or extension of existing infrastructure. The minimum grant amount is \$20,000 and a maximum grant amount is \$10 million.

- **Community Investments Stream:** Funds community development activities including, but not limited to, new or expanded local events, strategic regional plans, leadership and capability building activities. The minimum grant amount is \$5,000 and a maximum grant amount is \$10 million. However, given the nature of eligible projects it is expected that most grants will be under \$100,000.

State and regional context

The Northern Tasmanian Regional Economic Development Strategy was developed in 2019. It sets a vision for Northern Tasmania to be Australia's most liveable and innovative region by 2031, with growing incomes and falling levels of disadvantage. Its strategic priorities are:

- **Population growth:** The strategy indicates 10,000 additional workers are required to meet the needs of a growing economy, including those with skill sets to meet demand from industries, including food and beverages services and food product manufacturing.
- **Innovation:** Innovation is necessary to achieve a higher-value economy with more, higher-paying jobs. Key priority areas include enhancing skills and expertise to support growing industries and building a regional innovation ecosystem to support business.
- **Investment:** To develop and implement a plan to attract additional capital for private sector support. Key priority areas include advocating at a regional level for investment in priority public infrastructure projects.
- **Participation and productivity:** Implement supporting programs to strengthen transitions to vocational training or higher education linked to the workforce; advocate for trials and pathways for disadvantaged cohorts; collaboration on relevant education and health programs; and enable the transition of businesses into new growth industries.
- **Infrastructure:** High quality infrastructure provides opportunities to attract investment and connect regional businesses to the rest of the state, nation and a growing global marketplace.
- **Increasing exports:** An increase of 45 per cent from current levels over the life of the strategy would significantly reduce the \$1.4 billion a year gap between the region's exports and imports. Food systems and tourism are identified areas for increased export opportunities.

The Integrated Priority Projects Plan 2021 is also guided by other important state and regional strategies such as the Northern Tasmania Regional Land Use Strategy, Tasmanian Population Growth Strategy, Tasmanian Integrated Freight Strategy, the Greater Launceston Plan and the Launceston Gateway Precinct Master Plan. Key items from these strategies for the Northern Midlands region include:

- The state's desire to promote population growth, supported by a focus on creating job opportunities and workforce development
- The increasing movement of people and goods through the Northern Midlands. The region is set to benefit from recent investment in a number of irrigation schemes with a growing need to transport niche, high-value agricultural products
- The Northern Tasmanian region's strong community focus. Residents place a high value on health and wellbeing, social interaction, education and recreation opportunities.

Local context

The Northern Midlands Council Strategic Plan 2017-2027 defines the Council's vision, mission and values. It aims to make the Northern Midlands an enviable place to live, work and play by guiding the development of annual plans and other documents to deliver the objectives of the Strategic Plan.

Emerging issues being addressed by the Council include a focus on economic development, sustainable development, community wellbeing, maintaining core council functions and future funding for prudent financial management.

In response to these emerging issues, and in alignment with the Strategic Plan, Council developed a Priority Projects Plan in 2017 and refreshed it in 2019 to identify projects of significant importance to the community. The Priority Projects Plan has been successful in obtaining state and federal government investment in many communities in the Northern Midlands – albeit the external funding has not always been evenly spread across the region.

2.2 SOCIO-ECONOMIC PROFILE

Overall, the economic and social data in the Northern Midlands is consistent with a growing region that offers expanding employment opportunities in its own right as well as being located in close proximity to Launceston. Income and economic profiles of the region are relatively strong, and the region is poised to capitalise on its natural and historic assets. The challenge now is to support the growing prosperity of the Northern Midlands while improving environmental outcomes and sustaining the social fabric.

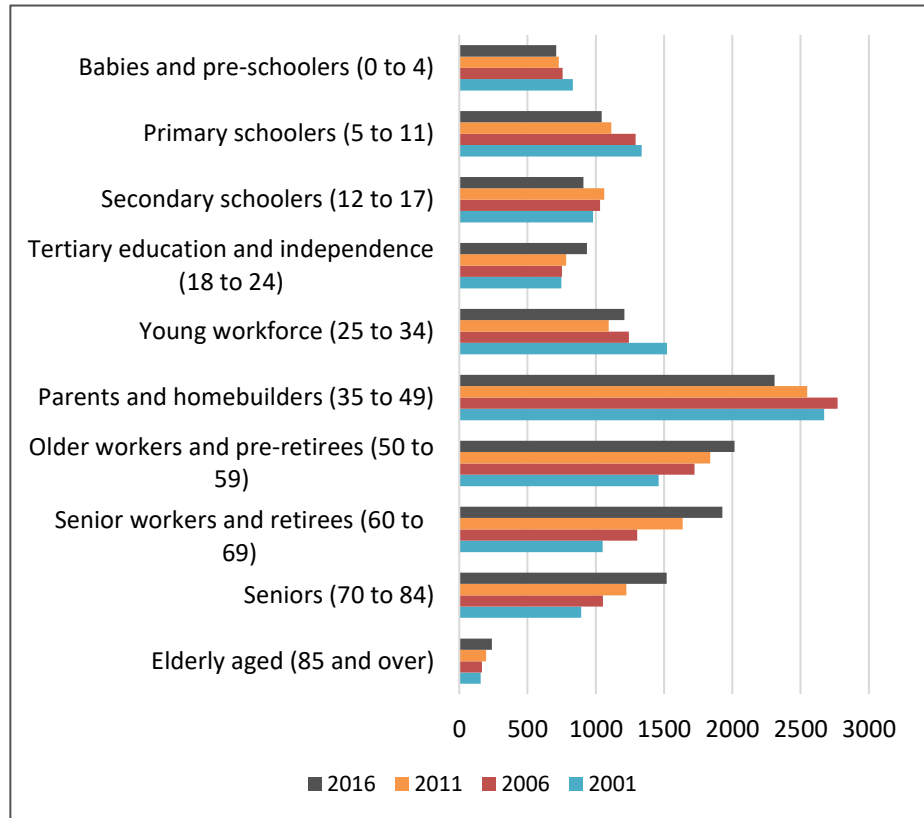
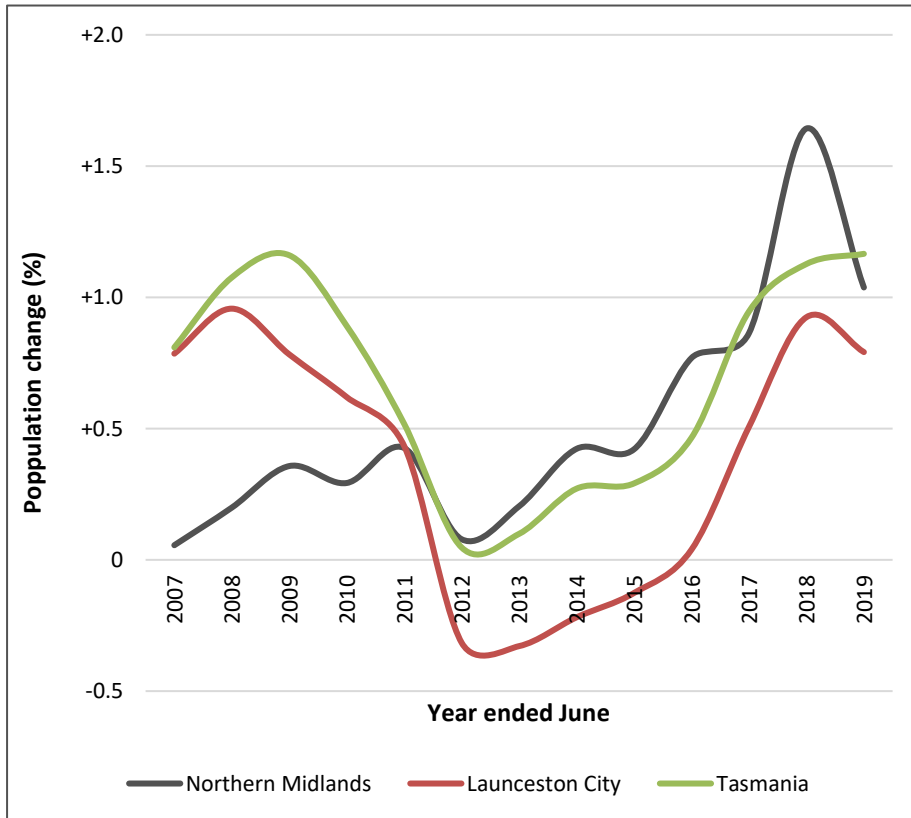
In that context, key drivers for investment in the region include:

| Economic development | Sustainable development | Community wellbeing |
|--|---|---|
| <ul style="list-style-type: none">• The economic prosperity of the Northern Midlands is important to the quality of life of our ratepayers• Enabling infrastructure will be required to support changes in industry sectors over time (e.g., increasing agricultural activity)• It is also necessary to ensure enough land – and in appropriate locations - is available for residential and business purposes | <ul style="list-style-type: none">• While houses, jobs and the economy are important, so too is the natural environment in the Northern Midlands• There remains a need to improve environmental outcomes and plan for a changing climate to provide a high level of natural amenity for residents and visitors | <ul style="list-style-type: none">• Vibrant communities help the region to thrive• Development, enhancement and expansion of community and recreational facilities will be necessary to cater for population growth and to bring existing facilities up to a modern standard |

Population and demographics

Summary

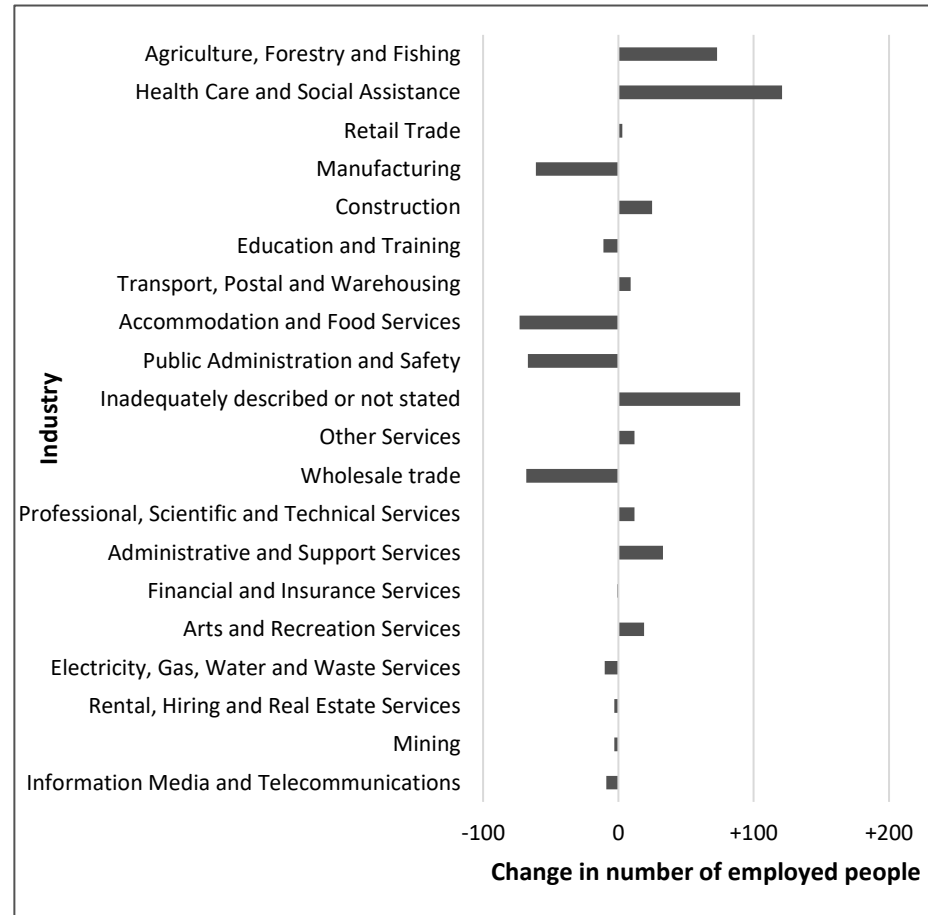
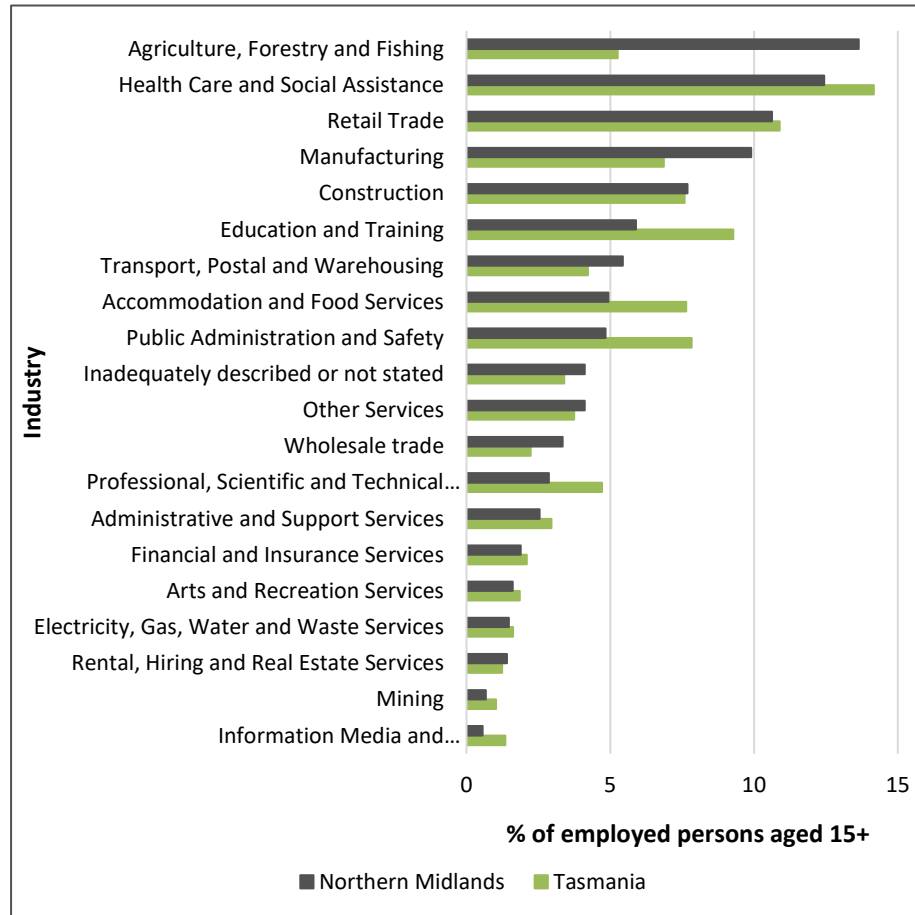
Population growth in the Northern Midlands has been increasing in recent years (especially since 2016). The rate of growth is higher than the increase in Launceston (city). While population has been growing, the cohorts of people aged 17 or younger has decreased slightly. Most of the increase is in the cohorts aged 50 or older.



Industry and employment

Summary

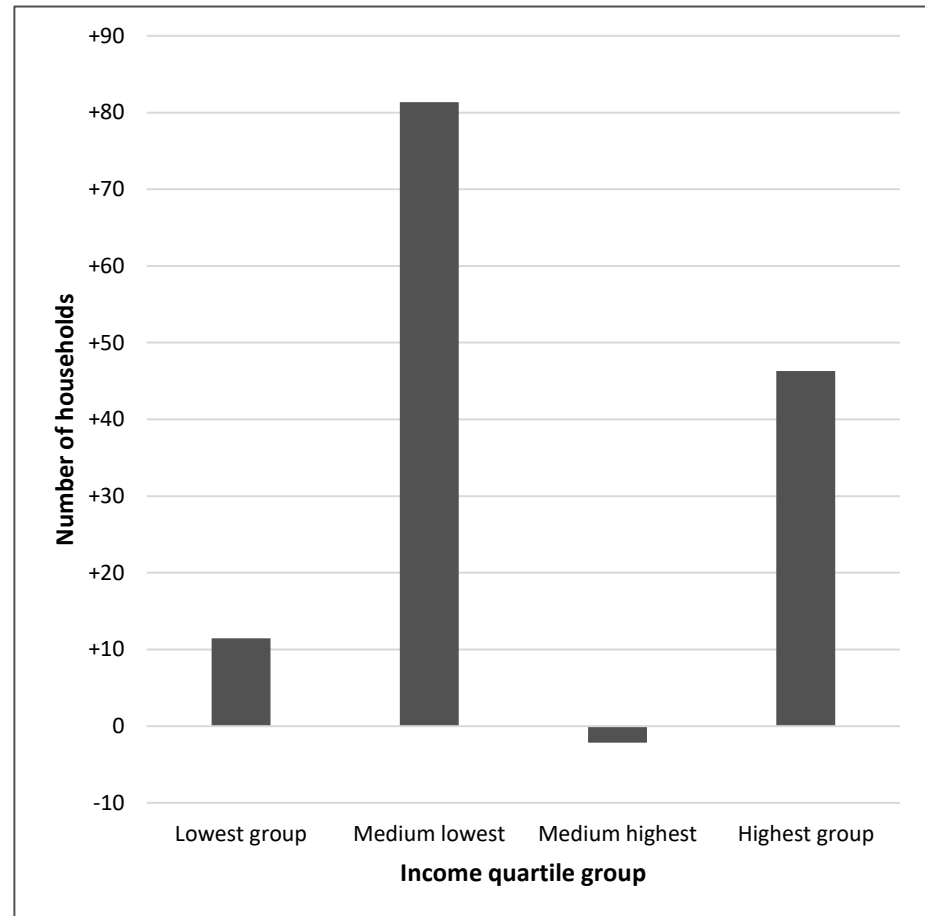
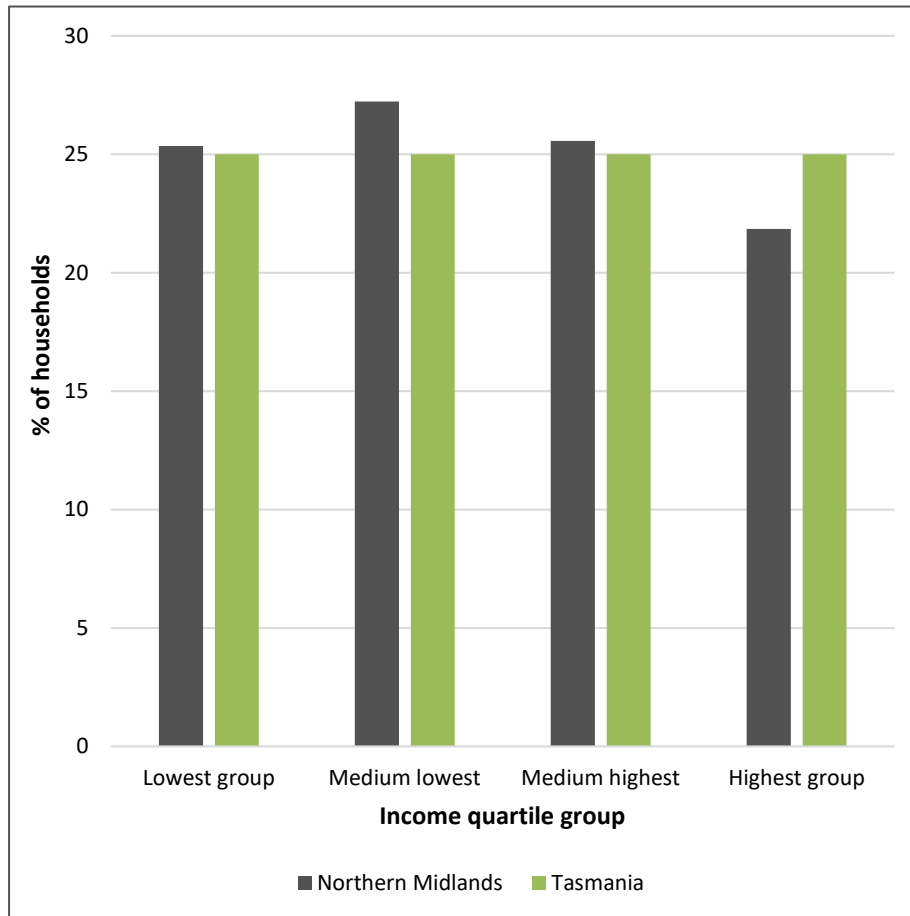
The population growth since 2011 coincides with an increase in employment most prominently in agriculture and health care. Overall, more than 90% of people aged 15 or older are employed either part-time or full-time and the region ranks slightly better than the Tasmanian average for socio-economic disadvantage.



Income level

Summary






The Northern Midlands has slightly less households in the highest income quartile than the Tasmanian average. However, the number of highest income and medium-lowest income household groups has been increasing since 2011.



3 PROJECT IDENTIFICATION AND PRIORITISATION

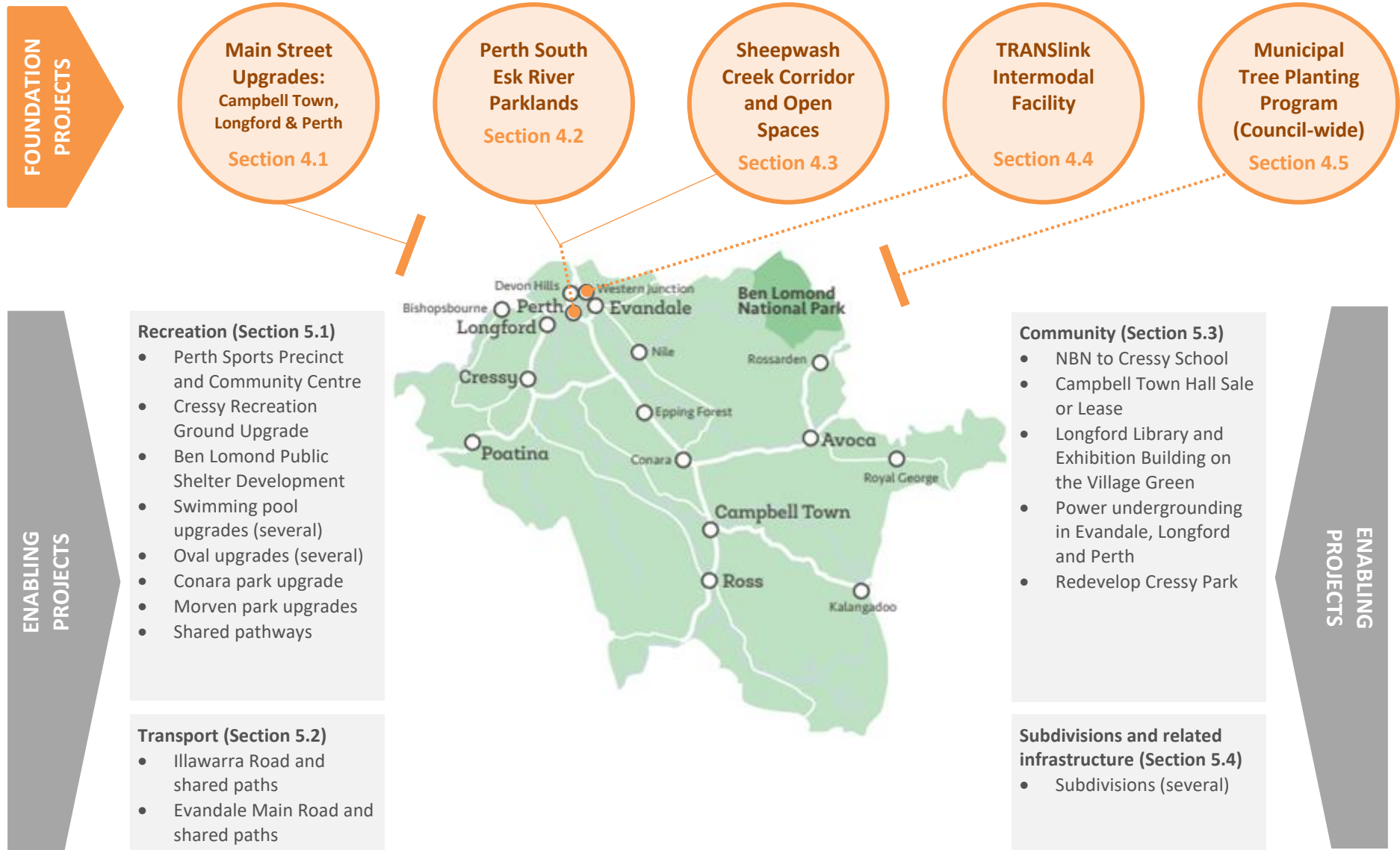
The Integrated Priority Projects Plan 2021 is outcome focused. Rather than grouping projects by town or assembling a long list of ‘nice to have’ projects, this plan takes a Council-wide view of needs and opportunities in relation to the strategic investment drivers identified above. Projects in this plan have been drawn from a wide variety of sources including existing Council strategies and concepts, new project ideas from Councillors and Council staff, and state and/or federal election commitments. The role of the Council for each project may be one of advocacy, partnering, lead proponent, co-funder or a combination.

All projects identified in this plan address a community need and merit delivery over time. However, Council recognises that funding is limited and choices need to be made about which projects to focus on first. The Integrated Priority Projects Plan 2021 uses multi-criteria analysis (MCA) to assess the relative priority of each project. MCA involves specifying assessment criteria, assigning a weight to each criterion and assigning scores for each criterion for each project. The criteria used to prioritise the projects were aligned to Council’s strategic objectives and relevant to the region’s key issues and opportunities:

| Strategic Issues | | Assessment Criteria | |
|------------------------------------|---|----------------------|---|
| Economic development |  | Economic impact | Contribution of project to growth of local economy |
| Sustainable development |  | Environmental impact | Impact of project on the local environment |
| Community wellbeing |  | Community wellbeing | Impact on recreation, health, safety, diversity, inclusion and access |
| Maintaining core Council functions |  | Risk of deferral | Risk of delivery of core Council services due to project deferral |
| Future funding |  | Affordability | Impact of project on rates for existing ratepayers |

Each Councillor and Council management team member was invited to participate in the MCA process and a workshop was held to discuss feedback and moderate the project ranking. The prioritised list of projects is shown on the next page. A handful of projects scored highly across several MCA categories and are expected to have a transformational impact on the community. These projects are referred to as **Foundation Projects**. The remaining projects typically scored well in one or two MCA categories and are referred to as **Enabling Projects**. Enabling projects may become Foundation Projects in the future as work is progressed and funding is secured (particularly where private industry plays a large role in the project).

3.1 PRIORITY PROJECTS LIST



3.2 INTEGRATION

Investment in the projects we have identified is critical to the future prosperity of the Northern Midlands. However, a scattered investment approach in individual projects as funding becomes available is not enough. Infrastructure projects are often planned and delivered in isolation - from each other, from the networks to which they connect and from other types of infrastructure that reside nearby.

To an extent, the isolated approach to project planning and delivery is understandable. While infrastructure providers such as water utilities, electricity companies and transport agencies have common or overlapping service areas, they almost always have separate customer accounts, funding sources and management teams. Our aim in the Integrated Priority Projects Plan 2021 is to look beyond these boundaries and identify integration opportunities that foster collaboration in pursuit of broader economic, environmental and social benefits for the Northern Midlands region.

In this plan, we have considered integrated planning opportunities from two perspectives:

- Cross-sector opportunities (linking or combining projects traditionally delivered by two different entities), and
- Project-specific opportunities (combining or sequencing individual projects identified in this plan to deliver a better overall outcome).

The remainder of this section examines cross-sector opportunities and identifies project-specific opportunities to help bring separate infrastructure agencies closer together, provide certainty for investors and deliver better outcomes for the community. The following section (3.3) includes these integration opportunities and outlines the sequencing of individual project phases in more detail.

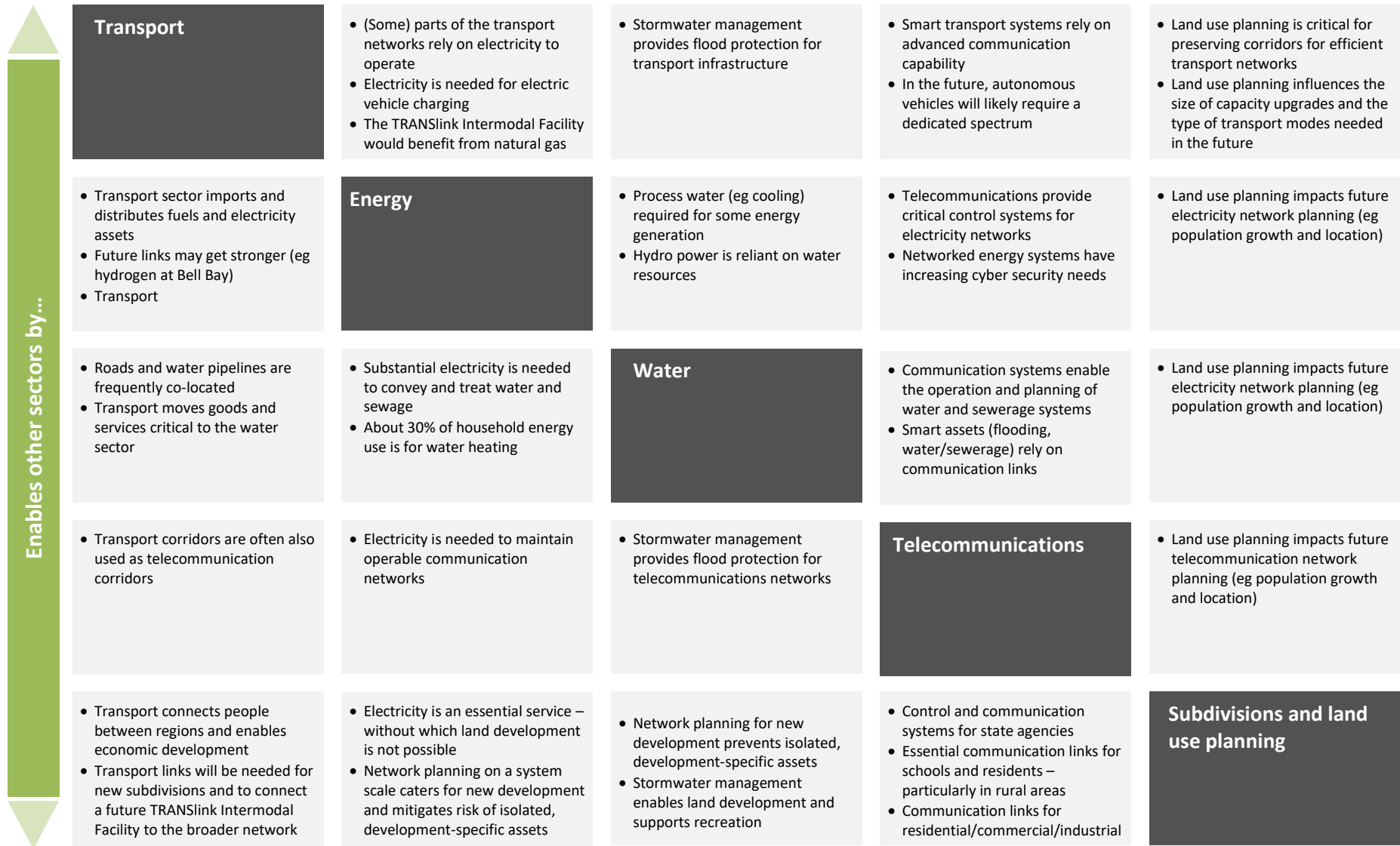
Cross-sector analysis

Although traditionally viewed as separate sectors, Tasmania's infrastructure is increasingly comprised of a series of interconnected systems. This is true for adjacent sectors (e.g., intermodal links for road, rail, air and sea networks), but also for other sectors (e.g., integration of telecommunication networks into electricity, water and transport networks as smart infrastructure takes hold). Similarly, many linear assets are 'interconnected' simply by physical proximity (e.g., water pipelines installed underneath roads).

The trend of increasing integration shows great promise, particularly where telecommunication networks are linked with hard infrastructure networks to boost the efficiency and effectiveness of service provision. However, the infrastructure projects identified in this plan have long asset lives that provide infrequent opportunities for change. It is particularly important to consider integration opportunities now, before investment is made that may inhibit integration in the future.

To that end, our analysis of the interdependencies and potential integration considerations between infrastructure sectors is summarised in the matrix below.

Relies upon other sectors for...



Project-specific analysis

Our project-specific analysis incorporates and builds on the broad themes identified above by examining how individual projects (and groups of projects) in this plan are impacted by barriers between different spheres of government and various infrastructure service providers.

Investment in any infrastructure project in the Northern Midlands is likely to require engagement with multiple stakeholders. For example, the TRANSLink Intermodal project is likely to increase demand in the adjoining electricity, gas, water and sewerage networks. The project also has inherent implications for road, sea, rail and air networks as well as land development considerations. The list of stakeholders to potentially engage is vast: TasWater, TasNetworks, TasGas, TasRail, TasPorts, the Northern Midlands Council, Federal and State government agencies – and many more including the community, private businesses, nearby councils and regional agencies.

Fortunately, collaboration already occurs amongst these stakeholders. This includes business-as-usual engagement processes at a company level as well as broader initiatives like the Launceston City Deal, the Northern Tasmanian Regional Economic Development Strategy, the Greater Launceston Plan and the Launceston Gateway Precinct Master Plan among many others.

Our goal in this section is to build on the collaboration that has occurred so far and shine a light on further integration opportunities that exist for specific projects in this plan. Three opportunities have emerged in our analysis:

1. Transport mode integration

With recent commitments from the Federal and State Governments, major upgrades to the Illawarra Main Road and Evandale Main Road are planned for completion in 2022 and 2023 respectively (see Section 5.2 for more information). These upgrades will benefit the region by improving travel time reliability and safety outcomes, and catering for growth in the movement of goods and people.

But investment in these road upgrades alone misses an opportunity to generate broader benefits for the region. Namely, there is an opportunity to take a more holistic view of the transport network by investing in two nearby projects identified in this plan alongside the investment in the road upgrades: the TRANSLink Intermodal Facility (see section 4.4 for more information) and the development of shared pathways (see section 5.1 for more information).

The construction of shared pathways alongside the road upgrades would improve community amenity, provide recreational opportunities and reduce car dependence – all for a relatively low cost compared to the overall cost of the road upgrades.

Investment in the TRANSLink Intermodal Facility would come at a much higher cost (about \$75 million), although its benefits are also substantial. With the recent construction of numerous irrigation schemes in Tasmania (and more irrigation schemes planned), these road upgrades will provide an economic benefit (in part) by helping to move high-value agricultural products to market more efficiently. However, the construction of an intermodal facility – alongside the planned road upgrades – would open up modal choice in freight movement and improve access to underserved domestic markets and facilitate entry to Asian markets for high-end / perishable Tasmanian produce.

2. Land development coordination

Several significant subdivisions in the Northern Midlands region have recently been identified and are in various stages of conceptual design or planning (see section 5.4 for more information). Upon completion, these subdivisions in Evandale, Longford, Cressy and Perth would create about 1,500 residential lots (in addition to various commercial lots). In doing so, the subdivisions would generate about 600 jobs in the Northern Tasmanian region and increase economic output by about \$70 million per year.

However, new subdivisions can present a challenge to water, sewer and electricity networks. Often it is uneconomical to extend and/or upgrade networks until the development creates sufficient demand over time. In response, and depending on developer contribution policies and settings, some developers may decide to build small-scale assets and systems specific to the development. This can result in disjointed, inefficient networks as the development grows and as adjacent subdivisions and infill occur. Or, in the worst case, this can hinder land development altogether – making it less attractive for workers, families and businesses to move to the Northern Midlands.

To mitigate these risks, there is an opportunity to improve the coordination between levels of government, state-wide service providers and private developers by:

1. Using common population, demand and land development forecasts to inform strategies and plans
2. Reviewing growth funding policies to ensure costs and risks associated with network upgrades are allocated equitably and efficiently, and
3. Commencing planning and procurement of network upgrades ahead of actual demand to account for long lead times in delivery.

Council will endeavour to provide its latest information on planned residential developments and land use changes to TasWater and TasNetworks at regular intervals. This will help to inform TasNetworks' Annual Planning Report (updated every year with a 10-year horizon) as well as TasWater's Growth and Capacity Plans and Master Plans (updated approximately in line with each pricing submission).

However, there remains an opportunity for Federal and/or State Government funding, in collaboration with TasWater, TasNetworks and private developers, to invest in an efficient, future-proofed system that will unlock affordable land for development and provide certainty for investors in these subdivisions. This could be in the form of funding for early planning and design of network upgrades, targeted relaxation or waiver of headworks charges to encourage growth in regional areas, or more substantial investment for delivery of network extension and expansion itself.

3. Location-specific bundling

There is an ongoing opportunity to bundle similar or nearby projects for more efficient project planning, design and delivery. Projects could be bundled because they are in the same location (e.g., combining some or all of the Perth-based projects to address historical needs in the town such as the Main Street upgrade, Sports Precinct and Community Centre and Sheepwash Creek Open Space Corridor) or because they involve similar skills or needs regardless of location (eg Campbell Town Streetscape Upgrade and Longford Urban Design Strategy). The creation of project bundles is subject to funding availability and will need to be determined on a project-by-project basis.

How can the integration opportunities be implemented?

While delivery of individual projects in this plan can always occur, we encourage our State and Federal government partners as well as the private sector to consider these integration opportunities when investing in the priority projects we have identified. A shared vision and shared governance approach will be necessary to deliver integrated projects – and collaboration is already occurring in this respect through initiatives like the Launceston City Deal and Northern Tasmanian Regional Economic Development Strategy. But the catalyst to unlock the integration opportunities identified above will be funding. We look forward to working with our partners and key stakeholders to progress these opportunities for the benefit of the Northern Midlands community.

3.3 SEQUENCING

Based in part on the analysis above, project sequencing and integration opportunities are shown in the following table. While sequencing reflects relative timing and dependencies, it should be noted that actual project duration will be subject to numerous funding, design and construction-related factors.

| | Project | Sequencing >>> | | | | Applicable Integration Opportunities |
|---------------------|---|----------------------------------|-------------------------------|---|--|--------------------------------------|
| Foundation Projects | Main Street Upgrades (Campbell Town, Longford and Perth) | Consultation / planning / design | | Construction | | 3 |
| | Perth South Esk River Parklands | Consultation / planning / design | | Construction | | 2 |
| | Sheepwash Creek Open Space Corridor | Consultation / planning / design | | Construction | | 3 |
| | TRANSlink Intermodal Facility | Stormwater / gas / road link | Water/Sewerage Electricity | Intermodal Facility consultation/planning/design | Intermodal Facility Construction (incl rail spur) | 1 |
| | Municipal Tree Planting Program | Consultation / planning / design | | Construction | | 3 |
| Subdivisions | Cressy subdivisions | Planning / approvals | Storm water | Water/Sewerage Electricity | Land development and associated infrastructure | 2 |
| | Evandale subdivisions | Planning / approvals | Storm water | Water/Sewerage Electricity | Land development and associated infrastructure | 2 |
| | Longford subdivisions | Planning / approvals | Storm water | Land development and associated infrastructure (10 lots)* | | 2 |
| | Perth subdivisions | Planning / approvals | Storm water | Water/Sewerage Electricity | Land development and associated infrastructure | 2 |
| Enablers | Transport projects* | Consultation / planning / design | | Construction | | 1 |
| | Community projects* | Consultation / planning / design | | Construction | | 3 |
| | Recreation projects* | Consultation / planning / design | | Construction | | 3 |
| Key: | Planning, consultation, design and/or approvals | | Network upgrades | | Project construction | |

1. Transport mode integration
With recent commitments from the Federal and State Governments, major upgrades to Illawarra Road and Evandale Main Road will be completed by 2023. These upgrades will improve travel time, reliability and safety outcomes. But there is an opportunity to take a more unified view of the transport network by investing in shared pathways and developing the TRANSlink Intermodal Facility in conjunction with these upgrades. This would enhance community amenity and improve the flow of high-value agricultural products across road, rail, air and sea networks.

2. Land development coordination
It is often uneconomical to extend and/or upgrade networks until new development creates sufficient demand. The developer may build small-scale, isolated assets in response. There is an opportunity to overcome this disjointed response through Federal and/or State Government funding, in collaboration with TasWater, TasNetworks and private developers, to invest in an efficient, future-proofed system that will unlock affordable land for development (e.g., grants for early planning/design, relaxation of developer charges or direct investment in network upgrades).

3. Location-specific bundling
Subject to funding constraints, there is an ongoing opportunity to bundle similar or nearby projects for more efficient project planning, design and delivery.

4 FOUNDATION PROJECTS

What does it mean to be a ‘foundation project’?

Foundation projects typically score highly across several MCA categories and provide multiple types of benefits to the community (e.g. economic, environmental and social). In short, foundation projects are expected to have a transformational impact on the community. Council considers these projects to be a focal point for investment in the Northern Midlands region.



What are the foundation projects?

Foundation projects at the time of publication are listed below. Some Enabling Projects or other newly identified projects could be elevated to Foundation Projects in the future as work is progressed and funding is secured. This is particularly the case for projects where private industry plays a large role.

| Project Name | Main Street Upgrades: Campbell Town, Longford, Perth (Section 4.1) | Perth South Esk River Parklands (Section 4.2) | Sheepwash Creek Corridor / Open Space (Section 4.3) | TRANSlink Intermodal Facility (Section 4.4) | Municipal Tree Planting Program (Section 4.5) |
|---------------------------------|---|--|---|---|---|
| Why is it a foundation project? | <p>These projects will improve visual amenity, enhance connectivity and help to capitalise on each town’s existing attractions, historical features and natural assets.</p> | <p>Perth is situated along the South Esk River. There is an opportunity to improve the public open space, provide better connectivity to the river and strengthen the path network and accessibility along the river.</p> <p>This project would create a regional attraction in Perth that showcases the environmental amenity of the South Esk River.</p> | <p>Sheepwash Creek runs through the northern section of Perth. It has the potential to become an attractive, appealing open space corridor complemented by its associated open spaces.</p> <p>Implementation of these projects would make this a reality and enhance Perth’s natural charm.</p> | <p>The TRANSlink precinct is adjacent to Launceston Airport and is growing quickly.</p> <p>With an increasing number of businesses producing high-end agriculture products, the construction of an intermodal facility would improve access to interstate and overseas markets and open up additional land for development.</p> | <p>Northern Midlands Council plants and maintains street trees to provide environmental and health benefits to residents and visitors alike.</p> <p>This project offers a step change opportunity to substantially increase the tree planting program and enhance the environment and improve visual amenity for our residents.</p> |

The following sections contain a short project brief and case for investment for each Foundation Project.

Strategic Context | Main Street Upgrades: Campbell Town, Longford and Perth

| | | |
|---|--|--|
| <h3>Background and strategic context</h3> | <h3>NMC role in the project</h3> | |
| <p>Main Street is the economic and social hub of Campbell Town, Longford and Perth. Each town revolves around its main street. In each location there is a need to reinvigorate the main street to improve urban amenity, enable better traffic movement and enhance pedestrian access.</p> <p>Campbell Town</p> <p>Campbell Town is in the heart of Tasmania and is a popular stopping point for travellers between Hobart and Launceston. The town has a range of business, community, health and education services that support the town’s residents and people living in the rural properties of the district. The town centre also features a variety of retail and service facilities catering to passing travellers, including eateries, speciality gift shops, unique award-winning bookshops, an art gallery, antiques, pharmacy and service stations. The town has a range of meeting venues that are increasingly attracting statewide meeting due to the town’s strategic location in the heart of the state.</p> <p>Longford</p> <p>As the largest town in the Northern Midlands, Longford is an important residential and business hub for the region. Longford residents enjoy a safe, modern lifestyle in a charming Georgian heritage town that has excellent services including an award-winning medical practice, high quality community managed aged care facility, excellent primary school and nearby award winning district high school, contemporary IGA shopping plaza, specialist shops - plus more. There is an opportunity to activate and enhance the town for current and future residents and visitors through upgrades to the main street.</p> <p>Perth</p> <p>For many years there has been a call for the Midland Highway to bypass Perth, ending the historical cutting of the town in two by the highway. In 2017 the State Government announced a plan for the Midland Highway to bypass Perth. The bypass was completed in 2020 and Midland Highway traffic no longer travels through Perth.</p> <p>Other towns in Tasmania have been bypassed (Ross in 1971, Oatlands in 1981 and Deloraine in 1989), with varying economic and social impacts—positive and negative—being experienced by these communities post-bypass. Learnings from these experiences drove the desire by Council and the State Government to commence planning for Perth’s future post the bypass including development of the Perth structure plan.</p> <p>Among other items, the Perth Structure Plan identifies upgrades to Perth Main Street – the focus of this project – which will help to reinvigorate the town centre.</p> | <p>In addition to being the principal proponent, Council will play an important role in this project by consulting with the community and advocating community needs to state and federal government partners.</p> | |
| <h3>Funding structure</h3> | <p>Council is seeking one or more funding partners to invest alongside Council to enable implementation of this project.</p> | <h3>Proponent</h3> <p>Northern Midlands Council will be the principal proponent of the project and is seeking funding partners to enable its implementation.</p> |
| <h3>Key stakeholders</h3> <p>Key stakeholders include:</p> <ul style="list-style-type: none"> Residents, local district committees and business in the municipality State and Federal Government (potential funding partners) | <h3>Project benefits</h3> <p>Primary benefits of this project include:</p> <ul style="list-style-type: none"> Improved health and safety outcomes Better visual and urban amenity Increased business activity <hr/> <p> Estimated rise in annual output of \$10.6 million in the Northern Tasmanian Region</p> <p> Estimated increase of 85 jobs in the Northern Tasmanian Region</p> | |

Investment Case | Main Street Upgrades: Campbell Town, Longford and Perth

Need for change

Campbell Town

Campbell Town is in the heart of Tasmania and is a popular stopping point for travellers between Hobart and Launceston. The main street needs a makeover to capitalise on existing assets, improve urban design and improve traffic management and pedestrian safety.

Longford

As the largest town in the Northern Midlands, Longford is an important residential and business hub for the region. There is an opportunity to activate and enhance the town for current and future residents and visitors through implementation of the Longford Urban Design Strategy and the redevelopment of the Heritage Corner intersection to address the safety risks associated with the current intersection configuration.

Perth

With the recent bypass of Perth's town centre by the Midland Highway, it is important to plan for the social and economic future of the town. At present, Main Street is tired looking and does not enhance Perth's natural charm and unique character to the extent that it could. Perth's population has grown strongly in recent years and significantly more families are poised to make Perth their home given potential developments and its proximity to Launceston. There is an opportunity to improve pedestrian access and crossing along the Main Street and install new street furniture. Investment in the Perth Main Street Upgrade would play a prominent role in reinvigorating the town centre.

Project scope, indicative cost and timeline

Scope



The project involves the following scope:

- Campbell Town – three stages (urban and open space improvements, traffic, parking, movement and environmental improvements)
- Longford - predominantly streetscape upgrade work and interpretation
- Perth - various streetscape upgrades including new access roundabouts

Cost



The total estimated capital cost of the project is:

- Campbell Town – \$8M total. Loan funding of \$1M secured for stage 1
- Longford – \$8.8M total. Grant funding of \$4M secured for stage 1
- Perth - \$6M total.

Timing



The approximate time horizon for the project is:

- Near term (0 to 3 years) to support reinvigoration of the town centres subject to funding being secured

Current status and next steps

To date Council, along with collaboration from the State Government, has completed:

Campbell Town

- Campbell Town CBD Urban Design and Traffic Management Strategy (2017)
- Design and tenders for stage 1 (2018) and landscape tech specs (2019)

Longford

- Longford Urban Design Strategy and Longford Urban Design Business Case (2019)

Perth

- Developed a Perth Structure Plan
- Remodelled the town centre intersection
- Designed the town access roundabouts and undertaken planning of walk/cycle routes

The next steps are to:

- Finalise, design and construct stage one upgrades in Campbell Town and Longford
- Identify a funding partner to enable the remainder of the upgrades to be completed

4.2 PERTH SOUTH ESK RIVER PARKLANDS

Vision

Upon completion of this project, Perth will have improved open space and better connectivity to the South Esk River including:

- New and extended walking tracks and foot paths
- Entry way and parking bay
- Playground
- Picnic shelter
- Various other facility and environmental upgrades

Background and strategic context

The Perth Local District Committee have for some time advocated for improvements to public open space and, in particular, improved connectivity of the William Street Reserve to Mill Road, George Street and the recreation areas throughout Perth.

The Perth Structure Plan, completed by Council in 2017, identifies land along the riverbank for an improved path network, better accessibility, additional open space and complementary facilities that enhance access to the South Esk River.

Council has also developed a Perth Riverbank Open Space Strategy (2017) and a South Esk River Parklands Master Plan (2019). This project aligns with the master plan and would provide a regional attraction in Perth through improved access to the river and supporting facilities.

Proponent

Northern Midlands Council will be the principal proponent of the project and is seeking funding partners to enable its implementation.

NMC role in the project

In addition to being the principal proponent, Council will play an important role in this project by consulting with the community and advocating community needs to state and federal government partners.



NUMBER LEGEND

- 1 The existing Charles Berryman Reserve area consists of public tables, grass bank, one picnic table and an informal car parking area under the Perth Bridge. There is scope to upgrade the picnic furniture to a consistent theme, and extend the grass area to the eastern side of the bridge leading to the river edge, and restricting vehicle access with large bollards embedded into the ground to prevent movement during floods.
- 2 New 1m wide concrete footpath along the eastern side of Old Ford Road to provide paved access connecting the Perth Riverbank Reserve to the centre of Perth.
- 3 Existing picnic facilities along the Perth Riverbank Reserve to be upgraded to a consistent theme, and provide more picnic tables and seating.
- 4 Existing Wilson Hees along the river bank to be gradually replaced with endemic plant species to restore native flora and fauna. Regeneration work can be a joint venture between Council and State/Federal Government funding.
- 5 Distant marker signage along the Wilson Street walk way to provide users with information as to how far they have walked and how far other check points are.
- 6 Extend the Wilson Street concrete walking path to connect up with the proposed George Street Park, including a bridge structure to span the existing gully.
- 7 Proposed picnic area with views up and down the South Esk River. Demolish existing water tanks to allow for new facilities including picnic tables, picnic shelter and interpretation signage telling the story of the early concept of building a bridge across this section of the river.
- 8 New flood proof canoe launch utilising the existing access road to the river edge.
- 9 Proposed grassed area and group picnic facilities making use of the old Depot building pavements for large group picnic shelter, electric BBQs and seating. Picnic tables and seating would also be installed to the lower terrace.
- 10 Former bus loop road entry exit to the George Street park with 24 seating zone to cater for large groups, utilising the adjoining picnic facilities, playground and open space area.
- 11 New concrete pathway along the western side of George Street to provide paved access to the neighbouring streets.
- 12 Old quarry and depot storage area to be smoothed over to provide a large recreational space consisting of a nature based playground, seating area, large shade trees and a large kick about space.
- 13 Provide access to the river edge with a flood proof viewing deck to observe birds and aquatic animals, gully.
- 14 New concrete pathway to connect the George Street Park with Arbury Street and the adjoining neighbouring street.
- 15 New concrete pathway connecting William Street to Perth Mill Road, and runs parallel to the existing stone pitched wall believed to be constructed during the early years of the Perth Settlement.
- 16 Existing wood hees and shrubs along the river bank to be gradually replaced with endemic plant species to restore native flora and fauna. Regeneration work can be a joint venture between Council and State/Federal Government funding.
- 17 Proposed compacted gravel river bank walking track to connect the old Perth Mill site with the George Street Park.
- 18 Proposed walking path to connect the new circuit path with the existing footpath along Perth Mill Road.
- 19 New compacted gravel pathway to the river side of the ground fill to provide safe access along Perth Mill Road to connect the Old Mill Site with the adjoining neighbouring streets.
- 20 Existing levelled area adjoining the river bank to incorporate a flood proof canoe launch, picnic table and seating.
- 21 Existing Old Mill ruins to be enhanced with the removal of existing vegetation and the inclusion of safety barriers and interpretation signage.



SOUTH ESK RIVER PARKLANDS - PERTH
Old Bridge Road to Perth Mill Road, Perth, Tasmania

Preliminary Master Plan

0 50 100m
1 November 2018
Issue 8



Investment Case | Perth South Esk River Parklands

Need for change

Perth is situated along the South Esk River and has the opportunity to make this natural asset a key regional attraction. However, there is a need to improve accessibility to the riverbank, enhance and extend the path network and install additional facilities and amenities to cater for recreational opportunities and showcase the natural environment. Implementation of this project would enable this opportunity to be realised.

Project benefits

Primary benefits of this project include:

- Improved natural amenity
- Better recreational facilities
- Improved access to the river and parkland areas



Estimated rise in annual output of \$1.4 million in the Northern Tasmanian Region



Estimated increase of 14 jobs in the Northern Tasmanian Region

Key stakeholders

Key stakeholders include:

- Residents, local district committees and business in the municipality
- State and Federal Government (potential funding partners)

Project scope, indicative cost and timeline



- The project involves the following scope:
- New and extended walking tracks and foot paths
 - Entry way and parking bay
 - Playground
 - Picnic shelter
 - Various other facility and environmental upgrades



- The total estimated capital cost of the project is:
- \$1.7 million



- The approximate time horizon for the project is:
- Starting in the near term (0 to 3 years) subject to securing funding

Funding structure

Council has already invested in the development of the South Esk River Parklands Master Plan and supporting strategies.

Council is now seeking a funding partner to enable implementation of the master plan.

Current status and next steps

Council has already developed a Perth Riverbank Open Space Strategy (2017), Perth Structure Plan (2017) and a South Esk River Parklands Master Plan (2019).

Next steps include:

- Securing a funding partner to enable implementation of this project

4.3 SHEEPWASH CREEK CORRIDOR AND ASSOCIATED OPEN SPACES

Vision

Completion of this project will see:

- A Sheepwash Creek Water Sensitive Urban Design (WSUD) Open Space Corridor reaching from the northern entrance to Perth to the southern outlet at the CBD
- Improved stormwater management including capture of sedimentation, nutrients and pollutants
- New open space, pathway network, wetlands and swales
- New playgrounds
- Further distinguishes Perth as a highly liveable area offering rural living in close proximity to city services and employment

Background and strategic context

At present, Perth lacks a connected open space network. The nature of open space in the area is quite fragmented. Sheepwash Creek runs north south through the western portion of Perth and represents an opportunity to create a key linear open space asset for the town.

In addition, the south west catchment of the town's stormwater network drains to Sheepwash Creek and, in turn, to the South Esk River. There is an opportunity to use water sensitive urban design (WSUD) in Sheepwash Creek to make use of natural features to improve the quality of stormwater runoff.

To that end, Council has developed a Sheepwash Creek Water Sensitive Urban Design Open Space Corridor Master Plan which forms the basis of this project.

Proponent

Northern Midlands Council will be the principal proponent of the project but is seeking funding partners to enable its implementation.

NMC role in the project

In addition to being the principal proponent, Council will play an important role in this project by consulting with the community and advocating community needs to state and federal government partners.



Investment Case | Sheepwash Creek Open Space Corridor

Need for change

Sheepwash Creek runs through the northern section of Perth. It has the potential to become an attractive, appealing open space corridor and create a connected open space network in Perth.

Further, there is an opportunity to use water sensitive urban design (WSUD) in Sheepwash Creek to make use of natural features to improve the quality of stormwater runoff.

Implementation of this project would make these two aims a reality and enhance Perth's natural charm in the process.

Project benefits

Primary benefits of this project include:

- Improved stormwater management
- Improved habitat and biodiversity
- Improved visual amenity
- Improved health and wellbeing from access to recreational paths



Estimated rise in annual output of \$3.1 million in the Northern Tasmanian Region



Estimated increase of 71 jobs in the Northern Tasmanian Region

Key stakeholders

Key stakeholders include:

- Natural Resource Management (NRM) North
- Residents, local district committees and business in the municipality
- State and Federal Government (potential funding partners)

Project scope, indicative cost and timeline

Scope



The project involves the following scope:

- WSUD open space corridor development (stages 2 and 3)
- Pathway network throughout the corridor, wetlands and swales (stage 3)
- Two new playgrounds (one in Stage 2 and one in Stage 3)

Cost



The total estimated capital cost of the project is \$6.3 million+:

- Stage 2 - \$1.55 million
- Stage 3 - \$4.75 million
- Stage 4 - yet to be costed

Timing



The approximate time horizon for the project is:

- Stage 2 - near term (0 to 3 years)
- Stage 3 - near term (0 to 3 years)
- Stage 4 - medium term (3 to 5 years)

Funding structure

Council has invested in preliminary works for this project (plan development and stage 1) and is seeking a funding partner for stages 2 to 4.

Current status and next steps

To date:

- Stage 1 of the plan has been completed
- Land has been acquired to allow stages 2 to 4 of the plan to progress

The next step is to identify a funding partner to enable the remainder of the plan to be completed.

4.4 TRANSLINK INTERMODAL FACILITY

Vision

Sustainable economic growth and increased employment opportunities achieved in Tasmania's Northern Midlands by;

- upgrading and expanding the stormwater infrastructure in the TRANSLink Precinct to ensure the viability of existing precinct businesses and to open up an additional 59 hectares for development
- creation of a rail spur linked to a precinct terminal at Western Junction
- provision of natural gas to Western Junction by the installation of an 8km extension from the existing pipeline at Youngtown

Background and strategic context

The TRANSLink precinct is adjacent to Launceston Airport and has sustainable competitive advantages including:

- being centrally located only 15 minutes from Launceston, less than two hours by road to all cities in the state, one hour by air to Melbourne and less than one hour by road to a deep water port
- extensive flat sites zoned for industrial use and separated from residential areas
- highly competitive rating and fees schedules.

There are currently about 30 vacant parcels (60 hectares) in the precinct and demand is growing quickly. The region is set to benefit from recent investment in a number of irrigation schemes with a growing need to transport niche, high-value agricultural products. Construction of the TRANSLink Intermodal Facility would help to meet this demand.

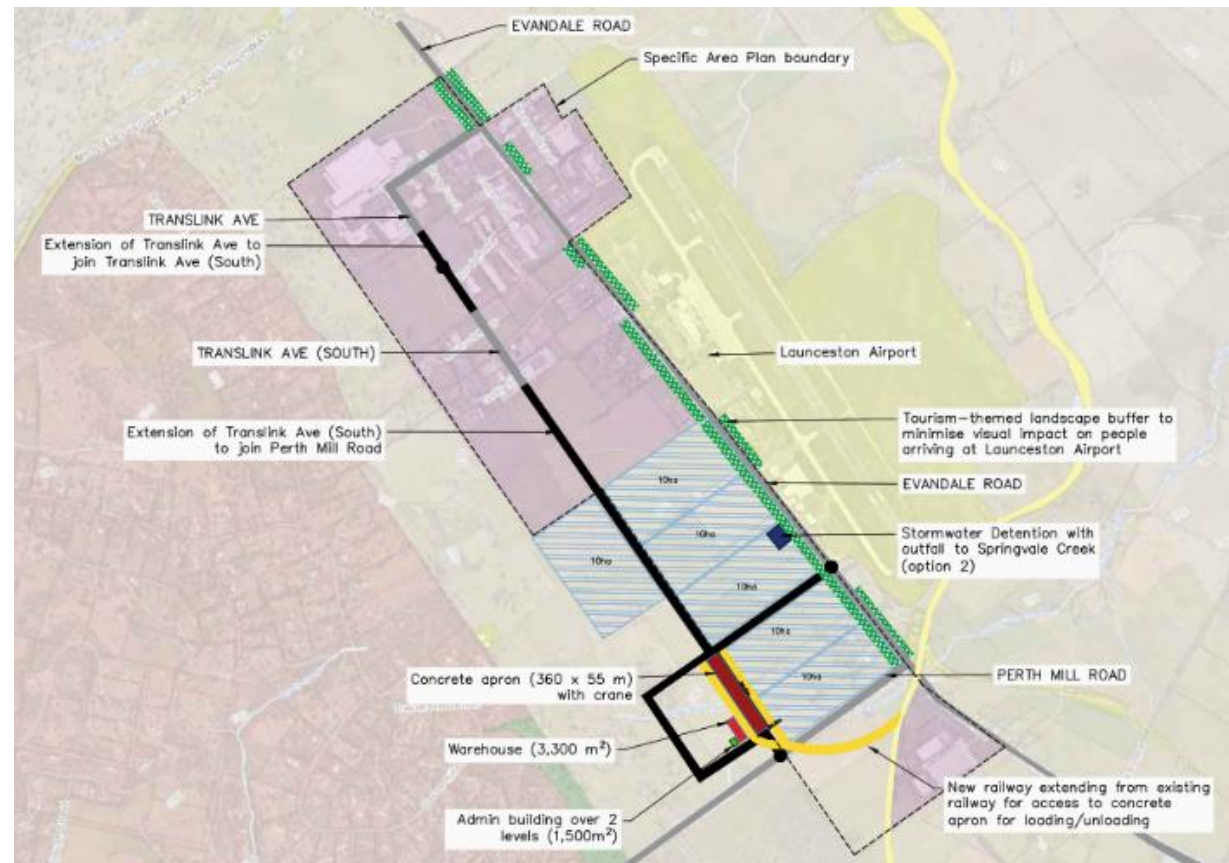
The TRANSLink Intermodal Facility is fully aligned with local, regional and state plans including the NMC Strategic Plan 2017, NTDC 2019 Regional Economic Development Strategy, the Tasmanian Government's 2015 Population Growth Strategy and the Launceston Gateway Precinct Master Plan.

Proponent

The primary proponent is envisaged to be a state or federal government funding partner to unlock the broader economic and social benefits of this project. TasRail is a key stakeholder to enable construction of the rail spur and Northern Midlands Council has a key role as the planning authority.

NMC role in the project

Council's primary role is to be an advocate to key stakeholders and potential government funding partners. Council also has a direct role in overseeing the stormwater component of the project, administering land use planning / permitting and designing rate incentives to encourage development.



Investment Case | TRANSlink Intermodal Facility

Need for change

As a small and dispersed island state, Tasmania relies on efficient transport networks to bring people together and connect businesses to their trading partners. The TRANSlink industrial precinct is a key component of this network and is an important distribution point for goods and services in Northern Tasmania.

The TRANSlink precinct is home to 70+ businesses and rapidly growing. More land will need to be developed to enable the precinct to meet demand. This cannot be done without extending the stormwater network. Existing stormwater infrastructure also needs to be upgraded to meet modern design standards and cater for climate change to mitigate flood risk for existing businesses.

In addition, the freight task in Northern Tasmania is changing with an increasing number of businesses producing high-end agriculture and aquaculture products. The construction of an intermodal facility would improve access to interstate and overseas markets for perishable goods.

Finally, the TRANSlink precinct is currently not served by a natural gas pipeline. Construction of a gas pipeline would help to attract businesses who would otherwise need to rely on purchasing bottled gas.

Project benefits

Primary benefits of this project include:

- More efficient movement of freight
- Improved market access for high-end and/or perishable goods
- Substantial job creation
- Frees up land for better use in Launceston (residential / commercial)



Estimated rise in annual output of \$33.6 million in the Northern Tasmanian Region



Estimated increase of 490 jobs in the Northern Tasmanian Region

Key stakeholders

The TRANSlink industrial precinct is a critical asset for Northern Tasmania. To that end, it is already well serviced by other infrastructure providers such as TasWater, TasNetworks and NBN.

The TRANSlink industrial precinct is also included in the Greater Launceston Plan as part of the Launceston Gateway Precinct Master Plan. Council has collaborated with numerous stakeholders to develop this master plan including nearby Councils, Launceston Airport, TasRail, TasPorts, Tourism Tasmania, Tasmanian Irrigation, Regional Development Australia, Department of State Growth and the Tasmanian Coordinator-General.

Project scope, indicative cost and timeline



- The project involves the following upgrades to the TRANSlink precinct:
- Creation of an intermodal facility including a 24/7 freight hub, new rail spur from the existing line, a warehouse and administration building
 - Installing a natural gas pipeline to service the precinct
 - Upgrading stormwater infrastructure and creating a missing road link



- The total estimated capital cost of the project is:
- Intermodal facility - \$70.4 million
 - Gas reticulation - \$2.2 million
 - Stormwater and road link - \$5.5 million



- The approximate time horizon for the project is:
- Intermodal facility – medium term (3 to 5 years)
 - Gas reticulation – near term (0 to 3 years)
 - Stormwater and road link – near term (0 to 3 years)

Funding structure

Council is seeking funding partners to invest about \$75 million to enable:

- Construction of the intermodal facility including a 24/7 freight hub, rail spur, a warehouse and administration building
- Construction of a natural gas pipeline
- Extension and upgrade of the stormwater system and creation of the missing road link between TRANSlink Avenue and TRANSlink Avenue South

Private businesses have committed \$1.2M and Council has committed a further \$1.5M of the \$5.5M for the stormwater/road project. Council is also offering a rates incentive scheme to encourage development.

Current status and next steps

The following tasks have been completed:

- A strategy / master plan has been completed for the intermodal facility
- A concept plan and cost estimate has been prepared for the rail spur
- A cost-benefit analysis, environmental study, project plan, risk management plan and business case exist for the stormwater/road project

Next steps to achieve key milestones are:

- Secure funding commitments
- Undertake community consultation for the intermodal facility
- Prepare design documents for the stormwater/road link and gas pipeline

4.5 MUNICIPAL TREE PLANTING PROGRAM

Vision

Upon completion of the Municipal Tree Planting Program, the Northern Midlands will have:

- Attractive and appealing tree-lined avenues that add to the wellbeing of the community and appeal to visitors
- Cooler, greener, more comfortable pathways for walking and cycling
- Improved air quality and stormwater runoff

Proponent

Northern Midlands Council will be the principal proponent of the project and is seeking funding partners to enable its implementation.

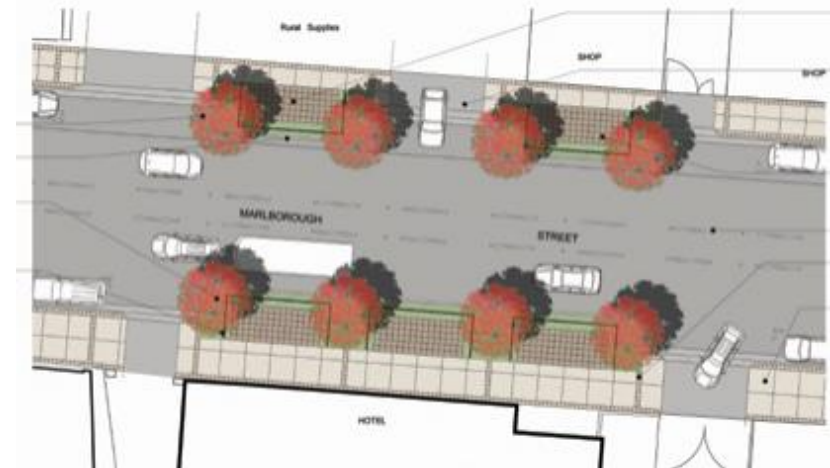
Background and strategic context

Northern Midlands Council manages a substantial number of trees across the streets and parks in our region. These trees help to maintain and improve the wellbeing of our community.

The importance of street trees and increasing the urban tree canopy is identified in Council's Strategic Plan. Council has also proposed provisions for inclusion in Council's Local Provisions Schedules to the Tasmanian Planning Scheme to encourage the establishment of street trees within new developments.

NMC role in the project

In addition to being the principal proponent, Council will play an important role in this project by consulting with the community and advocating community needs to state and federal government partners.



Investment Case | Municipal Tree Planting Program

Need for change

Northern Midlands Council already plants and maintains street trees to ensure residents receive the benefits trees bring to our towns and open spaces. However, there is an opportunity to substantially increase the number of trees planted in the municipality which would:

- Provide cooler, greener, more comfortable pathways for walking and cycling
- Improve air quality
- Reduce and clean stormwater run-off
- Improve property values
- Add to the identity of our towns.

Implementation of this project using trees specifically suited to the environment in which they are planted would enable these benefits to be realised.

Project benefits

Primary benefits of this project include:

- Environmental benefits including carbon absorption and temperature reduction
- Improved visual amenity in the region
- Improves habitat and biodiversity



Estimated rise in annual output of \$0.9 million in the Northern Tasmanian Region



Estimated increase of 10 jobs in the Northern Tasmanian Region

Key stakeholders

Key stakeholders include:

- Residents, local district committees and business in the municipality
- State and Federal Government (potential funding partners)

Project scope, indicative cost and timeline

Scope



The project involves the following scope:

- Planting of approximately 80 trees per year across the Northern Midlands on an ongoing basis
-

Cost



The total estimated capital cost of the project is:

- \$80,000 per year (ongoing)
- The cost estimate is based on approximately \$1,000 per tree planted (on average)

Timing



The approximate time horizon for the project is:

- Starting in the near term (0 to 3 years)

Funding structure

Council invests in planting and maintenance of street trees as part of its standard business. However, Council is seeking funding partners to accelerate the tree planting program and make a step-change improvement in environmental, health and visual amenity benefits.

Current status and next steps

Council already has a business-as-usual tree planting program. The next step is to identify a funding partner to make a step change investment in this program.

5 ENABLING PROJECTS

What does it mean to be an ‘enabling project’?

All projects not identified as a Foundation Project fall into the Enabling Project category. Enabling projects typically score well in one or two MCA categories and provide a targeted benefit to the community. Whereas Foundation Projects are considered to be transformational for a community, Enabling Projects are considered to be incrementally important – usually by improving existing facilities or other complementary upgrades to infrastructure. It should be noted that Council’s business as usual projects including renewal and maintenance of existing assets are not included in this list.

What are the enabling projects?

Enabling projects at the time of publication are listed below. Some Enabling Projects or other newly identified projects could be elevated to Foundation Projects in the future as work is progressed and funding is secured. This is particularly the case for projects where private industry plays a large role.

| Investment Type | Recreation (Section 5.1) | Transport (Section 5.2) | Community (Section 5.3) | Subdivisions and related infrastructure (Section 5.4) |
|------------------|---|--|---|--|
| List of Projects | <ul style="list-style-type: none"> Perth Sports Precinct and Community Centre Cressy Recreation Ground Upgrade Ben Lomond Public Shelter Development Stage 2 Swimming pool upgrades (several) Oval upgrades (several) Conara Park upgrade Morven Park Master Plan Stage 2 Shared pathways | <ul style="list-style-type: none"> Illawarra Road Upgrade and shared paths Evandale Main Road Upgrade and shared paths | <ul style="list-style-type: none"> NBN Fibre to Cressy School Campbell Town Hall Sale or Lease Longford Library and Exhibition Building on the Village Green (including motor museum) Power undergrounding in Evandale, Longford and Perth Redevelop Cressy Park | <ul style="list-style-type: none"> Subdivisions (several) |

The remainder of this section contains a short project brief and case for investment for each Enabling Project.

5.1 RECREATION

Perth Sports Precinct and Community Centre (opportunity / concept – no land purchase to date)

| | | | |
|--|---|--|--|
| Strategic context | <p>Perth’s recreation and community facilities are ageing and lack capacity to meet user demand. Co-location of a new oval, community centre, aquatic centre, bowls club and other recreation facilities would address this need and provide multiple social and health benefits for the region.</p> | | |
| Scope <ul style="list-style-type: none"> • Combined AFL and Cricket Oval • Aquatic centre with 25 metre pool and toddler’s pool • Multi-purpose community centre • Bowls club and croquet facility • Skate circuit • New netball and tennis courts • Adventure playground • Various paths and exercise areas • Wetlands and water storage for irrigation | Indicative cost estimate <ul style="list-style-type: none"> • \$20 million to \$30 million (high level cost estimate) | Benefits <ul style="list-style-type: none"> • Estimated increase of 247 jobs in the region and rise in economic output of \$22.6M • Improved health and wellbeing • More equitable access to recreation facilities • Improved social interaction due to better community facilities | NMC role in the project <ul style="list-style-type: none"> • Council is the principal proponent and is seeking funding partners to enable implementation. The project is at opportunity stage and further community consultation is needed prior to land purchase. |
| Status | <p>The following work has been completed so far:</p> <ul style="list-style-type: none"> • Development of a preliminary draft Perth Sports Precinct Master Plan (high-level concept and subject to land purchase) • This new master plan builds on previously work to develop a Perth Community Centre and Early Learning Precinct Master Plan and the Perth 2030 Recreation Ground Master Plan | | |
| Next steps | <ul style="list-style-type: none"> • The next step is to consult and engage with residents and local district committees to understand the most immediate needs • Discussion with peak bodies (e.g. AFL Tasmania, Cricket Tasmania) and government to understand potential funding opportunities • Development of an implementation plan to determine project staging in response to the most immediate needs • Further engineering, design and cost estimation | | |

Figure: Perth Sports Precinct and Community Centre - Draft Master Plan



NUMBER LEGEND

- 1 Divided lane entrance to enable controlled traffic entering and exiting the precinct.
- 2 Gatehouse with pre-entry turnaround point.
- 3 Large feature trees within the centre island provide a strong avenue leading into the sports complex.
- 4 Large roundabout with signage directs visitors to the various areas of the sports complex.
- 5 72 bay formalised car park with shade trees.
- 6 Oval loop road to provide access for vehicle based spectators.
- 7 Large feature shade trees to add structure to the landscape and shade during summer.
- 8 2.8m (w) Shaded gravel exercise pathway around the perimeter of the complex.
- 9 Buffer planting consisting of Tasmanian native trees, shrubs and groundcover.
- 10 Open space for informal training purposes.
- 11 Medium size shade trees to provide structure to the landscape and shade during summer.
- 12 Combined 140 x 160m AFL and Cricket Oval
- 13 Low picket fence to enclose the oval.
- 14 Regional Football & Cricket Clubrooms incorporating AFL & Cricket Australia standard, multi-gender facilities in addition to Club house & function Area with all-access capability.
- 15 8 Bay disabled & dignitary car park.
- 16 Lays for drop off/pick up and bus parking for the adjoining building.
- 17 12 Bay AFL and Cricket car park.
- 18 Lockable 3 bay cricket nets.
- 19 Existing creek bed to be revegetated with Tasmanian native trees, shrubs and ground covers, whilst maintaining clear views through out for passive surveillance.
- 20 2m (w) Concrete loop path to enclose the adventure playground and to provide a connection to the gravel perimeter pathway.

- 21 User pays Adventure Playground with nature based play elements, water play, flying fox and kids clubhouse.
- 22 Skate circuit for skateboards, scooters and roller blades.
- 23 30 bay car park with disabled bays for close proximity to the community centre.
- 24 Multi-purpose Community Centre incorporating gymnasium, administration / meeting spaces, on-line access centre, hobby room, etc. Also available for social and formal gatherings and functions.
- 25 Ornamental feature trees add shade and seasonal change between the Community Centre and swimming pool complex.
- 26 Community Aquatic Centre with locally-scaled indoor swimming / recreation centre incorporating 25 meter pool, toddlers pool, free electric BBQ, shade area, change rooms, toilets and 200sq (m²) "access-for-all" environment. Appropriately equipped to cater for local / inter-school / club swimming carnivals.
- 27 Designated bus parking area for the complex.
- 28 Four netball courts.
- 29 Designated pedestrian access point with a 3m (w) pathway leading through the sports complex.
- 30 Four tennis courts with tennis clubhouse.
- 31 80 Bay car park centrally placed to accommodate the Community Centre, swimming pool complex, netball courts, tennis courts and lawn bowls complex.
- 32 Multi-purpose Community Bowls Club Casual Facility incorporating indoor arena, clubrooms & outdoor rink that fosters interaction of all age groups.
- 33 Green keepers shed.
- 34 Wetlands and water storage for irrigation purposes around the sports complex.

POTENTIAL PERTH SPORTS PRECINCT

Main Street Perth Tasmania

DRAFT Master Plan

0 5 10 20m
 9 October 2020
 Sheet 1 of 1 Issue A

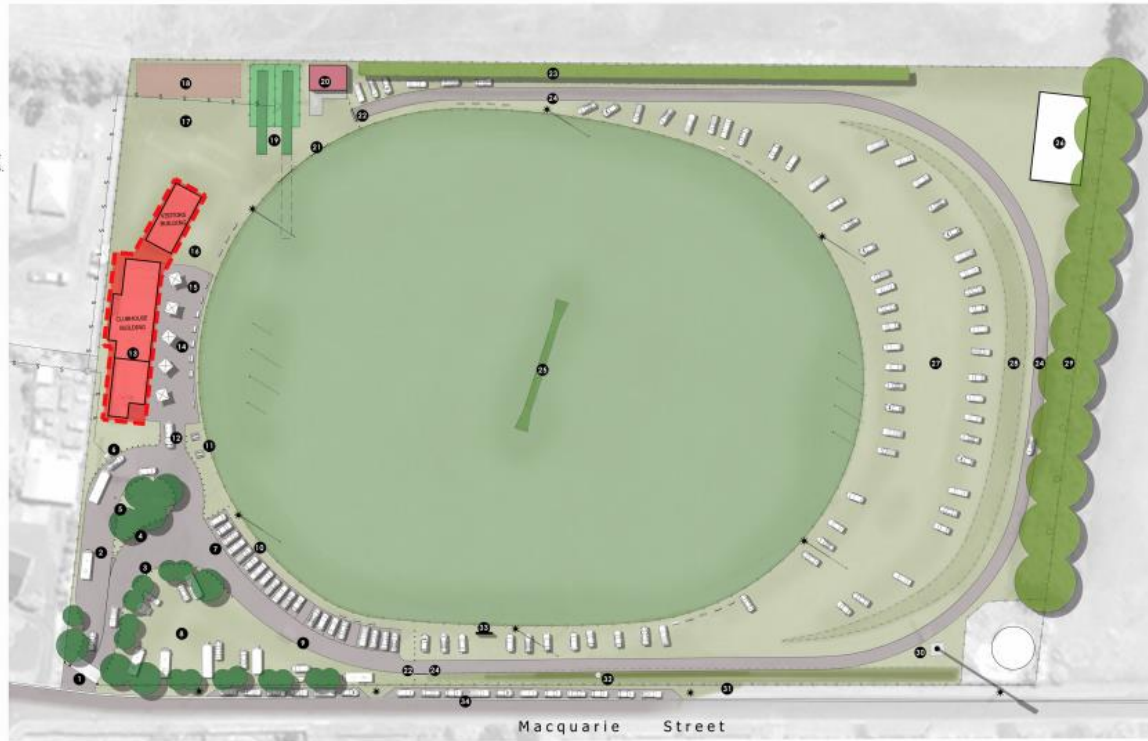


Cressy Recreation Ground Upgrade

| | | | |
|--|--|--|---|
| Strategic context | The recreation ground has basic facilities and assets of varying condition that have been developed over the years in an ad-hoc manner. An upgrade will provide better facilities for Cressy residents and the broader region during the renovation of other local sporting grounds. | | |
| Scope <ul style="list-style-type: none"> • Refurbishment of club house and change rooms • Oval upgrade and lighting • Various minor enhancements | Indicative cost estimate <ul style="list-style-type: none"> • \$2.1 million (total cost) • A portion of the project is already funded, but Council seeks funding of \$1.3 million to enable completion of the Master Plan implementation | Benefits <ul style="list-style-type: none"> • Estimated increase of 17 jobs in the Northern Midlands region and rise in economic output of \$0.9M • Other benefits include improved health and wellbeing and more equitable access to recreation facilities | NMC role in the project <ul style="list-style-type: none"> • Council is the principal proponent of the project and is seeking funding partners to enable implementation |
| Status | <ul style="list-style-type: none"> • Cressy Recreation Ground Master Plan 2030 completed • Loan of \$220,000 secured via the Northern Economic Stimulus Package and funding of \$354,076 secured by Council through the Levelling the Playing Field grant program • Facility upgrade design brief and design work completed; change and club rooms upgrade to be completed by December 2021 | | |
| Next steps | <ul style="list-style-type: none"> • Secure the remaining \$1.3M funding to enable completion of the Master Plan implementation | | |

Figure: Cressy Recreation Ground Master Plan

- PLAN LEGEND**
- Existing trees to be retained.
 - New shade trees.
 - Grass areas.
 - Bollards to restrict vehicle access.
 - New car parking.
 - Spectator bench seating.
 - Extent of clubhouse refurbishment works.



NUMBER LEGEND

- 1 Existing entry pavement to be retained with gate pillars and gates refurbished, a drink fountain with dog towel and dog waste bin installed, and park regulation signage clearly positioned.
- 2 New asphalt one way driveway into the recreation ground, with a pull over section for #V's and caravans to access the proposed dump point.
- 3 New asphalt one way driveway to control outflow traffic.
- 4 Traffic island with grass and trees to provide a feature to the entry area and bollards to restrict vehicle access.
- 5 Existing stormwater manhole to be retained, with the existing overhead power line installed underground.
- 6 Proposed location of dump point with sewer connection to the nearest sewer main within adjoining property.
- 7 Formalised carpark with asphalt and line marking.
- 8 Designated overnight stay area with shade trees and bollards to segregate the area and to control traffic.
- 9 Existing scorer's box to be demolished and replaced with an electronic scoreboard.
- 10 Upgrade existing oval perimeter fence with white painted steel post and rails and a chain mesh infill.
- 11 Picnic tables over concrete slabs with removable umbrella sockets provide shaded seating near the side line.
- 12 Designated pedestrian access and emergency vehicle parking during games, with informal vehicle access during other times.
- 13 Existing buildings to be refurbished (by others).
- 14 Removable commercial grade umbrellas to provide shade to the clubhouse fore court area during summer and bench seating and bench / table seating for spectators along the side line.
- 15 Existing two coat bitumen surface to be retained.
- 16 Retain existing grass area fronting visitor rooms.
- 17 Relocate cricket nets, remove free stumps and level out the area behind the visitor rooms for informal outdoor activities.
- 18 Designated location for any future building.
- 19 New cricket nets to allow for building works with run up (dashed line), for bowling practice.
- 20 New three bay maintenance and storage shed with power, water and sewer connection and concrete entry.
- 21 Slide rail for maintenance access to oval.
- 22 Restrict access to loop road with bollards and slide rail.
- 23 Retain and prune back existing Macrocarpa trees.
- 24 Upgrade gravel loop road to a two coat bitumen seal.
- 25 Refurbish oval including Division Two playing surface, regulation cricket pitch, irrigation, drainage and lighting.
- 26 Existing maintenance shed to be retained for storage use.
- 27 Vehicle based spectator bank to be retained.
- 28 Steep bank of spectator area to be planted out.
- 29 Existing Macrocarpa trees to be retained and trimmed back to widen the corridor along the existing loop road.
- 30 Proposed location for mobile communications tower.
- 31 Replace existing hardwood fence with treated pine and metal post fence fronting Macquarie Street.
- 32 Existing stormwater swale to be reduced in depth with additional gully pits connected to existing inlet pit.
- 33 New remote operated electronic scoreboard to replace existing scorer's box.
- 34 New roadside parking bays along Macquarie Street to alleviate congestion within the recreation ground.



CRESSY RECREATION GROUND
Macquarie Street Cressy Tasmania

Preliminary Master Plan

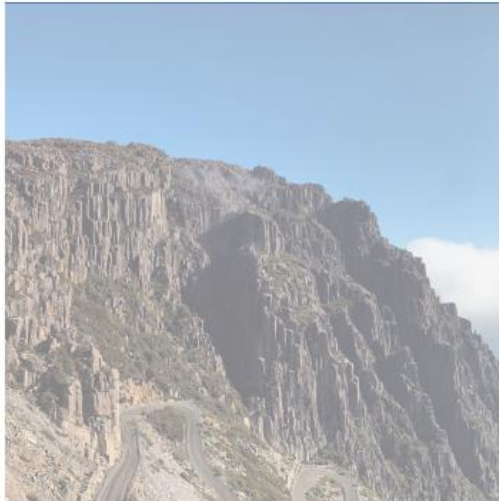
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September 2017
Issue 8



Ben Lomond Public Shelter Development Stage Two – Multi-purpose facilities

| | | | | |
|--|--|---|--|--|
| Strategic context | The Ben Lomond ski field is a drawcard to Northern Tasmania during the winter months. An existing public shelter was damaged by fire in 2018. This project will deliver a replacement shelter for visitors to the area (stage 1) and an expanded multi-purpose area (stage 2). | | | |
| Scope <ul style="list-style-type: none"> • Stage 1 – replace public shelter including toilets, deck, 120m² heated space • Stage 2 - includes an expanded multi-purpose facility including additional toilets, deck and 400m² for commercial tenancies | Indicative cost estimate <ul style="list-style-type: none"> • Funding is committed for Stage 1 (Parks and Wildlife Service) • Cost estimates and funding for Stage 2 under consideration by Parks and Wildlife Service | Benefits <ul style="list-style-type: none"> • Promotes economic development in the region • Improves visitor amenity and facilitates health and wellbeing through access to recreation sites | NMC role in the project <ul style="list-style-type: none"> • The Tasmanian Parks and Wildlife Service is the principal proponent of the project • Council has an advocacy role on behalf of the Northern Midlands community | |
| Status | <ul style="list-style-type: none"> • Concept plans developed by Tasmania Parks and Wildlife Service (2020), with stage 1 to be operational by winter 2021 | | | |
| Next steps | <ul style="list-style-type: none"> • A preliminary plan exists for stage 2. Parks and Wildlife Service has engaged a consultant to progress the planning for stage two – with further consultation and design work to be completed next. | | | |

Figure: Ben Lomond Public Shelter Initial Concept



CONNECTION TO PLACE

REFERENCE OF LOCAL GEOLOGY /
DOLERITE PLATEAU THROUGH THE
BUILDINGS AESTHETIC, FORM +
MATERIALITY

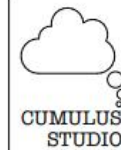
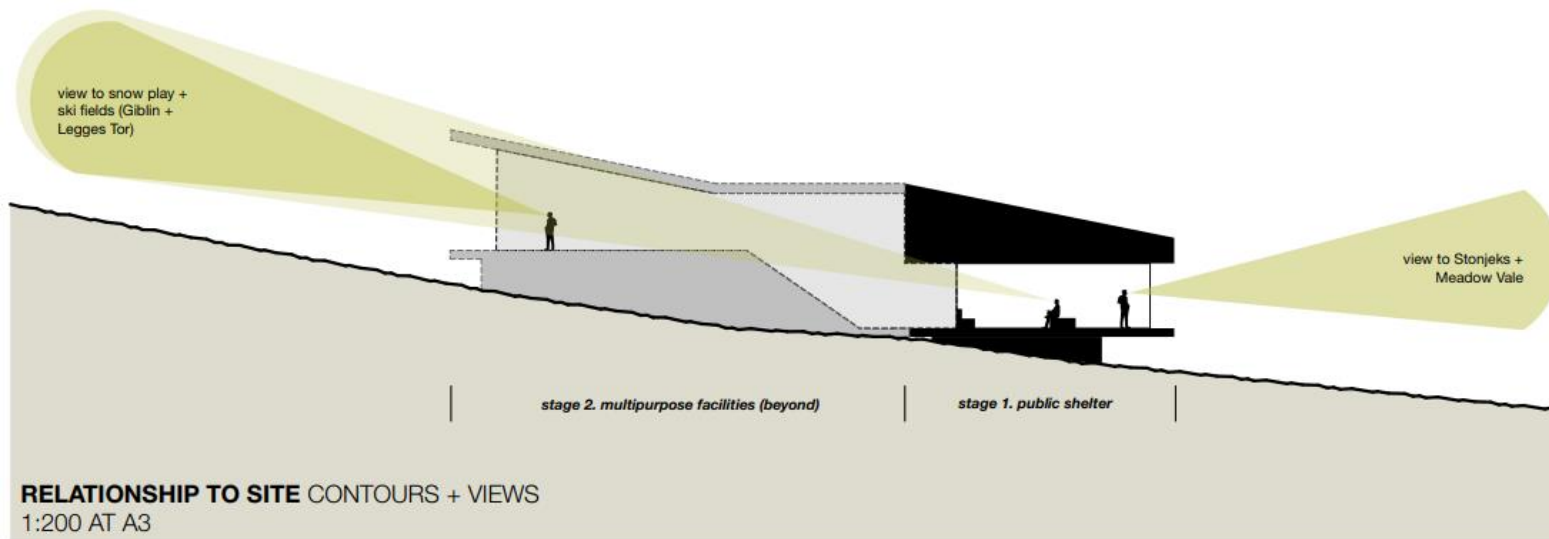


MATERIALITY

NATURAL + RECESSIVE
MATERIALS WILL BE USED
EXTERNALLY TO REDUCE THE
BUILDINGS VISUAL IMPACT

BEN LOMOND
PUBLIC
SHELTER
**INITIAL
CONCEPT**

SEPTEMBER 2020



CUMULUS
STUDIO

PAGE 4 / 4

Morven Park Master Plan Stage 2

| | | | |
|--|--|--|---|
| Strategic context | <p>The Morven Park Recreation Ground in Evandale is currently used for sporting activities including football, tennis, cricket and other recreational activities. Upgrades are needed to the clubhouse to accommodate the full range of users and various other facilities, including the oval, are degrading and in need of an upgrade.</p> | | |
| Scope <ul style="list-style-type: none"> • New clubrooms and function centre • Implementation of master plan including oval upgrade | Indicative cost estimate <ul style="list-style-type: none"> • \$2.8 million (total unfunded amount) • \$1.1 million of work completed to date (change rooms, electronic scoreboard, storage facility) | Benefits <ul style="list-style-type: none"> • Estimated increase of 25 jobs in the Northern Midlands region and rise in economic output of \$2.3M • Other benefits include improved health and wellbeing and more equitable access to recreation facilities | NMC role in the project <ul style="list-style-type: none"> • Council is the principal proponent of the project and is seeking funding partners to enable implementation |
| Status | <ul style="list-style-type: none"> • The Morven Park Recreation Ground 2025 Master Plan has been developed (2017) • Secured state government grant of \$158,000, Levelling the Playing Field grant of \$430,300 and AFL grant of \$60,000 for change rooms redevelopment and expansion, electronic scoreboard and new storage facility | | |
| Next steps | <ul style="list-style-type: none"> • The next step is to secure a funding partner(s) to enable implementation of the remainder of the upgrades in the masterplan (\$2.8 million in total needed to fully implement the masterplan) | | |

Figure: Morven Park Recreation Ground Master Plan



NUMBER LEGEND

1. Widen existing entry by designating in and out lanes divided by a raised traffic island with ticket box. Reconfigure pedestrian access gate and provide drink fountain.
2. Demolish existing ticket booth.
3. Formalise driveway intersection with grass and feature trees.
4. Restrict access to loop road with bollards and rail gate.
5. Upgrade fence fronting Barclay Street.
6. Upgrade gravel loop road to a two coat bitumen seal surface.
7. New remote operated electronic scoreboard.
8. Refurbish oval including Division One playing surface, regulation cricket pitch, irrigation and drainage.
9. Existing tennis courts to be retained as is.
10. New asphalt surfacing with bollards to control traffic and to provide a designated emergency vehicle parking area during game days.
11. High chainmesh fence behind the goal posts to protect new building works and emergency vehicle.
12. Vehicle free area adjoining additional clubrooms for pedestrian access and informal activities.
13. New three bay maintenance and storage shed with concrete entry with direct access to the oval.
14. Cricket nets to be realigned to reflect the oval pitch alignment, and to allow for building extension works.
15. Evandale Light Rail and Steam Society loading area to be reconfigured to allow for the realignment of the cricket nets and run up area.
16. Existing pedestrian access from Cambock Lane West to be blocked off to prevent access through the miniature train area to reducing risk of injury.
17. Existing maintenance access gate and hedging to be retained.
18. Existing Macrocarpa trees to be fully removed.
19. Evandale Light Rail and Steam Society Railway station area to be retained.
20. Existing Dump Point to be reconsidered and potentially relocated to TRANSLINK to alleviate congestion during training and game days with RV's.
21. Install a 900mm (h) timber picket fence to define the railway park.
22. Existing storage building to be demolished.
23. Existing old timber pavilion to be relocated off site.
24. Existing building to be demolished.
25. New carpark with shade trees, bollards and concrete pavement access paths to the clubhouse.
26. Upgrade existing oval perimeter fence.
27. Upgrade existing skate park with another ramp and fun box.
28. Existing asphalt road to be retained.
29. Vehicle based spectator area to be retained.
30. Bollards to restrict access to skate park, shelter and playground.
31. Existing outdoor exercise equipment to be retained.
32. New picnic shelter with picnic table setting under.
33. New playground with cubbies, slides and double swing set.
34. Existing hedge to be reduced around the pedestrian entry to provide greater visual surveillance to enhance public safety.
35. Pedestrian lighting installed between Cambock Lane West and Barclay Street to increase public safety at night.
36. Upgrade existing gravel turnaround to an asphalt surface.
37. Shade tree planting with bollards under to restrict vehicle access.
38. Formalise existing car park with asphalt and line marking.
39. Existing trees with branches down to the ground to be either clear trunked or fully removed to enhance public safety.
40. Existing trees to be retained.
41. Newly planted hedge to be retained.



MORVEN PARK RECREATION GROUND Preliminary Master Plan

Barclay Street Evandale Tasmania

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September 2017
Issue 5

Other Recreation Projects

Several other recreation projects have been identified in the priority list. Many of these projects are at a conceptual stage and require more community consultation and investigation prior to delivery. Council is seeking partners to fund the design and/or delivery of these projects.

| Swimming pool upgrades | Oval upgrades | Conara Park upgrade |
|---|---|--|
| <p>Scope:</p> <ul style="list-style-type: none">• Identification, design and delivery of a regional pool (location TBD)• Install covering over the Cressy and Campbell Town swimming pools <p>Indicative cost estimate:</p> <ul style="list-style-type: none">• Cressy and Campbell Town pools - \$1.2 million each• Regional pool - to be confirmed | <p>Scope:</p> <ul style="list-style-type: none">• Upgrades to the ovals in Longford (qty 2), Cressy and Campbell Town <p>Indicative cost estimate:</p> <ul style="list-style-type: none">• \$4 million (approximately \$1 million per oval upgrade) | <p>Scope:</p> <ul style="list-style-type: none">• Council seeks funding to upgrade the existing Conara Park site (currently owned by the Department of State Growth but proposed for decommissioning) <p>Indicative cost estimate:</p> <ul style="list-style-type: none">• Approximately \$170,000 |
| Shared pathways | | |
| <p>Scope:</p> <ul style="list-style-type: none">• Development of shared pathways for pedestrians and cyclists along major roads:<ul style="list-style-type: none">- Old Hobart Road (Breadalbane roundabout to Youngtown) - \$1.1 million- Breadalbane roundabout to Launceston airport – funded by Department of State Growth- Illawarra Road (Pateena /Illawarra Rd intersection to Longford) - \$5 million- Leighlands Road - \$1.8 million- Cressy Road (Cressy to Longford) - \$3.5 million <p>Indicative cost estimate:</p> <ul style="list-style-type: none">• \$ 11.4 million (total) | | |

5.2 TRANSPORT

Illawarra Road Upgrade – Perth Link Road to Bass Highway

| | | | |
|--|--|---|--|
| Strategic context | Illawarra Road carries a high proportion of heavy vehicles and the freight movements are increasing over time. This project will enable a shorter, improved route for both freight and passenger vehicles travelling between the North West and Southern portions of Tasmania. | | |
| Scope <ul style="list-style-type: none"> Upgrades to Illawarra Road between the Bass and Midland Highways including road widening and route improvements Shared path Pateena /Illawarra Rd intersection to Longford (refer 'Shared Paths' in Section 5.1) | Indicative cost estimate <ul style="list-style-type: none"> \$80 million Funding is secured via the National Government (\$64 million) and the State Government (\$16 million) | Benefits <ul style="list-style-type: none"> Road widening and improvements including protected overtaking lanes (safety) Shortened route (travel time) | NMC role in the project <ul style="list-style-type: none"> Council is an advocate for the community to influence the design of the project The Department of State Growth (funding, design, construction) and Federal Government (funding) are the principal proponents |
| Status | <ul style="list-style-type: none"> This was a federal election commitment made by the Coalition in 2019 Funding is committed and planning is underway with construction expected from 2021-23 | | |
| Next steps | <ul style="list-style-type: none"> The next step for Council is to continue to provide input to the design to ensure maximum return on investment for the region | | |

Evandale Main Road Upgrade – Breadalbane Roundabout to Leighlands Road

| | | | | |
|---|--|---|--|--|
| Strategic context | This project is needed to cater for increasing freight and passenger vehicle movements. Council is seeking input to the design to maximise benefits for the Northern Midlands region | | | |
| Scope <ul style="list-style-type: none"> Upgrade Evandale Main Road from Breadalbane Roundabout to Leighlands Road (6km) – includes shared pathways (refer ‘Shared Paths’ in Section 5.1) | Indicative cost estimate <ul style="list-style-type: none"> To be confirmed Funded by the Department of State Growth | Benefits <ul style="list-style-type: none"> This project will improve travel time reliability and road safety conditions, and cater for the growing number of passenger and freight vehicles travelling on the road | NMC role in the project <ul style="list-style-type: none"> Council is an advocate for the community to influence the design of the project The Department of State Growth is the principal proponent of the project (funding, design, construction) | |
| Status | <ul style="list-style-type: none"> Very high level concept plans developed at present The State Government has committed to upgrading a 1.9km section from Breadalbane roundabout to the Launceston Airport entrance from two lanes to four. A safety barrier will also be installed in sections. | | | |
| Next steps | <ul style="list-style-type: none"> Confirm timing with Department of State Growth and ensure the design incorporates Council’s input for 1.9km section between the Launceston Airport and Breadalbane roundabout Engage with Department of State Growth on timing of remaining upgrade (Launceston Airport to Leighlands Road) | | | |

5.3 COMMUNITY

The main street upgrades in Campbell Town, Longford and Perth are high priority and are included as a Foundation Project (see Section 4.1 for more information). Several other community projects have also been identified in the priority list. These projects are summarised below, noting that many are at a conceptual stage and require further community consultation and investigation prior to delivery. Council is seeking partners to fund the design and/or delivery of these projects.

| | | |
|--|--|---|
| <p>NBN Fibre to Cressy School</p> <p>Scope:</p> <ul style="list-style-type: none">Cressy District High School is located near the new police facility. At present, NBN fibre extends to neither location. This project would see fibre installed. <p>Indicative cost estimate:</p> <ul style="list-style-type: none">\$1.5 million. Council is an advocate (rather than funder) and is working with the state and NBN to achieve delivery | <p>Longford Library and Exhibition Building</p> <p>Scope:</p> <ul style="list-style-type: none">Upgrade and developments for Longford Library and Exhibition Building on the Village GreenIncludes motor museum <p>Indicative cost estimate:</p> <ul style="list-style-type: none">\$5.5 million | <p>Power undergrounding</p> <p>Scope:</p> <ul style="list-style-type: none">Undergrounding of power lines in the main streets of Longford, Evandale and Perth to improve visual amenity <p>Indicative cost estimate:</p> <ul style="list-style-type: none">To be confirmed |
| <p>Cressy Park redevelopment</p> <p>Scope:</p> <ul style="list-style-type: none">Redevelopment of Cressy Park including additional play equipment and seating <p>Indicative cost estimate:</p> <ul style="list-style-type: none">To be confirmed | <p>Campbell Town Hall sale or lease</p> <p>Scope:</p> <ul style="list-style-type: none">Decision at March 2021 Council Meeting to initiate the sale of the hall subject to adherence to Sections 177 and 178 of the <i>Local Government Act 1993</i> <p>Indicative revenue:</p> <ul style="list-style-type: none">To be confirmed | |

5.4 SUBDIVISIONS AND RELATED INFRASTRUCTURE

The Northern Midlands Council is a planning authority with responsibilities specified in the *Land Use Planning and Approvals Act 1993* (LUPAA). These responsibilities include developing planning schemes, proposing amendments to planning schemes, supporting or rejecting changes proposed by others and making decisions on individual developments in accordance with the planning scheme. Several significant subdivisions in the Northern Midlands region have recently been identified and are in various stages of conceptual design or planning:

- Cressy subdivisions (estimated 150 residential lots)
- Ridgeside Lane, Evandale (estimated 700+ homes, health retreat, eco resort, childcare centre, aged care centre and other features)
- Barclay subdivision, Evandale (estimated 110 residential lots)
- Longford subdivisions (immediate infill opportunities and future consideration of land to south in Longford Expansion Strategy)
- West Perth subdivisions, Perth (estimated 100 to 150 residential lots)
- South Drummond Street subdivision, Perth (estimated 350 to 400 residential lots and a commercial precinct)

Overall, these subdivisions are expected to create approximately 600 jobs in the Northern Tasmanian region and increase output by about \$70 million per year. While Council does not play a funding role in the development of subdivisions, Council encourages development that aligns with the Northern Midlands Interim Planning Scheme, Northern Midlands Land Use Strategy and the Northern Tasmania Regional Land Use Strategy. In particular, Council advocates for integrated planning of land use and electricity, water and sewer networks.

To that end, Council has engaged with TasNetworks and TasWater during the development of the Integrated Priority Projects Plan 2021 to understand what upgrades may be needed to support the proposed subdivisions. Upgrades likely to be required include:

- **Electricity network upgrades** – a new feeder line from Palmerston to cater for Perth developments (already planned), an additional feeder line from Norwood (not yet planned) and an upgraded supply from Hadspen to cater for Evandale, Perth and Cressy developments
- **Water and sewer network upgrades** – substantial water and sewer system upgrades in Evandale, augmentation of the Perth sewage treatment plant, additional water transfer and reservoir capacity in Perth and augmentation of the water network and water reservoir in Cressy¹

Collectively, we expect the amount of funding required for these upgrades will be substantial (potentially \$10 million to \$50 million plus). A more precise estimate will be available once TasWater and TasNetworks undertake further planning into the extent of the required upgrades. Nonetheless, Council is seeking to work with the State and Federal Government, TasNetworks, TasWater and private investors to identify funding solutions that will enable timely delivery of these upgrades and facilitate land development activity in the Northern Midlands region. In particular, there is an opportunity for Federal and/or State Government grant funding to help accelerate the planning and delivery of major sewer network upgrades in the region by extending the scope of – and investing in – the Tasmanian sewerage infrastructure upgrade initiative in Infrastructure Australia’s current Infrastructure Priority List (August 2020).

¹ TasWater is currently undertaking a strategic review of sewage treatment plants (STPs) in the Meander Valley and portions of the Northern Midlands (including Perth and Evandale). Among other items, this will determine the viability of rationalising plants in the Northern Midlands area to a single STP in Longford. This review will consider future growth including the potential subdivisions identified in this document.

6 NEXT STEPS

The Integrated Priority Projects Plan 2021 has identified a set of projects that represent an investment in the future of Northern Tasmania. Collectively, the projects:

- Respond to emerging challenges and opportunities in the area
- Align with regional, state and federal strategies
- Have been selected based on merit, cost and overall impact to the Northern Midlands and Northern Tasmania more broadly.

The Northern Midlands Council has already completed studies and committed funding for initial work on many of these projects. With project benefits accruing to multiple stakeholders and extending beyond Council boundaries, we are seeking to partner with the Tasmanian Government, Australian Government and private industry to deliver the projects in this plan. Next steps include:

- Further consultation with the community (where necessary)
- Advocacy with State Government, Federal Government and private industry partners to secure approvals and funding
- Delivery of the projects - and the social, environmental and economic benefits unlocked by these projects.

The Integrated Priority Projects Plan 2021 is considered to be a live document and will be updated as new issues and funding opportunities emerge.



**NORTHERN
MIDLANDS
COUNCIL**

Contact Us

Street Address

13 Smith Street, Longford, TAS 7301, Australia

Postal Address

PO Box 156, Longford, TAS 7301, Australia

Tel: (03) 6397 7303

Fax: (03) 6397 7331

Email: council@nmc.tas.gov.au

www.northernmidlands.tas.gov.au

