



Glenorchy City Council Ordinary Council Meeting Monday, 27 April 2026

AGENDA

Notice is hereby given of a Meeting of the Glenorchy City Council to be held at the Council Chambers commencing at 3:30pm.



GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

The Chief Executive Officer certifies that, in accordance with section 65 of the *Local Government Act 1993*, any advice, information and recommendations contained in the reports related to this agenda have been prepared by persons who have the qualifications or experience necessary to give such advice, information and recommendations.

A handwritten signature in blue ink, appearing to read 'Emilio Reale', is written over a horizontal line.

Emilio Reale

Chief Executive Officer

Monday, 27 April 2026

Workshops held since last Council meeting:

Date: Monday, 13 April 2026

Purpose: To present and discuss at a Closed Workshop:

- Rates and Other Fees/Charges
- Operating Expenses Budget Review

Date: Monday, 20 April 2026

Purpose: To present and discuss at a Closed Worksop:

- Glenorchy Activity Retail Analysis by HillPDA Consulting
- Draft Community Engagement Plan



ELECTED MEMBER STATEMENT OF INTENT

November 2022

We will...	By...
Be curious, open to change and difference	Being progressive, proactive, and innovative Taking calculated risks Asking questions before offering opinions or solutions Debating ideas without getting personal Remembering everyone is equal Always having an open mind
Be authentic and act with integrity	Being accessible Being honest and trustworthy Demonstrating transparency and accountability
Be respectful to each other	Going to the source, in person, early Assuming good intent, always Acting with good intent, always Actively listening, seeking to understand Valuing other's opinions Being prepared
Own and right our wrongs	Self-reflecting Being open to feedback Being brave enough to be vulnerable
Show strong leadership	Challenging the status quo Continually learning and practicing good governance Striving for financial sustainability and strength Having clarity on role and purpose
Consider the impact we have on others	Practicing emotional intelligence Hearing both sides before making judgement Remembering our behaviour and words matter to staff



ELECTED MEMBER LEGACY

November 2022

**At the end of our term,
we will have made a real difference because, together:**

We deliver

We're active and present

We put people first

We are inclusive

We are future focussed and brave

We improved communication and community engagement

We empowered our community

We rebuilt pride

We were accountable

We created a safe, clean, equitable city

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1 APOLOGIES

Cr. Molly Kendall is on annual leave.

2 CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council meeting held on Monday, 30 March 2026 be confirmed.

3 ANNOUNCEMENTS BY THE CHAIR

4 PECUNIARY INTEREST NOTIFICATION

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

None.

6 PUBLIC QUESTION TIME (15 MINUTES)

Please note:

The Council Meeting is a formal meeting of the Elected Members elected by the Glenorchy community. It is chaired by the Mayor. Public question time is an opportunity in the formal meeting for the public to ask questions of their elected Council representatives about the matters that affect ratepayers and citizens.

In accordance with regulation 31(2) and (3) (Public question time) Local Government (Meeting Procedures) Regulations 2025, Council will allocate 15 minutes during each Council Meeting to invite members of the public to ask questions relating to the activities of Council.

The following rules and procedures apply to Public Question Time:

1. questions must relate to the activities of Council
2. members of the public are to announce their name and residential address before asking a question (which will be recorded in the minutes)
3. questions are to be put succinctly and in the form of a question, not a comment
4. questions must not be inflammatory, abusive, defamatory, contain a personal attack or otherwise breach any rules of the meeting which have been explained by the Chairperson
5. the Chairperson may limit the number of questions asked by each member of the public in order to ensure that all members of the public wishing to ask questions are given the opportunity within the allocated time
6. the Chairperson will decide the order in which questions are to be asked and may rotate the order between different members of the public if individuals have more than one question to ask
7. the Chairperson may, in their absolute discretion:
 - a) refuse to answer a question if the Chairperson deems that it is inappropriate or does not comply with these rules or the rules of the Council meeting, or
 - b) take a question 'on notice', in which case the answer will be provided in writing prior the next Council meeting and included on the agenda for the next Council meeting
8. if a question is taken on notice, the Chairperson may request that the member of the public submit their question in writing and may refuse to provide a response if the question is not provided as requested, and
9. the 15 minutes allocated for Public Question Time may be extended at the discretion of the Chairperson at the conclusion of the time period. Council is to publish information relating to Public Question Time, including any additional rules and procedures, on Council's website.

No questions with notice were received for this meeting.

7 PETITIONS/ADDRESSING COUNCIL MEETING

8. COMMUNITY

Community Goal – Making Lives Better

8.1 ACTIVITIES OF THE MAYOR

Author: Mayor (Sue Hickey)
Qualified Person: Chief Executive Officer (Emilio Reale)
File Reference: Activities of the Mayor

Executive Summary

This report details the recent activities of the Mayor.

Mayor Hickey attended 30 events or external meetings during the period from Monday, 16 March 2026 to Sunday, 12 April 2026.

Recommendation

That Council:

1. RECEIVE and NOTE the report about the activities of Mayor Hickey during the period from Monday, 16 March 2026 to Sunday, 12 April 2026.

Proposal in Detail

These are the events and external meetings attended by Mayor Hickey during the period from Monday, 16 March 2026 to Sunday, 12 April 2026.

Monday, 16 March 2026

- Participated in an ABC Radio Hobart interview.
- Chaired the Glenorchy Planning Authority meeting.
- Chaired the Glenorchy City Council workshop.

Tuesday, 17 March 2026

- Participated in a media photo opportunity at Glenorchy War Memorial Pool for the Mercury newspaper.

Wednesday, 18 March 2026

- Attended a Belonging Day event organised by the Multicultural Council of Tasmania at the Multicultural Hub in Moonah.
- Attended the Welcome Reception for the Local Government Chief Officers Group Conference, hosted by City of Hobart.

Thursday, 19 March 2026

- Participated in a tour of the Hobart Women's Shelter and saw firsthand the impact of their work.
- Met with Peter Wheatley of Peopleworks regarding people presenting with trauma.

- Attended and opened the exhibitions *Fighting Spirit: The Art of Boxing* (co-presented by Moonah Arts Centre and Rosny Farm), Robert Henry's *The Making of Been a Long Time*, and the 20th Anniversary of *Performing Lines Tasmania* at the Moonah Arts Centre.

Friday, 20 March 2026

- Participated in the We Stand Together Against Racism (WeSTAR) walk against racism from the Hobart Waterfront to Parliament Lawns.
- Attended exhibition opening at Rosny Farm for *Fighting Spirit: The Art of Boxing* (co-presented by Moonah Arts Centre and Rosny Farm).

Saturday, 21 March 2026

- Participated in the Bochasanwasi Shri Akshar Purushottam Swaminarayan Sanstha (BAPS) Hindu Mandir 2026 International Women's Day Conference and dinner at Claremont. The theme this year was 'Shraddha: Skill, Strength and Spirituality'.

Sunday, 22 March 2026

- Attended the Claremont Flower Show Group afternoon tea party.

Monday, 23 March 2026

- Attended the grand opening of the new look Vinnies store at Mill Lane, Glenorchy.
- Attended Dementia Australia's *Understanding Dementia* event.
- Chaired the Glenorchy City Council workshop.

Tuesday, 24 March 2026

- Participated in Triple M Radio's 'Mayor on the Air' interview.
- Attended and opened the 2026 Hobart and Southern Tasmania Employment and Careers Expo at MyState Bank Arena.
- Attended Dattner Group's online presentation 'The Leadership Bottleneck'.

Saturday, 28 March 2026

- Attended Women for Election's EQUIP Candidate Training Program.

Sunday, 29 March 2026

- Attended the Historical Arms and Military Society of Tasmania (HAMST) Military History Fair and saw the living history reenactment of the 'Battle of Darwin'.

Monday, 30 March 2026

- Met with Inspector Klug of Tasmania Police.
- Chaired the Glenorchy City Council meeting.

Wednesday, 1 April 2026

- Participated in an ABC Radio Hobart interview, regarding Glenorchy City Council's LGBTIQ+ inclusion plan.

- Met with Aurora Disability Services to discuss enriching partnership with Glenorchy City Council, and completing a tour of Mill Lane site and Chapel Street Tea Rooms.
- Met with Circa Morris-Nunn Chua Architects to discuss the progress of the development and medical facility at Windermere Bay.

Thursday, 2 April 2026

- Participated in an ABC Radio Hobart interview with Leon Compton, regarding Wilkinsons Point.

Thursday, 9 April 2026

- Participated in the Local Government Association of Tasmania (LGAT) Mayor and Deputy Mayor's Workshop and dinner in Devonport.

Friday, 10 April 2026

- Participated in the Local Government Association of Tasmania (LGAT) General Meeting in Devonport.

Sunday, 12 April 2026

- Attended and opened the Nepali Society of Tasmania (NEST) Nepalese New Year 2083 Festival at Montrose Foreshore Community Park.

In addition to the above meetings and events, the Mayor attended numerous internal meetings and performed other administrative duties.

Attachments

Nil

8.2 PRIORITY ACTION 2.1.1.3 - INCLUSIVE ENGAGEMENT PLAN

Author: Manager Stakeholder and Executive (Christine Lane)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Inclusive Community Engagement Plan

Executive Summary

Council's 2025/26 Annual Plan includes a Priority Action 2.1.1.3 that commits to developing and implementing an engagement plan to better hear the voices of community members who are harder to reach or less likely to participate in traditional engagement processes. This action builds on Council's strong foundations in community engagement, as set out in the 2023 Community Engagement Framework (Framework), and responds to an identified gap that, while the Framework provides clear principles and tools, there is no organisation wide plan that deliberately targets barriers to participation.

A review of the Framework confirmed that Council has embedded a range of effective engagement practices, including the Let's Talk, Glenorchy platform, community pop-ups, Open Council Workshops, hard copy survey distribution and targeted, place-based engagement. However, the review also highlighted the opportunity to strengthen consistency and inclusivity by more deliberately designing engagement to reach groups that are less visible or under-represented in standard processes.

The proposed approach to more inclusive engagement has been informed by the Framework review and past community surveys. These surveys provide robust, evidence-based insight into how residents prefer to receive information, how they engage with Council, and what would make participation easier. It shows a strong preference for accessible, low effort engagement methods, with far lower participation in formal meetings and workshops. It also indicates that community connection most often occurs in everyday settings rather than civic venues, reinforcing the importance of meeting people where they are and demonstrating how feedback influences decisions.

The Community Engagement Action Plan 2026-27 (Action Plan), **Attachment 1** operationalises these insights by refining and adapting existing engagement activities rather than introducing new or duplicate processes. The Action Plan focuses on better reaching community members Council is not consistently hearing from, including:

- culturally and linguistically diverse communities
- young people
- older residents
- digitally disconnected residents and people facing accessibility, time or financial barriers

This will be achieved by embedding engagement within trusted community settings and events, strengthening partnerships with community organisations, and continuing to provide multiple ways to participate, including non-digital options.

If endorsed, the Action Plan will be implemented over the 2026/27 financial year and monitored to inform continuous improvement. The intent is to strengthen inclusive, transparent and representative decision making by ensuring a broader range of lived experiences informs Council's policies, plans and services, consistent with Council's commitment to inclusive and meaningful community engagement.

Recommendation

That Council:

1. RECEIVE and NOTE the findings of the review of the 2023 Community Engagement Framework.
2. ENDORSE the Community Engagement Action Plan 2026/27, as outlined in **Attachment 1**.
3. SUPPORT the implementation of the Action Plan during the 2026/27 financial year, with a focus on improving engagement with communities that face barriers to participation.
4. NOTES that outcomes of the Action Plan will be reviewed and used to inform future engagement planning.

Community Plan Reference	Building Image and Pride We work for a safe and clean City.
Strategic Plan Reference	Work proactively with other governments, service providers and the community to improve public safety in our City.
Consultation/ Engagement	Executive Leadership Team Elected Members 2023 Community Engagement Framework Various past community engagement surveys
Resources	No additional resources are being sought for the implementation of this initiative.
Risk/Legal/ Legislative/ Reputational	<p>RISK: Perception that Council is not genuinely listening or engaging broadly with community.</p> <p>MITIGATION: Clearly communicate how community input has informed decisions by utilising the “Closing the Loop” template and using plain language in all engagement activities.</p> <p>RISK: Perception of unmet community expectations of the level of community engagement undertaken.</p> <p>MITIGATION: Set clear expectations about the scope of engagement activities as per the Engagement Institute’s (IAP2) Spectrum of Public Participation.</p> <p>RISK: Criticism about value for effort or impact</p> <p>MITIGATION: Highlight the focus on repurposing existing engagement activities rather than adding new ones and monitor and report on outcomes to demonstrate impact.</p>
25/26 Budget Allocation	Not applicable
Life of Project, Service, Initiative or (Expectancy of) Asset	Whilst implementation of elements of the Community Engagement Action Plan have commenced, once approved the full plan will be implemented throughout the 2026/27 year.
25/26 Budget Reconsideration	Not applicable

Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Proposal in Detail

Background:

1. Council’s 2025/26 Annual Plan Priority Actions include a commitment to meaningful and inclusive engagement, specifically through the development and implementation of an engagement plan to better hear the voices of community members who are harder to reach and harder to hear.
2. The Priority Action 2.1.1.3 is to develop and implement an engagement plan to hear the voices of harder to reach community members. This is firmly grounded in Council’s 2023 Community Engagement Framework (Framework). This framework articulates how and why Council engages with its community and supports a culture of genuine, transparent and inclusive participation.
3. The Framework was co-constructed with the community following extensive consultation and is Council’s public commitment to best-practice engagement. It comprises Community Engagement Policy, Guide, Procedure and Toolkit, and a Community Engagement Brochure, all of which are publicly available and actively used to guide engagement activity across Council. Details can be found on Council’s website, [Community Engagement | Glenorchy City Council](#).
4. The Framework establishes strong foundations for engaging with our community. It outlines clear principles, a spectrum of participation, a range of engagement tools and methods, and it recognises that engagement should be planned, purposeful and proportionate to the nature and impact of decisions. It also acknowledges the importance of inclusive engagement and representation, and the need to understand who Council engages with, when and why.
5. Whilst the Framework is a comprehensive roadmap for successful engagement, during the development of the 2025/26 Action Plan it was identified that, there was no explicit organisation wide plan that sets out how Council will consistently and deliberately engage with community, particularly those who face barriers to participation. This includes people who may be less visible in traditional engagement processes due to factors such as accessibility, culture, language, timing, digital access, or communication preferences.

Current State:

6. Council’s Annual Plan Priority Action 2.1.1.3 - “Develop and implement an engagement plan to hear the voices of harder to reach community members” responds directly to this identified gap. The intent is not to replace or duplicate the Framework, but to extend and operationalise it. This will be done by translating the Framework’s principles into a focused and practical approach to community

engagement, with an emphasis on reaching those voices that are not always captured through standard engagement activities.

7. The Framework itself recognises that effective engagement requires flexibility and the use of varied methods tailored to different audiences and contexts. It also emphasises the value of face-to-face engagement, trusted relationships, and meeting people where they are.

Engagement Framework Review:

8. Prior to progressing the development of an engagement action plan, a mid-term review of the Framework was undertaken to assess whether current activities and approaches remained fit for purpose. This review provided important context and ensures that the proposed engagement action plan aligns with, and complements, Council's broader communication and engagement approach.
9. Developing and implementing an inclusive engagement action plan that explicitly considers community members who face barriers to participation represents a logical next step in the maturity of Council's engagement practice. It reinforces Council's stated commitment to inclusive participation, strengthens confidence that decisions are informed by a broader range of lived experiences, and supports more equitable and representative outcomes for the Glenorchy community.

Community Feedback:

10. In addition to the Engagement Framework review, results from previous Glenorchy community surveys were considered.
11. The surveys captured community values, priorities, concerns and aspirations to inform strategic planning, policy development, service delivery, budget prioritisation and advocacy. They have provided shared evidence base to support more transparent, community led decision making.
12. These surveys included questions designed to capture how Glenorchy residents prefer to receive information from Council, how they like to engage, and what would make it easier for them to participate in consultation and decision making. They also explore where people naturally connect within their community, providing an evidence base to help Council improve the reach, accessibility and effectiveness of its engagement approaches.

Community Engagement Framework - What is working well:

13. The strategic review of the Framework revealed that Council has a strong culture of engagement and foundation of engagement practices currently in place, including:
 - Let's Talk, Glenorchy, which provides a digital engagement platform, with over 1780 registered participants and a variety of associated tools including surveys, newsletter, ideas board, document library, Q&A board and quick polls.
 - Targeted community pop-ups, which have been effective when aligned to specific projects, events or locations.

- Open Council Workshops, which have been providing transparent and public accessibility to Council’s decision-making processes.
 - The provision of hard copy questionnaires for all survey initiatives, where appropriate, supports participation from residents with limited digital access.
 - Targeted engagement activities at community events that have enabled informal and place-based conversations.
 - Project specific workshops that allow deeper consultation on complex and high impact projects. E.g. Glenorchy Parking Plan Workshop.
 - A new “Consultation Outcome” initiative at **Attachment 2**, which aims to strengthen consistency, transparency and accountability in reporting back to the community.
14. Collectively, these methods demonstrate that Council has adopted and embedded a range of engagement methods resulting in good engagement practice.

Community Surveys – What community is telling us?

15. Previous surveys and community feedback have revealed that Council’s engagement is strongest through accessible, everyday channels and low effort participation. Most respondents prefer to stay informed via social media (78%), with the website (35%) and Glenorchy Gazette (33%) playing important but secondary roles, while more formal mechanisms such as Council meetings and community workshops currently engage fewer than one in ten people.
16. In terms of participation, residents favour methods that are familiar and that they can do when and where suits them, particularly email or letters (45%) and surveys (43%), alongside in-person contact at Customer Service (37%), with comparatively low uptake of formal meetings and workshops.
17. Clear expectations are emerging about how Council engagement could improve. Participants want clearer evidence of how feedback influences decisions, and many seek easier, more flexible and better explained ways to take part. Community connection tends to occur in everyday settings such as cafes, workplaces and shops, rather than formal civic venues, suggesting that effective engagement is most likely when Council meets people where they already are, uses trusted channels, and clearly demonstrates the impact of participation.

Who we are potentially not hearing from:

18. Despite these strengths, participation from some community groups remains limited. This includes:
- Culturally and linguistically diverse (CALD) communities
 - Young people
 - Elderly people
 - Vulnerable communities, including LGBTIA+ and Indigenous
 - Digitally disconnected residents who don’t have access to digital devices or the internet

- People with time constraints due to work, caring responsibilities or shift work
 - Those living with a disability, sensory sensitivities, neurodivergence or chronic illness
 - People with financial challenges i.e. cost of transport, parking, childcare, data
 - People with transport limitations such as access to a car
19. While engagement opportunities are available, current approaches may not fully reflect the diversity of lived experience across Glenorchy.
20. Addressing this gap is critical to delivering on Priority Action 2.1.1.3 and ensuring decision making remains transparent and inclusive.

Suggested Approach:

21. To ensure our community engagement activities are more transparent and inclusive, the suggested approach is to refine existing activities so that they deliberately target community members facing participation barriers. This approach includes changes to existing engagement programs and activities including:

Community Yarns:

22. Community Yarns are structured one-hour sessions facilitated by Council staff and Elected members. They are designed to provide community members with the opportunity to discuss priorities in their local area.
23. Over the past three years we have experienced consistently low public participation in Community Yarns. For example, only two community members attended the Community Yarn held on 15 July 2025. The most recent survey showed that only 7% of respondents preferred Community Yarns as a preferred method to engage with Council.
24. An alternative to these resource-heavy sessions, that have been trialled over the past 18 months are Open Workshops. These. Open Workshops are open to community members to attend in person, live-streamed and recorded via Facebook and YouTube. They provide a more accessible engagement option as they allow community members to participate in person, in real time, or watch at a time that suits them, increasing reach and accessibility.

Community Pop-ups:

25. Traditionally Community Pop-ups have been held at high traffic locations across each of the three Glenorchy CBD areas as a casual opportunity for community members to chat with elected members and Council staff.
26. Again, these sessions are resource heavy and do not represent a good return on the investment in Elected Member and staff time and the cost of location hire.
27. In 2026 Council have been trialling the delivery of pop-up sessions in conjunction with organised community activities and events to maximise reach and participation.

28. To provide an accessible platform for feedback and participation pop-ups will be delivered:
- In partnership with multicultural organisations such as the Multicultural Council of Tasmania and the Migrant Resource Centre to engage CALD communities.
 - During youth-specific events and potentially at the youth hub once it becomes operational to gather the voices of younger community members.
 - In collaboration with the Community Development team during the key community events throughout the year to maximise exposure to community members. For example, Community Development activities include:
 - International Women’s Day –10 March
 - Belonging/Harmony Day –18 March
 - Youth Week Event – 17 April
 - Refugee Week – 14–20 June
 - Seniors Week – 13 –19 October
 - Mental Health Week – 4–12 October
 - World Kindness Day –13 November
 - International Day for People with Disability – 3 December

Universal access to surveys:

29. Where and when appropriate we will continue distributing hard copy surveys/questionnaires at different community locations when conducting surveys. This will help us hear from community members who may be digitally disconnected. Locations will vary according to the theme of the survey and may include, Council Chambers, Glenorchy and Claremont Library, Schools, Child and Family Learning Centres, Neighbourhood Houses, Moonah Arts Centre, and the Migrant Resource Centre.

Extend video program:

30. For major projects and engagement opportunities that impact the broader community (e.g. Glenorchy Parking Plan, Community Volunteer Awards), Council is increasingly promoting participation through the production of short video clips featuring the Mayor, and other key Council staff and external stakeholders where appropriate
31. These videos are short, under 20 seconds, and are designed to encourage community involvement in Council projects. They are promoted on Let’s Talk, Council’s YouTube channel, social media channels and website.

Community Engagement Action Plan 2026/27:

32. The Community Engagement Action Plan at **Attachment 1** is an annual plan that reflects the learnings from the Framework review, feedback from community
-

through the surveys, and incorporates refinement to existing engagement approaches.

33. If endorsed by Council, the Plan will be implemented over the 2026/27 Financial Year, during which time it will be consistently monitored and reviewed ahead of developing a plan for the following and then subsequent years.
34. The purpose of this plan is to strengthen Council's capacity for meaningful and inclusive engagement by refining current methods that are working.
35. The plan focuses on better reaching groups we are not consistently hearing from, including CALD communities, young people and digitally disconnected older residents.
36. Community engagement will be supported using trusted settings and community events to reduce barriers related to accessibility, culture, language, timing and communication preferences.

Attachments

1. Attachment 1 - 26-27 Community Engagement Action Plan 2.0 [**8.2.1** - 10 pages]
2. Attachment - 2 Closing the Loop Template [**8.2.2** - 1 page]



Community Engagement Action Plan 2026-27

April 2026

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Document Summary

DOCUMENT NAME	Community Engagement Action Plan 2026-27
VERSION	2.0
OWNER	Christine Lane
AUTHOR(S)	Sushant Sedhai and Christine Lane
RELEASE DATE	27 April 2026 (pending approval by Council)
RELEASE STATUS	Feedback received and actioned from ELT and Elected Members. Will be presented for endorsement at 27 April Council Meeting
RELEASE APPROVED BY	Council to endorse 27 April Council Meeting

Version Control

VERSION	DATE	AUTHOR(S)	SUMMARY OF CHANGES
1.1	27/03/26	Christine Lane	NA
1.2	16/04/26	Christine Lane	Inclusion of community cohorts that the plan will target/address and reference Council Committees and Working Groups as avenues for engagement
2.0	20/04/26	Christine Lane	Inclusion of an action to address service clubs



Introduction

This annual Community Engagement Action Plan 2026-27 (Action Plan) reflects the learnings from the Framework review, feedback from community through the 2025 Community View survey, and incorporates refinements to existing engagement approaches. Its purpose is to strengthen Council’s capacity for meaningful and inclusive engagement by refining current methods that are working.

The Plan focuses on hearing the voices of harder to reach or vulnerable groups that Council are not consistently hearing from. These include CALD communities; young or older people; people living with a disability, health, time or transport barriers; and digitally disconnected residents.

Community engagement will be supported using trusted settings and community events to reduce barriers related to accessibility, culture, language, timing and communication preferences.

Each of the following actions will be funded from existing budget allocations within the Events and Engagement Cost Centre.

Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures (how success will be tracked)	Responsible officers
Optimise and formalise Open Council Workshop program as a more accessible and targeted engagement channel (in-person /livestreamed /recorded)	<ul style="list-style-type: none"> Digitally disconnected Time constrained Living with disability Transport limitations 	An Open Workshop plan and schedule that includes: <ul style="list-style-type: none"> methodology for selecting and scheduling workshop topics sustainable community feedback loop Open Workshops that include topics of interest to community 	Plan: April/May 2026 Schedule: At least bi-monthly throughout 2026	Increased reach and accessibility (real-time or watch later) Improved transparency and accountability	Views (live and replay), comments/questions received	Engagement Officer Support from Coordinator Comms & Engagement



Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures	Responsible officers
<p>Deliver targeted Community Pop-ups at key community events</p>	<ul style="list-style-type: none"> • Digitally disconnected • Young People • CALD communities • Vulnerable communities 	<p>Pop-up schedule and run sheets</p> <p>Engagement collateral (plain language, accessible formats)</p> <p>Data capture template for consistent insights and demographic information.</p>	<p>2026/27 aligned to community event calendar</p>	<p>Increased participation in trusted, place-based settings</p> <p>More diverse feedback captured across events</p>	<p>Number of participants and demographic indicators captured</p> <p>Number and variety of interactions recorded</p> <p>Qualitative themes recorded</p>	<p>Engagement Officer</p> <p>Support from Events and Marketing Officers</p>
<p>Short video clips (<20 seconds) to promote major engagement opportunities</p>	<ul style="list-style-type: none"> • Time constrained • Young people • Living with disability • Vulnerable communities • Transport limitations 	<p>Video templates and brand pack</p> <p>Production schedule for priority projects (high-impact plans/awards)</p> <p>Posting plan across Council’s channels (Facebook, Instagram, YouTube, website and CEO Update)</p>	<p>Ongoing (as projects arise)</p>	<p>Increased awareness and participation in major engagement opportunities</p>	<p>Video reach/engagement stats</p> <p>Click-through to Let’s Talk or survey pages</p> <p>Participation uplift during campaign period</p>	<p>Marketing Officer</p> <p>Senior Comms Officer</p>

Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures	Responsible officers
Continue distributing hard-copy surveys in community locations	<ul style="list-style-type: none"> Digitally disconnected Elderly people CALD communities Financial challenges 	<p>Survey distribution list (libraries, community centres etc.)</p> <p>Collection and data-entry process</p> <p>Survey responses and reporting summary integrated into survey results and engagement reporting</p>	Ongoing as required	Increased participation from digitally disconnected residents	<p>Number of hard-copy surveys distributed/ returned</p> <p>Response rate by location and cohort (if known)</p>	Engagement Officer
Short video clips (<20 seconds) to promote major engagement opportunities	<ul style="list-style-type: none"> Time constrained Young people Living with disability Vulnerable communities Transport limitations 	<p>Video templates and brand pack</p> <p>Production schedule for priority projects (high-impact plans/awards)</p> <p>Posting plan across Council’s channels (Facebook, Instagram, YouTube, website and CEO Update)</p>	Ongoing (as projects arise)	Increased awareness and participation in major engagement opportunities	<p>Video reach/ engagement stats</p> <p>Click-through to Let’s Talk or survey pages</p> <p>Participation uplift during campaign period</p>	<p>Marketing Officer</p> <p>Senior Comms Officer</p>

Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures	Responsible officers
Standardise use of the “Closing the Loop” template to close the loop on all engagements	<ul style="list-style-type: none"> • All cohorts who engage with Council 	<p>“Closing the Loop” publication schedule</p> <p>Internal how to guide to assist staff complete form</p>	<p>Mar 2026 standard set-up then ongoing</p>	<p>Improved transparency and trust</p> <p>Consistent feedback to the community</p>	<p>number of engagements with published “Closing the Loop” output within agreed timeframe</p>	<p>Engagement Officer</p>
Identify and facilitate project-specific workshops to allow deeper consultation on complex and high-impact projects	<ul style="list-style-type: none"> • Digitally disconnected • Young People • Elderly people • CALD communities 	<p>Identification and facilitation of project-specific workshops as required</p> <p>Record of workshop outcomes, questions asked/answered and attendee information</p>	<p>As required</p>	<p>Increased awareness and participation in major projects</p> <p>Improved transparency and trust</p>	<p>Number and demographic spread of participants attending workshops</p> <p>Reduction in number of complaints or representations for major projects</p>	<p>Engagement Officer in conjunction with project lead</p>

Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures	Responsible officers
<p>Continue to utilise input and feedback from Council Committees and Working Groups, including Safer City Committee, Access and Inclusion Special Committee, LGBTIQA+ Working Group and Glenorchy Emergency Management Committee to inform decision making.</p>	<ul style="list-style-type: none"> • Vulnerable communities • Living with disability • Elderly people • Young people 	<p>Structured feedback inputs from relevant Committees and Working Groups</p> <p>Documented consideration of advice including emerging risks, priorities and community issues</p> <p>Feedback loop to Committees and Working Groups outlining how input has been used</p>	<p>Ongoing as Committees and Working Groups meet</p>	<p>More informed and inclusive decision-making</p> <p>Improved transparency and trust</p> <p>Stronger alignment between strategic priorities, policy development and community experience</p>	<p>Committee and Working Group member feedback on whether their advice is heard and reflected in decisions</p> <p>Evidence of changes to policy, project design or implementation arising from advisory input</p>	<p>Committee and Workshop Chairs and secretariats</p> <p>Engagement Officer</p>

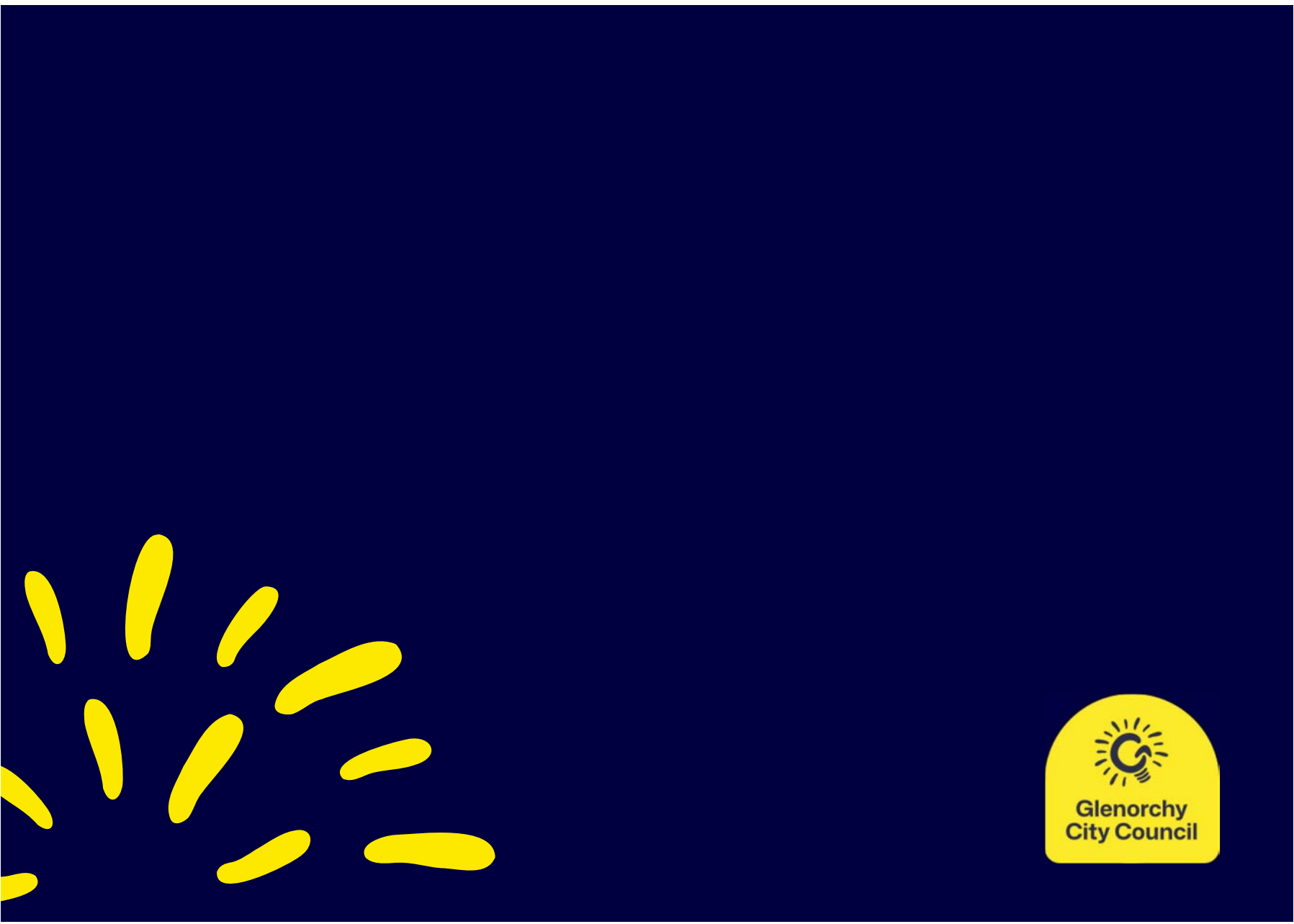
Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures	Responsible officers
<p>Continue utilisation of the Let’s Talk, Glenorchy Platform and associated tools</p>	<ul style="list-style-type: none"> • Time constrained • Young people • Living with disability • Vulnerable communities • Transport limitations 	<p>Information on Let’s Talk, Glenorchy is kept current</p> <p>All associated tools are fully utilised</p> <p>Usage is monitored and recorded</p>	<p>Ongoing</p>	<p>Increased awareness and participation in all engagement opportunities</p> <p>Improved transparency and trust</p>	<p>Fortnightly and quarterly reporting on platform metrics.</p>	<p>Engagement Officer</p>
<p>Undertake targeted engagement activities at community events to continue informal and place-based conversations</p>	<ul style="list-style-type: none"> • Vulnerable communities • Living with disability • Elderly people • Young people • Digitally disconnected 	<p>Design and delivery of tailored inclusive engagement activities at Council’s community events</p> <p>Previous examples include Seed of Hop, Squeeze the Day, Bee Friendly Neighbourhoods</p>	<p>As required</p>	<p>Increased participation in trusted, place-based settings</p> <p>More diverse feedback captured across events</p>	<p>Number of participants and demographic indicators captured</p> <p>Number and variety of interactions recorded</p> <p>Qualitative themes recorded</p>	<p>Marketing Engagement Officer</p>

Actions	Target Cohorts	Key deliverables	Timeframe	Intended outcomes	Measures	Responsible officers
Reach out to local service clubs with an offer to present Council activities and achievements at their meetings	<ul style="list-style-type: none"> Elderly people Digitally disconnected 	<p>Make contact with each local service club (Lions, Rotary, U3A etc)</p> <p>Develop a schedule of presentations to each interested club</p>	Ongoing	<p>Increased awareness and participation in all engagement opportunities</p> <p>Improved transparency and trust</p>	<p>Number of service clubs contacted</p> <p>Number of service club meetings attended</p>	<p>Engagement Officer</p> <p>Manager Stakeholder and Executive</p>

Key:

- **CALD communities** - Culturally and linguistically diverse communities
- **Young people** – younger residents
- **Elderly people** – older residents
- **Vulnerable communities** - LGBTIA+, Indigenous
- **Digitally disconnected** – Residents who don’t have access to digital devices or the internet
- **Time constrained** - People with time constraints (work, caring responsibilities, shift workers)
- **Living with disability** - Those living with a disability, sensory sensitivities, neurodivergent, or chronic illness
- **Financial challenges** - People with financial challenges (i.e. cost of transport, parking, childcare, data)
- **Transport limitations** - People with transport limitations.





PROJECT NAME- CLOSING THE LOOP



Background

2-3 paragraph summary of the project's context. Include:

- The reasons for the consultation
- What you wanted to achieve
- Any essential links or documents

As well as the short overview of the project, it would also be good to include why engagement was undertaken. For example on the Parking Plan, have your background information and then "We asked for community feedback on the draft Glenorchy Parking Plan to help shape a plan that works for today's community and tomorrow's growth".



What we did

Summarise and list what the Council did to engage with the community. This may be:

- The tools you used and their purpose
- Any pre-engagement activities
- Any in-person consultation activities
- Your communication statistics, i.e. the number of emails and letters sent, social media posts, and newspaper ads
- Links to relevant project documents, such as draft plans or policies

Include when the engagement was open, how people could participate and how it was promoted



What we heard

List the number of responses your tools received and a snapshot of your key findings. For example:

- Council drop-in event: 50 people attended our public forum to discuss the specifics of this consultation.
- Survey: we received 76 submissions, with an approval rate of 64% for the proposed changes.

As well as how many people we heard from (which is important) – is it possible to put in a couple of lines about key themes? For example, "Most participants supported the Draft Glenorchy Parking Plan, but some concerns were raised about X".



Project outcome

Explain the outcome of this project and how the feedback you received informed your final decision or plans. If appropriate, link to finalised documents or project reports.

A clear statement of the final decision or recommendation



Next steps

List the ways your community can find more information, for example:

- Read our Project updates below for more detailed information
- Check out the finalised documents
- Contact us via email or phone

We will continue to shared updates on Council's website, Let's Talk, Glenorchy site and social media as the project progresses.



**Glenorchy
City Council**

9. ECONOMIC

Community Goal – Open for Business

9.1 GREATER HOBART RAPID BUS NETWORK STRATEGIC BUSINESS CASE

Author:	Chief Executive Officer (Emilio Reale)
Qualified Person:	Chief Executive Officer (Emilio Reale)
File Reference:	Transport - Greater Hobart Rapid Bus Network

Executive Summary

This report provides Council with an overview of the Greater Hobart Rapid Bus Network Strategic Business Case and outlines the potential implications for Glenorchy City Council should the project proceed.

The Strategic Business Case concludes that for the Greater Hobart Region, three main transit spines (Northern, Southern and Eastern corridors) are the preferred “city shaping” investment option assessed. The outcomes of the Strategic Business Case recommend progressing to a Detailed Business Case for the Northern Corridor as the first stage.

The Strategic Business Case describes a rapid bus network comprising bus priority infrastructure (including a dedicated northern corridor busway and transit lanes on other corridors), modern accessible stations, integrated feeder services, and a transition to an electric/zero emissions fleet, delivered as a staged program over more than a decade.

For Glenorchy, the project is significant because the Northern Corridor directly links Glenorchy CBD to Hobart CBD and is explicitly positioned as an enabler of urban renewal and transit oriented development. The Strategic Business Case notes Glenorchy City Council is undertaking early corridor work identifying land capable of medium density infill and additional opportunity precincts that could be unlocked through planning changes.

The Strategic Business Case also makes clear that the rapid bus program’s “city shaping” benefits are materially dependent on land use planning change and coordinated implementation across governments; without this, benefits reduce and value for money deteriorates.

This report recommends Council receives and notes the Strategic Business Case and supports continued constructive engagement with the State Government as the Detailed Business Case is developed, with a focus on protecting Glenorchy’s interests, resourcing implications, and ensuring any commitments sought of Council are clearly scoped, funded and reported back to Council for decision.

Recommendation

That Council:

1. RECEIVES AND NOTES the Greater Hobart Rapid Bus Network Strategic Business Case.
2. RECEIVES AND NOTES that Glenorchy is identified as a key activity centre on the Northern Corridor and that delivery of “city shaping” benefits is contingent on aligned land use planning and coordinated implementation across governments.
3. REQUESTS the Chief Executive Officer continue engagement with the Department of State Growth during the Detailed Business Case phase to:
 - (a) seek early visibility of proposed station locations, corridor design assumptions and Council interface requirements (approvals, road space, local access and place outcomes).
 - (b) advocate that any Council-dependent workstreams (e.g., planning scheme amendments, local walking/cycling access to stations, public realm/place upgrades) are properly scoped and supported by appropriate State/Federal funding arrangements where required.
4. REQUESTS a further report be brought to Council when Northern Corridor Detailed Business Case outputs are available and prior to any material commitments being made on behalf of Council.

<p>Community Plan Reference</p>	<p>Making Lives Better We deliver services to meet our community's needs. We champion greater opportunities for our community.</p> <p>Open for Business We value our community by delivering positive experiences. We encourage responsible growth for our City.</p> <p>Leading Our Community We responsibly manage our community's resources to deliver what matters most. Investment in infrastructure to achieve our community's vision.</p>
<p>Strategic Plan Reference</p>	<p>Work proactively with other governments, service providers and the community to improve public safety in our City. Deliver services to our community at defined levels. Work with others to improve access to housing and transport choices for our community. Make our City more liveable by investing in our City's infrastructure. Build and maintain relationships with government and the private sector that create job opportunities and help our City to prosper. Work constructively with the development sector and our community to enable acceptable development opportunities. Maintain a progressive approach that encourages investment and jobs. Make informed decisions that are open and transparent and in the best interests of our community.</p>
<p>Consultation/Engagement</p>	<p>No community engagement has been undertaken in the drafting of this report. The Strategic Business Case anticipates significant stakeholder management and consultation will be required as corridor designs, station locations and road-space changes are developed through the Detailed Business Case stage.</p>
<p>Resources</p>	<p>At this stage, no additional resources are requested for approval. However, the Strategic Business Case identifies local council commitment and approvals as a critical success factor, and Council resourcing requirements (planning, engagement and approvals) will need to be clarified during the Detailed Business Case stage and reported back to Council.</p>

<p>Risk/Legal/ Legislative/ Reputational</p>	<p>Strategic/value risk: The SBC indicates the rapid bus program’s broader “city-shaping” benefits rely on aligned land use change and coordinated implementation; if land use change does not occur, benefits reduce and the project’s value proposition weakens.</p> <p>Delivery/interface risk: Council may face approvals, road-space interface, local access and construction impacts (traffic management, parking changes, public realm impacts), requiring careful governance and clear decision rights.</p> <p>Reputational risk: There is a risk that expectations are created that Council has endorsed specific corridor designs or development outcomes; this is mitigated through clear communications and returning any material commitments to Council for decisions.</p>
<p>25/26 Budget Allocation</p>	<p>No budget allocation is proposed through this report. Any future budget implications (e.g., planning scheme work, corridor precinct planning, local access/public realm upgrades) will be scoped and brought back to Council as part of later reports once Detailed Business Case information is available.</p>
<p>Life of Project, Service, Initiative or (Expectancy of) Asset</p>	<p>The Strategic Business Case describes a staged program delivered over more than a decade across the three regional corridors.</p>
<p>25/26 Budget Reconsideration</p>	<p>Not applicable</p>
<p>Ongoing Costs (e.g. maintenance, operational)</p>	<p>Not applicable</p>
<p>Other Funding Sources</p>	<p>The Strategic Business Case notes committed Commonwealth funding to date is for planning/initial design and not delivery.</p> <p>Any Council-dependent workstreams should be linked to appropriate funding discussions as the Detailed Business Case progresses.</p>

Proposal in Detail

Background

1. Greater Hobart's growth, congestion pressures and car dependency have prompted the Tasmanian Government (State Growth) to consider step-change public transport solutions. The Strategic Business Case (SBC) **Attachments 1 and 2** identifies three core problems: inefficient arterial corridors causing congestion, high private vehicle usage due to limited alternatives, and inadequate public transport service quality impacting access and equity.
2. The SBC frames rapid transit as both a transport response and a "city shaping" tool, intended to influence where housing and jobs locate over time. A key implication of this framing is that transport investment alone is not sufficient to achieve the stated benefits; land use planning, development feasibility, and coordinated delivery settings materially affect outcomes.
3. The SBC assessed multiple options and identifies a three corridor rapid bus network for the Greater Hobart Region as the recommended program solution, with a staged approach and a recommended next step of developing a Detailed Business Case (DBC) for the Northern Corridor as the first stage.
4. It is important to note that the SBC is a strategic-level assessment and signals a preferred direction and identifies key assumptions, risks and dependencies, but does not represent a final funding decision, final corridor design, or final station locations. Those matters are expected to be tested, refined and confirmed through the DBC and subsequent approvals processes.

Project Overview (as described in the SBC)

5. The SBC describes the rapid bus network concept as including:
 - (a) bus priority measures (including a dedicated Northern Corridor busway and transit lanes on other corridors)
 - (b) modern, accessible stations (improved amenity, safety, legibility and accessibility)
 - (c) integrated feeder services to extend catchments beyond walking distance
 - (d) service planning improvements to deliver higher frequency and more reliable travel times
 6. An electric/zero emissions fleet transition.
 7. The SBC summary material indicates an indicative capital cost of \$860 million for the proposed three corridor network, with staged delivery assumptions (Northern by 2032, Southern by 2034, Eastern by 2036). The SBC also signals that scope, staging and costs are sensitive to design standards, corridor constraints, property/interface requirements, and the extent of complementary investments (e.g., stations, active transport access, network operations changes).
 8. From a Council perspective, the "rapid bus network" is not only bus lanes. The practical city interface typically includes:
-

- (a) road space reallocation and intersection priority measures
- (b) changes to parking supply and kerbside management in centre areas
- (c) upgraded pedestrian crossings and cycling links to stations
- (d) station forecourts and public realm interfaces (lighting, safety, accessibility)
- (e) construction staging, traffic management and business/community impacts
- (f) ongoing place management considerations (amenity, loading, access and enforcement)

Key Implications for Glenorchy City Council

Glenorchy as a core corridor beneficiary and “city shaping” location

9. The SBC positions Glenorchy as a key activity centre on the Northern Corridor and explicitly links the rapid bus concept to urban renewal and transit oriented development outcomes. For Glenorchy, this is significant because the Northern Corridor is described as directly linking the Glenorchy CBD to the Hobart CBD and is positioned as an enabler of higher density mixed use renewal around stations and along the corridor.
10. The SBC references early work being undertaken by Glenorchy City Council examining planning scheme changes to support corridor renewal between Glenorchy and Moonah, identifying existing infill capable land and additional opportunity precincts that may require planning changes to unlock development. This signals that Council may be viewed as an enabling partner in delivering “city shaping” benefits through:
 - (a) planning framework settings (zoning, height/bulk controls, overlays, parking provisions)
 - (b) development facilitation and precinct planning
 - (c) place-making and public realm upgrades to support station precinct amenity and safety
11. Council should be aware of key assumption included in the SBC such as increased accessibility will translate into delivered development outcomes within the relevant time limits. That assumption most likely will be determined by market conditions, infrastructure constraints (e.g., servicing), feasibility, community acceptance, and timing mismatches between transport delivery and planning changes. These risks do not negate the project, but they do increase the importance of realistic staging, funded enabling works, and clear accountability for who delivers what.

Council approvals and Council land/road interfaces are critical dependencies

12. The SBC identifies commitment from local councils (including approval processes and changed uses of council roads and land) as a critical success factor for successful delivery. Implications include potential future requests to Council relating to:

- (a) road space changes and station interfaces in Glenorchy centres and along the corridor
 - (b) local access improvements for walking/cycling catchments around stations
 - (c) signal priority and intersection treatments that may affect local access, parking and servicing
 - (d) construction impact coordination (traffic management, night works, business access)
 - (e) approvals pathways (including any planning approvals, works permits, and land/asset interfaces)
 - (f) ongoing place outcomes (amenity, safety, accessibility and maintenance responsibilities)
13. A practical governance issue for Council will be the definition of decision rights and responsibilities at interfaces between State controlled road corridors, Council controlled local roads/paths, and privately owned land. Early clarity will be important on:
- (a) which party is the road authority for each component
 - (b) which party funds and delivers complementary “last kilometre” access works
 - (c) asset ownership and maintenance post-construction (stations, forecourts, lighting, landscaping)
 - (d) how local access, loading, waste services and emergency access will be maintained
 - (e) how business disruption and construction impacts are managed and communicated

Resourcing, funding and timing implications for Council

14. While no additional resources are requested through this report, it is likely that Council will face an increased internal workload during the DBC and subsequent phases. This may include planning scheme work, precinct planning, technical review of designs, stakeholder engagement, and coordination with Council’s own capital works and public realm programs. Council will seek early confirmation of:
- (a) expected Council inputs and deliverables across DBC timeframes
 - (b) whether Council will be asked to co-fund enabling actions (and on what basis)
 - (c) whether State/Federal funding will be available for “Council dependent” workstreams
 - (d) the timing sequence between transport delivery, planning changes and precinct upgrades
15. Mandatory requirements will depend on final project scope and statutory pathways; however, at a minimum Council should anticipate the need for timely internal coordination across planning, engineering, governance and communications functions.

Value for money, strategic alignment and reputational considerations

16. The SBC indicates that rapid bus options perform poorly under business as usual settlement patterns and that “city shaping benefits” become central to the case for investment. This creates a strategic risk if land use reforms and development outcomes are not delivered in parallel. As part of the project’s governance approach there is a steering committee that has been stood up specifically for this project of which Glenorchy’s and Hobart’s CEOs are sitting members. The terms of reference include the following terms.
 - (a) clear “decision gates” before any commitments are made
 - (b) scope clarity on Council tasks versus State tasks (including funding responsibilities)
 - (c) realistic delivery sequencing that acknowledges market readiness and infrastructure constraints
 - (d) funded resourcing where Council is expected to deliver enabling actions
17. There is also a reputational risk if community expectations are created that Council has endorsed specific corridor designs, station locations or development outcomes before these are fully tested and consulted. This is best managed by maintaining consistent messaging that Council is noting the SBC and engaging constructively, requiring DBC outputs and consultation findings to be reported back to Council and distinguishing Council’s support for improved public transport from endorsement of any particular design until details are known.
18. Subject to the DBC outcomes, the Northern Corridor rapid bus investment may create opportunities for Glenorchy, including improved access to jobs and services, uplift in activity centre vitality, and stronger transport choice for residents. Capturing these benefits will likely require coordinated planning, place making and active transport access improvements, which should be explicitly recognised as part of the project’s total “system” scope rather than treated as unfunded add-ons for Council.

Conclusion

19. The Greater Hobart Rapid Bus Network SBC sets a strategic direction for a staged rapid bus program across three Greater Hobart Regional Corridors, with the Northern Corridor proposed as the first priority for a Detailed Business Case. For Glenorchy, the Northern Corridor is particularly significant because it positions Glenorchy as a key activity centre and links the project’s benefits to urban renewal and transit oriented development outcomes.
20. The SBC also makes clear that the project’s “city shaping” value proposition is materially dependent on aligned land use planning, complementary access and place investments, and coordinated implementation across governments. Accordingly, Glenorchy City Council’s interests are best served by early and sustained engagement during the DBC phase, with a focus on securing visibility of station locations and design assumptions, clarifying interface responsibilities and

decision rights, and ensuring any Council dependent workstreams are properly scoped and supported by appropriate funding arrangements.

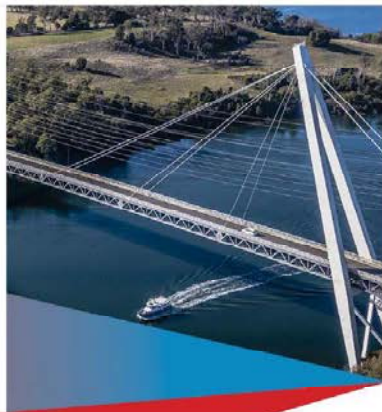
21. This report therefore recommends Council receives and notes the SBC, supports continued constructive engagement with the State Government during the DBC phase, and requests that any material commitments or resourcing implications for Council be clearly defined and brought back to Council for decision prior to commitment.

Attachments

1. Greater Hobart Rapid Bus Network Strategic Business Case Dec 2025 [9.1.1 - 374 pages]
2. Summary- Greater- Hobart- Rapid- Bus- Network- Strategic- Business- Case [9.1.2 - 6 pages]

Greater Hobart rapid bus network

Strategic business case



RESPONSIBLE OFFICER

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Relationship to the Project	Project Owner

This Strategic Business Case has been prepared on behalf of the Department of State Growth and is subject to the relevant confidentiality requirements.

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Abbreviations

AAA	Australian Automobile Association
AAAA	All Ages All Abilities
AT	Active Transport
ATAP	Australian Transport Assessment and Planning
BaU	Business as Usual
BCR	Benefit-Cost Ratio
BRT	Bus Rapid Transit
CAPEX	Capital Expenditure
CBA	Cost-Benefit Analysis
CBD	Central Business District
DBC	Detailed Business Case
DDA	Disability Discrimination Act
DPAC	Department of Premier and Cabinet
EDH	East Derwent Highway
GH	Greater Hobart
GHG	Greenhouse Gas Emissions
GVA	Gross Value Added
HBW	Home-Based Work
IA	Infrastructure Australia
ICE	Internal Combustion Engine
ILM	Investment Logic Mapping
IPL	Infrastructure Priority List
ITS	Intelligent Transport Systems
KPI	Key Performance Indicator
LGA	Local Government Area

MCA	Multi-Criteria Assessment
MONA	Museum of Old and New Art
MYEFO	Mid-Year Economic Fiscal Outlook
NDC	Nationally Determined Contribution
NPV	Net Present Value
NSTC	Northern Suburbs Transit Corridor
NSW	New South Wales
OPEX	Operating Expenditure
PCB	Project Cost Breakdown
PD	Project Director
PM	Project Manager
PMP	Project Management Plan
PPR	Project Proposal Report
PSC	Program Steering Committee
PSL	Parking Space Levy
PT	Public Transport
RACT	Royal Automobile Club of Tasmania
RBN	Rapid Bus Network
ReCFIT	Renewables, Climate and Future Industries Tasmania
SBC	Strategic Business Case
State Growth	Department of State Growth
TOD	Transit-Oriented Development
UNFCCC	United Nations Framework Convention on Climate Change
VOC	Vehicle Operating Cost
ZEB	Zero Emission Bus
WEB1	Wider Economic Benefit 1

Executive summary

Hobart is continuing to expand its footprint - increasing costs of infrastructure and service provision, entrenching reliance on car-based travel and exceeding the capacity of the current or feasible future road system to accommodate travel in travel times that meet community expectations.

Tasmania's cities, and its residents, cannot prosper if we continue to rely primarily on car-based travel to support access to basic needs. This model entrenches inequity, forces us to spend ever increasing amounts of time in our vehicles and drains public investment into projects that cannot overcome the limitations of car-based transport system.

As many other cities have demonstrated, there are alternatives. Alternatives in which people, and the services on which they rely, are located in the same areas, reducing the amount of time we need to spend travelling and the cost of providing those services.

Land use change is challenging, and complex. It requires a coordinated approach involving all levels of Government, and the private sector, to plan and deliver communities that are attractive to live, work and play in.

Transport systems have the capacity to transform urban environments, by providing high-quality, reliable transit services, enhanced by infrastructure that facilitates access and comfort. Land use planning frameworks should support the location of housing, including higher density housing, close to major public transport routes, employment centres and services.

This is the vision: a Hobart that is more liveable, accessible, and resilient, with fast, reliable and inclusive mobility at its core.

The Greater Hobart Rapid Bus Network Strategic Business Case (SBC) rigorously tests how best to achieve this vision by evaluating the effectiveness of a range of transport options. It explores how public transport can help to shape urban development, reduce congestion, and improve access across the region.

The options evaluated aim to support Greater Hobart to be the world's best small capital city, aligning with the 30-Year Greater Hobart Plan (2022). This plan calls for new housing to be delivered through urban infill development, close to transit corridors. Investment in active and public transport infrastructure, to improve liveability, encourage transit-oriented development and better focus economic growth, is identified in several Tasmanian Government policy priorities and strategic plans, including *Keeping Hobart Moving: Transport Solutions for Our Future*. The SBC recommends proceeding to a detailed business case for a rapid bus service through the northern suburbs, as the first of three transport corridors to be developed to form a rapid bus network.

The proposed rapid buses would provide direct services to and from key locations, like our central business districts (Hobart, Glenorchy, Kingston and Rosny Park), across transit corridors from the north, east and south. This new network would encourage urban renewal in areas identified in the *30-Year Greater Hobart Plan* and the *Southern Tasmanian Regional Land Use Strategy* and help us achieve a more sustainable transport system.

Rapid buses are considered an ideal public transport solution for cities like Hobart, with growing populations and geographic constraints. Following previous studies, rapid buses have emerged as the preferred medium-capacity transport option for Greater Hobart, on the basis of being easier, faster and cheaper to implement than an equivalent light rail network, and importantly providing the ability to service all parts of Greater Hobart.

Improvements in public and active transport along key transit corridors can enable us to use the capacity of our existing roads more efficiently, by offering a more accessible and equitable mode of transport than private vehicles. Following activation of each corridor, a rapid bus network can deliver frequent, convenient services with priority measures that offer resilient travel time improvements.

It is well-established that high-quality public transport services can stimulate transit-oriented development, including urban renewal and densification, in the areas they serve. Rapid buses are no exception.

As Greater Hobart continues to experience population growth, it is essential to plan sustainably to ensure it remains a great place to live. Importantly, the rapid bus network is focused on Hobart’s future, accommodating and stimulating growth offering a new high quality transport option which encourages urban renewal and densification. The necessary land use change requires a coordinated approach, involving all levels of government and the private sector, to plan and deliver communities that are attractive to live, work and play in.

First Steps

This document is the first of the multi-step Infrastructure Investment Review process typically followed by state governments. Such processes feature a series of decision points, as follows.



Infrastructure Investment Review Process

The methodology outlined above is required by Infrastructure Australia (IA) and the Australian Government for large infrastructure investments, such as that proposed in this SBC. The SBC also seeks to satisfy Stages 1 and 2 of IA’s Assessment Framework by defining problems and opportunities, and then identifying and analysing options in response.

No funding is being requested at this stage.

The issues

This SBC investigates a transport solution to address the identified problems:

- Greater Hobart’s three arterial corridors are not used efficiently and are not designed for growth, resulting in congestion and travel delays.
- Greater Hobart’s geography, dispersed population and lack of transport alternatives have led to high private vehicle usage.
- A lack of frequent, direct and reliable public transport services hampers access to services, jobs and education, entrenching inequity.

These issues are well-documented in sources such as *Hobart’s Transport Vision 2018* and the 2021 Legislative Council Select Committee *Final Report on Greater Hobart Traffic Congestion*. Studies have also shown that for Hobart, investment programs prioritising public transport improvements have stronger economic viability than those prioritising road-based interventions.

Program objectives

A program is a set of related projects and activities that delivers outcomes and benefits that help achieve an organisation's strategic objectives. This SBC evaluates different program options for investment. The program objectives are:

- Delivering integrated, reliable, comfortable, and convenient public transport options that can compete with travel by private vehicles to address existing travel behaviour issues
- Making land-use changes and targeted housing interventions to build and promote transit-oriented medium density development along key transport corridors and around stations consistent with broader Tasmanian Government policy
- Supporting sustainable economic growth of the local government areas that serve the majority of the Greater Hobart population and alignment with their place-based strategies
- Integrating with State Growth's other planned projects to maximise transit benefits and achieve synergies in delivery
- Delivering active transport upgrades to improve the catchment of and connectivity to public transport

Options considered

- 1. Continue to develop committed improvement programs.**
A business-as-usual approach to incremental improvements of existing roads and public transport services.
- 2. Significantly improve Greater Hobart public transport.**
A nominal doubling of operational funding to improve service frequency, reliability and services to new growth areas.
- 3. Establish a rapid bus network additional to the existing bus network.**
Rapid buses would operate without connectivity to other public transport services.
- 4. Establish a rapid bus network with interconnectivity to other public transport services and active transport.**
Rapid buses would be integrated with other public transport services and active transport routes to rapid bus stations would be improved.
- 5. Establish light rail on the northern suburbs transit corridor along with rapid bus services to the south and east.**
A different transport mode would operate in Hobart's northern suburbs requiring interchange to reach the rest of the network.
- 6. Use policy measures to reduce peak demand while providing improved public transport and active transport options.**
Like option 2, but with a range of policies in place to encourage increased public transport and active transport use and discourage private vehicle use.

From the six initial options above, options 4 and 6 were selected for further study as the SBC developed. This study included a long and short list process, transport modelling and economic analysis. Two preferred options were subsequently identified – 1. Rapid bus network and 2. Major Public Transport Improvements.

1 Rapid Bus Network

Developed from Option 4, this option comprises:

- a rapid bus network along three corridors with up to approximately 30 high quality stations
- activation of a busway on the northern suburbs transit corridor
- inbound transit lanes on the Southern Outlet and Tasman Highway
- a new fleet of electric buses
- three new bus depots with charging equipment
- improved active transport links to rapid bus stations
- integration of the rapid bus network with existing public transport services.

By providing interconnectivity to other public transport services, the public transport network will be more efficient, minimising the duplication of bus services and allowing people to extend their journeys to reach outer areas of Greater Hobart.

By improving active transport links to stations, more people can access rapid bus services. Battery electric buses will provide environmental benefits by reducing transport carbon emissions.

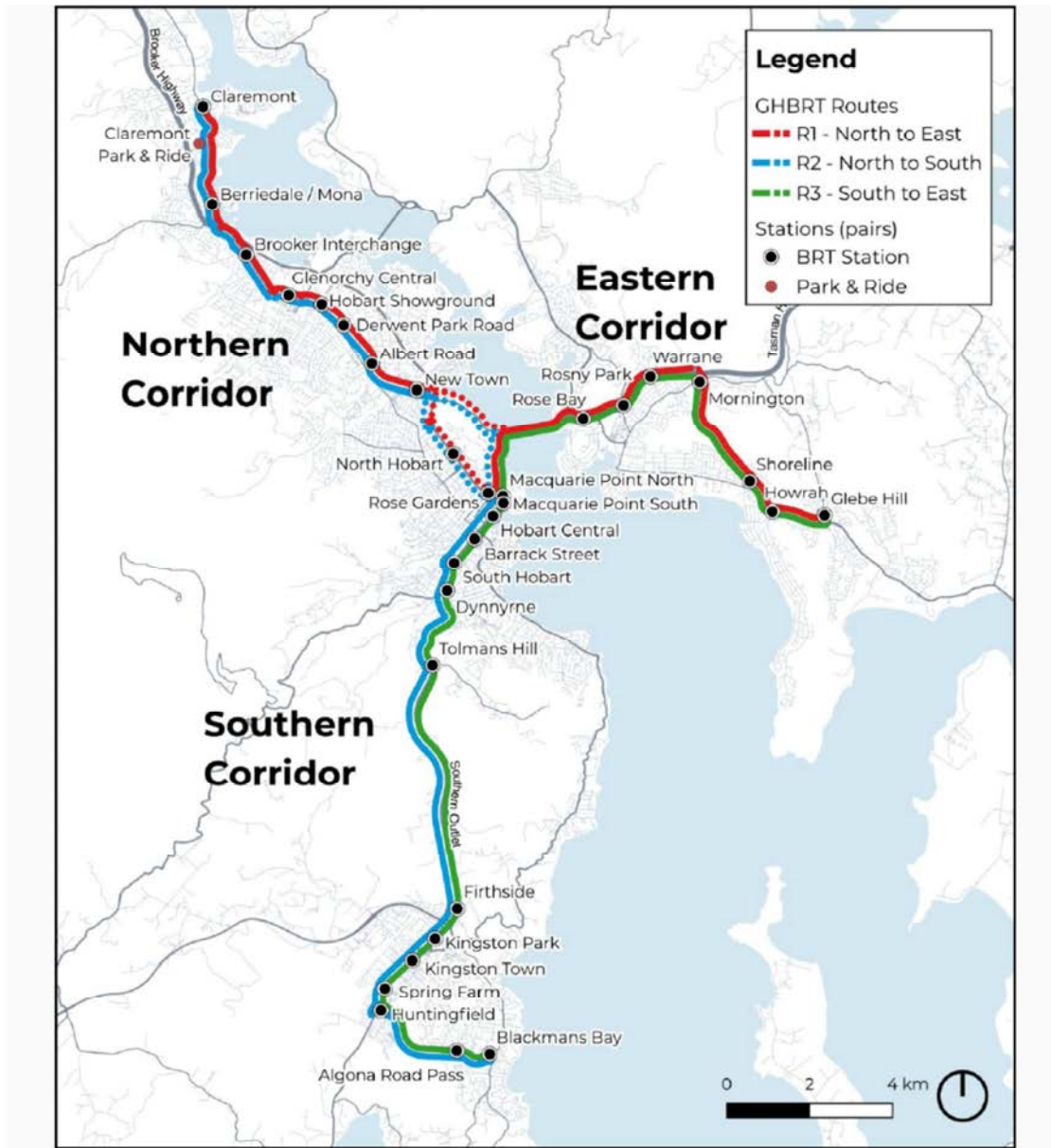
An indicative drawing of the network is shown below. Exact routes and station locations along the three corridors are still to be decided. Note that Appendix G includes high-level concept drawings of routes and station locations that were developed for cost estimates only. These are not considered final or preferred. Further analysis and consultation with stakeholders and the community will be important to shape the program as it progresses to development and implementation.

Excluding the active transport link improvements, the proposed rapid bus network would have a P50 outturn capital cost of \$860 million (refer Table below) and indicative annual operating costs starting at \$18.5 million.

Costs were based on delivery of a northern corridor by 2032, a southern corridor by 2034 and an eastern corridor by 2036.

Cost item	\$ million
[Redacted]	█
[Redacted]	█
[Redacted]	█
[Redacted]	█
Total out-turn project cost (P50)	860

It is important to understand that the P50 cost means that there is a 50% chance that the out-turn cost will be exceeded, and a 50% chance it comes under that amount.



Proposed route for rapid bus network

2 Major Public Transport Improvements

Developed from Option 6, this option comprises:

- Doubling funding to Hobart’s urban bus services to provide higher frequency services to most suburbs and new services in growth areas (for the purposes of transport modelling, this was assumed to achieve a doubling of services across the network).
- Capital funding to provide:
 - bus priority measures at 5-10 sites along Main Rd, Clarence St and in the Hobart CBD
 - inbound transit lanes on the Southern Outlet, Tasman Highway and Brooker Highway
 - upgraded bus stops
 - improved bus interchanges
 - additional park and rides
 - additional bus depots (necessary to support the increased services)
 - connected cycleways, per the *Greater Hobart Cycling Plan 2022*.
- Other travel demand measures, including half-price fares and e-bike grants.

This option also includes a proposed parking space levy, designed to raise \$15 million a year from owners of CBD car spaces, to fund public transport operations while discouraging private vehicle travel to the CBD. Though parking space levies are successfully used in other Australian cities and evidence indicates they produce genuine change, we recognise that the application of such a levy may not achieve broad-based support and is not current Tasmanian Government policy. Therefore, an additional sub-option was developed that excluded the parking space levy. This was found to significantly increase the cost of delivering the option, while removing significant benefits through changes in travel demand.

Capital costs associated with this option are summarised in the table below, with a P50 capital cost of \$400 million (refer Table below) and indicative annual operating costs of \$35.6 million.

Cost item	\$ million
Transit lanes on Southern Outlet, Tasman Highway and Brooker Highway	█
Connected cycleways	█
Additional bus depots	█
Improved bus interchanges	█
Grant program for improved walking links to bus stops	█
Improved bus stops (ensuring accessibility compliance and amenity)	█
Additional park and rides	█
Bus priority measures (such as bus jumps)	█
Risk adjusted cost (P50)	400

Costs and benefits

It is important to note that the P50 capital costs provided for the two preferred options are not final budget figures. These are cost estimates at an early stage of project development, when many details are yet to be confirmed. P50 means there is a 50 per cent chance that final costs will be either over or under the amount shown.

An important metric for deciding whether to invest in a project or program is the Benefit Cost ratio (BCR). It should be noted that BCRs on Tasmanian infrastructure projects are often less than one. This includes the recently completed Bridgewater Bridge and is typical of regional areas with small populations.

As noted earlier, a major benefit of a rapid bus network is the catalyst it provides for urban development, densification and productivity along the corridors it services. This is also known as 'city shaping benefits'. When city-shaping benefits for a rapid bus network are included, the resulting BCR is 0.52. This exceeds the BCR of 0.35 for major public transport improvements, without the inclusion of a parking space levy. On this specific basis, **of the two preferred options the rapid bus network provides a better value proposition.**

If city-shaping benefits are excluded or not achievable under current policy settings, the SBC found that the strongest transport outcomes can be achieved by significantly increasing the frequency of bus services across Greater Hobart, in combination with a parking space levy.

Options comparison: benefit-cost-ratios

	Greater Hobart Rapid Bus Network	Major Public Transport Improvements	
		Double Hobart urban bus funding with a parking space levy*	Double Hobart urban bus funding without a parking service levy
Core BCR	0.28	0.6	0.35
BCR (with city-shaping benefits)	0.52	As above#	As above#
Core benefits	\$159 million	\$ 387 million	\$274 million
City-shaping benefits	\$136 million	Not calculated	Not calculated
Total benefits	\$295 million	\$387 million	\$274 million
Capital cost	\$473 million	\$283 million	\$283 million
Operating costs	\$98 million	\$357 million	\$508 million
Total Costs	\$571 million	\$640 million	\$791 million

*For the purposes of this analysis, the revenue generated from the parking service levy was treated as offsetting the operating costs of the scenario. It did not take into account the individual cost or benefits incurred by those paying the levy. If these are treated as both a cost (dollar value to those paying) and benefit (car trips avoided), the combined BCR for this option would be 0.49.

These options involve public transport service improvements across the entire Greater Hobart network and are not expected to generate the same scale of city-shaping impacts.

The recommended solution

Combining the results of the BCR assessment and its city-shaping benefits, this SBC determines that a rapid bus network best meets the program objectives..

As Greater Hobart continues to experience population growth, it is essential to plan sustainably to ensure it provides a high level of amenity for residents, and supports economic activity, while limiting the population dispersal, and associated costs, evident under the current urban growth model. Importantly, the rapid bus network provides a strong strategic fit with Hobart’s future development, accommodating and stimulating growth offering a new high quality transport option which encourages urban renewal and densification. The city-shaping benefits derived from transit-oriented development around the rapid bus network support the investment. These benefits consist of a land value uplift and enhanced productivity due to increased business activity and housing densification around rapid bus stations.

Developing a rapid bus network is consistent with the Tasmanian Government policy on developing efficient and sustainable public transport infrastructure. It will contribute to national emission targets and work towards better integrated and coordinated land-based passenger transport services.

The establishment of a rapid bus network has the potential to shape Hobart and generate benefits which conventional bus networks cannot capture. As more details regarding city planning and the rapid bus network are developed, these benefits will be further explored.

It is recommended that planning for a rapid bus network proceeds to the next step, to carry out a detailed business case for a northern corridor rapid bus service, as the first of the three Greater Hobart corridors.

1 Infrastructure Investment Review Process

This Strategic Business Case is the first part of an Infrastructure Investment Review Process typically followed by the Tasmanian Government. The document also seeks to satisfy Stages 1 and 2 of Infrastructure Australia’s *Assessment Framework*.

Infrastructure investment proposals are subject to a series of decision points prior to being considered for funding and are required to meet reporting requirements during the development, and following the completion of, the project.

At each of the points, an assessment is made as to whether the project should proceed to the next stage or be required to undertake further work for or is abandoned.

The process consists of four decision/reporting points:

- Strategic Business Case (Investment Concept and Options Analysis)
- Detailed Business Case
- Requests for State and Australian Government funding
- Project Review – Closure and Benefits Realisation.

Figure 1.1 illustrates the process.

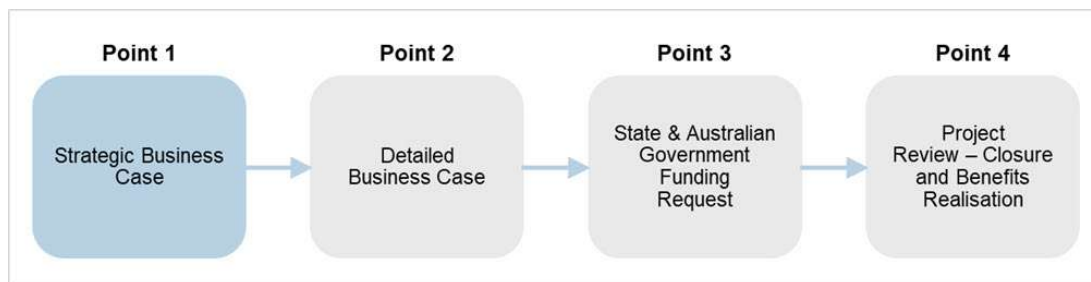


Figure 1.1 Infrastructure Investment Review Process

Between point 3 and point 4, detail design, approval and construction of the infrastructure will occur, and it will be put into use by the Government.

The Strategic Business Case seeks to satisfy Stage 1: *Defining problems and opportunities* and Stage 2: *Identifying and analysing options* of Infrastructure Australia’s four stage assessment framework. IA’s assessment framework is the national standard for developing and evaluating infrastructure proposals.

2 Introduction

2.1 Project Background

Guided by the DRAFT plan *Keeping Hobart Moving: Transport Solutions for Our Future (December 2023)*, the Department of State Growth (State Growth) is developing a program of works that will support a growing Greater Hobart. A program is a set of related projects and activities that delivers outcomes and benefits that help achieve an organisation's strategic objectives. This program includes investments in public and active transport options to create a network that fosters a safe, accessible, people-focused, and future-ready city, enhancing economic prosperity and liveability.

The *Keeping Hobart Moving* plan is an integrated transport plan for Greater Hobart. It outlines how over the next decade or more, existing funded projects and future proposed projects will deliver a transport system that creates an accessible, people-focused and future-ready city that enables economic prosperity and liveability. One of the plan's goals is to encourage housing development and stimulate commercial activity in targeted areas by investing in public transport and services, particularly along key transit corridors.

A Greater Hobart Rapid Bus Network is central to achieving this vision by connecting important hubs throughout Hobart along key corridors from the north, east, and south with frequent and reliable public transport. Establishing a rapid bus network with bus infrastructure and operational elements, and supporting land use changes, is too large an undertaking for Tasmania to deliver in one project. For efficient funding and delivery, it will need to be a program of works, with at least three discrete corridor projects. These sequential corridor projects can also be described as stages (1,2,3 etc) of the rapid bus program. The whole program would be delivered over 10 or more years.

This Strategic Business Case considers the economic viability of the rapid bus program, compared to other options that might also address Hobart's transport and land-use challenges. If a rapid bus network can be justified for Government investment as a program, subsequent work will start to prepare the first Detailed Business Case to request funding for the first discrete corridor project.

2.2 Program Objectives

The program seeks to help activate key growth areas by improving public transport choice and service delivery, contributing to greater equity and accessibility. This also includes integration with other existing and planned public transport services and active transport networks.

The program's objectives are to improve public transport services and infrastructure by:

- Delivering integrated, reliable, comfortable, and convenient public transport options that can compete with travel by private vehicles in order to address existing travel behaviour issues
- Making land-use changes and targeted housing interventions to build and promote transit-oriented medium density development along key transport corridors and around stations consistent with broader Tasmanian Government policy
- Supporting sustainable economic growth of the local government areas that serve the majority of the Greater Hobart population and alignment with their place-based strategies
- Integrating with State Growth's other planned projects to maximise transit benefits and achieve synergies in delivery
- Delivering active transport upgrades to improve the catchment of and connectivity to public transport

One program option being considered is a proposed Rapid Bus Network (RBN) operating along three corridors – northern, southern and eastern, featuring a mix of bus priority measures and station types (refer Figure 2.1).

The Strategic Business Case (SBC) investigates and details the investment case of the proposed programmatic, staged delivery of the RBN along with other public transport improvement options.

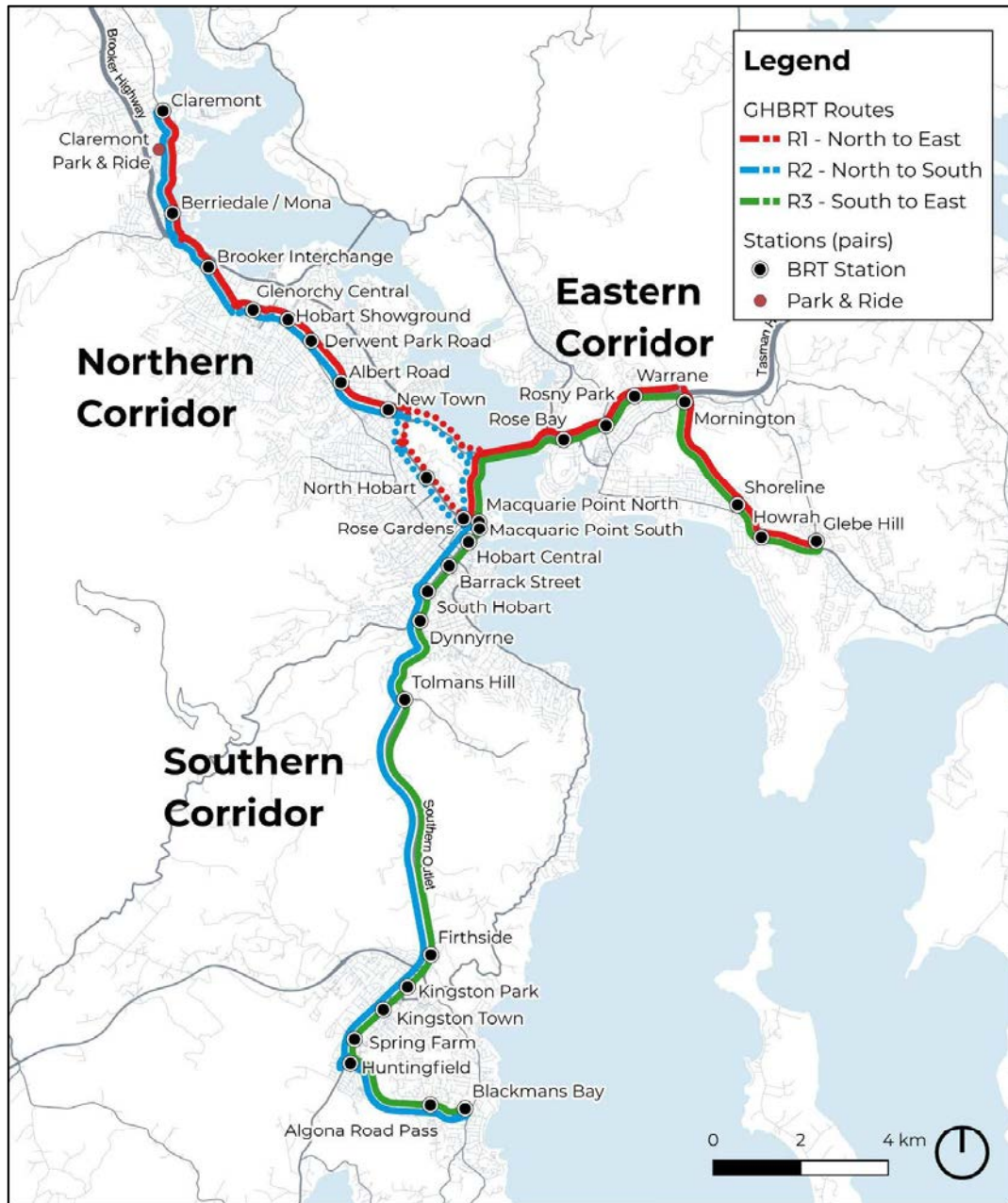


Figure 2.1: Proposed Greater Hobart Rapid Bus Network

3 Project Justification

3.1 Reason for Project Proposal

As Greater Hobart continues to experience population growth, it is essential to plan to ensure it remains a great place to live, connected, friendly and safe¹. Considering improvements in public and active transport along key transit corridors could unlock additional network capacity and offer accessible and efficient alternative modes of transport to private vehicles.

This combination of public and active transport with centralising development, will help maximise integration with these improved transport solutions and improve the community's ability to access key services such as health, education, and jobs.

This SBC investigates a transport solution to address and/or alleviate the identified key problems, outlined below, currently reducing the effectiveness of the transport network of Greater Hobart (the 'study area') and the subsequent social, environmental, and economic impacts on the community now and into the future.

The study area for this SBC is as defined in Figure 3.1.



Figure 3.1: Program study area – Greater Hobart

To identify the key problems, an Investment Logic Mapping (ILM) exercise was undertaken. The developed ILM, outlined in Figure 3.2, provides a foundation that allows for a robust and evidence-based identification and substantiation of the current problems present, as well as benefits and potential responses that will address and/or realise these aspects.

¹ Greater Hobart, *30-Year Greater Hobart Plan*, <https://www.greaterhobart.tas.gov.au/30-year-greater-hobart-plan>.

The process identified the following three problems impacting the current travel behaviour within Greater Hobart:

- 1 Greater Hobart's three arterial corridors are not used efficiently and are not designed for growth, resulting in congestion and travel delays
- 2 Greater Hobart's geography, dispersed population and lack of transport alternatives have led to high private vehicle usage
- 3 A lack of frequent, direct, and reliable public transport services hampers access to services, jobs and education, entrenching inequity.

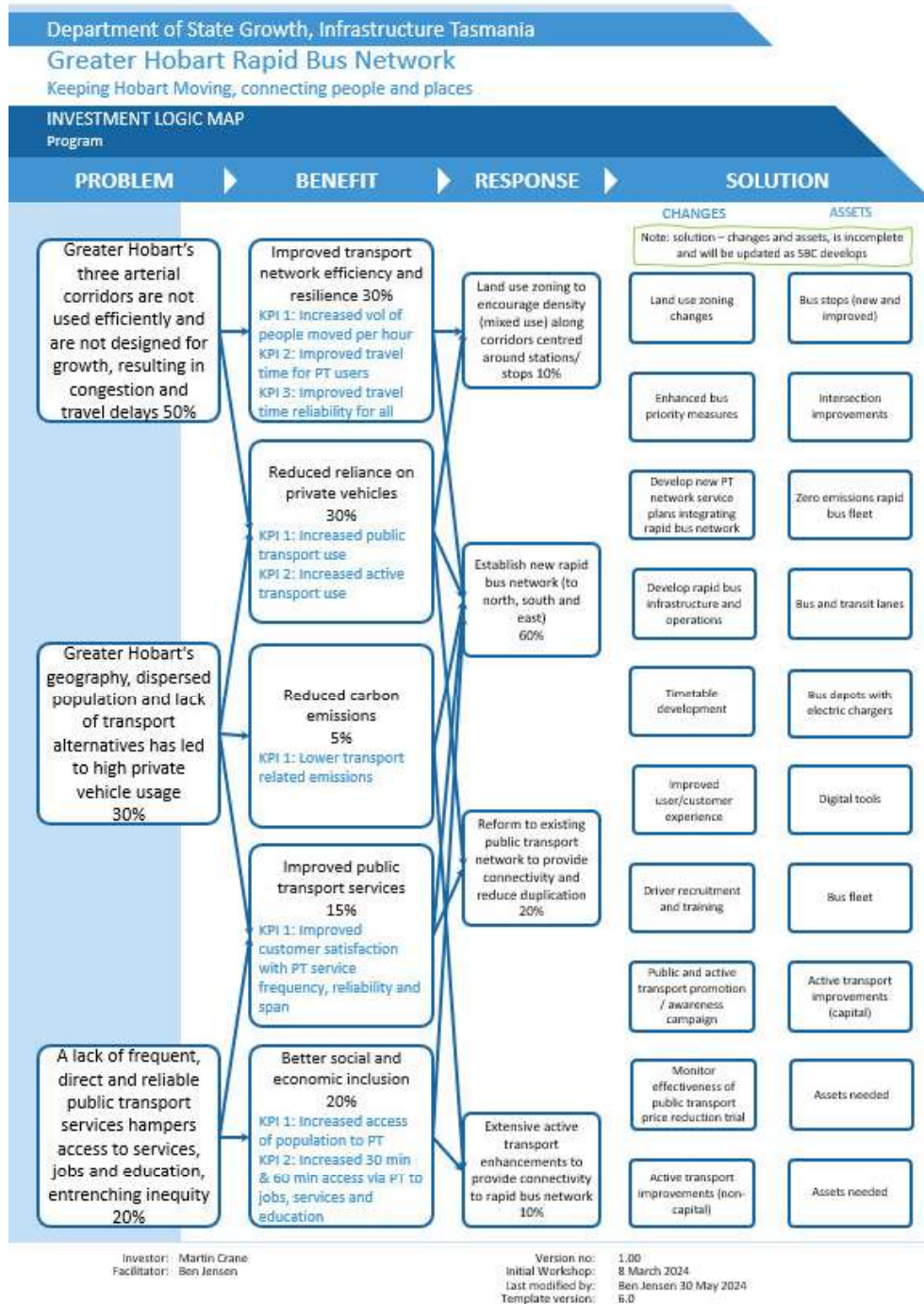


Figure 3.2: GHBRN ILM (working draft)

3.1.1 *Problem 1: Greater Hobart's three arterial corridors are not used efficiently and are not designed for growth, resulting in congestion and travel delays*

The Greater Hobart transport network is heavily influenced by three major transportation corridors – north, south, and east.

Each corridor has distinctly different functions:

- Northern corridor: primarily used for freight and passenger movements due to its proximity to major industrial centres located in the northern suburbs. The Brooker Highway is a key freight and passenger connection on the northern corridor and links Hobart to the Brighton transport hub, northern ports, and northern population centres. The corridor also includes Main Road, which runs parallel to the Brooker Highway, as well as the Intercity Cycleway and the unutilised rail corridor (Northern Suburbs Transit Corridor (NSTC)). It carries the majority of northern traffic to the Hobart central business district (CBD) and has the second highest traffic volume in Greater Hobart after the Tasman Highway. The corridor connects the key activity centre of Glenorchy to the CBD, as well as smaller activity centres at Moonah, Claremont, and Bridgewater.
- Eastern corridor: comprised of the Tasman Highway and Tasman Bridge, functions mostly for passenger trips. The Tasman Bridge is Tasmania's highest volume state road link, and services most traffic between Hobart and the eastern shore together with Sorell and the east coast. Traffic from the East Derwent Highway and South Arm Highway flows through this corridor, which services most connections from the eastern shore. The corridor relies on the Tasman Bridge to provide connection across the Derwent River, and connects facilities such as Hobart Airport, Cambridge industrial area and areas like Mornington and Clarence Plains (via South Arm Highway) to the CBD.
- Southern corridor: supporting major residential growth, the corridor caters for passenger trips with a smaller freight function to service businesses and other communities residing to the south of Hobart. The corridor has limited access points to southern areas of the city, consisting primarily of the Southern Outlet which feeds into Macquarie and Davey Streets. This corridor connects the municipalities of Huon Valley and Kingborough to the Hobart CBD and northern and eastern corridors, supporting major ongoing growth to the south of the city

Due to the geographical constraints of Greater Hobart and the existing road allocations, during peak travel periods the transport network experiences significant congestion through the funnelling of large volumes of traffic from the three major transport corridors.

Most vehicle trips from all corridors terminate and originate from the Hobart CBD in morning and afternoon peak times, which results in congestion as road demand is high in these periods. Hobart's existing road space is not used efficiently in peak periods to transport people because there is a large proportion of low occupancy vehicles taking up space to transport too few people.

If left unaddressed, the current forecast population growth will continue to exacerbate the currently experienced congestion and travel time delays.

Table 3.1 provides details of significant traffic congestion points across Greater Hobart, along with normal delay times and semi-frequent delay times based on 2023 travel time data. The delay is the difference between average travel times in peak hours and in free-flow conditions such as late in the evening.

Table 3.1: Key Traffic Delay Locations - Greater Hobart^{2*}

Section of road	Length/location of section	Time (am/pm peak)	Free-flow travel time	Travel delay	Delay amount compared to free-flow time (%)
Brooker Highway, CBD bound (between Goodwood Road and Davey Street)	7.5km along the Northern Corridor	A.M.	8 mins, 23 secs	Normal Delay: 4 mins, 34 secs Semi-frequent delay: 7 mins, 8 secs	Normal Delay: 54% of free-flow time Semi-frequent delay: 85% of free-flow time
Tasman Highway, CBD bound (between Airport and Brooker Highway)	15.6km along the Eastern Corridor	A.M.	12 mins, 36 secs	Normal Delay: 5 mins, 3 secs Semi-frequent delay: 11 mins, 17 secs	Normal Delay: 40% of free-flow time Semi-frequent delay: 90% of free-flow time
Southern outlet, CBD bound (between Huon Highway and Macquarie Street)	10.3km ahead of the Southern Corridor	A.M.	8 mins, 8 secs	Normal Delay: 4 mins, 46 secs Semi-frequent delay: 9 mins, 8 secs	Normal Delay: 59% of free-flow time Semi-frequent delay: 112% of free-flow time
Macquarie Street (between Macquarie St and Southern Outlet)	2km through Hobart CBD, South-North	P.M.	3 mins, 7 secs	Normal Delay: 3 mins, 25 secs Semi-frequent delay: 5 mins, 17 secs	Normal Delay: 109% of free-flow time Semi-frequent delay: 170% of free-flow time
Davey Street (between Brooker Highway and Southern Outlet)	2.1km through Hobart CBD, North-South	P.M.	3 mins, 3 secs	Normal Delay: 3 mins Semi-frequent delay: 5 mins, 37 secs	Normal Delay: 98% of free-flow time Semi-frequent delay: 184% of free-flow time

*Delay time is the average travel time in the peak minus free-flow time (average travel time in evening or early morning without congestion). Percentage delay time is calculated based on delay time / free flow time. Percentages will exceed 100% when delay time is greater than the free-flow travel time (e.g. a 200% delay time occurs when the time taken is exactly double the free-flow time). Semi-frequent delay is the 90th percentile travel time that can occur when there is an incident.

3.1.1.1 Northern corridor

The northern corridor services key economic centres such as Glenorchy and Moonah, as well as tourism centres such as the Museum of Old and New Art (MONA). The constrained road environment has led to considerable congestion points within the network, including a 4 minute, 36 second delay along the Brooker Highway between Goodwood Road and Davey Street in the morning peak as shown in Table 3.1. This is due to a preference of private vehicle usage and current high demand.

The corridor currently has no fast mass public transport options, bus services operate on both the Brooker Highway (express services) and Main Road. Main Road services which operate at a high frequency typically

² Department of State Growth, 2024 – Average travel times & semi-frequent delays in key Hobart roads [received via email from DSG, 17/02/25]

have high levels of patronage. However, these services currently have poor travel time reliability due to the absence of bus priority measures and slower traffic environment.

Land use adjacent to the corridor is typically lower density residential - detached houses and light industrial. Despite existing public transport options, the mode share of public transport is low. Between the Brooker Highway and Main Road, the corridor also contains a disused freight rail line which is also used to serve as a passenger line until the late 1970s³. One of the rail tracks was removed in the 1990s to build the Intercity Cycleway between Claremont and the CBD which is Hobart’s only all ages and abilities (AAA) cycleway.

3.1.1.2 Southern corridor

Stretching from Blackmans Bay to the Hobart CBD, the southern corridor is currently capacity constrained, which results in congestion delays during peak times. An example of this is along the Southern Outlet in the morning peak inbound to the Hobart CBD, where commuters can experience a 4 minute, 48 second delay compared to free-flow conditions.

This corridor connects Hobart’s CBD to Kingston, which is the largest activity hub south of Hobart. The corridor along the Southern Outlet is constrained and unlikely to be developed for residential development due to natural values and high fire risk.

The southern corridor has significant potential for growth which will place further stress on the corridor’s capacity. As shown in Table 3.2, there is the potential for Kingborough to hold an extra 3655 dwellings based on current zoning, showing that the possible additional density will lead to more congestion and demand on the transit corridor. The population of the Kingborough City Local Government Area (LGA) is forecasted to increase by 10,549 people between 2023 and 2053, representing a 25.6% increase⁴. The southern corridor is set to experience a high level of growth over the next few decades, which will put further demand on existing transit networks.

Table 3.2: Potential future dwellings yield on existing residentially zoned land (as at the end of 2020)⁵

LGA	Infill			Greenfield	Total
	Vacant	Underutilised	Total Adjusted for increased density	Vacant	
Hobart	448	1,025	3,683	0	3,683
Glenorchy	992	665	1,657	1,628	3,285
Clarence	620	1,014	4,085	7,122	11,207
Kingborough	350	832	2,955	700	3,655
Total	2,410	3,536	12,380	9,450	21,830

³ Hobart City Deal, *Northern Suburbs Transit Corridor Transport Mode Study: Final Summary Report* (2020), 24, 2024, https://www.hobartcitydeal.com.au/data/assets/pdf_file/0006/271707/Northern_Suburbs_Transit_Corridor_Transport_Mode_Study_Final_Summary_Report.PDF.
⁴ Department of Treasury and Finance, *Tasmanian and Local Government Area Population Projections 2023 to 2053: Final Report* (2024), 17, <https://www.treasury.tas.gov.au/Documents/TasPOPP%202024%20-%20Tasmanian%20and%20local%20government%20area%20population%20projections%202023%20to%202053%20-%20final%20report.pdf>.
⁵ Greater Hobart, 30-Year Greater Hobart Plan.

The Southern Outlet is currently the primary link road for the corridor, which results in all inbound traffic flowing into Macquarie Street. This street currently has up to 35,000 vehicle movements⁶ per weekday, illustrating the current high usage being experienced. Furthermore, the Southern Outlet currently lacks supporting infrastructure to support public transport. The outlet currently only consists of two lanes in each direction⁷ except for a northbound bus lane near the northern end of the Outlet, however a fifth T3 transit lane is proposed to operate northbound between Olinda Grove and Macquarie Street by 2028. However, the outlet currently experiences significant congestion for commuters using both public and private transport, especially during peak times to connect to the CBD. This contributes to major traffic congestion points, as connection options are bottlenecked. Furthermore, the lack of bus priority or active transport alternatives result in cars being the preferred method of transport for residents in the southern corridor.

3.1.1.3 Eastern corridor

The Eastern corridor, which stretches over the Derwent River to connect the Hobart CBD to suburbs such as Lindisfarne and Clarence Plains, relies on the primary river crossing of the Tasman Bridge. Due to the current road network design and geographical limitations, traffic is directed to this primary crossing, with the Tasman Bridge being Tasmania's highest volume state road link⁸. Pressure on this bridge from eastern traffic is exacerbated during peak periods, and if accidents should happen, a lack of redundancy in the network creates more severe consequences on the flow of traffic. In the event of a rare heavy vehicle accident that forces the Tasman Bridge to close, the Bowen Bridge is the closest available alternative crossing. As the Bowen Bridge is only connected by a 2-lane road link, such rare events cause extreme congestion every 4-5 years.

The eastern corridor also lacks developed housing⁹, with only 7% of its housing being classified as medium or high-density housing¹⁰. As described in Table 3.2, the Clarence City LGA can potentially accommodate 11,207 more dwellings based on current zoning allocations, demonstrating the potential for infill development that the region holds. The population of the Clarence City LGA is also forecasted to grow by 12,218 people by 2053¹¹, representing a 19.2% increase from 2023. Like the southern and northern corridors, the lack of infill development that has occurred results in higher sprawl and does not adequately cater for the increased housing demand that future growth will bring.

3.1.1.4 Congestion

High levels of congestion in the city have occurred, due to the high reliance on private vehicles and limited lane capacity on key arterial roads such as the Southern Outlet and the Tasman Bridge, and a lack of public transport priority measures such as dedicated transit lanes. Congestion levels in Greater Hobart are forecasted to have a cost per capita of \$645/year by 2030 assuming no significant transport upgrades are made¹².

⁶ RACT, *Greater Hobart Mobility Vision* (2019), 5, https://hobartvision.ract.com.au/wp-content/uploads/2019/04/Greater_Hobart_Mobility_Vision-1.pdf.

⁷ Department of State Growth, *Southern Outlet Concept Options Report: Final* (2019), 9 https://www.transport.tas.gov.au/_data/assets/pdf_file/0005/248072/Southern_Outlet_-_Concept_Options_Report_Final.pdf.

⁸ Greater Hobart, *Greater Hobart Transport Data: Background Paper* (March 2021), 3, https://www.greaterhobart.tas.gov.au/_data/assets/pdf_file/0016/283012/Background_Paper_-_3_Greater_Hobart_Transport_Data_as_at_Mar_2021.PDF.

⁹ Developed housing refers to residential areas that are already built up with established infrastructure, including houses, streets, utilities, shops and public transport (i.e. a populated and fully developed neighbourhood). Depending on the specific area and building types present, developed housing can be referred to as either medium-density (e.g. townhouses and smaller apartment buildings) and high-density housing (e.g. tall apartment towers), with high-density areas typically being characterised as more housing units per land area compared to medium-density developments.

¹⁰ Greater Hobart, *Greater Hobart Area Profile: Background Paper* (March 2021), 10, https://www.greaterhobart.tas.gov.au/_data/assets/pdf_file/0014/283010/Background_Paper_-_1_Greater_Hobart_Area_Profile_as_at_Mar_2021.pdf.

¹¹ Department of Treasury and Finance, *TasPOPP 2024 final report*, 17.

¹² Greater Hobart, *Transport Data Background Paper*, 5.

As shown in Table 3.3, many trips terminate in Inner Hobart from all three transit corridors in morning peak times and originate from Inner Hobart in afternoon peak times¹³, which results in significant congestion in the middle of Hobart. Further, the one-way street network in the Hobart CBD is not conducive to an update in active transport and most road routes lack cycling infrastructure. The one-way network also increases travel time for public transport as routes and bus turnarounds are often in-direct. Low-priced parking options are also easy to find in the Hobart CBD, which further incentivises private transport.

Table 3.3: Percentage of trips originating and terminating in Inner Hobart during peak times¹⁴

Trip origin location (morning peak)/trip end location (afternoon peak)	Percentage of trips terminating in inner Hobart (morning peak, 7:00am-9:00am)	Percentage of trips originating in inner Hobart (afternoon peak, 3:00pm-6:00pm)
Northern Corridor	52%	49%
Southern Corridor	52%	43%
Eastern Corridor	50%	46%

A key issue that contributes to congestion is that Greater Hobart’s transport network lacks alternative routes. This results in travel time delays as key roads are forced to service high levels of demand. As outlined in Table 3.1, commuters experience an approximate delay of three minutes along Macquarie and Davey Streets in the afternoon peak, as these roads service most traffic from the Southern corridor. As daily commuters tend to travel into the Hobart CBD for work, there is considerable stress placed on the main roads leading into the city. Due to the stress placed on roads such as Macquarie and Davey Streets, as well as the Brooker Highway and Tasman Bridge, events such as traffic accidents will also cause significant congestion issues and delays.

Travel times will continue to increase and become more unreliable as Greater Hobart’s population grows and demand on current roads worsen. The population of Greater Hobart was estimated to be 253,654 people in 2023, which is approximately a 7% increase since 2018¹⁵, which has placed further demand on Hobart’s road network. A 2018 study from the Australian Automobile Association (AAA) indicated that there had been general increases in travel time from 2013-2018, with routes between the Hobart CBD and Glenorchy, Howrah, and Kingston taking longer¹⁶. As Hobart’s corridors are inefficiently used, and are unprepared for future growth, traffic delays and congestion will continue to worsen without corrective action.

¹³ Department of State Growth, *Hobart Traffic Origin-Destination Report (April 2024)* (Tasmania Government, 2023), 5, https://www.transport.tas.gov.au/_data/assets/pdf_file/0016/520522/Hobart-Origin-Destination-Report-2023-final.pdf.

¹⁴ Department of State Growth, "Greater Hobart Household Travel Survey," *Transport Services*, <https://www.transport.tas.gov.au/managing-the-roads/traffic-in-tasmania/greater-hobart-household-travel-survey>.

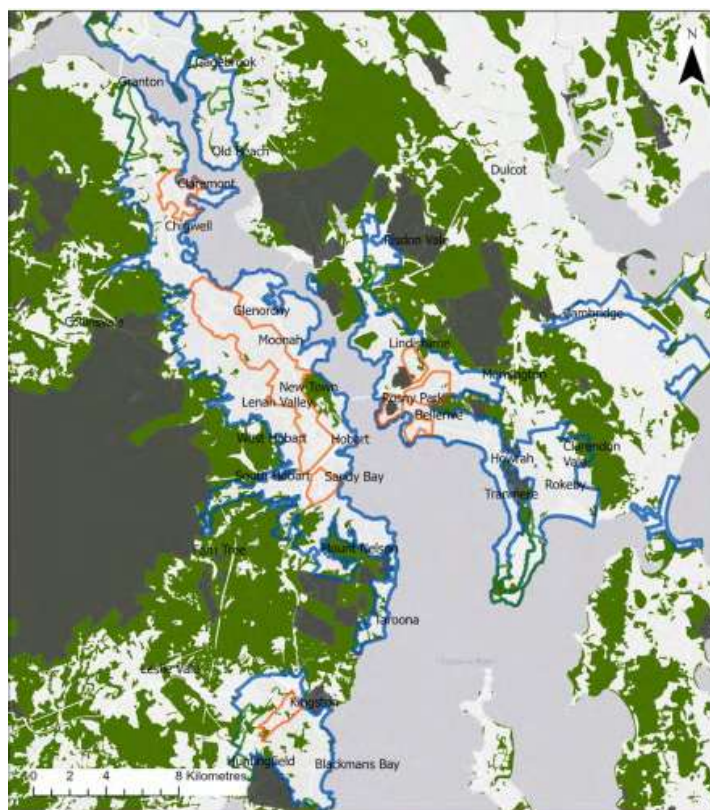
¹⁵ .id (Informed Decisions), *Population Estimates Dashboard*, <https://profile.id.com.au/australia/population-estimate?WebID=310>.

¹⁶ Greater Hobart, *Transport Data Background Paper*, 4.

3.1.2 *Problem 2: Greater Hobart’s geography, dispersed population and lack of transport alternatives has led to high private vehicle usage*

3.1.2.1 Geography

The natural topography and current land use of Hobart limits options for arterial routes, resulting in higher demand and strain being placed on existing roads. Hobart runs north to south with mountains to the west and the Derwent River to the east, which results in a limited amount of road connections. As shown in Figure 3.3, there is a significant amount of land that is designated as natural reserve, such as between the Hobart CBD and Kingston, as well as north of Lindisfarne and Rosny Park. This is exemplified by the Southern Corridor, where natural reserves and vegetation severely limit the options for road connections, resulting in congestion on the Southern Outlet as traffic is funnelled through an already restricted transport network.



Vegetation and Reserved Land

Constraints	STRLUS Boundaries
 Formal Reserves	 Greenfield Development Precincts
 Native Vegetation	 Densification Areas
	 Urban Growth Boundary

Figure 3.3: Nature Reserves & Vegetation in Greater Hobart¹⁷

¹⁷ Greater Hobart Committee, *Greater Hobart Plan - Strategy for Growth and Change* (Department of State Growth, August 2022), 26, https://www.greaterhobart.tas.gov.au/_data/assets/pdf_file/0011/345719/Greater_Hobart_Plan_-_Strategy_for_Growth_and_Change_Aug_2022.pdf.

3.1.2.2 Dispersed population

Greater Hobart has experienced higher amounts of greenfield than infill development. Detached housing on urban fringes is often more affordable and is also the most affordable type of housing for developers to build. Infill development is often more challenging to deliver. Land costs tend to be higher, planning approvals can be more complex as site constraints and designs trigger variations to planning scheme standards, and there can often be local community opposition.

As shown in Figure 3.4, these factors therefore contribute to Hobart having the highest percentage of detached housing in all Australian capital cities.

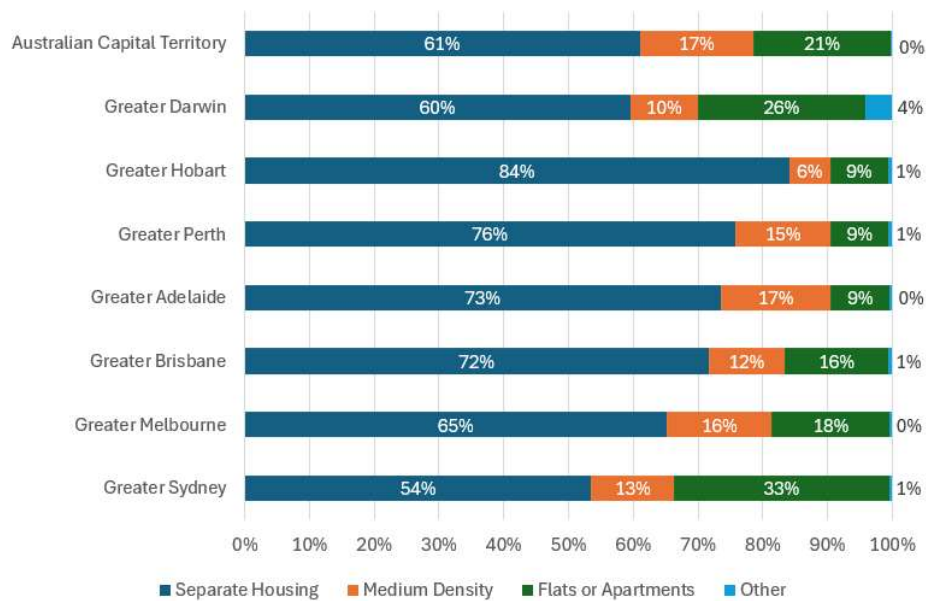


Figure 3.4: Detached housing levels in Australian greater capital city areas¹⁸

Southern Tasmania currently has a 50% infill, 50% greenfield development goal, however this is generally not enforced in metropolitan areas¹⁹. As commuters are willing to drive into the CBD, further developments in the broader Greater Hobart region will result in higher private vehicle usage. Continued urban sprawl also contributes to higher state government and council expenditure on utilities to service new fringe housing developments.

¹⁸ ABS, 2021, 2021 Census - counting dwellings, place of enumeration

¹⁹ Department of State Growth, *Toward Infill Housing Development* (Tasmanian Government, August 2019), 4, https://www.stategrowth.tas.gov.au/data/assets/pdf_file/0019/216172/Toward_Infill_Housing_Development.pdf.

If housing in the city centre remains unavailable and unaffordable, Hobart's private vehicle usage will continue to rise. Greater Hobart's population is forecasted to rise by almost 20%, to a total of 294,000 by 2053²⁰, suggesting that this issue will continue to worsen. As new dwelling developments in Hobart are typically greenfield projects rather than infill projects²¹, Hobart's population will likely become further dispersed as time passes. Low density residential developments in outer suburbs have also resulted in a reliance on motor vehicles to carry out daily errands, further straining Hobart's road network. Only 6% of Greater Hobart's land has been designated as residential²², which signifies that there is still significant potential for greenfield developments that will further disperse Greater Hobart's population.

Further, Greater Hobart has many dispersed economic and employment centres, which places higher pressure on its existing transport network. As displayed in Figure 3.5, key population centres such as Kingston and Glenorchy house many residents as well as the Hobart CBD. As commuters need to travel into the CBD for employment, as well as between corridors, there is a higher level of demand placed on Hobart's transit network and a higher preference for private vehicle usage.

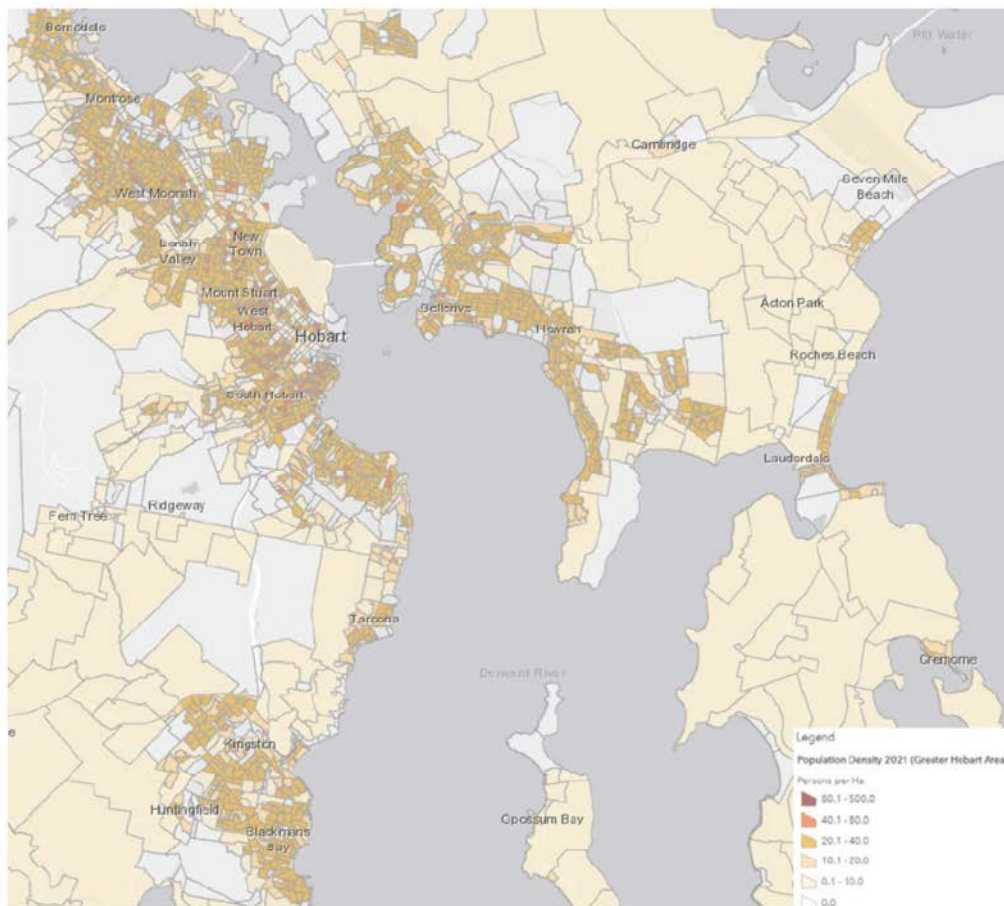


Figure 3.5: Hobart Population Density Map - ABS 2021 Statistics²³

²⁰ Department of Treasury and Finance, *TasPOPP 2024: Population Projections 2023 to 2053*, 17. Reflects Hobart, Sorell, Brighton, Glenorchy, Clarence, and Kingborough LGAs

²¹ Greater Hobart, *Transport Data Background Paper*, 9.

²² Greater Hobart Committee, *Greater Hobart Area Profile*, 12.

²³ Department of State Growth, *Greater Hobart Interactive Mapping Dashboard*, <https://maps.stategrowth.tas.gov.au/portal/home/webmap/viewer.html?webmap=94dff641a0a0454d9faeb7bd483b8330>

3.1.2.3 Lack of alternate transport

Hobart's public transport network is predominately bus based. There is currently one ferry route between Bellerive and the Hobart CBD. An expansion of the ferry network to Lindisfarne and Sandy Bay together with a ferry event network to Wilkinson's Point is currently underway. There are no mass transit options such as passenger train, rapid bus or light rail services. The focus on the current bus network is to connect the north, east and southern areas of Hobart to the CBD, there are currently limited through bus services for services passing through the city.

Overall, public transport serves 4.3% of daily trips in Greater Hobart, having declined from 4.7% in 2019.²⁴ The bus network is affected by poor travel time reliability as a result of congestion during peak periods. Due to a lack of on-road priority measures, bus journeys are not competitive with car travel times.

The proportion of bus trips is higher for work trips (7%) and education trips (17%) than the overall mode share of 4%. This means that most bus trips are made during peak periods. Meanwhile, there has been an increase in the total peak period private vehicle trips each day, with 15,900 more private vehicle trips in the AM and PM peak periods in 2023 compared to 2019.²⁵ Due to these changes in travel demand, potential bus patronage is likely being impacted by deteriorating travel times and this is likely to continue to deteriorate without intervention. Service reliability has also been impacted by driver shortages in recent years, and public perception of bus services may have also declined as a result. Overall, there is a perception that Hobart's buses are not offering an attractive alternative to driving for most people.

Hobart does have the highest active transport journey to work mode share of any capital city in Australia – this is mainly because of a high walking mode share. The uptake of e-bikes in Tasmania is the strongest in Australia, with 23% of all Tasmanian riders using an e-bike in 2024, the highest proportion of any Australian state.²⁶ Walking is the most popular mode share for trips under one kilometre in distance serving 65% of trips²⁷, as seen in the outcomes of the 2023 Greater Hobart Travel Survey.

For distances between one kilometre to 2.5 kilometres, walking serves more than one in five trips. As travel distances increase, there is a noticeable switch from walking to private vehicles, suggesting that there is distinct lack of active transport commuter infrastructure such as dedicated cycling infrastructure and pedestrian and cycling priority measures to support longer trips and make this an attractive alternative. Hobart's topography reduces the activeness and public transport modes, with pedestrians and cyclists having to climb steep hills in some places to reach destinations and public transport routes as reflected in Figure 3.6.

²⁴ 2023 Greater Hobart Travel Survey, Tasmanian Government, 2024 [Microsoft Power BI](#)

²⁵ 2023 Greater Hobart Travel Survey, Tasmanian Government, 2024 [Microsoft Power BI](#)

²⁶ Super Tuesday 2024, Bicycle Network <https://bicyclenetwork.com.au/newsroom/2024/08/27/australias-e-bike-hotspots-reveal-tasmania-leading-the-charge/>

²⁷ 2023 Greater Hobart Travel Survey, Tasmanian Government, 2024 [Microsoft Power BI](#)



Figure 3.6: Topographical Map of Hobart²⁸

The breakdown of the mode share by distance and journey time is outlined in Figure 3.7 and Table 3.4.

²⁸ Department of State Growth, 2024, Topographical Map – Department of State Growth Web Mapping Portal, <https://datat.stategrowth.tas.gov.au/portal/home/webmap/viewer.html>.

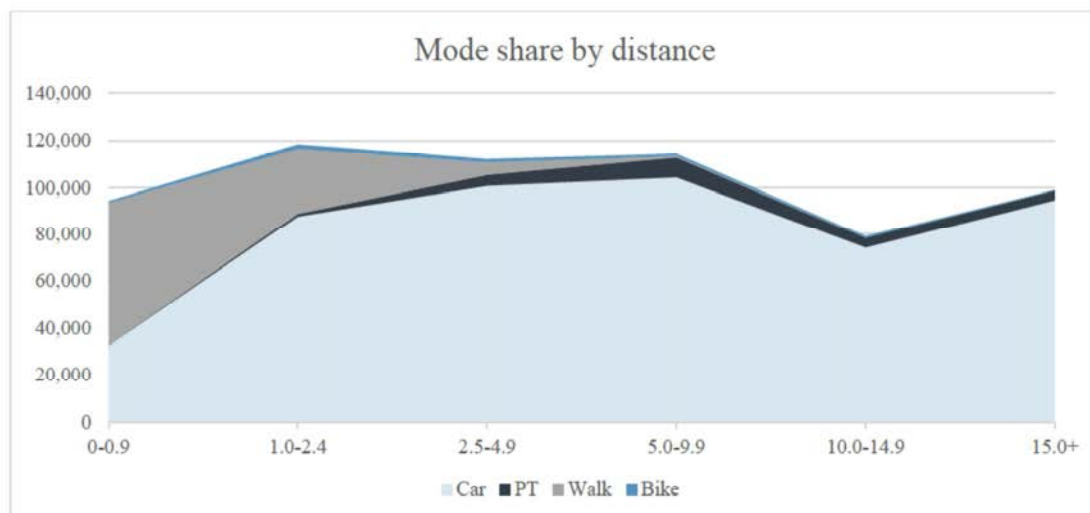


Figure 3.7: Mode share by distance, all daily trips²⁹

Table 3.4: Mode share by distance and time, Greater Hobart Travel Survey 2019

Trip Distance (km)	0 - 0.9	1.0 - 2.4	2.5 - 4.9	5.0 - 9.9	10.0 - 14.9
Travel time at 1.5m/s (excluding delays at traffic signals)	Up to 11 mins	Between 11 and 28mins	Between 28mins and 1hr	1-2hrs	2-3hrs
Car	32,700	87,700	100,800	104,400	74,200
PT	100	1,100	4,600	8,500	4,200
Walk	60,800	27,800	5,400	500	100
Bike	700	1,700	1,400	900	600

3.1.2.4 High private vehicle usage

Greater Hobart has the highest per capita rate of vehicle trips by car of all capital cities. As of 2021, approximately 56.6% of households in Greater Hobart owned at least two motor vehicles, which suggests that urban sprawl and limited public transport options have necessitated higher levels of private vehicle travel. Hobart's car usage is epitomised by the fact that 67.3% of Greater Hobart's commuters use cars as at least one form of transport to get to work. These factors result in worsened congestion and peak hour traffic delays.

Dispersed economic areas across Greater Hobart also contribute to high private vehicle usage, and therefore congestion. As well as the Hobart CBD, there are main activity centres located in Glenorchy, Clarence, and Kingborough, which are either serviced by public transport from suburbs in that area or from the Hobart CBD, i.e. there are very few through routes between activity centres, other than the Hobart CBD.

²⁹ Department of State Growth, Greater Hobart Household Travel Survey.

Currently, the average commuting distance to work from home is 13.4 kilometres in Greater Hobart, which indicates that many Hobart residents require private transport to commute daily in the absence of viable transport alternatives. Further, rates of car usage to get to places of employment rise further in non-centralised activity centres, with 71.3% of Clarence residents, 71.8% of Glenorchy residents, and 68.3% of Kingborough residents travelling to work by car. Hence, many residents in Greater Hobart prefer to use private vehicles instead of public transport options.

Increased private vehicle usage is associated with many detrimental societal and environmental impacts. The environmental impacts of high car usage are well documented, with carbon emissions being worsened with higher levels of car travel as well as worsened noise pollution. 50.1% of Hobart's community emissions come from road transport³⁰, with extra carbon emissions coming from inefficient sources such as idle traffic due to congestion.

Also, public transport has an indirect positive impact on health as it usually incorporates elements of active transport such as walking. Hence, private transport is associated with worsened health outcomes. 58.5% of Tasmanians are not getting enough exercise³¹, which is likely worsened by Greater Hobart's over-reliance on private vehicles. Private vehicle usage, enabled by a lack of reliable public transport alternatives, has a detrimental impact on Greater Hobart's communities.

3.1.3 *Problem 3: A lack of frequent, direct and reliable public transport services hampers access to services, jobs and education, entrenching inequity*

The lack of frequent, direct, and reliable public transport services limits access across Greater Hobart to some residents experiencing socio economic disadvantages or mobility issues. As Hobart's urban sprawl necessitates private transport, access to services such as education and medical facilities will be limited further. The average trip distance and time measured from the Department of State Growth's 2019 Greater Household Travel Survey was 10.8km over 19 minutes³², demonstrating that most trips require either a motor vehicle or public transport to service due to the high distances travelled.

3.1.3.1 Existing public transport service

Greater Hobart has a bus network served three operators including Metro Tasmania, Tassielink and Kinetic. Primarily, bus services are structured to service the major activity centres along existing corridors in the north, south and east with frequency higher in more populated locations.

The service routes are planned around the four key interchanges in Glenorchy, Hobart, Rosny, and Kingston. Table 3.5 summarises the general access bus services, frequencies, and routes currently available.

³⁰ City of Hobart, *Hobart Transport Strategy 2024* (Hobart City Council, 2024), 28, <https://www.hobartcity.com.au/files/assets/public/v/1/council/strategies-and-plans/transport-strategy/hobart-transport-strategy-2024.pdf>.

³¹ Australian Institute of Health & Welfare, 2021 - Australian Health Performance Framework: Physical Activity

³² Greater Hobart Committee, *Greater Hobart Transport Data*, 7.

Table 3.5: Passenger Transport Corridors - Greater Hobart Area³³

Corridor	Frequency of Service		
East	High (every 15 mins)	Macquarie Street Tasman Highway Rosny Hill Road Bligh Street – Rosny Interchange	Ross Avenue Gordons Hill Road Cambridge Road Clarence Street
	Premium – Standard (every 30-60 mins)	South Arm Highway (Shoreline to Lauderdale) Howrah Road / Tranmere Road East Derwent Highway (Tasman Bridge to Risdon Vale)	Cambridge Road to Mornington Roundabout Tasman corridor to Sorell
North	High (every 15 mins)	Macquarie Street Campbell Street / Argyle Street Elizabeth Street / Newton Road / Main Road to Glenorchy	Tolosa Street / Barry Street (Glenorchy interchange) Brooker Highway (express service)
	Premium – Standard (every 30-60 mins)	Main Road (Glenorchy to Granton) Augusta Road Tolosa Street	Springfield Avenue Derwent Park Road Elwick Road
South	High (every 15 mins)	Hobart CBD interchange Macquarie Street / Davey Street Southern Outlet	Browns Road Channel Highway to Kingston Central Sandy Bay Road to UTAS
	Premium – Standard (every 30-60 mins)	Channel Highway to Margate (includes Marona Road) Summerleas Road to Huon Highway York Street / Regent Street / Churchill Avenue	Sandy Bay Road to Tarooma Beach Road / Roslyn Avenue to Kingston Beach / Blackmans Bay
Key interchanges		Hobart CBD Interchange Rosny Interchange	Glenorchy Interchange Kingston Central

The current service levels impacts Greater Hobart's transport demands, with commuters preferring to drive private vehicles rather than using bus services. As displayed in Table 3.6, if people are travelling across the city the existing public transport network is not competitive with car travel time, which then results in a loss of commuter confidence.

Further, a 2019 survey conducted by the Royal Automobile Club of Tasmania (RACT) indicated that 40% of respondents claimed they avoided using the existing public transport networks due to complicated trips, delays, and poor frequencies. Only 4.7%³⁴ of weekday trips are made using public transport in Greater Hobart, which is significantly lower than the national capital city average of 15%.

³³ Greater Hobart Committee, *Greater Hobart Transport Data*, 9.

³⁴ City of Hobart, *Hobart Transport Strategy 2024*, 14.

Table 3.6: Potential Commuter Travel Scenarios – Department of State Growth, 2024

East to South Glebe Hill to Kingston (Distance of over 20km)	Active Transport Duration: 1 hour, 39 minutes (possibly less with e-bike)	<p>'Sally' lives near Glebe Hill and works in Kingston.</p> <p>To get to work to Kingston she can catch the X44 from Glebe Hill at 7:56am, arriving into the Hobart CBD (Hobart City Interchange – Collins Street City Terminus) at 8:30am.</p> <p>The 408 from Hobart City Interchange Stop D1 leaves at 8:30am and arrives into Kingston Central at 8:48am.</p> <p>If Sally can somehow get from the Collins Street City Terminus, through the bus mall and then across Macquarie Street in less than a minute, her journey time would be 52 minutes.</p> <p>However, because that connection isn't realistic, Sally would need to catch the 625 at 7:40am, arriving into the Hobart CBD at 8:14am.</p> <p>This would increase her journey by 16 minutes.</p>
	Public Transport Duration: 1 hour 20 minutes	
	Car Trip Duration: 28 minutes	
<p>So, Sally's morning commute would be 1 hour 8 minutes via bus, and she would be 12 minutes early to work, meaning her journey is 1 hour 20 minutes.</p> <p>Driving would be 28 minutes, and cycling would be 1 hour 39 minutes (on a normal push bike, not necessarily an e-bike).</p>		
North to East Moonah to Rose Bay High School (Distance of over 5km)	Active transport duration: 22 minutes	<p>'Rob' lives in Moonah and goes to school at Rose Bay High School.</p> <p>To get to school by 8:30am, Rob, similar to Sally, would likely need to catch an earlier bus from Moonah because the connection in the city isn't realistic.</p> <p>Therefore, Rob would either catch a 7:34am (X42) or 7:41am (503) bus service from Moonah to the Hobart CBD. To then catch the 601 to Rosny Hill Road, arriving at 8:26am.</p>
	Public transport duration: 45-52 minutes	
	Car trip duration: 10 minutes	
<p>So, Rob's morning commute on public transport would be 45-52 minutes.</p> <p>Driving would take 10 minutes and riding a bicycle would be 22 minutes.</p>		
South to North Huntingfield to Tasmanian Hockey Centre (Distance of over 15km)	Active Transport Duration: 1 hour 24 minutes (possibly less with e-bike)	<p>'Sam' goes to school in Huntingfield and has hockey training in Cornelian Bay / New Town.</p> <p>School finishes at 3pm and hockey training starts at 4:30pm.</p> <p>Only one public transport option is available to Sam to get to hockey by 4:30pm and not have to leave school early.</p> <p>The one service (412) leaves Huntingfield park and ride at 3:32pm and goes to the Kingston CBD. Sam would then need to switch buses in the Kingston CBD, waiting around for 6 minutes. Sam would catch the 719 arriving at the Hobart CBD at 4:03pm. The 510 leaves at the time that the 719 arrives, arriving at New Town at 4:28pm.</p>
	Public Transport Duration: 1 hour 26 minutes (if can make the connections, otherwise PT not an option)	
	Car Trip Duration: 22 minutes	

	<p>If Sam made the connections, their journey time would be 56 minutes, plus the fact that they would be waiting around for the bus for nearly 30 minutes after school, making the total journey almost an hour and a half. And if they couldn't make the connections, then there really isn't a public transport option that would work for them.</p> <p>Driving would take 22 minutes, cycling would take 1 hour 24 minutes (on a normal push bike, not necessarily an e-bike).</p>
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Hobart's bus network is typically less direct than vehicle travel, as routes travel through higher populated areas to service demand, as opposed to travelling only on arterial roads. The level of public transport frequency is variable across Greater Hobart. On key public transport corridors services are available every 10 minutes, however in outer suburbs the frequency is less, generally 30-60 minutes.

Most commuters in outer suburbs use private transport, as public transport is not competitive with the car. Greater Hobart also has the highest rate of vehicle trips by car of all Australian capital cities per capita³⁵, suggesting that there is a notable lack of commuter faith in Hobart's current public and active transport network and the required infrastructure.

3.1.3.2 Lower cost housing in outer regions with fewer services

Due to current medium and high-density housing shortages in Greater Hobart, affordable housing is usually located in outer urban areas. As a high level of low-density dwellings exist, high housing demand makes prices rise in desirable suburbs near Hobart's CBD including North Hobart, Battery Point, and Sandy Bay. This is demonstrated by the median housing price in the City of Hobart LGA being \$1,000,000³⁶, which is significantly higher than the Greater Hobart area's median housing price of \$712,000. Hence, Greater Hobart residents that are the most likely to be reliant on public transport are also more likely to live in outer areas with lower public transport frequency and longer travel times or have no services within a reasonable walking distance.

Employment opportunities and services are located further away from lower socio-economic areas, further limiting the opportunities available to those that may rely on public transport. Escalating private transport and housing inequalities both mean that economically disadvantaged people are both more likely to be reliant on public transport and living in areas that have fewer or no services.

3.1.3.3 Employment opportunities concentrated to CBD

As depicted in Figure 3.8, most employment opportunities are concentrated to the Kingston, Glenorchy, and Hobart CBD areas. This is corroborated by the fact that 23.3% of Tasmania's labour force currently works in the City of Hobart LGA³⁷, while 65.1% of the City of Hobart's workforce travels in from outside of the City of Hobart LGA every day³⁸.

This indicates that there is significant daily demand for inbound travel from the Glenorchy, Kingsborough, and Clarence LGAs, which then further necessitates regular and reliable public transport for all Greater Hobart residents to have equitable access to job opportunities. Conversely, those that need to access urban fringe areas for work (such as industrial areas) also suffer from infrequent public transport services, as fringe areas have lower levels of service or no access at all.

³⁵ City of Hobart, Hobart Transport Strategy 2024, 24.

³⁶ ABS, 2023 - Median price of established house transfers (\$) – City of Hobart LGA

³⁷ Greater Hobart Committee, *Greater Hobart Transport Data*, 11.

³⁸ City of Hobart, Hobart Transport Strategy 2024, 23.

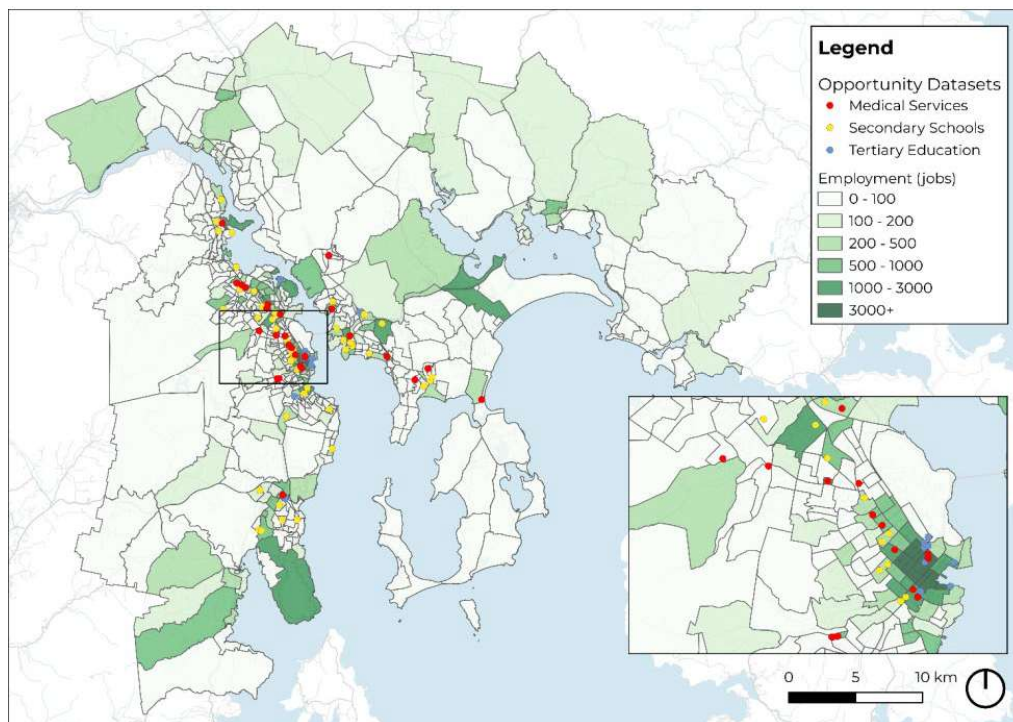


Figure 3.8: Employment & Services located in Greater Hobart³⁹

Lack of access for community amenities

The lower level of frequency in outer urban areas is further disadvantaging vulnerable age groups within the local communities. Demographics such as students that are unable to afford a private vehicle, as well as school-aged children and older Tasmanians that may be unable to drive, are impacted negatively directly as a result of less frequent or unavailable public transport. As shown in Figure 3.9, Tasmania also has the lowest median annual income of any state. The high costs of car ownership therefore make private vehicle travel less accessible for Tasmanians, meaning that lower income residents are increasingly reliant on public transport. Vital community amenities such as medical facilities and educational centres such as universities can be difficult to access.

³⁹ WSP & Department of State Growth, 2022, Greater Hobart Bus Rapid Transit Corridor Assessment Technical Memo F: Customer Connectivity Analysis, 9

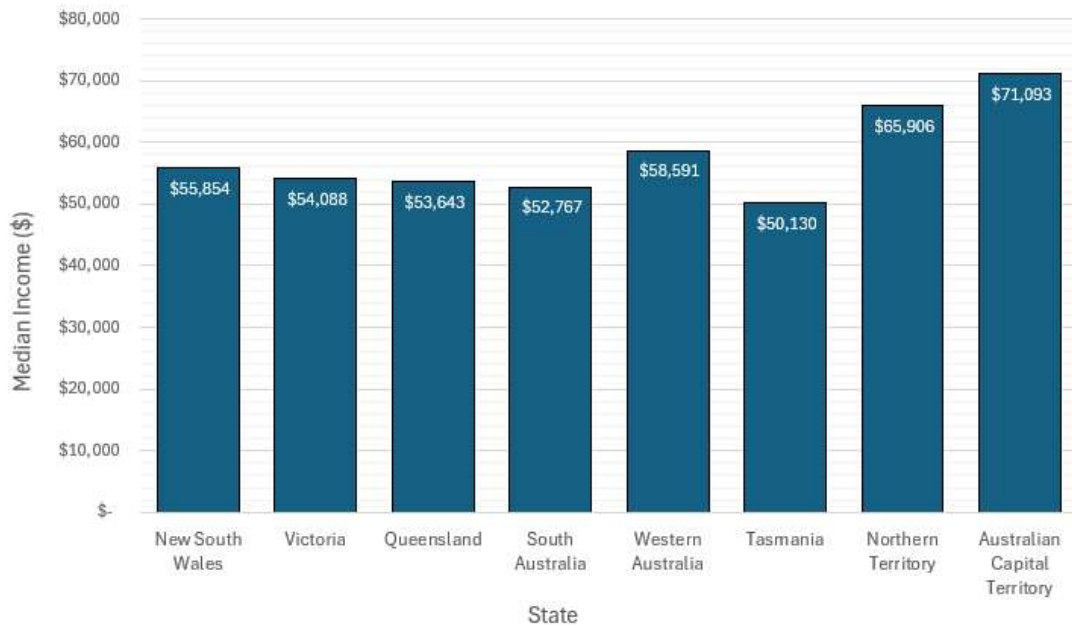


Figure 3.9: Median yearly income across Australian states, FY2020-21⁴⁰

Also, as parents prefer to drive their children to school as opposed to using public transport, further congestion in peak times is created. The Greater Hobart population is set to become older over the next decade and beyond as portrayed in Figure 3.10, thus potentially placing a greater emphasis on ensuring that public transport services can handle the higher level of demand that may occur as a result.

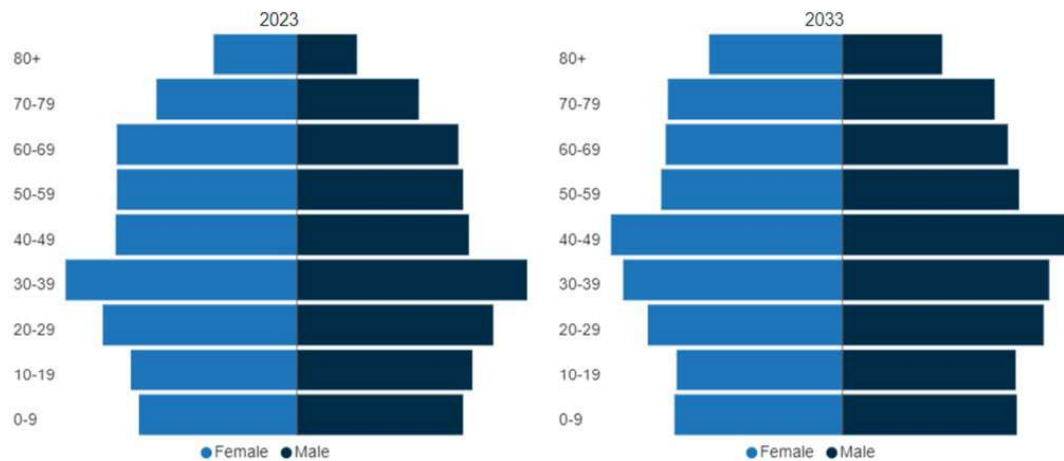


Figure 3.10: Age of Population Projection - Hobart, 2023-2033 - Australian Government Centre for Population, 2023

⁴⁰ Australian Bureau of Statistics, *Personal Income in Australia, 2020–21 Financial Year*, <https://www.abs.gov.au/statistics/labour/earnings-and-working-conditions/personal-income-australia/2020-21-financial-year>.

Accessibility issues

Residents who experience accessibility constraints are particularly reliant on public transport services. This includes reliance on suitable walking paths and bus stop infrastructure that is within reasonable proximity of journey origin and destination. For example, if there is no footpath or an extended distance between the home of someone with mobility limitations and a bus stop, this can become a major barrier for accessibility.

Especially in fringe urban areas, high distances or unsafe walking to public transport can completely deter use and severely limit the mobility of disadvantaged groups, limiting the opportunities and facilities that they can access. This then has a negative flow-on effect on the individual’s quality of life and wellbeing, thus entrenching the financial and social exclusion experienced by these communities.

3.2 Benefits / Outcomes

Through the investment logic mapping process, five benefits statements were defined, as outlined in Figure 3.11. Key Performance Indicators (KPIs) were also developed for each identified benefit to enable progress towards achieving the benefits to be measured. The options assessed throughout this business case will be measured against their ability to meet the desired benefits and outcomes described below.

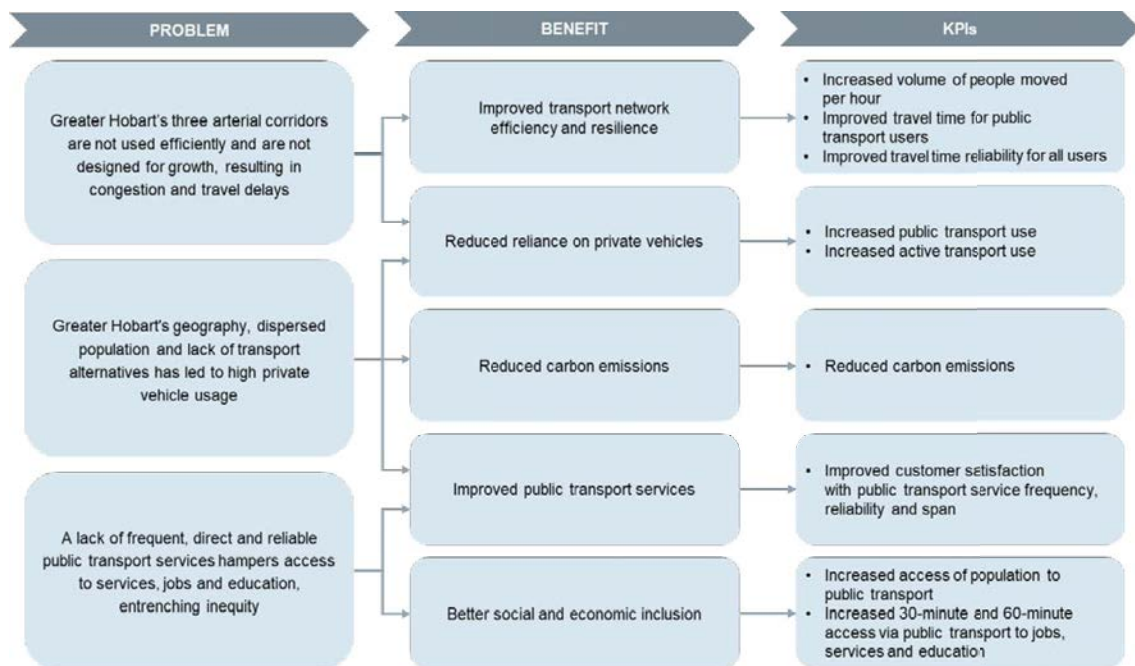


Figure 3.11: Benefit statements and associated KPIs

3.2.1 *Improved transport network efficiency and resilience*

Enhancing the efficiency and resilience of Greater Hobart's transport network is crucial for ensuring reliable and efficient movement of people and goods. By enhancing the performance, resilience, and way existing transport routes are utilised, the network can better manage the demand on the network. By investing in public transport, it promotes an efficient use of the road network, improves congestion levels and defers the need for infrastructure investment such as tunnels to accommodate the growth. The primary benefits and outcomes of improving network efficiency and resilience include increased throughput, reduced travel times, and increased reliability for all transport users.

There is also an opportunity to better integrate land-use and transport planning more effectively. This integration can promote more efficient land use, encouraging higher-density developments along key transport routes supporting a more sustainable urban growth pattern, reduce the need for long commutes, and enhance the overall efficiency and resilience of Greater Hobart's transport network. These benefits and outcomes align with the *Hobart Transport Strategy (2024)*, which aims to support the development and implementation of an integrated and efficient transport and land use system for Hobart.

The following KPIs have been identified to best measure progress of this benefit:



KPI 1
Increased volume of people moved per hour



KPI 2
Improved travel time for public transport users



KPI 3
Improved travel time reliability for all users

3.2.2 *Reduced reliance on private vehicles*

Aligned with the *Greater Hobart 30-year Strategy (2019)*, the program seeks to reduce the reliance on private vehicles by enhancing public transport services and promoting active transport options such as cycling and walking. The current level of Greater Hobart residents that travel to work by private vehicle is 84%, and the strategy sets an aspirational target of 80% within 10 years. To reach this target, Greater Hobart will need more direct and frequent bus routes, improved infrastructure for active transport, and to ensure that public transport services are accessible and convenient for all users. By reducing the need for private vehicle use, the program aims to mitigate traffic congestion, lower the cost burden on households, and reduce the environmental impact associated with high car usage.

The following KPIs have been identified to best measure progress of this benefit:



KPI 1
Increased public transport use



KPI 2
Increased active transport use

3.2.3 Reduced carbon emissions

Reducing carbon emissions is a key objective of the program, aligning with broader environmental goals and commitments set out by the Tasmanian Government, including those in the *Transport Emissions Reduction and Resilience Plan (2024-29)*⁴¹. The strategy aims to improve transport choices to reduce emissions and help respond to climate change. Currently, half of Hobart’s community emissions come from road transport (50.1%) and Tasmanians own the oldest vehicles and are second most car-dependent state in Australia.

By providing improved public and active transport services, the program aims to reduce reliance on private vehicles, thereby lowering transport-related emissions.

Enhanced infrastructure for these modes of transport will encourage more people to use them, decreasing the number of private vehicle trips and associated carbon emissions.

The following KPI has been identified to best measure progress of this benefit:




KPI 1
Lower transport related emissions

3.2.4 Improved public transport services

The *Hobart Transport Strategy (2024)* and *Greater Hobart 30 Year Strategy (2019)* emphasises the need for an integrated and improved public transport system to support a sustainable transport network. There is an opportunity to improve public transport services through greater frequency, improvements to routes and improved connectivity to ensure that public transport becomes a more convenient and dependable option for commuters. The Program will aim to increase access and service levels, leading to improvements in patronage and customer satisfaction.

The following KPI has been identified to best measure progress of this benefit:



KPI 1
Improved customer satisfaction with public transport service frequency, reliability and span

3.2.5 Better social and economic inclusion

The Greater Hobart public transport network is essential, particularly for disadvantaged or lower socioeconomic communities. A public transport system that offers reliable, connected, and frequent services is necessary for promoting social and economic inclusion. A key component of the transport network is the three arterial corridors, which provide access to essential services, employment, and education located in the Hobart CBD, Glenorchy, Rosny Park and Kingston. Many residents rely on these corridors to reach hospitals, schools, and major employment centres. Enhancing public transport along these routes will help bridge socio-economic gaps and ensure all residents have opportunities to access jobs, services, and education regardless of their income or mobility.

⁴¹ Renewable Energy and Climate Change (ReCFIT), *Transport Emissions Reduction and Resilience Plan* (Tasmanian Government, 2021), https://recfit.tas.gov.au/data/assets/pdf_file/0010/537859/Transport_Emissions_Reduction_and_Resilience_Plan.pdf

The following KPIs have been identified to best measure progress of this benefit:

**KPI 1**

Increased access of population to public transport

**KPI 2**

Increased 30 minute and 60 minute access via public transport to jobs, services and education

3.3 Links To Government Policy Priorities

State Growth is developing a program of works that will support Greater Hobart in being the world's best small capital city, aligning with the *30-Year Greater Hobart Plan (2022)*. Identified in several Government policy priorities and strategic plans is the intent to invest in active and public transport infrastructure, such as a rapid bus network, to improve liveability and better focus economic growth.



This includes specific identified planning and delivery projects in the DRAFT plan *Keep Hobart Moving: Transport Solutions for Our Future* such as:

- Northern corridor – Northern Suburbs Transit Corridor activation; bus priority measures; Rapid Bus Network services
- Southern corridor – Macquarie and Davey Streets improvements; Southern Outlet transit lane; Algona Road roundabout; Rapid Bus Network services
- Eastern corridor – Tasman Highway transit lanes; Mornington roundabout traffic improvements; Rapid Bus Network Services

A firm economic basis for the Government prioritising public transport and active transport (alternative) solutions for Greater Hobart rather than prioritising car-centric road-based initiatives is provided by the *Future Hobart Transport Scenarios Cost Benefit Analysis* report (Aecom, June 2024). It found that alternative solutions would provide the greatest economic return on investment with a Benefit Cost Ratio (BCR) of 1.5, compared to a BCR of 1 with car-centric solutions. The alternative solutions, which included a rapid bus network, provided a much higher net present value and were much better aligned to serving the holistic future needs of the community.



Delivering these government priorities through the program directly aligns to several key Australian Government, Tasmanian Government and local government policies and plans. Table 3.7 describes the key policy / plan and how the delivery of the program directly aligns to the core objectives of each.

Table 3.7 Project Alignment to Government Policies

Policy/plan	Objectives	Program alignment
Australian Government		
<p>Australian Infrastructure Plan (2021)⁴²</p> 	<p>The 2021 Australian Infrastructure Plan provides a practical and actionable roadmap for infrastructure reform. It seeks to maximise the potential of Australia's many different community types and transform how infrastructure is delivered by recognising and enhancing each location's distinct personality and character, and then prioritising and building the infrastructure needed.</p> <p>The plan seeks to strengthen cities such as Greater Hobart by identifying enabling infrastructure projects and accessibility improvements, basing decisions on current and forecast movement and embedding changes in land use and planning decision-making. It also seeks to increase the amenity quality of smaller cities along proposed transport corridors, whilst adding local public transport links to service higher levels of future demand.</p>	<p>This program aims to alleviate current congestion issues and address the anticipated future transport demand in Greater Hobart by unlocking capacity within the city's three main transport corridors.</p> <p>This additional capacity and increased public and active transport service coverage will mitigate current congestion issues and encourage modal transfer to more sustainable modes of travel such as buses, walking and cycling.</p>
<p>Australian Infrastructure Audit Report (2019)⁴³</p> 	<p>The Australian Infrastructure Audit comprehends the limitations and opportunities for Australia's infrastructure over the next 15 years and beyond. The audit aims to support the sustainable growth of smaller cities through utilising the specific strengths of the city and increasing liveability in order to promote growth.</p> <p>Specifically, the audit report states that smaller cities are becoming more attractive to potential residents, and that the liveability of these cities is fundamental to economic growth. Economic advancements therefore necessitate that infrastructure keeps up with demand.</p>	<p>Greater Hobart's population is growing but at a slower rate than most other Australian cities. Growth is placing strain on the current transport network and is reducing the reliability and efficiency of journeys.</p> <p>The existing land settlement pattern and coverage and span of provided public transport services is inhibiting accessibility to key services and areas of employment.</p> <p>This program will enhance the liveability of Greater Hobart through providing reliable public transport and active transport connections, ensuring that all residents can equitably share in Hobart's future economic growth. It will also serve as a catalyst to support future consolidation of land use planning to maximise use of the improved transport service offering.</p>

⁴² Infrastructure Australia, *2021 Master Plan* (Infrastructure Australia, 2021), https://www.infrastructureaustralia.gov.au/sites/default/files/2021-09/2021%20Master%20Plan_1.pdf



⁴³ Infrastructure Australia, *Audit 2019: Full Report* (Infrastructure Australia, 2020), https://www.infrastructureaustralia.gov.au/sites/default/files/2020-10/Audit%202019_Full%20pdf_Updates%20September%202020.pdf.

Policy/plan	Objectives	Program alignment
<p>Smart Cities Plan (2016)⁴⁴</p> 	<p>The Smart Cities Plan sets out the Australian Government’s vision for Australian cities and plans for maximising their potential. It includes three pillars: Smart Investment, Smart Policy, and Smart Technology.</p> <p>The plan aims to promote efficient and sustainable public transport infrastructure, in order to improve connectivity and reduce congestion. The plan also aims to implement high quality urban design in cities, whilst increasing sustainability.</p>	<p>Greater Hobart’s current public transport infrastructure does not adequately service the required catchments, inhibiting increased patronage.</p> <p>This program will increase the efficiency of Greater Hobart’s public transport network, through providing regular and direct services. Increasing the attractiveness of public transport as a travel option will reduce local reliance on private vehicles and assist in reducing congestion levels.</p> <p>The program will also provide an avenue to better plan and incorporate high quality urban design at transit stations and along routes to improve local amenity.</p>
<p>National Net Zero Emissions Target⁴⁵</p>	<p>Australia will reduce GHG emissions by 43% below 2005 levels by 2030, and net-zero emissions by 2050, in accordance with Australia’s Nationally Determined Contribution (NDC) under the United Nations Framework Convention on Climate Change (UNFCCC) secretariat.</p>	<p>As the high levels of private transport in Greater Hobart contribute to significant GHG emissions, this program will be important in reducing impacts to the environment. This will be achieved through encouraging use of higher capacity public transport services, incorporating zero emission technology (fleet & depots) and reducing current levels of congestion on key transport corridors.</p>
<p>Hobart City Deal (2019)⁴⁶</p> 	<p>The Hobart City Deal is a 10-year partnership between the Hobart, Glenorchy, Kingborough, and Clarence city councils, as well as the Tasmanian and Australian Governments.</p> <p>It will provide the framework to guide and encourage further investment in Greater Hobart by embracing opportunities for growth and addressing key strategic and infrastructure challenges.</p> <p>Specifically, the deal focusses on establishing reliable, sustainable, and cost-effective transport, through providing a modernised and integrated public transport system. It also commits to increasing access through all three transport corridors, with a specific focus on activating the Northern Suburbs Transit Corridor.</p>	<p>Current public transport infrastructure does not enable efficient travel between Greater Hobart’s dispersed economic areas, reducing the ability of the region to support sustainable economic growth as transport is inefficient for residents in the urban fringes.</p> <p>The convenience of private vehicle usage compared to alternatives, as well as community preferences for detached housing, along with poor land use planning have resulted in limited infill development, contributing to urban sprawl.</p> <p>This program will promote the activation of all three corridors, which will then ensure that future developments can be adequately supported.</p>

⁴⁴ Southern Sydney Regional Organisation of Councils (SSROC), *Smart Cities Plan* (SSROC, 2016), https://ssroc.nsw.gov.au/wp-content/uploads/2016/06/Smart_Cities_Plan.pdf.



⁴⁵ Department of Climate Change, Energy, the Environment and Water (DCCEEW), *Net Zero Emissions by 2050*, https://www.dcceew.gov.au/climate-change/emissions-reduction/net-zero#toc_2.

⁴⁶ Australian Government, *Hobart City Deal* (Department of Infrastructure, Transport, Regional Development and Communications, 2021), <https://www.infrastructure.gov.au/sites/default/files/migrated/cities/city-deals/hobart/files/hobart-city-deal.pdf>.

Policy/plan	Objectives	Program alignment
		<p>This program will deliver a modernised and resilient public transport network that will not only address key challenges for Greater Hobart such as congestion and poor corridor usage but allow Hobart to capitalise on the future economic opportunities that growth will bring.</p>
<p>Infrastructure Priority List (IPL) (2021)⁴⁷</p> 	<p>The IPL provides a credible pipeline of nationally significant proposals for governments at all levels to choose from. It provides evidence-based advice to help decision makers identify Australia's spending priorities and deliver the infrastructure most needed by Australian communities.</p> <p>The list categorises projects based on an array of criteria, including promoting efficient urban transport networks, improving road safety, and improving social infrastructure that supports community wellbeing.</p>	<p>The program will enable significant improvements in urban transport efficiency, through providing a more reliable alternative to private transport and rectifying the choke points that currently exist across the three corridors.</p> <p>Road safety and transport network resilience would also be significantly bolstered with lessened congestion levels.</p> <p>Furthermore, this program would result in significant accessibility improvements that would improve community wellbeing, as disadvantaged residents currently are most negatively impacted by infrequent and unreliable public transit services that limit their access to vital community services and infrastructure.</p>
<p>Urban Transport Crowding and Congestion (2019)⁴⁸</p> 	<p>A supplementary report to the Australian Infrastructure Audit 2019, this report provides a projection of current and future crowding and congestion trends, whilst emphasising the negative productivity and quality of life impacts that high levels of congestion bring.</p> <p>Whilst this report does not specifically focus on Greater Hobart, it details the need for equitable transport outcomes between urban centres and edges, whilst highlighting that social and economic inequalities are perpetuated by poor transport infrastructure. It generally states that Australian cities are growing and therefore will face worsened congestion.</p>	<p>As many of Greater Hobart's employment opportunities and facilities are located around the CBD, the limited span, reliability, frequency, and priority of Hobart's public transport network currently provides lessened access to residents in urban edges, which then perpetuates inequality.</p> <p>Through providing more reliable and efficient transport to a wider range of residents across Greater Hobart, this program will work to lessen social current economic inequalities within Hobart.</p> <p>The program will also alleviate Greater Hobart's current congestion issues through providing an efficient alternative to private transport, whilst enabling Greater Hobart's future population and economic growth.</p>


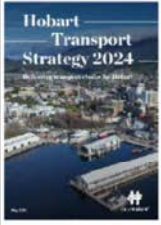
⁴⁷ Infrastructure Australia, *2021 Infrastructure Priority List* (Infrastructure Australia, 2021), https://www.infrastructureaustralia.gov.au/sites/default/files/2021-03/IEA_301237_2021%20Infrastructure%20Priority%20List%20FA2%20Navigable%20WEB%20HiRes%20FINAL_update.pdf

⁴⁸ Infrastructure Australia, *Urban Transport Crowding and Congestion* (Infrastructure Australia, 2019), <https://www.infrastructureaustralia.gov.au/sites/default/files/2019-08/Urban%20Transport%20Crowding%20and%20Congestion.pdf>

Policy/plan	Objectives	Program alignment
Tasmanian Government		
<p>Transport Access Strategy⁴⁹</p> 	<p>The Transport Access Strategy sets out the Tasmanian Government’s approach to providing better integrated and coordinated land-based passenger transport services, especially those disadvantaged through economic circumstances, age, or disability.</p> <p>The report also outlines how the Tasmanian Government seeks to address transport gaps in urban areas, whilst addressing accessibility disadvantages faced by those living in urban edges.</p> <p>The strategy has seven key initiatives:</p> <ul style="list-style-type: none"> — Living closer — Working together — Connected transport system — Better integration — Closing transport gaps — Innovative pricing — Improved infrastructure 	<p>Currently, a major problem faced by Greater Hobart is the general lack of accessibility to public transport, whilst bus services are generally inefficient and unreliable.</p> <p>This program will work to resolve many issues outlined in the Transport Access Strategy faced in Greater Hobart. This program will address many of the key initiatives. This is achieved through enabling greater infill development, providing equitable access to all Greater Hobart residents regardless of location or other disadvantages, improving currently inefficient transport corridors, and increasing the efficiency and reliability of public transport.</p>
<p>Southern Tasmania Regional Land Use Strategy (2010)⁵⁰</p> 	<p>This strategy (currently under review) outlines comprehensive land use policies that will facilitate growth and development in Southern Tasmania between 2010 and 2035, whilst defining policies that address underlying social, economic, and environmental issues faced in Southern Tasmania.</p> <p>The strategy outlines specific guidelines that aim to improve the under-capacity of existing urban growth in Greater Hobart, protecting and managing infrastructure corridors, and maintaining an integrated transport and land use system that supports economic growth, accessibility, and modal choice.</p>	<p>Greater Hobart’s three transport corridors are currently highly inefficient, with low urban density and poor transport infrastructure creating choke points that result in worsened congestion. This program could incentivise and support the growth of inner urban areas of Greater Hobart with additional transport capacity, improved accessibility and modal choice for all residents.</p>



⁴⁹ Department of State Growth, *Transport Access Strategy* (Tasmanian Government, 2021), https://www.transport.tas.gov.au/_data/assets/pdf_file/0009/529218/Transport_Access_Strategy.PDF.

⁵⁰ Southern Tasmania Councils Authority (STCA), *Southern Tasmania Regional Land Use Strategy 2010–2035* (Southern Tasmania Councils Authority, 2023), <https://www.stca.tas.gov.au/wp-content/uploads/2023/10/Southern-Tasmania-Regional-Land-Use-Strategy-2010-2035-Effective-17-May-2023.pdf>.

Policy/plan	Objectives	Program alignment
<p>Tasmania's Population Policy (2024)⁵¹</p> 	<p>Tasmania's Population Policy outlines how the Tasmanian Government will prepare for future population change, whilst ensuring that growth remains sustainable and beneficial for all residents.</p> <p>Specifically, the plan focusses on maximising liveability outcomes and the timely delivery of services as a priority. Item 1.1 of the policy blueprint calls to <i>"promote urban renewal and development that encourages sustainable approaches to support amenity as our population changes"</i>. Furthermore, item 1.6 calls to <i>"advance the availability of safe, affordable, and reliable public transport options"</i>.</p>	<p>Greater Hobart must prepare for significant forecasted population growth, through ensuring that their transit network can accommodate higher demand and ensure that access remains equitable for all residents.</p> <p>This program will ensure the timely delivery of public transport services to support growth, whilst providing faster access across the city to a wider range of commuters. The program will also enable Greater Hobart's transit corridors to provide greater service levels to potential future infill development, through a more efficient transit network.</p>
<p>City of Hobart</p>		
<p>Hobart Transport Strategy (2024)⁵²</p> 	<p>The Hobart Transport Strategy outlines the City of Hobart's strategic vision, which is to enable effective, safe, healthy, and environmentally friendly transport. The strategy has four overarching themes:</p> <ul style="list-style-type: none"> — Safe and healthy streets for all — Emerging trends to enhance our city — Encouraging and enabling behaviour change — Climate ready transport <p>Specifically, the strategy outlines key challenges and opportunities for the city, including its reliance on cars, ensuring Hobart is accessible for all residents regardless of age and abilities, and increasing density to support sustainable transport usage.</p> <p>The strategy also outlines goals for its public transport system, which include greater service frequencies to support higher patronage, bus network optimisation, and better servicing city edges.</p>	<p>Many themes in the Hobart Transport Strategy directly relate with problems identified in Greater Hobart's existing transport network.</p> <p>This program will enable and encourage Greater Hobart's residents to make behavioural changes to use sustainable public transport, as opposed to private vehicle usage.</p>

⁵¹ Department of State Growth, *ACTIVE: Tasmania's Population Policy* (Tasmanian Government, July 2022), [https://www.stategrowth.tas.gov.au/_data/assets/pdf_file/0020/526331/ACTIVE - Tasmanias Population Policy 2 July.pdf](https://www.stategrowth.tas.gov.au/_data/assets/pdf_file/0020/526331/ACTIVE_-_Tasmanias_Population_Policy_2_July.pdf).

⁵² City of Hobart, *Hobart Transport Strategy 2024*.

Policy/plan	Objectives	Program alignment
Local Governments		
<p>Glenorchy to Hobart Public Transport Corridor Study (2016)⁵³</p> 	<p>Conducted by the Glenorchy and Hobart City Councils, this study investigates the potential activation of the Glenorchy to Hobart transit corridor. The study aims to identify whether this northern corridor is suitable to be a catalyst for broader city shaping and urban renewal.</p> <p>The study examines the potential for urban regeneration along the corridor, capitalising on greater public transport usage. It also identifies economic development opportunities arising from urban regeneration.</p> <p>The study emphasises that the corridor will serve as a major transport infrastructure facility, and states that appropriate public transport will encourage people to support, use, and live within close proximity to public transport.</p>	<p>The northern corridor is currently impacted by multiple choke points, including along the Brooker Highway and Main Road, which has resulted in significant congestion and inefficiencies. Also, there is currently no higher mass public transport options available.</p> <p>Similar to the other corridors in Greater Hobart, the northern corridor has a lack of medium and high-density developments, which also reduces the efficiency of the corridor and contributes to higher private vehicle usage.</p> <p>This project will provide higher capacity public transport and improve existing bus services to assist in alleviating congestion along Greater Hobart's corridor. The proposed infrastructure will support land use integration through encouraging a higher level of infill development. This will allow residents to live closer to and use public transport at a higher rate.</p>
<p>30 Year Greater Hobart Plan (2022)⁵⁴</p> 	<p>Authored by the Cities of Hobart, Glenorchy, Kingborough, and Clarence, this plan outlines how Greater Hobart can adapt to future growth levels whilst aiming to become "the world's best small capital city". The plan seeks to guide growth in the city until 2050.</p> <p>The plan is specifically underpinned by the following themes:</p> <ul style="list-style-type: none"> — Be greater for our people — Have greater interconnection, but distinct communities — Have greater resilience — Be well planned — Have greater connection — Plan for growth and change <p>This plan cites implementing more efficient transit options, greater housing diversity, development opportunities, and liveability improvements as key measures.</p>	<p>This project will seek to increase the resilience and efficiency of Greater Hobart's public transport network, whilst increasing frequency and capacity to properly service the predicted future growth in the city.</p> <p>Furthermore, Greater Hobart has the opportunity to realise additional capacity within its transport corridors and promote higher levels of infill development, which is enabled by more efficient transport networks.</p> <p>This Project will enable liveability improvements for Greater Hobart, whilst ensuring that more residents can equitably share in future growth through providing greater service coverage for major activity centres outside of Hobart's CBD.</p>

⁵³ City of Hobart, *Transit Corridor Study Report* (Hobart City Council, November 2016), https://www.hobartcity.com.au/files/assets/public/v1/strategies-and-plans/transit-corridor-study-report_final_rev-2_25-11-2016.pdf.

⁵⁴ Greater Hobart Committee, *30-Year Greater Hobart Plan*.

3.4 City shaping benefits and Transit Oriented Development

3.4.1 *Transit-Oriented Development*

The Hobart Transport Strategy and the Greater Hobart Plan outline a vision for Hobart that places people, interconnectivity, resilience, and adaptability to change at the centre of land and transport planning. They emphasise improving transport systems to be safe, efficient, and environmentally friendly, reducing car dependency, and enabling better public transit connectivity. They also highlight the need to plan for population growth, enhance interconnection between communities, and create inclusive urban environments that serve residents of all ages and abilities while fostering resilience, housing diversity, and long-term liveability.

Consistent with this approach, transit-oriented development (TOD) is an urban planning framework that focuses on integrating residential, commercial, and recreational land uses within walking distance of public transport infrastructure. By creating high-density, mixed-use developments near transit stations, TOD aims to lower access costs to public transport, encourage people to shift away from private cars, create vibrant urban spaces, and support sustainable urban growth.⁵⁵

TOD zones are typically defined as areas within a 400 to 800-metre radius (or a 5 to 10-minute walk) of the transit stop. This generally aligns with the typical walking distance accepted for most pedestrians. In general, high-quality and effective TODs:

- Integrate land use and transport through rapid, frequent transit services that enhance accessibility across the public transport network.
- Prioritise pedestrians and cyclists by creating safe, walkable, and cyclist-friendly public spaces.
- Promote higher density and mixed-use developments—residential, retail, commercial, and community—to support Transit-Oriented Development (TOD).
- Create welcoming and dynamic environments that encourage people to gather and engage, rather than pass through
- Increase public transport patronage, mobility choices, safety, and community inclusivity.
- Stimulate urban revitalisation and boost local economic activity with diverse, accessible services.
- Reduce travel times, ensuring easier access to employment, goods, and services.^{56 57}

The benefits of TOD include reduced urban sprawl, lower infrastructure and transportation costs, and enhanced mobility through multimodal transport options. It can support economic revitalisation and job access and contribute to environmental sustainability by lowering vehicle use, emissions, and energy consumption. Additionally, it can generate sources of public revenue and increase housing affordability by unlocking value in previously constrained land.

⁵⁵ QLD Government, Department of Transport and Main Roads, “About transit oriented development”, <https://www.tmr.qld.gov.au/community-and-environment/planning-and-development/transit-oriented-developments/about-transit-oriented-developments>, accessed 29 July 2015.

⁵⁶ Ibid.

⁵⁷ WSP, “*Transit-Oriented Development: A Framework for Success*”, <https://www.wsp.com/en-au/services/transit-oriented-development>, accessed 28 July 2025.

The above benefits can have significant effects in the assessment of transport projects. While some, such as the reduction in emissions, are typically covered in the conventional core benefits, others are best estimated in tailored frameworks. The requisite condition of them being realised is the **alignment of transport initiatives with land use plans** such that TODs can be enabled. This makes them unique to the established of fast(er) transport corridors and improvement in traditional bus networks typically cannot create city shaping benefits. With the appropriate alignment in place, the emergence of TODs can then lead to significant **improvements in land value and productivity**. Cases of these benefits are studied below providing real world evidence of their magnitude.

3.4.2 Case Study: Brisbane, Australia

3.4.2.1 Land-Use Alignment

Brisbane's urban development has historically been influenced by its rail infrastructure, with an extensive streetcar network in place by the 1920s. However, this was gradually replaced by buses from the 1960s. By the early 1990s, Brisbane was facing numerous challenges related to travel times and congestion, prompting it to explore strategies for improving the transport network.⁵⁸

The city's Bus Rapid Transit (BRT) system was launched in 2000. It included 25 km of mostly segregated busways across the Southeast, Northern, and Eastern corridors. The Southeast Busway opened in two phases—2000 to Woolloongabba and 2001 to Eight Mile Plains. The Northern Busway followed, beginning in 2004 (Roma Street–Herston). A significant milestone was reached in 2008 with the Inner Northern Busway tunnels and the King George Square and Roma Street stations, connecting northside routes to the SEB. In 2009, the Eastern Busway opened its first section, and the Northern Busway was extended to Windsor.

Brisbane Metro represents the next phase in the city's bus rapid transit (BRT) network. The project will establish two new lines linking Eight Mile Plains to Roma Street Station and the Royal Brisbane and Women's Hospital to the University of Queensland. It is designed to integrate with the existing public transport network and the Cross River Rail project, delivering reduced travel times, alleviating CBD bus congestion, and improving suburban services. The network will optimise 21 kilometres of existing busway infrastructure while upgrading and adding key assets. Major works include a new underground station at the Cultural Centre, the conversion of Victoria Bridge into a dedicated green bridge, and a tunnel beneath Adelaide Street to ease inner-city bottlenecks.

3.4.2.2 Land Value Uplift

The impacts of TOD and the Brisbane BRT are significant and offer some important and nuanced lessons for policymakers and planners. In Brisbane's case, researchers have found a positive link between accessibility to the rapid bus network and changes in property values near stations. On average, property values in Brisbane rise by 0.95% for every 100 metres closer to a station, or an extra 7% for properties close to the station.⁵⁹ Properties located within bus and feeder line catchment areas were found to achieve sales prices that are 5.2% and 2.1% higher for every 100 meters closer to a station, or an additional 15.8% to 39.0%, than those situated outside the catchment areas.^{60 61}

It is important to note that the BRT system's impact on property values varies significantly across the city, with more than half of the properties studied experiencing no notable change in value.⁶² In the case of Brisbane,

⁵⁸ Tanko, M. and Burke, M. "How Did Brisbane Get its Busways? Findings of a study into mode-choice decision-making in Brisbane", Australasian Transport Research Forum 2013 Proceedings 2 - 4 October 2013, Brisbane, Australia.

⁵⁹ Assuming 50m in an 800m catchment, depending on the topography and physical layout of the area. Some stations can have greater reach, particularly with "Kiss & Go" drop-off or "Park & Ride" services, thereby increasing transport station reach.

⁶⁰ Zhang, M. "Understanding the Impact of Bus Rapid Transit (BRT) on Property Values - a Case Study of Brisbane, Australia", Thesis submitted for the degree of Doctor of Philosophy at The University of Queensland, 2018.

⁶¹ Assuming 50m in an 800m catchment.

⁶² Zhang, M. "Understanding the Impact of Bus Rapid Transit (BRT) on Property Values - a Case Study of Brisbane, Australia", Thesis submitted for the degree of Doctor of Philosophy at The University of Queensland, 2018.

the greatest increase in property values occurred around the eastern suburban bus interchange, which benefits from a compact, mixed-use transit precinct, high service levels, and planned future extensions to the Eastern Busway.⁶³ In the south-western suburbs, the most notable price rises were observed near feeder lines further from the SEB corridor, as issues like bus congestion and proximity to the parallel motorway reduced desirability along the corridor itself. Conversely, in the northern suburbs, BRT accessibility was negatively linked to housing prices, likely due to less developed BRT infrastructure in the area and residents' preference for rail transport.⁶⁴

3.4.2.3 International Results

Other cities around the world have also found that BRT can have possible impacts on land value. It is important to remember that each country and city differs greatly from Hobart. Factors like population, car use, land use, service types, system maturity, station proximity, geographic location, road access, methodological differences, and geography can all make comparisons challenging. Nonetheless, results do support BRT's potential to boost land values and help shape cities.

Table 3.8: Summary of selected international BRT projects and land uplift estimation results⁶⁵

Location	Author	Year	Type of value	Findings
Liverpool-Parramatta Transitway, Sydney, Australia	Mulley and Tsai	2016	Sales Price	Property prices in the catchment areas were 11% higher than in the control areas at the opening of the LPT in 2003 and 2004.
BRT Route 1, Beijing, China	Pang and Jiao	2015	Sales Price	Prices of homes within 5 to 10 minutes walking distance to BRT route 1 stations were 5.3% higher than those located closer to or further away from stations.
RTC RAPID, Reno, USA	Ulloa	2015	Sales Price	The highest premiums were for properties 0.4 - 0.8 miles from a station (640m to 1280m) with a premium of US\$5,000 in adjusted sales prices.
Silverline, Washington Street, Boston, USA	Perk at al.	2013	Sales Price	For condominium sales in 2007 and 2009, the BRT premium was 7.6%
Frankline EmX Line, Eugene, USA	Hodel and Ickler	2012	Sales Price	For every <i>walking minute</i> less that separates a property from an EmX station, there is a premium of 0.11% to 0.18% depending on the mode.
TransMilenio, Bogotá, Colombia	Perdomo	2011	Asking Price	Ease of access (i.e., within 500 m from the station) to TransMilenio is capitalised in the prices of residential properties at 5.8% - 17%.

Source: M. Zhang and B.T.H. Yen

⁶³ Ibid.

⁶⁴ Ibid.

⁶⁵ Min Zhang and Barbara T.H. Yen, "The impact of Bus Rapid Transit (BRT) on land and property values: A meta-analysis", Land Use Policy, No. 96, May 2020.

3.4.2.4 Agglomeration

Public transport investment enhances personal and labour productivity by reducing travel times, improving reliability, and increasing access to employment and services. Shorter, more predictable commutes allow individuals to allocate more time to work, study, or leisure, directly improving personal efficiency and wellbeing.

For employers, a larger accessible labour pool supports better job matching, enabling businesses to recruit talent more effectively and optimise workforce deployment. Concentrated activity around well-connected transport hubs reduces time lost to congestion or long commutes and strengthens overall economic output by enabling workers and firms to operate more efficiently.

At a more granular level, Kelvin Grove Urban Village (KGUV) provides an example of TOD and BRT in action. The KGUV is a multi-award-winning urban village and university precinct situated north of the Brisbane CBD.⁶⁶ It features a mix of university buildings (some purpose-built by the university and others leased by the university), apartment blocks, and retail shops, and is close to QUT Kelvin Grove and Normanby busway stations.

Studies have found that, compared to other Brisbane residents more generally, KGUV residents make fewer trips, have shorter average trip lengths, and own fewer motor vehicles per household than Brisbane residents overall.⁶⁷ Strong public transport connections have led to higher public transport use and reduced car dependence. At the same time, the clustering of activities in the area has encouraged more walking trips, particularly for shopping and recreation.⁶⁸

Table 3.9: Selected Trip Statistics, Kelvin Grove v. Brisbane Inner North

	Kelvin Grove	Brisbane Inner North	Brisbane Inner South	Brisbane Statistical Division
Avg. trips per person (#)	2.6	3.6	3.5	3.1
Avg. trip length (weekday, km)	4.5	8.2	6.2	10.0
Mode share trips (%)				
Public Transport	35.7%	11.6%	10.9%	7.8%
Car	27.6%	75.8%	72.5%	81.6%
Walk Only	36.7%	9.9%	11.1%	8.5%
Bicycle	0.0%	1.1%	2.4%	1.1%
Taxi	0.0%	1.2%	1.1%	0.3%

Source: Muley D., et al. (2012); may not total due to rounding and "other" modes not listed.

For residents, this potentially benefits them through less time in traffic, more personal time, increased social interaction in public areas, and incidental exercise from walking or cycling. For businesses, this potentially means greater productivity in the form of improved throughput and sales, access to nearby workers, and a deeper connection to customers, along with enhanced brand loyalty.

⁶⁶ Aurecon, "Kelvin Grove Urban Development: Designing Australia's first master planned urban development", retrieved from <https://www.aurecongroup.com/projects/government/kelvin-grove-urban-development>, accessed 1 August 2025.

⁶⁷ Muley, D. et al, "Assessing efficiency of a transit-oriented development (TOD) by comparative analysis." In Hughes, B (Ed.) 2012 *Australasian Transport Research Forum (ATRF) Papers*. Australasian Transport Research Forum (ATRF), Australia, pp. 1-11.

⁶⁸ Ibid.

3.4.3 *Early work on Urban Renewal for the Northern Corridor*

Aligned with established policies and strategies, and drawing on lessons from Australian and international experiences with bus rapid transit, early work on the Northern Corridor illustrates transit-oriented development in action.

Glenorchy City Council recognise that one of the key benefits of rapid buses is as an attractor for more people to live near public transport and a range of urban services. Enhanced public transport can drive urban renewal with the benefits of:

- more housing during a period of housing shortages
- more housing choice
- better integration of land use and transport systems
- a more liveable city
- a more sustainable urban form.

The urban renewal considered suitable for Hobart is infill development, particularly medium-density housing in key urban precincts and along transit corridors. The existing land use in these areas is low-density detached housing and light industrial.

Glenorchy City Council has completed early work examining what planning scheme changes could make the corridor ready for urban renewal between Glenorchy and Moonah. The Council has identified existing infill areas and opportunity areas with potential for urban renewal. This work considered existing land use, land tenure, zoning and constraints. The Council also examined the nature of planning scheme changes required to enable the appropriate development.

They found that 105 Ha was already zoned with planning provisions that allowed medium-density infill development. In most of this area, the planning scheme allows for apartments above the ground floor with heights up to six stories. A further 50Ha of land was identified as “opportunity precincts” considered suitable for infill development if planning scheme changes were made.

Image 1: Before and after images showing how Government owned land (139a Main Road) adjacent to the Northern corridor could be developed for medium-density housing



3.5 Prioritisation and Direct Links to Strategic Asset Management

3.5.1 Prioritisation

Planning of a Greater Hobart rapid bus network is the primary purpose of the *Hobart Public Transport Infrastructure* project listed in Tasmania's *10-Year Infrastructure Investment Plan for Land Transport (September 2024)*. Noting that the project is in the planning stage, it has partial funding of \$54.5 million, comprising \$14.0 million from the State and \$40.5 million from the Australian Government, as part of Tasmania's Capital Investment Program. Rapid buses are a key project within the draft *Keeping Hobart Moving* plan. State Growth has prioritised the planning of the project with the setup of a Steering Committee to provide governance.

3.5.2 Direct Links to Strategic Asset Management

Addressing Hobart's transport problems with a rapid bus network or improved public transport system is strongly aligned with the following specific asset management objectives outlined in the *Tasmanian State Roads Strategic Asset Management Plan (2024)*:

Asset management objective	Alignment with the proposed transport solution
Align infrastructure plans and service delivery to community needs	Improved public transport is a frequent need expressed by the community. The RACT's Greater Hobart Travel Behaviour Survey (2018) found that 30% of people considered inadequate public transport as the biggest contributor to congestion in Hobart.
Optimise the efficiency of the State Road network	Hobart's road networks are not efficiently used by commuters with a 77% of all Greater Hobart's trips being made by private vehicles, and only 5% using public transport ⁶⁹ . Increased levels of public transport patronage would use Hobart's existing road space far more efficiently.
Congestion Management	Providing better public transport and active transport solutions will help manage congestion as Hobart's population grows. Only a small mode shift is required as demonstrated by the noticeable improvement in congestion when traffic volumes reduce by 8-10% in school holiday periods ⁷⁰ .
Managing future infrastructure demand through network planning, demand management and infrastructure investment	Expanding Hobart's road infrastructure is challenging due to topography, heritage issues and high costs relative to a small population. Better use of existing road space with public transport solutions can decrease infrastructure demand and avoid future road investments such as bypass tunnels or overhead highway structures.

Ref. Table 8, State Roads – Strategic Asset Management Plan (October 2024)

⁶⁹ Department of State Growth, Greater Hobart Household Travel Survey.

⁷⁰ Greater Hobart Committee, *Greater Hobart Plan* (Hobart City Council, 2020), s2.31, 28, https://www.parliament.tas.gov.au/data/assets/pdf_file/0019/50635/ght20final20report.pdf.

4 Risks and Dependencies

4.1 Risks

Every program carries risks during its implementation phase, including potential delays, resource shortages, technical challenges and unforeseen obstacles that could arise. Additionally, the decision to not undertake the program also presents significant risks, such as missed opportunities, continued inefficiencies, and the potential for increased costs and challenges in the future.

The risk management framework applied in this Strategic Business Case is the Capital Investment Program (CIP) Risk Management Framework used by State Growth’s Transport Group over many years for the delivery of transport projects, typically road and bridge construction, but also some public transport infrastructure such as Park and Ride facilities.

4.1.1 Program Risks applicable under all options

Risks identified for this program of investment have been assigned a rating based on a simple assessment of the likelihood of the risk occurring and the potential consequence should it materialise. This assessment matrix is outlined in Table 4.1.

Table 4.1 Risk assessment matrix

Risk Assessment Matrix		Likelihood				
		A – Rare	B – Unlikely	C – Possible	D – Likely	E – Almost Certain
Consequences	5 – Catastrophic	Medium	High	High	Very High	Very High
	4 – Major	Medium	Medium	High	High	Very High
	3 – Moderate	Low	Medium	Medium	High	High
	2 – Minor	Low	Low	Medium	Medium	High
	1 – Notable	Low	Low	Low	Medium	Medium

The key risks listed below in Table 4.2 include implementation risks, risks if the program is not undertaken and risks that can affect program and budget. This identification is taken with a high-level program lens with specific solution-based risks further explored in section 4.1.2.

Table 4.2 Identified Risks

Risk	Risk rating
Implementation Risks	
Local/state/federal government changes may affect funding and general support for project	High
Staged delivery may impact the uptake of public transport, as opposed to being provided in one year with the scale of new services visible.	Medium
Potential increase in costs if the project is delayed, and may result in budgetary constraints	Medium
Budget restrictions for urban bus services may result in poor connectivity or reduction in patronage on existing routes	Medium

Risk	Risk rating
Contractor procurement delays may delay commencement if there is a lack of market interest to undertake the project	Low
Limited communication between the Department of State Growth and local governments may result in project delays and budgetary concerns	Medium
Increased noise and disruption during construction works may result in poor public reception of works	Low
Chosen routes fail to adequately service continued urban sprawl	High
Poor community stakeholder engagement results in not meeting public expectations	Medium
Due to pre-existing views of public transport, and lack of 'bus culture', there is a risk that desired mode shift from private vehicles is not achieved in the early stages of a solution implementation	High
Solutions involving changes to parking and/or other policies initiatives may be politically non palatable, reducing the ability to integrate low-cost solutions	High
Divided political views on the best solution to increase public transport use may delay program delivery	High
Due to the challenges in obtaining ongoing operating funding there is a risk of insufficient budget allocation, requiring a reduction of program scope, resulting in a less than desirable transport improvement	High
Limited uptake in multi modal transport	Medium
Due to the substantial investment required to deliver the rapid bus network, the costs of this investment (operating/capital cost, community impacts) will exceed (or be perceived to exceed) benefits to existing and future bus users	Medium
Access to public transport does not improve for residents with economic and accessibility disadvantages, resulting in continuing inequity and disadvantage	High
Risks if not undertaken	
Transit network is still congested due to demand and continues to result in high carbon emissions and noise pollution	High
Insufficient bus priority and transit lane implementation removes potential for travel time advantages	High
Continued reliance on cars because the public transport is not sufficiently accessible or too slow	Medium
Lack of alternative public transport options results in continued high GHG emissions from private vehicles	High
Increase in car use from greater urban sprawl will increase GHG emissions	High
Limited active transport infrastructure limits uptake in this mode of transport, continuing a reliance on private vehicles for short trips	High
Public criticism of Hobart's transport increases as the rising population and continued urban growth and sprawl puts greater pressure on the network	Very High

Risk	Risk rating
Greater Hobart's continued reliance on cars combined with a slow delivery of new road capacity will result in poor productivity, sustainability, and liveability outcomes	High
Risks preventing completion to time and budget	
Industrial action during the construction phase may delay project	Medium
Planning approvals for any infrastructure works may take longer than planned	High
Potential changes in scope during project can result in cost blowouts	High
Inclusion of a zero-emission bus fleet may be challenging to procure based on the supply chain, market conditions (location of Hobart) and the immaturity of the zero-emission bus market	Medium
State Growth may not have suitable resource depth to continue to develop, deliver and/or maintain the program of works and associated solution roll out	High
Limited contractors to deliver scope of works	Low
Limited number of drivers to run public transport services	Medium

Through employing appropriate mitigation and /or risk responses, the above detailed risks can be managed to reduce the potential occurrence and severity of potential impact on the delivery of the Program.

4.1.2 High rated risks applicable to Shortlisted Options

Several risks have been identified relating to the scoping, development, and implementation of the four shortlisted options described in Section 7.2. Using the risk matrix shown in Table 4.1, the risks identified as high post-mitigation, are outlined in **Error! Reference source not found.** below. A full risk register is available in Appendix C: Shortlisted Options Risk Register.

The following risks have been identified from a programmatic approach. As future detailed business cases are developed and there is a better understanding of the details and staging of projects making up the program, new risks may be identified. State Growth's Project Managers are responsible for managing program risks.

Table 4.3: Key risks identified for the four shortlisted Program Options

Risk	Impact	Pre-mitigation grade	Mitigation actions	Post-mitigation grade
Miscommunication or lack of understanding between the Department of State Growth and local governments in planning phase leads to conflict, putting the development approval process at risk of slippage.	May end up with different conditions from different councils Cause delays in approval process Council approval / development approval critical to building new bus stations or depot held up	High	To be determined. Establish effective stakeholder engagement and approval strategy for councils.	High
Procurement risk arising due to timing of multiple distinct procurements and changes: infrastructure delivery; fleet procurement; operation/maintenance	RBN not ready for planned 'day 1', potentially causing reputational damage which may result in lower patronage; and delays the costs paid under contracts.	High	Develop and negotiate commercial arrangements for operation, considering	High

Risk	Impact	Pre-mitigation grade	Mitigation actions	Post-mitigation grade
contract and overall service readiness.	Greater reputational risk leads to more consequences, including limiting market interest for future procurements.		procurement lead times for enabling infrastructure and fleet.	
RBN funded but not at levels requested, leaving gap in ongoing opex.	<p>May not be able to proceed at all without major changes to scope/service</p> <p>Unable to meet desired service levels / realise benefits desired</p> <p>Services do not meet expectations resulting in reputational damage</p>	High	<p>Ensure services are costed appropriately considering service costs and ongoing operational costs.</p> <p>Provide budget funding envelope which is scalable and linked clearly to bus rapid stages.</p> <p>Ensure any Ministerial briefings or budget bids contain detail and rationale behind operational funding.</p>	High
Access to public transport does not improve for residents with economic and accessibility disadvantages.	Continued inequity and disadvantage.	High	<p>Ensure the Greater Hobart bus network review or future network reviews are based on key network planning principles and where there is proven demand for services.</p> <p>Ensure there is adequate operational funding for the regular public transport network which services areas of transport disadvantage and provides access to jobs.</p>	High
Governments (at all levels) do not establish the right conditions and make effective market	City shaping benefits from a rapid bus network investment may not be realised to the full extent.	High	Develop a plan to identify the roles and key activities for each layer of Government.	High

Risk	Impact	Pre-mitigation grade	Mitigation actions	Post-mitigation grade
interventions to realise the city shaping benefits.			Establish and monitoring and reporting framework.	

4.2 External Conditions and Critical Success Factors

4.2.1 External conditions

External conditions encompass a variety of factors outside the direct control of the delivery of the program but are critical for the project’s initiation, progress, and completion. To deliver an improved transport solution for Greater Hobart, the following high-level external conditions critical to the delivery of this program include:

- **Planning approvals, inclusive of heritage and environmental approvals:** dependent on the preferred works, submitting and receiving approval to progress works under the required planning authority framework.
- **Workforce:** bus driver workforce shortages affecting the ability to hire and operate an adequate number of additional services and an increased bus fleet. Challenges may also exist finding mechanics to service a new ZEB fleet and charging equipment.
- **Vehicles:** new ZEB vehicles have long lead times
- **Engagement with Councils:** local support for improved services, integration with current planning and identifying where new infrastructure may be required in their local area.
- **Land acquisitions:** identifying and acquiring greenfield and/or brownfield locations where new depots and rapid bus stations may be required to service the new fleets and public transport services.
- **Contractors:** availability of contractors and construction companies to plan, design and construct the complex program of investment.
- **Intergovernmental cooperation:** agency acceptance and cooperation in delivery public transport, road network and active transport improvements.

4.2.2 Critical success factors

Critical success factors are the essential elements that must be in place for a program to achieve its objectives, vision, and goals. These factors provide the foundation for effective program implementation and are key to navigating any complexities and challenges that may arise. The following high-level critical success factors have been identified for this program of works. As each business case is developed, project managers should reassess any interfaces with other major projects at the time.

- **Engagement process:** communication (within program delivery and with the public) as to the benefits of improving public transport in Greater Hobart, including stakeholder and public engagement, media, and advertising.

- **Commitment from local councils:** to undertake required approval processes and approve changed uses of Council roads and land.
- **Commitment from bus operators:** to appropriately service the required routes and amend existing routes as required.
- **Implementation of training programs to educate and upskill operators of public transport:** future proof the workforce by training an appropriate number of public transport drivers and support retention to sustain operations.
- **Australian and Tasmanian government commitment to provide ongoing funding for operations and maintenance:** secure the ability to progress and deliver program in partnership with the Australian government.
- **Project owner endorsement of program outcomes:** receive endorsement to progress the program of works and obtain agreement on the prioritisation of the delivery of the long-term program.
- **Market appetite to deliver scope of works and fleet:** ensure the availability of contractors, bus suppliers, and operators to acquire required fleet and deliver and maintain the services and road and bus infrastructure.
- **Timely delivery of each stage to allow the next stage to commence:** ensure the program progresses in line with agreed timeline to not hinder rollout of subsequent stages, this includes consideration of technical and planning constraints as well as required approval processes.
- **Increase in higher density development:** appropriately plan for integrated development and higher density along the key corridors to maximise the benefits and patronage of the proposed transport solution.

4.2.3 Complexities

The successful implementation of any project involves navigating various complexities that can impact its progress and outcomes. These may include technical, regulatory, interdependency and uncertainty challenges that require management and strategic planning to ensure they do not impact the delivery of any works.

The following high-level complexities have been identified for this program of works:

- Timing of works and integration with existing and planned public and active transport programs
- Long term investment required for the delivery of a program and associated staging
- Realisation of key benefits whilst still delivering the program
- Agreement on required scope of works for each investment stage
- Delivery of works whilst mitigating impacts to current road users and without major disruption to wider transport network
- Potential delays from construction and/or supply chain, impacting wider program for delivery
- Promoting travel behaviour change from private vehicle to public transport
- Number of stakeholders involved across all levels of government and external parties.
- Introduction of policies that disincentivise private vehicle use.
- Other planning, zoning and residential developments that will enhance the use of public transport in Greater Hobart.
- Infrastructure built (depots/charging infrastructure/hubs) prior to commencement of operational services.

4.2.4 Summary

The successful completion of this project hinges on effectively managing external conditions, critical success factors and inherent complexities. The project's external conditions, including planning and environmental considerations, and stakeholder relationships, must be navigated with care. Critical success factors such as clear vision, strong program planning and delivery focus, stakeholder engagement, resource availability, and effective risk management provide the foundation for achieving project goals. The technical, regulatory, interdependency, and uncertainty complexities present challenges that require strategic planning and adaptive management.

To overcome these challenges and ensure the program's success, several key strategies will be employed:

- **Clear governance process:** establish a robust framework to manage solution development and ensure accountability will provide clear direction and oversight.
- **Right tools and systems:** utilise appropriate tools and systems to facilitate program delivery, enabling real time tracking and management of project activities.
- **Review process:** implement a review process that will help manage complexities as they arise, allowing for timely adjustments and continuous improvement.
- **Strong project management:** maintain strong project management practices, including budget tracking, that will ensure that financial resources are used effectively and to highlight where resource gaps are or may occur.
- **Risk identification and mitigation:** proactively identify risks and develop mitigation strategies that will help prevent potential disruptions and ensure project continuity.
- **Stakeholder and communication strategy:** a comprehensive stakeholder and communication strategy will ensure ongoing involvement from all relevant parties, fostering a collaborative environment and collective ownership of the program's outcomes.
- **Market engagement:** engaging with the market will align the project with current industry standards and expectations, enhancing its acceptance and ensuring the appetite is there for project delivery, including operational service contracts.
- **Human behaviour assessment:** conducting assessments of travel behaviour will provide insights into the impacts on and response from commuters and network users to ensure an appropriate base dataset and an approach that will provide the best end user outcome.
- **Lesson learnt process:** Establishing a lesson learnt process will capture insights and feedback from each stage of the program, allowing for continuous learning and improvement in subsequent stages.

By integrating these strategies, the program can effectively navigate its external conditions, leverage critical success factors, and manage complexities. This comprehensive approach will enhance the programs' resilience and sustainability, ensuring its successful completion and the achievement of its intended value and benefits.

5 Options Identification

This chapter describes the approach for determining the Program long list of options, in accordance with the previously defined investment logic.

5.1 Methodology

The option development and analysis process was undertaken across three stages:

Stage 1: Define the investment logic (Chapter 3) and determine the preferred Response Options

The development of Response Options is a fundamental part of the ILM process and part of the Investment Management Standard (IMS) used across Australia and New Zealand. The IMS was developed by Victoria's Department of Treasury and Finance and has been used since 2005. Response options are interventions that can solve the problem or realise the opportunity. This part of the ILM process is intended to counteract the bias of many Government agencies of only identifying asset-based solutions.

Stage 2: Develop a longlist of Program Options from the preferred Response Options and undergo a high-level analysis using an Multi Criteria Assessment (MCA) evaluation process

Stage 3: Using these evaluation results, shortlist the preferred Program Options to be modelled. The modelled outputs will provide data used to assess and recommend a single preferred Program Option.

Figure 5.1 provides a detailed illustration of these three key stages.

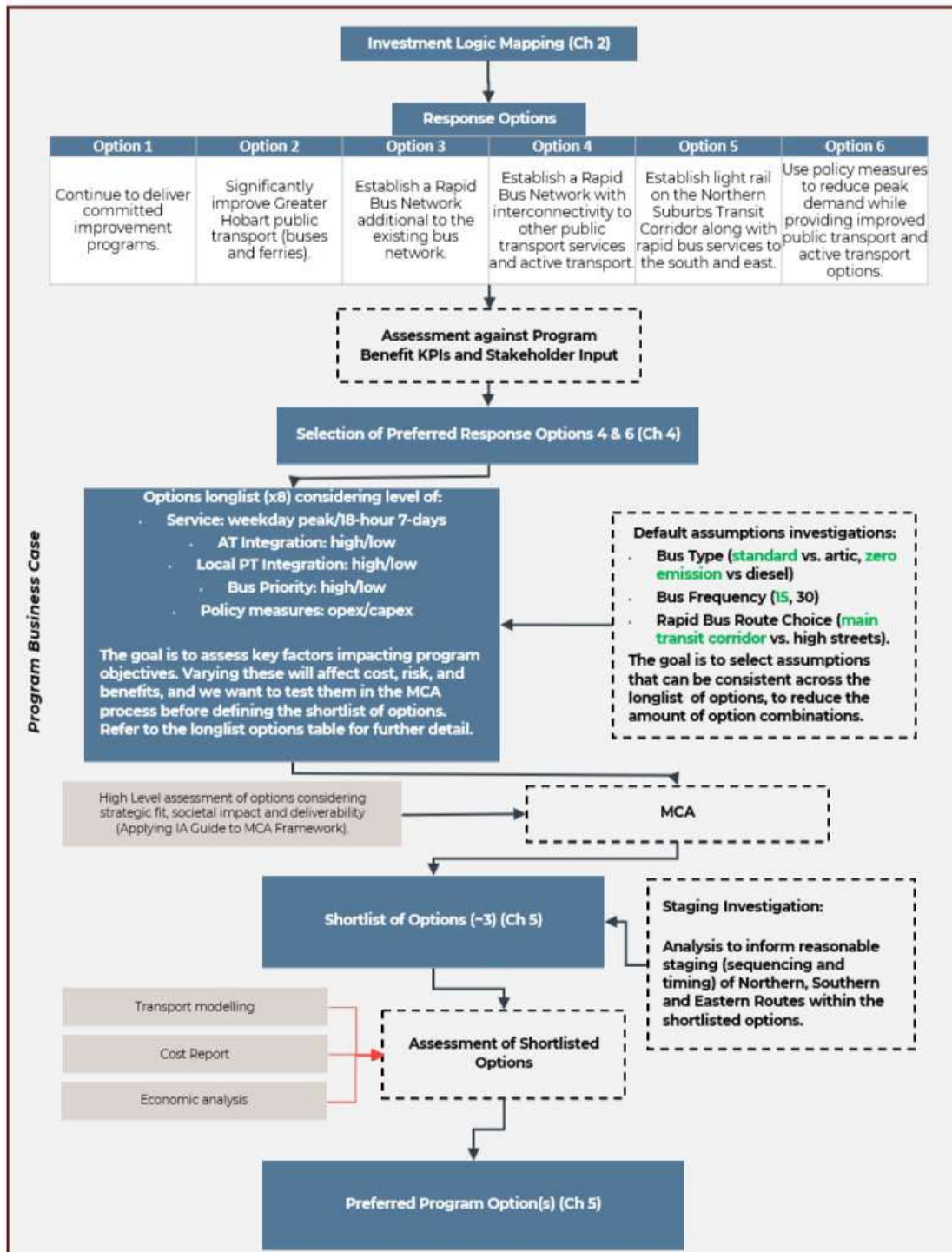


Figure 5.1: Option identification and assessment methodology

5.2 Stakeholder Input

To aid in the development of this business case, key project stakeholders were engaged throughout a number of workshops to offer various perspectives and provide valuable insights into the problem, opportunity, service needs and any potential responses. The majority of stakeholder input was from State Growth, with officers holding intimate knowledge of transport operations around Greater Hobart. Input was also sought at times from officers of the Tasmanian Treasury and the Department of Premier and Cabinet (DPAC).

In late June 2024, two investment logic mapping (ILM) workshops were undertaken involving key stakeholders to help inform the development of the program-wide ILM, targeting investment in transport connections across Hobart. The first workshop centred around problem definition where stakeholders were invited to provide insights and collaborate to achieve three objectives:

- Defining the problem that needs to be addressed
- Providing evidence and validation that the problem is real
- Identifying benefits that will result from addressing identified problems

Following the development of the initial ILM a second 'response options' workshop was held to identify a longlist of six potential response options, which were then assessed against the benefits identified. These six response options are defined in Section 5.3 below. State Growth stakeholders were able to provide insight and perspective on key aspects of each potential response option that would impact its ability to fulfill each of the benefits. Appendix D shows how each option was scored against KPIs to create a weighted benefit score which was used to select the preferred Response option. The results of this workshop, along with input from Treasury, were taken into consideration when eliminating potential options to create a shortlist of two response options.

Due to a large complex program of public transport investment requiring delivery over many years being considered, a risk workshop was held with State Growth stakeholders in November 2024 to unpack the key risks for implementation and delivery. These risks related to the broader transport network as well as focusing closely on bus transport infrastructure. The risk register developed from this workshop is available in Appendix C: Shortlisted Options Risk Register.

5.3 Response option definition

Following the ILM process to identify the problems to be addressed by the investment program, the following six Responses Options were developed that could help solve those problems.

5.3.1 *Response Option 1*

Continue to deliver committed improvement programs – This option maintains the current level of performance for all modes of transport with no significant increases or upgrades to public transport services or infrastructure. There would be no changes to the operation and performance of the three primary road links into Hobart. A business-as-usual approach of small incremental improvements will continue, along with the committed 13-month initiative of 50% reduced bus ticketing will occur and delivery of all contracted bus services. The currently funded road upgrades will occur. It includes a review of the Greater Hobart bus network to identify opportunities for efficiencies within the existing budget envelope.

Existing programs (e.g. bus stop upgrades) and committed projects (e.g. Park & Rides) continue. Common ticketing will also be delivered as will real time passenger information.

The main interventions included in this response option to address the identified problems were:

- maintain contracted public transport services, capacity and level of operations

- small incremental active and public transport improvements (including, but not limited to transit officers, ticketing, network review)
- 12-month initiative of reduced bus fares
- Existing funded road network improvements.

5.3.2 *Response Option 2*

Significantly improve Greater Hobart public transport – This option provides significant improvements to bus services to increase frequency of services, to service growth areas and improve customer experience and service reliability. Growth areas include areas within urban Hobart and around regional centres such as New Norfolk and beyond Brighton. This option includes the ferry network expansion and improved PT infrastructure supporting bus priority on key bus corridors and hot spots. A nominal doubling of operational expenditure was assumed to fund new buses, more drivers and support staff. Changes by Councils to encourage urban renewal are also included (in equal measure to what is included in Response Options 3, 4, 5 & 6).

The main interventions included in this response option to address the identified problems were:

- Additional services for existing routes and new routes into growth areas (more drivers, buses and supporting infrastructure and resources)
- Priority for buses on key bus corridors and hot spots including transit lanes on the Southern Outlet and Tasman Highway
- Land-use zoning and policy measures to encourage density (mixed use) along strategic transport corridors.

5.3.3 *Response Option 3*

Establish a Rapid Bus Network additional to the existing bus network – This option establishes a new rapid bus network (including fleet, stations, transit lanes), as an overlay transport option additional to the existing bus network. The existing bus network would be as described in Response 1. No changes would be made to the existing bus network to increase the rapid bus catchment area or reduce service duplication on some route sections. Changes by Councils to encourage urban renewal are also included (in equal measure to what is included in Response Options 2, 4, 5 & 6).

The main interventions included in this response option to address the identified problems were:

- Establish a new rapid bus network to the North, South and East as a program of discrete corridor projects
- Implement active transport enhancements as 'first/last mile' measure to get to and from rapid bus stations
- Land-use zoning and policy measures to encourage density (mixed use) along corridors centred around rapid bus stations.

5.3.4 *Response Option 4*

Establish a Rapid Bus Network with interconnectivity to other public transport services and active transport – This option establishes a new rapid bus network (including fleet, stations, transit lanes) with interconnectivity to the bus network, including feeder buses and bus network reform to improve efficiency and avoid excessive duplication. With improved active transport connectivity, this option should increase the catchment area for rapid bus services. This option does not include any direct rapid bus to ferry connections or interchange. Changes by Councils to encourage urban renewal are also included (in equal measure to what is included in Response Options 2, 3, 5 & 6).

The main interventions included in this response option to address the identified problems were:

- Establish new rapid bus network to the North, South and East as a program of discrete corridor projects
- Reform to existing public transport network to provide connectivity and reduce duplication
- More extensive active transport enhancement to provide connectivity to the rapid bus network
- Land-use zoning and policy measures to encourage density (mixed use) along corridors centred around rapid bus stations.

5.3.5 *Response Option 5*

Establish light rail on the Northern Suburbs Transit Corridor along with rapid bus services to the south and east – This option establishes light rail services using the NSTC from Claremont to the CBD, with rapid bus services from Blackmans Bay to the CBD and east over the Tasman Bridge to Glebe Hill. The new public transport services (light rail and rapid buses) would not be strongly interconnected with existing bus services i.e. urban bus services would be the same as those in Response Options 1 and 3. Changes by Councils to encourage urban renewal are also included (in equal measure to what is included in Response Options 2, 3, 4 & 6).

The main interventions included in this response option to address the identified problems were:

- Establish new rapid bus network to the South and East and a new light rail service to the North, as a program of discrete corridor projects
- Implement active transport enhancements as 'first/last mile' measure to get to and from rapid bus & light rail stations
- Land-use zoning and policy measures to encourage density (mixed use) along corridors centred around rapid bus stations.

5.3.6 *Response Option 6*

Use policy measures to reduce peak demand while providing improved public transport and active transport options – This option provides significant improvements to bus services (equivalent to Response Option 2) supported by policy measures. Policy measures would be implemented to reduce peak demand on the road network. These measures would include a parking space levy, and peak travel demand flattening measures such as relocation of major employers from the CBD (e.g. public sector work hubs) and encouraging WFH. The operational costs of improved public transport (equivalent to Response Option 2) would be subsidised by revenue raised from the parking space levy. Active transport options would also be significantly improved with implementation of an all ages and abilities (AAA) connected bike path network across Hobart. Changes by Councils to encourage urban renewal are also included (in equal measure to what is included in Response Options 2, 3, 4 & 5). The use of policy measures would be politically risky - it will be unpopular to force behaviour change by increasing costs for those using private transport. This Response Option acknowledges that policy measures cannot be used in the absence of providing people with good alternative means of transport (being public transport or active transport).

The main interventions included in this response option to address the identified problems were:

- Peak demand flattening measures (multiple) including a revenue raising Parking Space Levy
- Additional services for existing routes and new routes into growth areas (more drivers, buses and supporting infrastructure and resources)
- Priority for buses on key bus corridors and hot spots including transit lanes on the Southern Outlet and Tasman Highway
- More extensive active transport enhancements to achieve a AAA connected bike path network

- Land-use zoning and policy measures to encourage density (mixed use) in strategic locations.

5.4 Response development (Long list)

5.4.1 Stage 1

5.4.1.1 Base case definition

In order to describe the response options identified to address the three key problems outlined in section 3.1, the base case scenario must be defined. The base case, or “do nothing”/“business as usual” (BaU) scenario describes what would occur if no action were taken to establish the GHBRN or otherwise significantly improve Hobart’s public transport. In this scenario, service frequencies remain as outlined in Table 3.5, with buses running every 15 minutes at peak times, focusing on the Hobart CBD, Rosny, Glenorchy, and Kingston Central interchanges. No additional buses will be introduced, and no new infrastructure for active travel will be established.

Under the base case scenario (Response Option 1 in Table 5.1) there are also no new links between Hobart’s transit corridors, meaning public transport trips between multiple corridors will still require several interchanges and take much longer than driving a personal vehicle. While a planned bus priority (transit) lane on the Southern Outlet is expected to provide some relief, congestion would remain a major issue across Greater Hobart. Without bus priority measures on key routes like the Brooker Highway and Tasman Bridge, traffic and timetable delays are frequent. As a result, more commuters rely on private transport, increasing pressure on roads and limiting transport network efficiency. Outer urban areas similarly have limited access to public transport, which constrains the economic and social opportunities for the residents.

5.4.1.2 Preferred response option development

As outlined in section 3.1, the ILM articulated the key benefits the response options would be required to achieve. The response options workshop explored various interventions aimed at improving Greater Hobart’s public transport network, including policy changes that addressed supply, productivity, and demand. Supply-based measures involved expanding public transport services and improving customer experiences, while productivity improvements focused on prioritising buses along the three main arterials into the CBD, by establishing a busway on part of the Northern corridor and building new transit lanes (T3) on parts of the Southern and Eastern corridors. Demand-related interventions, such as carpooling and peak-time tolls, were also considered.

Of these interventions, six response options were developed, each comprising of interventions aimed to respond to the identified problems and deliver the KPIs for the five expected benefits outlined in section 3. Qualitative analysis was undertaken in a workshop, and the interventions were given weightings that indicate the relative importance of each within the response option. They were then assessed against the five key benefits and their supporting KPIs to determine how well they fulfill each benefit.

Table 5.1 shows the percentage of the five key benefits each response option would realise, as well as the percentage of full benefit they would deliver. Detailed breakdown of these percentages is available in Appendix D: Strategic ILM Response Options Analysis.

Table 5.1: Initial Response Option Analysis

Response Options	Benefits					
	Improved transport network efficiency and resilience (30%)	Reduced reliance on private vehicles (30%)	Reduced carbon emissions (5%)	Improved public transport services (15%)	Better social and economic inclusion (20%)	Percentage of full benefit to be delivered
Option 1: Continue to deliver committed improvement programs.	0.0%	12.5%	0.0%	7.5%	10.0%	30.0%
Option 2: Significantly improve Greater Hobart public transport (buses and ferries).	25.0%	27.5%	5.0%	15.0%	20.0%	92.5%
Option 3: Establish a Rapid Bus Network additional to the existing bus network.	20.0%	30.0%	2.5%	7.5%	20.0%	80.0%
Option 4: Establish a Rapid Bus Network with interconnectivity to other public transport services and active transport.	25.0%	30.0%	5.0%	15.0%	20.0%	95.0%
Option 5: Establish light rail on the Northern Suburbs Transit Corridor along with rapid bus services to the south and east.	20.0%	30.0%	2.5%	7.5%	20.0%	80.0%
Option 6: Use policy measures to reduce peak demand while providing improved public transport and active transport options.	25.0%	30.0%	5.0%	15.0%	20.0%	95.0%

5.4.1.3 Chosen response options definition

Following assessment against the aimed KPI's of the RBN project, as well as stakeholder engagement, Response Options 4 and 6 were chosen to be the most suitable response options as they best fulfilled the five key benefits and resulted in the highest two ratings, refer to Table 5.1.

Option 4 involves establishing a Rapid Bus Network (RBN) with interconnectivity to other public transport services and active transport. Feeder buses and routes from other networks would be established to improve the efficiency and connectivity of the current public transport system. Furthermore, Option 4 would improve local cycling and walking connections to rapid bus stations. The rapid bus network includes a new zero-emissions higher capacity bus fleet, high quality bus stations, a new four-kilometre busway in the North, and transit lanes from the South and East.

Option 6 will use policy measures to reduce peak demand while providing improved public transport and active transport options, including the proposed *Greater Hobart Cycling Plan 2022* (an AAA network). Policy measures will aim to disincentivise behaviours that increase demand on the transport system such as private vehicle travel and incentivise behaviours that increase use of public transport. Policy measures considered may include:

- A parking levy (see Appendix E: Additional Information on Parking Space Levies for detailed explanation)
- Decentralisation of working arrangements (to encourage land use along the existing bus corridors)
- Congestion charges (road pricing)

Option 5, which proposed establishing a Northern corridor light rail network alongside the Southern and Eastern rapid bus corridors in Option 4, was found to deliver only 80% of the potential benefits. Constructing the light rail would offer a stand-alone medium capacity transit system that would not be able to extend to Hobart's East and South, resulting in the need to transfer for users who want a through-city trip. It would require substantial capital investment for key infrastructure exceeding that required for the RBN by at least \$100 million. In addition to the cost, establishing and funding a new passenger rail operator would add further financial strain. The flexibility afforded to the Government to stage network development and respond to events and incidents is more limited with light rail than it is with rapid buses. For these reasons, Options 4 and 6 were preferred over Option 5.

Option 2 proposes significant improvements to the existing bus and ferry network, with increases to service frequency and public transport infrastructure. As can be seen in Table 5.1, this option scored the third highest out of the six, with its only difference from the top two being a slightly lower percentage for achieving reduced reliance on private vehicles. Option 2 focuses on improving the frequency and reliability of Hobart's existing urban bus services. Note that Option 2 is the same as Option 6 but without policy measures.

Option 3 offers a very similar solution to option 4, however without the interconnectivity to other public transport services and active transport. As a rapid bus network that acts as an overlay transport option additional to the existing Greater Hobart transport network, it would have zero integration with the existing network and no measures would be taken to enhance active transport connections to rapid bus stations. The existing bus network would remain as in option 1, with no significant increases or upgrades to public transport services or infrastructure, nor changes to operation and performance of the three primary road links into Hobart's CBD. The catchment area for the rapid bus network would remain the same, and service duplication on various routes may occur. Due to offering the same rapid bus network, but with interconnectivity to improve network efficiency and avoid excessive duplication, option 4 was preferred over option 3.

Parking Space Levies vs Congestion Charges

A parking space levy (PSL) is an annual charge paid by the owner of vehicle parking spaces, or land used for car parking, with the aim of discouraging private vehicle use in urban areas, such as Hobart's CBD. The revenue raised through PSLs is used to encourage public transport patronage in the districts on which the levy applies. PSLs have low price elasticity⁷¹ – that is, drivers do not significantly modify their travel choices in response to increased parking charges – however, the revenue raised is invested in public transport

⁷¹ Paul Hamer, Graham Currie, and William Young, "Parking Pricing and TODs: A Study of Melbourne, Australia," *Australasian Transport Research Forum* (2009), https://australasiantransportresearchforum.org.au/wp-content/uploads/2022/03/2009_Hamer_Currie_Young.pdf.

projects that make public transport a more attractive offering. As such, PSLs indirectly drive mode shift mainly by enhancing public transport options, rather than directly due to increased city parking costs. PSLs are used in Sydney, Perth, and Melbourne, with rates between \$1,050 and \$2,950 per space per year. With 3,000 Council spaces and 12,000 private spaces, a PSL in Hobart's CBD has the potential to raise \$15 million per year, with a rate of \$1,500 per space per annum, applied to 10,000 spaces.

A congestion charge is a separate form of road pricing, in which a charge is applied to drivers who enter a restricted area, with the aim of reducing traffic congestion. A congestion charge may be applied at peak times of the day for through traffic, as well as drivers whose destination/origin is the CBD, with cameras using license plate recognition technology to charge the fee, incentivising drivers not to travel to/from/through the CBD in peak periods. With traffic volumes ~58,000 per day in Hobart, peak congestion charging has the potential to raise \$40-50 million revenue per year, depending on subsequent demand reduction.

However, successful implementation of congestion charges is difficult and requires a high level of existing non-chargeable mode use (i.e. low dependency on private vehicles) and should be introduced following a large public transport investment. For example, prior to congestion charges, Stockholm introduced 200 new buses, 16 new bus routes, additional park-n-rides, and expanded their underground metro to provide residents with alternative non-chargeable modes of transportation, encouraging increased uptake of public and active transport, as well as reduced reliance on private vehicles. Hobart is most likely not prepared for the implementation of congestion charges, due to the lack of strong political and community support and a lack of a high quality and well used public transport network. PSLs typically have a higher public acceptability, as there is a greater willingness to pay a PSL than the equivalent congestion charges due to a tangible deliverable (a parking space), compared to the general benefit of maintenance of traffic flow and travel time reliability⁷².

5.4.2 Stage 2

5.4.2.1 Formation of the long list of options

Once Response Options 4 and 6 were identified to be the most appropriate response options to pursue, consultation was undertaken to define the long list of Program Options. The long list defines eight (four from each response option) potential transport options with different infrastructure, policy and operational initiatives. Table 5.2 outlines the degrees of active transport connection, route frequency, public transport (PT) integration, bus infrastructure and policy initiatives embedded in each option.

Program Options 1-4 (developed from Response Option 4) are different ways of implementing a RBN with varying degrees of integration with existing bus services and active transport upgrades.

The four policy related Program options 5-8 (developed from Response Option 6) are defined in reference to the expenditure amount for capital improvements (capex) and operational improvements (opex). Operational expenditure encompasses PT improvements on frequency and coverage, with high levels consisting of doubling service frequency and low levels consisting of a spending budget equal to the revenue received from introduction of a parking space levy. Capital expenditure includes all active transport (AT) improvements, bus priority measures, and additional infrastructure required to support the increased PT services. High capital expenditure levels consist of implementing all aspects of the three inclusions, with moderate and low expenditure levels involving a mixture of these aspects that require a medium and low level of capital investment respectively.

⁷² Gila Albert and David Mahalel, "Congestion Tolls and Parking Fees: A Comparison of the Potential Effect on Travel Behavior," *Transport Policy* 13, no. 6 (November 2006): 496–502, <https://doi.org/10.1016/j.tranpol.2006.05.007>.

Table 5.2: Features of Long List Program Options 1 to 8

	Response Option 4: Establish a Rapid Bus Network with interconnectivity to other public transport services and active transport.				Response Option 6: Use policy measures to reduce peak demand while providing improved public transport and active transport options.			
	Option 1: Peak hour services + AT & PT integration	Option 2: All day services + AT integration	Option 3: All day services + PT integration	Option 4: All day services + AT & PT integration	Option 5: High opex, high capex	Option 6: Low opex, moderate capex	Option 7: High opex, lower capex	Option 8: Low opex, lowest capex
Rapid Bus Service level								
Weekday peak services ¹	✓							
18-hour / 7-day service (all day) ²		✓	✓	✓				
AT integration								
High quality ³ connections to stations from a 400m walking / 2km riding catchment			✓					
High quality ³ connections to stations from an 800m walking / 4km riding catchment	✓	✓		✓				
Limited pedestrian infrastructure improvements			✓					
Pedestrian improvements (e.g. halve wait times / increased priority)	✓	✓		✓				
Local PT integration								
No feeder timetable integration		✓						
Full feeder timetable integration	✓		✓	✓				
Bus priority								
New road space allocation ⁴ & bus priority measures	✓	✓	✓	✓				
Policies								

	Option 1: Peak hour services + AT & PT integration	Option 2: All day services + AT integration	Option 3: All day services + PT integration	Option 4: All day services + AT & PT integration	Option 5: High opex, high capex	Option 6: Low opex, moderate capex	Option 7: High opex, lower capex	Option 8: Low opex, lowest capex
Parking Space Levy (raises \$15m)					✓	✓	✓	✓
E-mobility grants					✓	✓	✓	✓
Government worker 6-month PT pass trial					✓	✓	✓	✓
Lower PT fares for everyone					✓	✓	✓	✓
Strong government support of transit-oriented development (medium density)					✓	✓	✓	✓
PT Improvements (spent on frequency & coverage)								
PT Improvements - Double spending					✓		✓	
PT Improvements - spend amount raised by PSL ⁵						✓		✓
AT (walking and cycling) improvements								
Council grant scheme to increase walking permeability of suburbs to PT stops.					✓	✓		✓
Implement full GH cycling plan 2022					✓	✓	✓	
Bus Priority measures								
Transit lanes on Southern Outlet (Firthside), Tasman (Mornington), Brooker (Glenorchy).					✓	✓		✓
Bus jumps at 5-10 other locations incl. Main Road, Clarence St, CBD.					✓		✓	✓
Bus infrastructure required to support PT opex								
Additional Bus depots					✓	✓	✓	✓
Improved bus interchanges at Hobart, Glenorchy, Kingston and Rosny					✓		✓	

	Option 1: Peak hour services + AT & PT integration	Option 2: All day services + AT integration	Option 3: All day services + PT integration	Option 4: All day services + AT & PT integration	Option 5: High opex, high capex	Option 6: Low opex, moderate capex	Option 7: High opex, lower capex	Option 8: Low opex, lowest capex
Additional funding for improved bus stops in Greater Hobart – amenity, DDA compliance, safety					✓	✓	✓	✓
Additional Park & Rides					✓		✓	

— ¹frequencies: 06:00-10:00 - 7.5 min, 10:00-15:00 - 15 min 15:00-19:00 - 7.5 min, 19:00-24:00 - 15 min

— ²frequencies: 06:00-10:00 - 7.5 min, 15:00-19:00 - 7.5 min

— ³safe, efficient, DDA compliant;

— ⁴New road corridors, such as a busway on the Northern rail corridor and transit lanes on the Southern Outlet and Tasman Highway

— ⁵Parking Space Levy

A description of the inclusions of each option is provided in Table 5.3.

Table 5.3: Long list Program Option definitions and Inclusions

Program Option Definition	Inclusions of Option
Option 1: RBN with Peak hour services + AT & PT integration. Rapid bus service during peak hours with new road space allocation, bus priority measures, and high PT and AT integration.	<ul style="list-style-type: none"> — Available for weekday peak services only. This will involve services between 6:00am-10:00am, and services between 3:00pm and 7:00pm. The combined frequency of services would provide buses every 7.5 minutes to reach the Hobart CBD in these peak travel times. — High quality (safe, efficient, DDA compliant) connections to stations from an 800m walking / 4km riding catchment. — Pedestrian infrastructure improvements (e.g. halved wait times and increased priority). — Full timetable integration with local public transport feeder networks (several new feeder bus services to one of two rapid bus stations along each corridor to better service communities that currently lack good PT or have a high propensity for mode-shift from private vehicles). — New road space allocation with new road corridors, such as the northern rail corridor, & bus priority measures.

Program Option Definition	Inclusions of Option
<p>Option 2: RBN with All day services + AT integration. All day rapid bus service with new road space allocation, bus priority measures, and high AT integration.</p>	<ul style="list-style-type: none"> — All-day services provided (18 hours / 7 days, spanning 6:00am-12:00am). The combined frequency of services would provide buses every 7.5 minutes to reach the Hobart CBD during all operating times. — High quality (safe, efficient, DDA compliant) connections to stations from an 800m walking / 4km riding catchment. — Pedestrian infrastructure improvements (e.g. halved wait times and increased priority). — No timetable integration with local public transport feeder networks. — New road space allocation with new road corridors, such as the northern rail corridor, & bus priority measures.
<p>Option 3: RBN with All day services + PT integration. All day rapid bus service with new road space allocation, bus priority measures, high PT integration and minor AT integration.</p>	<ul style="list-style-type: none"> — All-day services provided (18 hours / 7 days, spanning 6:00am-12:00am). The combined frequency of services would provide buses every 7.5 minutes to reach the Hobart CBD during all operating times. — High quality (safe, efficient, DDA compliant) connections to stations from an 400m walking / 2km riding catchment. — Limited pedestrian infrastructure improvements. — Full timetable integration with local public transport feeder networks (several new feeder bus services to one of two rapid bus stations along each corridor to better service communities that currently lack good PT or have a high propensity for mode-shift from private vehicles). — New road space allocation with new road corridors, such as the northern rail corridor, & bus priority measures.
<p>Option 4: RBN with All day services + AT & PT integration. All day rapid bus service with new road space allocation, bus priority measures, and high AT & PT integration.</p>	<ul style="list-style-type: none"> — All-day services provided (18 hours / 7 days, spanning 6:00am-12:00am). The combined frequency of services would provide buses every 7.5 minutes to reach the Hobart CBD during all operating times. — High quality (safe, efficient, DDA compliant) connections to stations from an 800m walking / 4km riding catchment. — Pedestrian infrastructure improvements (e.g. halved wait times / increased priority). — Full timetable integration with local public transport feeder networks (several new feeder bus services to one of two rapid bus stations along each corridor to better service communities that currently lack good PT or have a high propensity for mode-shift from private vehicles). — New road space allocation with new road corridors, such as the northern rail corridor, & bus priority measures.

Program Option Definition	Inclusions of Option
<p>Option 5: PT improvements & policy measures: High opex, high capex. Significant PT uplift, travel demand policies, all AT improvements, bus priority infrastructure plus capital for bus depots, interchange, bus stops and park-n-rides.</p>	<ul style="list-style-type: none"> — Parking space levy. — E-mobility grants. — Government worker 6-month PT trial (free PT passes issued to Government employees working in Greater Hobart to encourage PT usage). — Reduced PT fares. — Double frequency and coverage of PT. — Council grant scheme to increase walking permeability of suburbs to PT stops. — Implementation of the Greater Hobart Cycling Plan 2022. — Transit lanes on Southern Outlet (Firthside), Tasman (Mornington), and Brooker (Glenorchy) highways. — Bus jumps at 5-10 locations, including Main Road, Clarence Street, and CBD. — Additional bus depots. — Refurbished bus interchanges at Hobart, Glenorchy, Kingston, and Rosny. — Additional funding to improve bus stop amenity, DDA compliance, and safety. — Additional Park & Rides.
<p>Option 6: PT improvements & policy measures: Low opex, moderate capex. Minor PT frequency improvements, travel demand policies, all AT improvements and doesn't include bus jumps, bus interchange upgrades nor additional park-n-rides.</p>	<ul style="list-style-type: none"> — Parking space levy. — E-mobility grants. — Government worker 6-month PT trial (free PT passes issued to Government employees working in Greater Hobart to encourage PT usage). — Reduced PT fares. — Double frequency of PT on select key routes. — Council grant scheme to increase walking permeability of suburbs to PT stops. — Implementation of the Greater Hobart Cycling Plan 2022. — Transit lanes on Southern Outlet (Firthside), Tasman (Mornington), and Brooker (Glenorchy) highways. — Additional bus depots. — Additional funding to improve bus stop amenity, DDA compliance, and safety.

Program Option Definition	Inclusions of Option
<p>Option 7: PT improvements & policy measures: High opex, lower capex. Significant PT uplift and travel demand policies, but without transit lane infrastructure, nor grant scheme to assist walking to PT.</p>	<ul style="list-style-type: none"> — Parking space levy. — E-mobility grants. — Government worker 6-month PT trial (free PT passes issued to Government employees working in Greater Hobart to encourage PT usage). — Reduced PT fares. —). — Double frequency and coverage of PT. — Implementation of the Greater Hobart Cycling Plan 2022. — Bus jumps at 5-10 locations, including Main Road, Clarence Street, and CBD. — Additional bus depots. — Refurbished bus interchanges at Hobart, Glenorchy, Kingston, and Rosny. — Additional funding to improve bus stop amenity, DDA compliance, and safety. — Additional Park & Rides.
<p>Option 8: PT improvements & policy measures: Low opex, lowest capex. Minor PT frequency improvements and travel demand policies, without the Hobart cycling plan network, bus interchange upgrades nor additional park-n-rides.</p>	<ul style="list-style-type: none"> — Parking space levies. — E-mobility grants. — Government worker 6-month PT trial (free PT passes issued to Government employees working in Greater Hobart to encourage PT usage). — Reduced PT fares. — Double frequency of PT on select key routes. — Council grant scheme to increase walking permeability of suburbs to PT stops. — Transit lanes on Southern Outlet (Firthside), Tasman (Mornington), and Brooker (Glenorchy) highways. — Bus jumps at 5-10 locations, including Main Road, Clarence Street, and CBD. — Additional bus depots. — Additional funding to improve bus stop amenities, DDA compliance, and safety.

5.4.2.2 Expected public transport customer impacts

Option 1 provides limited opportunity for stakeholders to use the rapid bus network. It only offers rapid bus services from 6:00 am to 10:00 am and 3:00 pm to 7:00 pm, meaning customers looking to use rapid bus services outside of these times will be unable to do so. This option will integrate local PT feeder network timetables with the peak rapid bus services to improve efficiency for individuals using these services. Similarly, this option will integrate AT and pedestrian improvements, focusing on customer prioritisation and delivering measurable outcomes such as halved wait times and safe connections to stations from a distance of 800m and 4km for pedestrians and cyclists respectively.

Option 2 offers 'all-day' rapid bus services (6:00 am to 12:00 am) which allows customers to access the rapid bus network outside of peak hours; however, this option does not provide integration with local PT networks. This means people living in areas beyond a reasonable walking distance to a rapid bus station are unlikely to be able to catch a local bus there. This option does, however, offer the same AT and pedestrian improvements as Option 1.

Option 3 also provides 'all-day' rapid bus services (6:00 am to 12:00 am), this time with PT timetable integration as in Option 1, delivering enhanced efficiency outcomes for customers. However, it does not include the enhanced level of AT integration that Options 1 and 2 offer. Instead, this option provides limited pedestrian infrastructure improvements, and a smaller catchment area to provide safe connections for pedestrians and cyclists of 400m and 2km respectively. This may impact the journey efficiency and safety of users who live just outside these catchment areas.

In addition to 'all day' services of the rapid bus network (6:00 am to 12:00 am), **Option 4** provides the same high level of PT and AT integration as Option 1. Commuter and pedestrian experience is improved by aligning local PT feeder network timetables with the proposed all-day rapid bus services and enhancing pedestrian infrastructure to ensure safe and efficient journeys.

Options 5 to 8 all include the same travel demand policies: a parking space levy, e-mobility grants, government worker 6-month PT trial, and reduced PT fares. For all options, a parking space levy raises \$15 million p.a. in revenue which is used to fund, either partly or in full, the increased bus operating costs.

Option 5 offers significant PT enhancements, worth \$44 million p.a. which could doubling the frequency of current PT services and improve efficiency for users. It also includes significant AT improvements, such as full implementation of the *Greater Hobart Cycling Plan 2022 (connected AAA cycling network)* and enhanced walking permeability to PT stops, improving the safety and efficiency of commuter journeys. This option proposes both reduced fares for all users and a parking space levy, in order to disincentivise private vehicle use for commuters. It also includes bus priority measures (bus jumps) and additional park & ride infrastructure, increasing convenience and reducing travel time for PT users. Improving key bus interchanges and introducing transit lanes on the Southern Outlet, Tasman, and Brooker highways will further reduce travel times and improve the efficiency of the PT network for users.

Option 6 offers some improved PT frequency, worth \$15 million p.a., therefore not to the same extent as Option 5, resulting in less benefit to potential users. Bus jumps and park & ride infrastructure are not included in this option, limiting the efficiency and convenience of journeys for commuters. However, as in Option 5, introducing transit lanes on major highways is included in this option, enhancing efficiency, and reducing travel times for users. It also includes Option 5's proposed AT improvements, including the full implementation of the *Greater Hobart Cycling Plan 2022*, supporting user journey ease and safety. Under this option, reduced fares for all users and parking levies are proposed, in order to disincentivise private vehicle use for commuters.

Option 7 provides the same PT enhancements as Option 5, including improvements to PT infrastructure, as well as bus jumps and additional park & ride infrastructure. However, this option does not include the transit lanes featured in previous options, meaning it will have a relatively higher level of travel times for users. It does, however, propose certain AT improvements, such as the full implementation of the *Greater Hobart Cycling Plan 2022*. As in Option 5 and 6, this option involves reducing PT fares for all and introducing parking space levies to disincentivise private transport options for users.

Option 8 delivers the same PT and AT enhancements as Option 6, excluding the implementation of the *Greater Hobart Cycling Plan 2022*. This option involves introducing the proposed transit lanes from Options 5 and 6, as well as additional bus jumps to improve network efficiency and user travel time. Reduced fares for all and parking space levies are proposed to sway user preference away from private and towards public transport options. However, this option does not offer additional park & ride infrastructure, reducing the convenience and accessibility to PT.

6 Options Assessment

6.1 Framework

The options assessment process involved developing and delivering a comprehensive Multi-Criteria Analysis (MCA) to short list options for further assessments, including economic analysis. This assessment will confirm the preferred program option(s) to invest in. The program roll out will occur in stages and specific investment will be considered in future Detailed Business Cases (DBC).

The MCA evaluation process involved scoring and rating the long list options against eight criteria. MCA criteria and their specific weightings were determined based on key strategic fit, societal impact and deliverability objectives of the Program, while maintaining alignment with the developed investment logic. This gives decision makers a way of analysing the options against objectives of the Program that may not be readily quantified and monetised.

The MCA was developed in accordance with Infrastructure Australia's *Guide to Multi-Criteria Analysis*⁷³. The MCA approach involved:

- Establishing, / confirming key MCA objectives,
- Identifying evaluation criteria that align with the MCA objectives and can be used to objectively compare the Program options,
- Identifying measures as a basis for scoring the evaluation criteria,
- Establishing a scoring scale to be applied to each measure,
- Assigning weightings to each of the MCA objectives, evaluation criterion and measures, and
- Considering the outcomes of the MCA to identify the resultant short list.

GHG emissions have been considered throughout the option analysis process, as reducing transport related emissions was included as a KPI when assessing the response options against expected benefits. Response options 4 and 6, from which all longlist options were derived, scored the highest against this KPI, further suggesting the importance of GHG emissions in developing the shortlisted options. All longlisted options have been developed to reduce private vehicles on the road and maximise the use of existing infrastructure, with options 5 through 8 focusing on reducing the level of built infrastructure required and the associated embodied emissions.

Including mode shift and patronage as criteria in the MCA allows for assessment of the number of Internal Combustion Engine (ICE) private vehicle trips reduced, capturing some of the GHG emission reduction that may be realised. Additionally, the criterion land use is focused on supporting development around corridors, reducing the need for additional infrastructure further away from the network and encouraging residents to shift to lower-emitting transport modes such as public transport, walking or cycling. Further, the RBN options are considering the use of zero emission buses throughout the network, as part of Tasmania's commitment to transition the government fleet to 100 per cent electric vehicles by 2030⁷⁴.

The level of GHG emission abatement will be further assessed in the economic analysis, presented in Section 0.

⁷³ Infrastructure Australia, *Guide to multi-criteria analysis*: <https://www.infrastructureaustralia.gov.au/guide-multi-criteria-analysis>

⁷⁴ Tasmania Parks and Wildlife Service, *Tasmania's Climate Change Action Plan 2023–25: Transport Sector Fact Sheet (Accessible)*, https://recfit.tas.gov.au/_data/assets/pdf_file/0009/489627/Tasmanias_Climate_Change_Action_Plan_2023-25_Transport_Sector_Fact_Sheet_Accessible.pdf.

6.1.1 *MCA objectives, criterion, measure, and weightings*

The MCA framework (including the MCA objectives, criterion and measures identified) aligns with the three key assessment criteria identified by Infrastructure Australia:

- 1 **Strategic fit:** There is a strong case for action, the proposal aligns to the achievement of stated goals, and there is a clear fit with the community.
- 2 **Societal impact:** The social, economic, and environmental value of the proposal is clearly demonstrated by evidence-based analysis.
- 3 **Deliverability:** The proposal is capable of being delivered successfully, with risks being identified and sufficiently mitigated. A plan is in place to realise the benefits.

Table 6.1 shows this alignment between the MCA framework and Infrastructure Australia's assessment criteria
 Table 6.1: How the MCA framework satisfies Infrastructure Australia's assessment criteria

IA Assessment Criteria	MCA Objective	MCA Criterion	MCA Measure	MCA Measure Description	
Societal impact & Strategic fit	Improve transport network efficiency and resilience	Public transport efficiency	Public transport (PT) travel time savings	Per trip PT travel time saving (minutes) (corridor basis). Estimated percentage reduction in public transport travel time along Greater Hobart's three arterial corridor compared to existing PT services.	
		Network congestion	Increased reliability of services	Travel time reliability.	
	Reduce reliance on private vehicles through improved PT and AT connectivity	Connectivity	Increased mode shift	Volume of people moved (modal shift).	
		Interconnectivity	Increased service catchment (PT)	Distance travelled within a given time budget.	
	Support development uplift and integration	Patronage	Network integration (PT & AT)	Level of inter-modal connectivity (increased destination choice).	
			Number of PT trips	Number of PT trips induced.	
	Deliverability & Strategic fit	Improve investment and delivery of public transport services and associated infrastructure	Land use	Land use	Rezoning for development density and mixed use.
			Affordability	Operating costs	Estimate of annual operating costs (\$real, undiscounted).
		Deliverability	Capital cost	Capital cost	Estimate of capital costs, incl. contingency (\$real, undiscounted).
			Community & stakeholder support	Ease of implementation	Scale and complexity of delivery.
			Community & stakeholder support	Perceived acceptance of solution.	

Table 6.2 shows the scale applied to score the options against each criterion. Each criterion was assessed on a six-point rating scale relative to the base case, with five being the highest score (most positively aligned to the criteria) and zero applied where the measure does not apply. The chosen criterion weighting aligns with ReCFIT's *Transport Emissions Reduction and Resilience Plan (2024-29)*.

Table 6.2: MCA scoring scale

Criterion	Very strong positive 5	Strong positive 4	Moderate positive 3	Minor positive 2	No/limited effect 1
PT efficiency (10%)	Significant reduction in PT travel times (more than 20% reduction). High travel time reliability improvements. Significant improvements of services.	Considerable reduction in PT travel times (16% to 20% reduction). Considerable travel time reliability improvements and improvements of services.	Moderate reduction in PT travel times (11% to 15% reduction). Moderate travel time reliability improvements and improvements of services.	Minor reduction in PT travel times (6% to 10% reduction). Minor travel time reliability improvements.	No or negligible reduction in PT travel times (0 to 5% reduction). No / minor changes in travel time reliability
Network congestion (20%)	Large-scale shift in travel behaviour, with a substantial increase in the number of people transitioning to alternative modes of transport. Clear, sustained reduction in private vehicle use.	Noticeable increase in the number of people shifting to alternative modes of transport, with a moderate reduction in private vehicle use. Mode shift may occur but may not be widespread.	Slight increase in the use of alternative modes of transport. Some change in travel behaviour may occur, but private vehicle usage likely to remain largely unchanged.	Minimal shift to alternative modes of transport, with most people likely to continue using private vehicles. Little impact on overall travel patterns.	No observable change in travel behaviour, with no shift to alternative modes of transport. Private vehicle use remains dominant.
Connectivity (5%)	Comprehensive system of high-performance and dedicated public transport infrastructure. Infrastructure maximises travel efficiency.	Extensive system of advanced, public transport infrastructure. Infrastructure significantly enhances travel efficiency.	Presence of dedicated public transport infrastructures. Improvements lead to a noticeable improvement in travel efficiency.	Limited dedicated public transport infrastructure. Infrastructure improvements are sporadic, providing minor benefits.	Lack of dedicated public transport infrastructure or priority measures.
Interconnectivity (5%)	Comprehensive and highly integrated infrastructure for all travel modes, enabling seamless transfers between modes. High demand and existing usage of these modes, offering access to a wide range of destinations.	Well-developed infrastructure supporting multiple travel modes with good integration. Moderate demand and usage, providing access to a diverse range of destinations, though some gaps may exist.	Sufficient infrastructure allowing connections between a few travel modes. Average demand and usage, with a reasonable number of destination options, but limited integration between some modes.	Minimal infrastructure connecting travel modes, with low demand and usage. Limited destination choices and significant gaps in the integration between modes.	Inadequate infrastructure for inter-modal connections. Few to no destination options, with a lack of integration between travel modes.

Criterion	Very strong positive 5	Strong positive 4	Moderate positive 3	Minor positive 2	No/limited effect 1
Patronage (15%)	Infrastructure and/or level of service has exceptional potential for facilitating increased PT trips.	Infrastructure and/or level of service has strong potential to facilitate increased PT trips.	Infrastructure and/or level of service has potential to facilitate increased PT trips.	Infrastructure and/or level of service will see no discernible difference in PT trips.	Infrastructure and/or level of service will discourage an increase in PT trips.
Land use (5%)	Infrastructure and/or level of service will enable a significant uplift in development density	Infrastructure and/or level of service will enable a moderate uplift in development density	Infrastructure and/or level of service has reasonable potential to enable an uplift in development density	Infrastructure and/or level of service has minor potential to enable an uplift in development density	Infrastructure and/or level of service does not have potential to enable an uplift in development density
Affordability (30%)	Opex is significantly lower than average or expected levels. Opex is less than \$10M.	Opex is lower than average or expected levels. Opex is within the range of \$10M - \$19M.	Opex is within the expected range but on the higher side of average. Opex is within the range of \$20M - \$29M.	Opex is above average or expected levels. Opex is within \$30M - \$39M.	Opex is significantly above expected levels. Opex is \$40M and greater.
Deliverability (10%)	Capex is significantly lower than average or expected levels. Capex is less than \$220M.	Capex is lower than average or expected levels. Capex is within the range of \$220M - \$399M.	Capex is within the expected range but on the higher side of average. Capex is within the range of \$400M - \$599M.	Capex is above average or expected levels. Capex is within \$600M - \$749M.	Capex is significantly above expected levels. Capex is at or greater than \$750M.
	Delivery is highly straightforward to implement with minimal complexity and resource requirements	Delivery is relatively straightforward to implement with minimal complexity and resource requirements	Delivery involves some complexity and resource requirements	Delivery is challenging due to moderate complexity and resource needs	Delivery has significant challenges in implementation and complex logistics, high resource requirements and considerable risks
	Strong level of support from community and stakeholders	General support from community and stakeholders	Minor to no change in support from community and stakeholders	There is more opposition than support from community and stakeholders	There is strong opposition from the community and stakeholders

6.2 Application & Outcomes

This section presents the MCA scoring results for each of the long list options, evaluated against each criterion, as well as the rationale behind the assigned scores.

6.2.1 MCA scoring results

Table 6.3 outlines the total scores of each option against the eight criteria, as well as their ranking amongst each other. A more detailed explanation of the criteria scores and their justification is available in Appendix F: MCA Scoring Explanation and Justification.

Table 6.3: MCA scoring results for each option, and their ranking against each other

Option	PT efficiency	Network congestion		Connectivity	Interconnectivity	Patronage	Land use	Affordability		Deliverability		Avg. weighted score	Ranking
		Reliability	Mode shift					Opex	Capex	Ease	Support		
Response Option 4: Rapid Bus Network	4	4	3	3	4	3	2	2	1	2	3	2.70	8
	4	3	4	3	3	4	4	3	1	2	4	3.10	6
	4	5	5	4	4	5	4	2	2	2	5	3.70	1
	4	5	5	4	4	5	4	2	1	2	5	3.55	2
Response Option 6: Policy Measures	3	4	5	4	4	5	3	2	3	3	3	3.55	2
	2	3	3	3	3	3	2	5	4	3	2	3.25	4
	1	2	4	2	4	4	3	2	4	4	3	3.00	7
	2	3	3	3	2	3	2	5	4	4	1	3.20	5

As seen in Table 6.3, **options 3, 4, and 5** consistently scored highly across criteria one through seven, indicating these options are strong performers in most aspects of public transport effectiveness. **Option 1** had moderate scores throughout the same criteria but lagged behind in land use and capex affordability, contributing to its overall lower ranking. **Option 6** showed mixed performance, scoring well in affordability (both Opex and Capex) and community support for deliverability, but lower in PT efficiency and network congestion. **Option 7** had lower scores in PT efficiency, reliability, and connectivity, reflecting potential challenges in these areas. **Options 2 and 8** had moderate scores overall but showed strengths in specific areas, such as affordability for **Option 8** and patronage, mode shift and PT efficiency for **Option 2**.

Overall, **Options 3, 4, and 5** emerged as strong contenders for most criteria, while **Option 1** and **Option 7** highlighted areas needing improvement.

Options 3, 4, and 5 remained as the top ranked Program Options in the MCA under a number of sensitivity tests where different criteria weightings were applied.

7 Shortlist Options Analysis

7.1 Base Case

As explained in chapter 5, the base for this assessment or the 'do nothing' option is to keep public transport services as they currently are, including retaining existing bus services along the North, South and East corridors. These services will continue to run to their current timetable and provide the same level of frequency, resulting in likely little change in patronage levels, and limited connectivity between services. With no increase in spending on bus services, continuing to develop services to support areas of growth and population increase will not be possible. There will also be no investment in better footpaths and cycleways that could provide convenient access to bus stops, or safe and connected ways for people of all abilities to travel to their destination. As a result, private vehicles will remain as the prime choice for travelling within Greater Hobart.

No investment in bus priority measures or additional bus services will continue to see long travel times, and poor travel time reliability for public transport and growing congestion on Hobart's roads.

7.2 Shortlisted Program Options

7.2.1 Shortlisted Options

The shortlisted program options include a mix of projects, that include both infrastructure, service delivery and policy-led incentives and disincentives.

Based on the MCA results, the four highest scoring options (3, 4, 5 and 6) were identified to continue to the next stage and undergo detailed modelling and economic analysis.

It should be noted that while MCA scores allow for a comparison of options across a range of key areas, they are very subjective and thus, are only considered to guide the selection of shortlisted options. The chosen weightings have been applied in a manner that reflects their proportional relationships to one another, and thus the average weighted scores of each option should not be taken at exact face value, but rather as a suggestion.

7.2.1.1 Rapid bus options

Option 3: Rapid Bus Network with All day services + PT integration (RBN + PT integration)

This option aims to provide all day rapid bus services, with new road space allocation along three corridors, bus priority measures, additional bus depots for ZEBs, high public transport integration and minor active transport integration.

The outcome of this option is a new form of public transport and a more legible and reliable bus network, with frequent services arriving in the Hobart CBD every 7.5 minutes from each corridor, and dedicated transit lanes and busways to improve bus travel times. In addition, this rapid bus option delivers new through city routes linking the three key transport corridors (North, South and East) in ways that the existing bus network does not. This option includes improvements to walking and cycling connections to rapid bus stations.

Table 7.1 outlines advantages and disadvantages associated with this option.

Table 7.1: Advantages and disadvantages relating to option 3 (RBN + PT integration)

Advantages	<ul style="list-style-type: none"> — High legibility (introducing a highly legible and easier to understand bus network for customers). — Improved branding & promotion of public transport (RBN would be a major intervention that would relaunch buses in Hobart, gain user and non-user attention, and provide an opportunity for branding and promotion that would not be possible with incremental improvements to the existing bus network and services). — Introducing new through-city routes that can better cater for different travel needs across the city (e.g. Connecting the South to the North without requiring passengers to transfer). — Offering a substantially higher service frequency than most other bus services in Hobart (a rapid bus network would deliver much higher levels of frequency, meaning customers would not need a timetable, knowing they could decide to travel at any time and have a short wait for a service). — Higher degree of travel time reliability, if bus priority measures are provided. — High service frequency can improve reliability as delays will not largely impact wait times. — More efficient use of road space (providing bus priority results in roads moving a greater number of people in fewer vehicles). Rapid bus services should encourage people to shift from private vehicles, reducing congestion. — Reduced and more reliable travel times will allow a more efficient bus fleet allocation (if services are faster and more reliable with supporting bus priority measures, the allocation of buses is more efficient, reducing peak vehicle requirements). — High frequency rapid routes integrated with the bus network enables opportunities for seamless interchange to supporting bus services, providing reliable and safe travel times, and enhanced safety from reduced waiting times. — The consistency and legibility of rapid routes and their infrastructure would encourage transit-oriented development (TOD) on rapid bus corridors, including the NSTC. This urban renewal would improve housing supply, affordability and diversity. — Offers a substantially improved span of hours of rapid routes compared with existing bus services, making public transport more useful for casual and part-time workers. — Hobart residents may not need to own as many vehicles as they do now. It provides households with the opportunity to own no cars or only one car. — BRT is a proven, high quality public transport offering that leads to mode shift in other cities and countries (see section 7.2.2)
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Disadvantages	<ul style="list-style-type: none"> — Cost of services will be greater than existing services due to higher service quality. — Potential for disruptions across Hobart’s transport network during implementation phase (more intense disruptions than incremental public transport improvements). — Potential for perceptions of reduced capacity for general traffic as buses compete for road space, until a sufficient amount of people change their travel behaviour. — Potential loss of kerbside carparking due to active transport & public transport investments in infrastructure. — Capital infrastructure costs would be high. — Transit lanes are shared with other modes (e.g., taxis, private vehicles with three or more occupants), reducing its effectiveness compared to bus-only lanes. — Operating benefits of buses can be eroded by a greater use of private vehicle usage (due to the lack of extensive bus priority measures and singular use of transit lanes). — Transit lanes not as easily enforced as bus-only lanes.
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This option effectively addresses the problem statements outlined in section 3.1 by improving Hobart’s public transport network efficiency and resilience, reducing private vehicle dependency, and enhancing public transport access for all. Faster bus travel times and reduced congestion contribute to better utilisation of the existing infrastructure while accommodating future growth in demand. The improved network reduces reliance on cars by offering faster, more reliable connections across the three key corridors, especially for residents in dispersed areas, promoting mode shift behaviour. Enhancing the reliability and accessibility of the bus network reduces barriers to accessing key destinations, helping to alleviate inequities caused by the current lack of service.

This option would be complementary to existing bus services, improving general connectivity across Greater Hobart. Expansion of services would also improve connectivity with the existing active transport options.

This option will help to support the event bus network for the proposed Macquarie Point Stadium. The Tasmanian Government has committed to the development of a multiuse stadium precinct at Macquarie Point. The site was selected due to the proximity to Hobart central business district and the associated agglomeration and activation potential. Most trips to the site are to be served by existing public transport, supplementary event bus services, walking and cycling, with only a small amount of on-site car parking to be provided. In this regard, the project has the potential to be a catalyst for mode shift away from private vehicles in Hobart, which are poorly suited for event transport. Rapid bus will provide a high quality and reliable connection to the site.

The integration of the Macquarie Point stadium with rapid bus services may contribute towards potential benefits of the Macquarie Point precinct. As the precinct is located at the most central interchange between the North, South and Eastern corridors, rapid bus services will increase the return on the investment in the precinct by improving connectivity and encouraging economic activity outside of event times.

This option and suite of projects is complex, both for the service delivery (e.g. bus fleet and operator procurement and additional drivers required) but also from the infrastructure perspective (e.g. building transit lanes, the NSTC busway and bus stations), ensuring that there are sufficient contractors to roll out the investment. However, the projects and service delivery can be staged allowing it to be flexible.

This project will rely on the following things:

- Common Ticketing and real time information projects being completed
- Completion of several road projects:
 - Southern Outlet fifth lane (Olinda Grove to Macquarie Street)
 - Kingston Bypass-Algona Road
 - Mornington roundabout signalisation
 - Rosny Access Ramps

The wider benefits from this option include:

- Carbon reduction from the introduction of ZEBs and transfer of customers from private transport to public transport.
- Tourists may use public transport more due to the increase in frequency, options, and improved connectivity rapid bus will bring
- Increase in public transport access to employment
- Economic stimulation from the increase in capital spend for local construction and associated businesses
- Change in travel behaviour will over time reduce reliance on cars, reducing impact and congestion on road network
- Frequent, reliable and convenient bus services across Greater Hobart with the existing urban bus services.
- Provides the medium capacity transport solution needed to underpin the NSTC Growth Strategy for medium density development around the rail corridor.
- General health benefits from greater active transport options
- Providing better opportunities across all of Greater Hobart to access jobs, education and services
- Reduced car use from mode shift, reducing emissions and congestion

Option 4: Rapid Bus Network with All day services + AT & PT integration (RBN + PT & AT integration)

This option aims to provide all day rapid bus services, with new road space allocation along three corridors, bus priority measures, additional bus depots for ZEBs, and high public transport and active transport integration.

The outcomes of this option are a more reliable bus network, with frequent services arriving in the Hobart CBD every 7.5 minutes from each corridor, and dedicated transit lanes and busways to improve travel times. Additionally, this option will provide high quality connections to the rapid bus stations, with significant infrastructure improvements for pedestrians and cyclists.

Table 7.2 outlines advantages and disadvantages associated with this option.

Table 7.2: Advantages and disadvantages related to option 4 (RBN + PT & AT integration)

Advantages	<ul style="list-style-type: none"> — High legibility (introducing a highly legible and easier to understand bus network for customers). — Improved branding & promotion of public transport (RBN would be a major intervention that would relaunch buses in Hobart, gain user and non-user attention, and provide an opportunity for branding and promotion that would not be possible with incremental improvements to the existing bus network and services). — Introducing new connections that can better cater for different travel needs across the city (i.e. Connecting the East to the North without requiring passengers to transfer). — Offering a substantially higher service frequency than most other bus services in Hobart (a rapid bus network would deliver true 'turn-up-and-go' frequency, meaning customers would not need a timetable, knowing they could decide to travel at any time and have a short wait for a service). — Higher degree of travel time reliability. — High service frequency can improve reliability as delays will not largely impact wait times. — More efficient use of road space (providing bus priority results in roads moving a greater number of people in fewer vehicles. Rapid bus services should encourage people to shift from private vehicles, reducing congestion). — Reduced bus travel times due to priority measures will allow a more efficient bus fleet allocation (fewer buses are required to provide an equivalently high level of bus service, with priority measures). — High frequency rapid routes integrated with the bus network enables opportunities for seamless interchange to supporting bus services, providing reliable and safe travel times, and enhanced safety from reduced waiting times. — The consistency and legibility of rapid routes and their infrastructure would encourage urban development on rapid bus corridors (making use of the potential priority Northern corridor). — Offers a substantially improved span of hours of rapid routes compared with existing bus services, making public transport more useful for casual and part-time workers. — Hobart residents may not need to own as many vehicles as they do now. It provides households with the opportunity to own no cars or only one car. — BRT is a proven, high quality public transport offer that leads to mode shift in other cities and countries (see section 7.2.2) — Designed to integrate with active transport networks to maximise access by sustainable modes.
Disadvantages	<ul style="list-style-type: none"> — Cost of services will be greater than existing services due to higher service quality. — Potential for disruptions across Hobart's transport network during implementation phase (more intense disruptions than incremental improvements to the existing public transport offering). — Potential for perceptions of reduced capacity for general traffic as buses compete with road space, until a sufficient amount of people change their travel behaviour. — Potential loss of kerbside carparking due to active transport & public transport investments in infrastructure. — Capital infrastructure costs higher. — Transit lanes are shared with other modes (e.g., taxis, private vehicles with three or more occupants), reducing its effectiveness compared to bus-only lanes. — Operating benefits of buses can be eroded by a greater use of private vehicle usage (due to the lack of extensive bus priority measures and singular use of transit lanes). — Transit lanes not as easily enforced as bus-only lanes.

This option effectively addresses the problem statements outlined in section 3.1 by improving Hobart's public transport network reliability and accessibility, reducing private vehicle dependency, and promoting active transport. Dedicated bus corridors and improved travel times address congestion and prepare the infrastructure for future growth in demand.

The integration of high-quality active transport infrastructure, including improved pedestrian and cyclist facilities, complements the rapid bus services, providing convenient and attractive alternatives to private vehicle use, particularly for a dispersed population. Enhanced connections to stations, supported by infrastructure upgrades for active transport users, make the network more inclusive and equitable, addressing existing barriers to accessing jobs, services, and education.

This option would be complementary to the existing bus services and would improve the current services from better connectivity; however, it will also complement the current active transport proposals. This option will also provide part of the transport solution for the proposed Macquarie Point stadium.

This option and suite of projects is complex, both for the service delivery (e.g. procurement, drivers required) but also from the infrastructure, ensuring that there are sufficient contractors to roll out the investment. However, the projects and service delivery can be staged allowing it to be flexible.

This project will rely on the following things:

- Common Ticketing and real time information projects being completed
- Completion of several road projects:
 - Southern Outlet fifth lane (Olinda Grove to Macquarie Street)
 - Kingston Bypass-Algona Road
 - Mornington roundabout signalisation
 - Rosny Access Ramps

The wider benefits from this option include:

- Carbon reduction from the introduction of zero emission buses and increased use of active and public transport
- Better active transport options, including for those that are not using the bus services but will benefit from the active transport investment.
- Tourists may use public transport more due to the increase in frequency, options, and improved connectivity
- Increase in public transport access to employment
- Economic stimulation from the increase in capital spend for local construction and associated businesses
- Change in travel behaviour will over time reduce reliance on cars, reducing impact and congestion on road network
- Frequent, reliable and convenient bus services across Greater Hobart with the existing urban bus services.
- Provides the medium capacity transport solution needed to underpin the NSTC Growth Strategy for medium density development around the rail corridor
- General health benefits from greater active transport options
- Providing better opportunities across all of Greater Hobart to access jobs, education and services
- Reduced car use from mode shift, reducing emissions
- The existing bus contracts is the key interdependency associated with this option.

7.2.1.2 Public transport improvement options

Option 5: Major PT improvement with policy measures (Major PT improvements)

This option aims to provide significant public transport and active transport improvements and implement bus priority infrastructure improvements, but without the introduction of a rapid bus network. This option represents a step-change in public transport funding that will significantly improve the frequency, coverage and reliability of urban bus services, and deliver bus priority measures to reduce bus travel times and improve travel time reliability. Part of the increased funding is provided by revenue raised from a CBD parking space levy (PSL). In addition, active transport infrastructure is substantially improved to provide safety and connectivity across Greater Hobart.

The expected outcomes of investing in this option includes the ability to double the frequency of bus services on many existing bus routes and provide better coverage including to growth areas. This will be supported by transit lanes along three key corridors, upgraded bus stops and bus interchanges and additional park and rides. Additional bus depots will be built to accommodate the additional bus fleet required to deliver service improvements. A CBD PSL, similar to those used in Perth, Sydney and Melbourne could raise \$15 million per year and assists in capping the supply of cheap parking that is one of the root causes of congestion. Other travel demand measures are included to encourage the use of public and active transport including half-price fares and e-bike grants. This option will also see the *Greater Hobart Cycling Plan 2022* implemented. While transit lanes will provide some bus priority, they would be shared with other high occupancy vehicles including private vehicles with 3 or more occupants, and as a result their benefits to buses may be lower than dedicated bus lanes. The benefits provided by T3 and dedicated bus lanes will vary depending on a number of factors, such as the time of day (e.g. in off-peak hours, dedicated bus lanes may only provide a very marginal increase in benefits) and section of corridor the lane exists in (e.g. on small, busy roads, dedicated bus lanes may provide significantly greater benefits).

Under this option, per capita spending on Hobart public transport will be around the average for Australian cities, rather than the lowest.

Table 7.3 outlines several advantages and disadvantages associated with this option.

Table 7.3: Advantages and disadvantages related to option 5 (Major PT improvements)

Advantages	<ul style="list-style-type: none"> — Delivers substantial public transport and active transport improvements over time, allowing works and budgets to be phased, reducing network impacts. — Offers traffic flow improvements through the implementation of transit lanes, encouraging higher vehicle occupancy usually targeted for cars for which buses benefit from. — Improved new facilities, such as DDA compliance and security and amenity upgrades.
Disadvantages	<ul style="list-style-type: none"> — Difficult to market because it doesn't offer a new public transport service with limited opportunity to attract new users through branding and promotion. — Unlikely to stimulate transit -oriented development along key transport corridors. — Staged improvements to frequency and coverage are more difficult to realise benefits – incremental priority measures may retain current bus travel times rather than offering improvements. — Transit lanes are shared with other modes (e.g., taxis, private vehicles with three or more occupants), reducing its effectiveness compared to bus-only lanes. — Operating benefits of buses can be eroded by a greater use of private vehicle usage (due to the lack of extensive bus priority measures and singular use of transit lanes). — Transit lanes not as easily enforced as bus-only lanes.

	<ul style="list-style-type: none"> — Additional bus depot locations may be required (would require more buses to deliver the identified frequency improvements without the bus priority measures that deliver better fleet utilisation). — Highly unlikely to have a substantial impact on promotion & product marketing, compared to BRT options (this option will appear like a BaU approach, even though over time it will achieve a significant mode shift). — E-mobility grants may shift users from bus and walk. — Park & rides are a very expensive way to provide public transport ridership, and based on experience in other cities, may actually increase private vehicle trips (as people may drive to the park & ride when they would've otherwise ridden the bus from closer to their home), and can deter urban development around bus terminals and interchanges. — Public discontent from the introduction of parking space levies
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This option effectively addresses the problem statements outlined in section 3.1 by delivering significant improvements to both public transport and active transport infrastructure, promoting accessibility, efficiency, and sustainability across Greater Hobart. Staged upgrades such as bus jumps and transit lanes will improve travel times and reliability along the three key corridors and increase the effectiveness of the additional bus services, supporting better performance, and accommodating increased demand. Providing additional, and reliable bus services as an alternative to private vehicle use, makes public transport options more accessible and encourages a shift toward sustainable travel modes. This option enhances the availability and affordability of public transport, and ensures a more comfortable and efficient transit experience, making it easier for people to reach essential destinations such as workplaces and schools.

This option improves the current services and requires policy changes. It will also significantly improve the connectivity and safety of cycling infrastructure across Greater Hobart.

The increase in existing services is not a complex component, however it will be important to manage both the integration of services with the capital investment and the effective communication of the benefits of a parking space levy to assist the passage of the required legislation. The significant active transport investment can be planned and implemented alongside the bus service improvements.

Like the rapid bus network, this option has flexibility in the way it is implemented.

The wider benefits of this option include:

- Improved frequency and efficiency of existing services for all Hobart residents and tourists
- Reduced fares assist low-income earners
- Active transport infrastructure will encourage greater participation
- Reduced car use from mode shift reduces emissions
- Economic stimulation from the increase in capital spend for local construction and associated businesses
- Increase in public transport access to employment

The existing bus contracts may be a key interdependency associated with this option.

- This project will rely on the following things:
- Common Ticketing and real time information projects being completed
- Completion of several road projects:
 - Southern Outlet fifth lane (Olinda Grove to Macquarie Street)
 - Kingston Bypass-Algona Road
 - Mornington roundabout signalisation

— Rosny Access Ramps

Option 6: Minor PT improvements funded by policy measures (Minor PT improvements)

This option aims to provide minor public transport improvements funded by a CBD parking space levy along with significant active transport improvements and bus priority infrastructure improvements. The expected outcomes of investing in this option include frequency improvements on selected existing bus routes, transit lanes along three key corridors, some additional bus depot space and bus stop upgrades. Active transport connectivity and safety will be greatly improved by the implementation of the *Greater Hobart Cycling Plan 2022*.

Table 7.4 outlines advantages and disadvantages associated with this option.

Table 7.4: Advantages and disadvantages related to option 6 (Minor PT improvements)

Advantages	<ul style="list-style-type: none"> — Delivers minor improvements over time, allowing works and budgets to be phased, reducing network impacts. — Offers traffic flow improvements through the implementation of transit lanes, encouraging higher vehicle occupancy and carpooling (buses are a beneficiary of this, but aren't the specific target). — Improved new facilities (however, customers may not get substantially better services as a result) — Lower opex and capex costs (though opex costs may not be as low as in rapid bus options due to fewer bus priority measures).
Disadvantages	<ul style="list-style-type: none"> — Difficult to market as a substantial public transport improvement, limited opportunity to attract new users through branding and promotion - gradual improvements are more difficult to realise benefits — Unlikely to stimulate transit -oriented development along key transport corridors. — Less likely to include new through-city services that could be provided under all other options — Transit lanes are shared with other modes (e.g., taxis, private vehicles with three or more occupants), reducing its effectiveness compared to bus-only lanes. — Operating benefits of buses can be eroded by a greater private vehicle usage (due to the lack of extensive bus priority measures and singular use of transit lanes). — Transit lanes not as easily enforced as bus-only lanes. — Potential for mixed messaging to the general public. There is limited appreciation for the benefits of this option compared to a rapid bus network, as it doesn't deliver a highly visible set of new buses and stations. — E-mobility grants may shift users from bus and walk. — Highly unlikely to have a substantial impact on promotion & product marketing, compared to RBN options (this option offers a BaU approach, making it unlikely to have the effect the city needs to encourage mode shift). — Incurs additional operational costs due to reduced efficiency of bus network with modest infrastructure and frequency improvements. — Potential for continued bus travel time reliability problems, which may be worsened with the higher frequency services implemented from this option and limited bus priority. — Public discontent from the introduction of parking space levies

This option effectively addresses the problem statements outlined in section 3.1 by enhancing active and public transport systems to deliver practical, sustainable solutions for Greater Hobart, supporting accessibility, efficiency, and environmental goals. Implementing efficiency enhancing measures support better traffic flow and improve the reliability of public transport services, while providing enhanced cycling infrastructure and better access to public transport create opportunities for a more diverse range of travel options, supporting mode shift.

Reductions in public transport fares and frequency improvements enhance the affordability and availability of public transport, while additional bus depot space ensures capacity to support these service improvements, and improved bus stop amenities makes the overall public transport experience more convenient and appealing for users, further encouraging mode shift behaviour.

This option improves the current services and requires policy changes to raise revenue to pay for the increased bus services. It will also significantly improve the connectivity and safety of cycling infrastructure across Greater Hobart. The increase in existing services is not a complex component, however it will be important to manage both the integration of services with the capital investment and the effective communication of the benefits of a parking space levy to assist the passage of the required legislation. The significant active transport investment can be planned and implemented alongside the bus service improvements.

Like the rapid bus network, this option has flexibility in the way it is implemented and of all the options will have the shortest delivery time.

The wider benefits of this option include:

- Improved frequency and efficiency of existing services for all Hobart residents and tourists
- Reduced fares assist low-income earners
- Active transport infrastructure will encourage greater participation
- Reduced car use from mode shift reduces emissions
- Some economic stimulation from the increase in capital spend for local construction and associated businesses

The existing bus contracts may be a key interdependency associated with this option.

This project will rely on the following things:

- Common Ticketing and real time information projects being completed
- Completion of several road projects:
 - Southern Outlet fifth lane (Olinda Grove to Macquarie St)
 - Kingston Bypass-Algona Road
 - Mornington roundabout signalisation
 - Rosny Access Ramps

7.2.2 *Opportunities and constraints*

There are several constraints and opportunities associated with the scoping, development, and delivery of a rapid bus network (Options 3 & 4), as well as public transport improvements (Options 5 & 6). These challenges are related to gaining government and community approval, and then funding, while opportunities may exist associated with further network effects (e.g., impact on the proposed Macquarie Point Stadium, ferry terminals, etc.), as well as business and development opportunities. Outlined in Table 7.5, these opportunities and constraints are considered in the context of their impact on operators, customers, and businesses.

Table 7.5: Opportunities and challenges associated with option implementation

Opportunity/Constraint	How it can be achieved/eliminated
Rapid Bus Options (3 & 4)	
The proposed Rapid Bus network provides the opportunity to significantly increase frequency, improve travel time and create cross town trips for public transport across Greater Hobart and supports everyday travel and event needs.	Launching a new rapid bus public transport product - differentiated from conventional bus services – will provide a more marketable product, with legible routes and standard service levels, to attract new users. Alternative small scale bus service improvements are less likely to have a substantial impact on patronage and mode shift
Successful rapid bus projects in Australia and overseas give confidence that this approach would benefit Hobart	Draw on national and international benchmarks for successful implementation
The NSTC is faster and more reliable than using Main Road, but will provide less access to population, employment and centres served.	Good quality active transport connections to stations will help widen the catchment of stations, but rezoning and master planning will permit more compatible land uses to develop over time, eg higher residential densities.
Stakeholder and community support for road space reallocation may be difficult to achieve given high degrees of private car use. This presents a particular barrier for the delivery of on-road bus lanes as these projects may be particularly polarising.	Engage early and in-depth with impacted stakeholders as well as the broader community. Promote examples of success, ensure benefits of rapid bus are maximised, adopt strategies and policies for efficient use of road network (moving people and goods, not vehicles)
Improved walking and cycling connections to the northern corridor provide opportunity for increased rapid bus ridership as well as broader mode shift towards active transport. As the existing Intercity Cycleway is the primary active travel trunk route in Hobart, improved walking and connections will expand the catchment of potential active transport users.	New connections that provide separation from traffic will be most successful in encouraging more residents to walk, wheel and ride.
Without enforcement, bus and transit lanes are expected to have low compliance rates, which will reduce the ability to provide bus priority.	Enforce transit and bus lane restrictions
Public Transport Improvement Options (5 & 6)	
Mode shift can be made with less disruption than with the rapid bus project, with no requirement to build rapid bus stations.	More modest priority measures including use of transit lanes which would provide benefits to general traffic
Transit lanes and discontinuous bus priority measure constrain benefits to buses compared with dedicated facilities in rapid bus options	Plan for upgrade of transit lanes to bus lanes over time

Opportunity/Constraint	How it can be achieved/eliminated
<p>Introducing a dedicated bus transit lane on Macquarie Street and Davey Streets may require removal of on-street parking, with impacts on businesses and residences.</p>	<p>This section is likely to provide the greatest bus benefits, so opportunity to demonstrate value of road space reallocation. Implementation of transit lanes on Macquarie and Davey Street may need to consider alternative options to off-set the loss of on-street parking.</p>
<p>Without enforcement, bus and transit lanes are expected to have low compliance rates, which will reduce the ability to provide bus priority.</p>	<p>Enforce transit and bus lane restrictions</p>
<p>Potential for mixed messaging to the general public. Options 3 and 4 advocate for a rapid bus system that provides a range of new services and a completely new system, whereas options 5 and 6 provide updates to the existing system and unless it's clear what's being improved, the public may not appreciate the degree of investment.</p>	<p>Better advertisement and greater awareness of the services and improvements Options 5 and 6 provide compared to the existing bus service network.</p>

Success of rapid bus programs in other jurisdictions⁷⁵

There are several rapid bus programs throughout Australia, as well as internationally that have seen significant improvements in the public transport network and its impact on mode shift.

Portland, USA⁷⁶

In September 2022, Portland's transit agency TriMet introduced a "light Bus Rapid Transit (BRT)" project on one of its inner-city streets that is too narrow for bus lanes, but where redevelopment is driving up densities and thus travel demand. This project encompassed implementing wider spacing of stops of up to 800m, increasing regularity of services by three minutes to achieve a 12-minute frequency, introducing signal priority at traffic lights along the corridor, and improving shelters with signage identifying the location and a real-time information display.

As a result, travel times have decreased by 20% and ridership rose dramatically by almost 40% during its first year of operation (until August 2023). There has been some public criticism surrounding too much focus of this project on a singular corridor and not enough on the network, however, most customers consider this a step in the right direction and support TriMet's efforts in creating a high-quality rapid bus service.

Sydney, Australia⁷⁷

In 2019, Transport for NSW introduced the "B-Line" bus service which connects Central Sydney to Mona Vale, via the Northern Beaches. The B-Line service consists of very high "turn-up and go" frequencies, with services running every two minutes during peak hours, and every five minutes off-peak. It runs seven days a week, 20 hours a day from 4:30am to 12:30am, and has consolidated its bus stops into upgraded "stations", with only 10 stations over its 25km length. Its implementation included new sections of bus lanes and other bus priority measures, as well as significant pedestrian and cycling improvements around its stations, and six new park & ride facilities providing up to 900 new car spaces for commuters. Each of these car parks offers accessible parking, bike racks or sheds and has been specifically designed for public transport commuters to easily connect to a nearby transport hub or station.

While not a full-blown Bus Rapid Transit, the B-Line project is a "BRT-lite" which achieves a lot of the same benefits at a lower cost and greater ease of implementation. The bus priority measures, limited stations and practically zero wait-times mean travel times on the B-Line are faster than driving private vehicles for many people. According to Google Maps, a morning peak B-Line journey time from Mona Vale to the city takes 66 minutes, while the equivalent car journey takes anywhere between 45 to 105 minutes. Additionally, in its first year of operation it carried 5.9 million passengers, and has gradually increased over the last five years, so much so that Transport for NSW announced in early 2024 that they are delivering 146 additional B-Line bus services to meet this increase in customer demand and patronage⁷⁸.

B-Line buses provide more seats and better on-board amenities with more services, more often. The inclusion of in-seat USB chargers and real-time information screens and announcements, adds to the ambience of the service, making customers feel more like they're catching a train than a bus, and that they're more important than motorists.

Melbourne, Victoria⁷⁹

In October 2010, Manningham Council introduced the DART (Doncaster Area Rapid Transport) bus service along four different corridors throughout Doncaster in Melbourne's East. The DART bus service offers a SmartBus level of service, with doubled service frequency resulting in services every 15 minutes on weekdays, and every 30 minutes on during the evenings and weekends. As a result of its implementation, the DART bus service significantly increased bus patronage, with an accumulated annual patronage of over 4.5 million recorded in 2018-19, a 48% increase from 2010. Additionally, pre-COVID data shows 8.9% of Manningham residents use bus services to travel to work, compared to 1.5% for wider Melbourne commuters. However, studies have found that a decade of investment in incremental bus priority improvements in the corridor served only to maintain status quo bus travel times, rather than delivering and maintaining travel time improvements (*DART Infrastructure Pathways Study, Arup, 2018*).

⁷⁵ These examples are not accurate of the scale of rapid bus networks that may be rolled out in Hobart.

⁷⁶ Jarrett Walker. "Portland: Good Outcomes from BRT-Lite." *Human Transit*, October 6, 2023. <https://humantransit.org/2023/10/portland-good-outcomes-from-brt-lite.html>.

⁷⁷ Axel Wilke, "Sydney B-Line," *Talking Transport*, March 7, 2020, <https://talkingtransport.com/2020/03/07/sydney-b-line/>.

⁷⁸ "TfNSW Announces Extra B-Line Services for Sydney Passengers," *Australasian Bus and Coach*, March 27, 2024. <https://www.busnews.com.au/tfnsw-announces-extra-b-line-services-for-sydney-passengers/>.

⁷⁹ Manningham City Council, *Bus Rapid Transit (BRT) - Advocacy Factsheet*, October 2022, <https://www.manningham.vic.gov.au/sites/default/files/2022-10/2022%20-%20Bus%20Rapid%20Transit%20%28BRT%29%20-%20Advocacy%20factsheet.PDF>.

7.3 Timeframe

7.3.1 Implementation timeline of each option

7.3.1.1 Rapid bus network implementation timeline

For the program to be completed by 2036, it has been assumed that the scoping and development of a corridor are carried out in parallel with the delivery of the preceding corridor(s). The two staging options are:

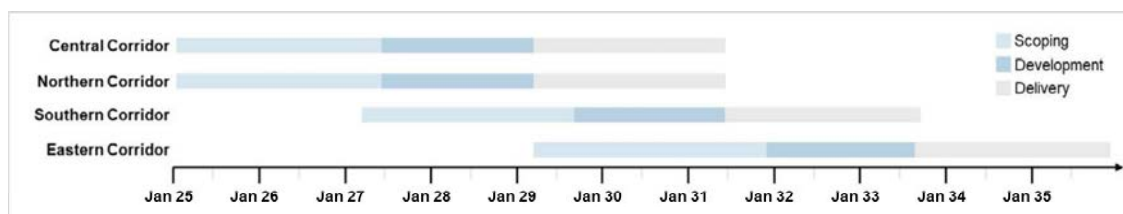
- 1 **Staging Option A:** Rapid Bus Network staged as Central & Northern corridor works first, followed by Southern corridor, then Eastern corridor last.
- 2 **Staging Option B:** Rapid Bus Network staged as Central & Southern corridor works first, followed by Northern corridor, then Eastern corridor last.

A fixed duration of six and a half years for implementation of each corridor has been assumed⁸⁰:

- Scoping (involving concept design, detailed business case, and funding) is assumed to last two years and six months.
- Development (detailed design, approvals, and procurement for rapid bus network and active transport improvements) is assumed to last one year and nine months.
- Delivery is assumed to last two years and three months.

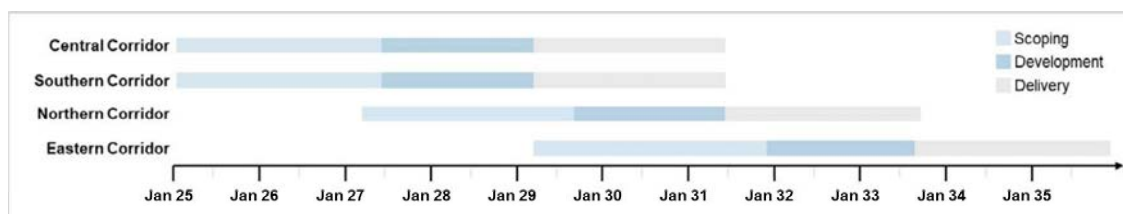
Key timing milestones for staging option A is outlined in Figure 7.1 below.

Figure 7.1: Key timing milestones for staging option A



Key timing milestones for staging option B is outlined in Figure 7.2 below.

Figure 7.2: Key timing milestones for staging option B



The minor active transport investments are to be delivered in line with the roll out of the rapid bus services in the respective corridors.

⁸⁰ The time frames for each phase was prepared by Jacobs. See chapter 9 of Cost Estimating for the Greater Hobart Rapid Bus Network (GHRBN), Strategic Business Case Cost Estimate, 11 June 2024.

7.3.1.2 PT improvements implementation timeline

In these options, bus frequency and coverage improvements would be delivered along with some bus priority, comprising transit lanes and intersection bus priority. These improvements would be complemented by travel demand policy measures, better public transport infrastructure and better active transport infrastructure. Additional bus fleet procurement and driver recruitment will also be needed.

Option 5 – Major PT improvements supported by policy (Major PT improvements)

This option would see a step-change in bus service levels, with procurement of additional services across the Greater Hobart network.

Key steps in the implementation of this option would include:

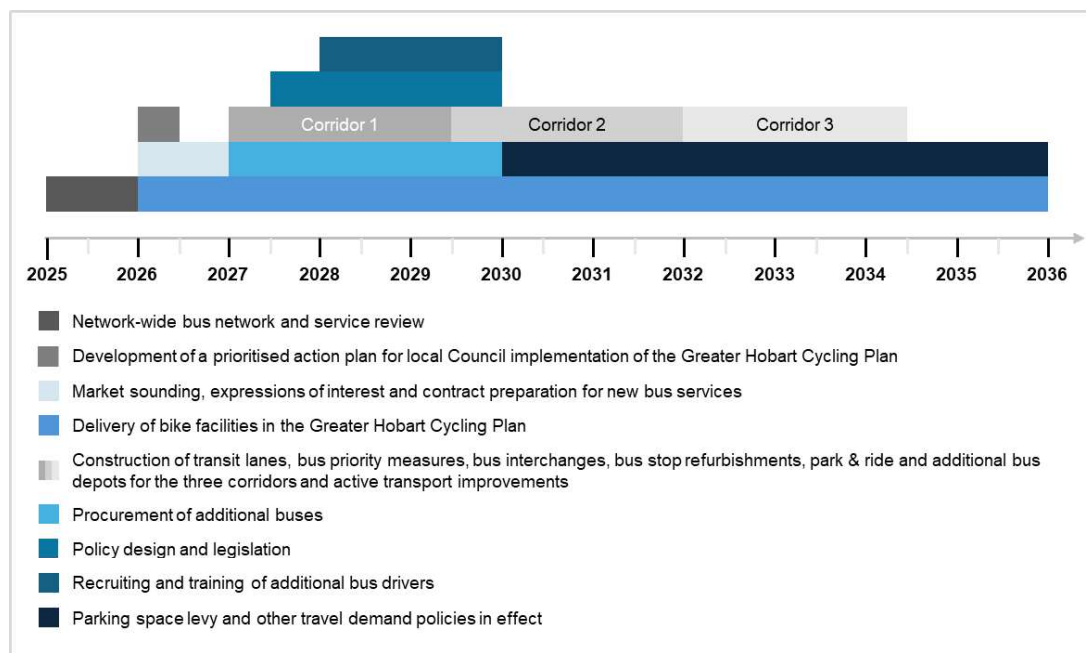
- A bus network and infrastructure review to deliver an action plan for implementation of improvements – duration 6 to 12 months
- A staged planning and design process on three corridors to identify needs for:
 - Transit lanes and other bus priority infrastructure
 - New bus depot capacity site identification and design
 - New park & ride facilities
 - Bus interchange and bus stop improvements (including pedestrian infrastructure improvements)
 - Development of new timetables and routes for Greater Hobart, including identification of peak vehicle requirements (additional bus fleet), and crew (driver requirements) – duration of 12 months

These activities would be carried out for the three corridors – North, South, and East – in three phases, with a three-year duration for each corridor.

- Market sounding, expressions of interest and contract preparation for new bus services – duration six to 12 months
- Procurement of additional buses, over a three-year program (with delivery to be coordinated with delivery of new bus depot space)
- Recruiting and training of additional bus drivers – one to two years
- Development of a prioritised action plan for implementation by local Councils of the *Greater Hobart Cycling Plan 2022* – 6 months
- Grant program to fund Councils to improve walking routes to bus stops –two to three years
- Construction of transit lanes, bus priority measures, bus interchanges, bus stop refurbishments, park & rides, and additional bus depots for the three corridors in order North, South and East – duration three years
- Delivery of safe bike infrastructure in the *Greater Hobart Cycling Plan 2022* (assumed to be a consolidated program) - 10 years
- Implementation of a CBD parking space levy post-delivery of improved services. A PSL would be legislated to commence after delivery of improved bus services in the final corridor.
- Procurement of additional services.

The implementation timing of these initiatives is outlined in Figure 7.3.

Figure 7.3: Key timing milestones for option 5 (Major PT improvements)



Option 6 – Minor PT improvements funded by policy measures (Minor PT improvements)

This option would align closely with business-as-usual bus improvements in cities like Hobart. Bus frequency would be improved on selected bus routes, funded from a CBD parking space levy.

This option would also provide transit lanes to support increased bus frequency on the selected routes. Bus stop DDA and amenity upgrades are included.

Additional bus depot space and procurement of additional buses; and recruitment and training of drivers would also be required, but to a lesser extent compared to Option 5 (Major PT improvements).

This option also includes the implementation of the *Greater Hobart Cycling Plan 2022*.

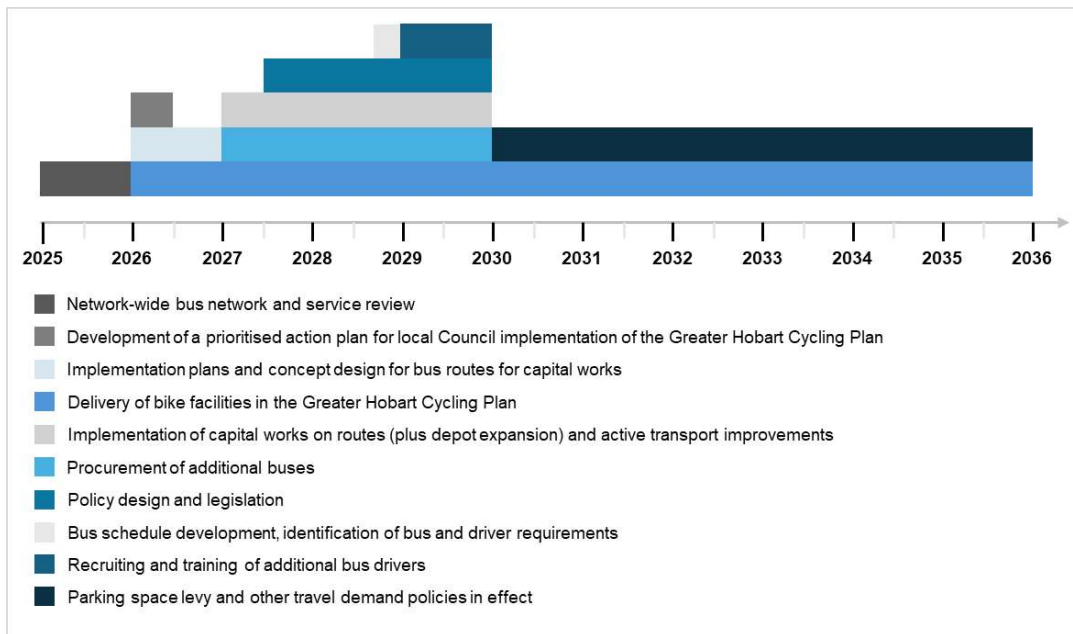
Key steps in implementation of this option include:

- A network-wide bus review to identify frequency and coverage improvements that can be funded through the parking space levy and planning for bus stop upgrades and transit lanes – duration 12 months
- Implementation plans and concept design for capital works, including bus depot expansion, bus stop improvements and transit lanes – duration 12 months
- Development of new timetables and routes for Greater Hobart, including identification of peak vehicle requirements (additional bus fleet), and crew (driver requirements) – duration of 12 months
- Procurement of additional buses, over a three-year program (with delivery to be coordinated with delivery of new bus depot space)
- Development of a prioritised action plan for implementation by local Councils of the *Greater Hobart Cycling Plan* – 6 months
- Recruiting and training of additional bus drivers – one year
- Implementation of capital works (including depot expansion) – duration three years

- Delivery of safe bike infrastructure in the *Greater Hobart Cycling Plan 2022* (assumed to be a consolidated program), - 10 years
- Implementation of a CBD parking space levy post-delivery of improved bus services. A PSL would be legislated to commence after delivery of improved bus services on the identified routes.
- Procurement of additional services.

The implementation timing of these initiatives is outlined in Figure 7.4.

Figure 7.4: Key timing milestones for option 6 (Minor PT improvements)



7.3.2 Key implementation risks

Table 7.6 outlines the key implementation risks that may inhibit the design, construction, and delivery of each option, in relation to achieving the timeline milestones and maintaining the project budget.

Table 7.6: Key risks associated with each Program Option

	Option 3	Option 4	Option 5	Option 6
Implementation risks				
Local/state/federal government changes may affect funding and general support for project	✓	✓	✓	✓
Staged delivery may impact the uptake of public transport (initial stage benefits may be limited)	✓	✓		
Potential increase in costs if the project is delayed, and may result in budgetary constraints	✓	✓	✓	✓
Budget restrictions for an urban bus service may result in poor connectivity or reduction in patronage on existing routes	✓	✓		
Contractor procurement delays may delay commencement if there is a lack of market interest to undertake the project	✓	✓	✓	✓
Limited communication between the Department of State Growth and local governments may result in project approval delays and budgetary concerns	✓	✓	✓	✓
Chosen routes fail to adequately service continued urban sprawl	✓	✓		
Poor community stakeholder engagement results in not meeting public expectations	✓	✓	✓	✓
Due to pre-existing views of public transport, and lack of 'bus culture', there is a risk that desired mode shift from private vehicles is not achieved in the early stages of a solution implementation	✓	✓	✓	✓
Policies which raise revenue for public transport (e.g. the PSL) and changes to parking may be politically unpalatable, reducing the ability to provide low-cost solutions			✓	✓
Divided political views on the best possible solution to increase public transport use may delay program delivery	✓	✓	✓	✓
Due to the challenges in obtaining ongoing operating funding there is a risk of insufficient budget allocation, requiring a reduction of program scope, resulting in a less than desirable transport improvement	✓	✓	✓	
Due to the substantial investment required to deliver the rapid bus network, the costs of this investment (operating/capital cost, community impacts) will exceed (or be perceived to exceed) benefits to existing and future bus users	✓	✓		

	Option 3	Option 4	Option 5	Option 6
Access to public transport does not improve for residents with economic and accessibility disadvantages, resulting in inequity and disadvantage	✓	✓	✓	✓
Risks preventing completion to time and budget				
Industrial action during the construction phase may delay project	✓	✓	✓	✓
Planning approvals for any infrastructure works may take longer than planned	✓	✓	✓	✓
Potential changes in scope during project can result in cost blowouts	✓	✓	✓	✓
Inclusion of a zero-emission bus fleet may be challenging to procure based on the supply chain, market conditions (location of Hobart) and the immaturity of the zero-emission bus market	✓	✓		
State Growth may not have suitable resource depth to continue to develop, deliver and/or maintain the program of works and associated solution roll out	✓	✓	✓	✓
Limited contractors to deliver scope of works	✓	✓	✓	✓
Limited number of drivers to run public transport services	✓	✓	✓	✓
Potential for mixed messaging to the general public, due to limited appreciation for the benefits of PT improvements (not as marketable as a visibly different, new and attractive transport option).			✓	✓

7.4 Default assumptions

This business case has made several assumptions to aid in the modelling of the four shortlisted Program Options identified in section 6.2.1. Table 7.8 details the key assumptions made during the modelling stage to identify the preferred option(s). The PT improvement scenarios referred to in the table are long list Options 5 and 6 (Major & Minor PT improvements).

Table 7.7: Key modelling assumptions

Assumption	Description
<p>That the RBN will service three routes:</p> <p>Route 1: North to East Hobart</p> <p>Route 2: North to South Hobart</p> <p>Route 3: South to East Hobart</p>	<p>The RBN will service these three routes which will result in coverage across all three of Hobart's major transit corridors.</p> <p>Route 1 will start at Claremont Rapid Bus Station and terminate at Glebe Hill Rapid Bus Station.</p> <p>Route 2 will start at Claremont Rapid Bus Station and terminate at Blackmans Bay Rapid Bus Station.</p> <p>Route 3 will start at Blackmans Bay Rapid Bus Station and terminate at Glebe Hill Rapid Bus Station.</p> <p>These three routes will operate in both directions, each with a peak headway of 15 minutes and off-peak headway of 30 minutes.</p>
<p>That the implementation of these three corridors will be staged over the next 15 years:</p> <p>Route 1: Begin operations by 2030</p> <p>Route 2 and 3: Begin operations by 2040</p>	<p>The Northern Corridor (services from Claremont to Glebe Hill) will be implemented over the next five years and be fully operational by 2030.</p> <p>The remaining two corridors will be implemented over the next 15 years, with the full RBN operational from 2040 onwards.</p> <p>Note that the Hobart strategic transport model can only model scenarios at three future times: 2030, 2040 or 2050.</p>
<p>That the RBN will include the addition of services along three existing corridors to ensure high service frequency is maintained.</p>	<p>Some existing bus services will terminate at rapid bus stations in order to avoid the inefficient duplication of services. To ensure that high frequency services are maintained on certain corridors, the RBN will include the addition of services on the following existing corridors:</p> <p>Between Glenorchy and Hobart, along Main Road, such that a 10-minute frequency along Main Road is maintained.</p> <p>Between Shoreline Shopping Centre and Hobart, along Clarence St, such that a 10-minute frequency along Main Road is maintained.</p> <p>Between Kingston Central (Channel Highway/Hutchins St) and Hobart, via Southern Outlet, such that a 10-minute frequency is provided between 7-10am and a 15-minute frequency at other times.</p>
<p>That the PT improvement scenarios will include the existing park & rides missing from the reference model, as well as funded park & ride facilities.</p> <p>Longlist option 5 (Major PT</p>	<p>The modelling of longlist options 5 (Major PT improvements) and 6 (Minor PT improvements) will include the park & ride facilities that exist in Greater Hobart's bus network but have been noted as missing in the reference model. These park & rides are located in New Norfolk, Richmond, and Sorell.</p> <p>Both options include the implementation of three funded park & ride facilities in Claremont, Rokeby, and Midway Point, which will be completed by 2030.</p>

Assumption	Description
improvements) will include new park & ride facilities at three new stations.	Longlist option 5 (Major PT improvements) proposes a further three additional park & ride locations to be introduced at Bridgewater, Wilkinsons Point or vicinity and Geilston Bay from 2030 onwards.
That the parking levy included in the PT improvement scenarios will: Have increased costs for daily and hourly parking Only apply in CBD zones	<p>The parking space levy will consist of a \$6 increase daily and \$1.50 per hour increase in short-term parking costs.</p> <p>The model adopts daily parking costs for journey to work trips* and 2-hour parking costs for other trip purposes. (*technically referred to as home-based work (HBW) trips)</p> <p>A \$6 daily increase will result in a \$3 increase in one-way trip cost for HBW trips, and a \$3 increase in 2-hour parking costs will result in a \$1.50 increase in one-way trip costs for other trip purposes.</p> <p>Currently, parking costs are only applied on CBD zones, this is assumed to remain unchanged.</p>
That the PT improvement scenarios will offer a 50% reduction in PT fares for all users	Program options 5 (Major PT improvements) and 6 (Minor PT improvements) include a reduction in PT fares for all users, and this reduction is assumed to be a continuation of the current trial which offers reduced PT fares of 50%.
That the PT improvements in the PT improvement scenarios include an option of double spending or improvements based on Parking Space Levy (PSL) funds.	<p>Program option 5 (Major PT improvements) proposes double spending on PT improvements, resulting in twice the frequency of buses on all services, when compared to the base case. This costs \$44 million p.a. or \$29 million p.a. once the \$15 million p.a. raised by the PSL is accounted for.</p> <p>Program option 6 (Minor PT improvements) proposes an increase in PT spending equivalent to the amount raised by the PSL, nominally estimated to be \$15 million based on 10,000 leviable city spaces at a rate of \$1,500 per annum. This spending consists of additional bus capital payments and the following seven additional service routes operating in both directions, with existing services unchanged:</p> <ul style="list-style-type: none"> — Hobart CBD to Austins Ferry — Hobart CBD to Shoreline — Hobart CBD to Kingston Central — Hobart CBD to lower Sandy Bay — Hobart CBD to Bridgewater — Hobart CBD to Risdon Vale, via EDH — Hobart CBD to Rokeby <p>The additional route service structure consists of 23 services per day in each direction and is assumed to operate at a 15-minute headway in the peaks (eight services in each of the AM and PM peak), 60-minute headway in the off-peak period (six services) and one service in the evening period.</p>

Assumption	Description
<p>That the bus priority measures included in the PT improvement scenarios will be implemented on specific corridors and staged over the next 15 years.</p>	<p>The implementation of transit lanes will occur on the Southern Outlet and Tasman highway and will be the same as Rapid Bus Network transit lanes.</p> <p>The Brooker highway transit lane (NSTC) will occur between Glenorchy (Elwick Road) and the CBD and will be allocated new road space.</p> <p>The Southern Outlet transit lane will be implemented by 2030, while the transit lanes on the Tasman and Brooker highways will be operational from 2040 onwards.</p>

7.5 Capital Costs

The cost estimate has been prepared in accordance with Stage 2 of *Infrastructure Australia's Assessment Framework Guidelines (2021)*. Further details on the cost estimates, developed specifically for the rapid bus network options (Option 3 & 4), are provided in Jacobs' cost estimate report (Appendix G). These estimates were supplemented by costs provided by State Growth for additional active transport infrastructure included in Options 3, 4, 5 and 6, as well as the estimated costs for public transport infrastructure, operations and policy measures in Options 5 and 6 (PT improvement options).

The risk-adjusted out-turn project costs have been based on the following:

- Previous cost reports (ranging from 2016 to 2023), information provided by State Growth and high-level concept sketches produced by Jacobs (see Appendix G: Jacobs SBC Cost Estimates for the report in full).
- Comparative and benchmark rates.
- A range-based deterministic risk analysis, including a P50 risk allowance of 46% to account for both planned and unplanned (contingent) risks.
- Construction program and duration described in section 7.3.

The cost estimates provided in Table 7.8, Table 7.9 and Table 7.10 include the following components:

- Client costs: These costs encompass the scoping, development, implementation, and finalisation phases of the project and are distributed according to the project delivery timeframe. Other costs include land acquisition, services relocation and BEB purchase costs.
- Construction costs: These costs are associated with the construction of the project and are distributed according to the project delivery timeframe. Table 7.8 and Table 7.9 outline the main elements of these construction costs for each option.
- Contingency allocation: To account for unforeseen circumstances, a contingency amount has been factored into the overall budget. This contingency is distributed proportionately across each year of the project's duration, from the start of scoping to the project's completion.
- Escalation: Estimated using the TAS Project Cost Breakdown (PCB) 2023/24 template, escalated over various periods during the project life from concept phase to finalisation.

Project costs will be further refined as the project scope, design and risks are further developed throughout project development phases and will be managed across the project lifecycle using standard State Growth cost control processes.

Table 7.8: Risk adjusted P50 outturn cost summary for Program Options 3 and 4 (\$m)

Description	Option 3 (RBN + PT integration)		Option 4 (RBN + PT & AT integration)	
	Staging A	Staging B	Staging A	Staging B
Client costs				
Battery electric buses				
Bus depots				
Other client costs				
Client costs total				
Construction costs				

Description	Option 3 (RBN + PT integration)		Option 4 (RBN + PT & AT integration)	
	Staging A	Staging B	Staging A	Staging B
Rapid bus infrastructure				
Transit/bus lanes				
Bus priority and other infrastructure				
Bus depots				
Stations				
Active transport infrastructure				
High quality connections to stations				
Pedestrian infrastructure upgrades				
Construction costs total				
Project base cost				
Contingency (P50)				
Risk adjusted total cost				
Escalation				
Total project cost	916.2	924.0	934.8	942.8

Table 7.9: Risk adjusted P50 outturn cost summary for the PT improvement Program Options 5 and 6 (\$m)

Description	Option 5 (Major PT improvements)	Option 6 (Minor PT improvements)
Council grants		
Implement full GH cycling plan 2022		
Transit lanes on Southern Outlet, Tasman, and Brooker Highway		
Bus jumps		
Additional bus depots		
Improved bus interchanges		
Improved bus stops DDA & amenity		
Additional park & rides		
Risk adjusted total cost		
Escalation		
Total project cost	441.5	320.1

Table 7.10: Risk adjusted P50 outturn cost cashflow (\$m)

Financial Year	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
2024-25						
2025-26						
2026-27						
2027-28						
2028-29						
2029-30						
2030-31						
2031-32						
2032-33						
2033-34						
2034-35						
2035-36						
Total						

Note the following.

- Capital costs for the Rapid Bus Network options 3 and 4 shown in Table 7.8 and 7.10 do not align with the Jacob’s capital cost estimate presented in Appendix G. This is because these tables include costs for active transport and pedestrian connection upgrades worth \$37 million for Option 3 and \$50 million for Option 4, that are not included in the Jacobs cost estimate.
- Capital costs shown for Options 5 and 6 in Table 7.9 were based on the Department’s recent experience and reckoning of public transport infrastructure costs and appropriate allowances. There is no supporting cost estimate for these figures.
- Cost estimates are based on a range of documents, drawings, schedules and other estimates made between 2016-2023, referenced in Appendix G. While useful for the purposes of this strategic business case, their context and scope has changed in subsequent years and they do not represent the department’s current planning.
- Similarly, Appendix G includes a series of high-level concept drawings produced by Jacobs for the purposes of cost estimates only. These drawings do not indicate a preferred choice of route or station locations, which are yet to be determined.

7.6 Recurrent Costs

Operating costs were developed using Jacobs’ cost estimate report, State Growth-provided assumptions, and the State Growth Bus Payments Model. Further details on the cost estimates, developed specifically for the rapid bus network (Options 3 & 4), are outlined in Jacobs’ cost estimate report. In addition, State Growth-provided opex estimates for public transport and policy measures were used to determine PT improvement options 5 and 6 operating costs.

An estimate of OPEX for rapid bus network options 3 and 4 in the first year of full operation (2035-36) is provided in Table 7.11 and includes major pavement rehabilitation in 2064-65 as part of the total OPEX cost over a 35-year operating period. Cost escalation has been applied using the TAS PCB 2023/24 escalation rate forecasts to June 2034, with an annual escalation rate of 3% applied from 2034–35 to 2064–65.

Table 7.11: Program Option 3 and Option 4 recurrent cost summary in first year of full operation 2035-36 (\$m, outturn)

Description	Option 3 (RBN + PT integration)		Option 4 (RBN + PT & AT integration)	
	Staging A	Staging B	Staging A	Staging B
Annual bus service fee (operating costs & bus repayments)				
Bus stations maintenance costs				
Traffic signals / ITS systems maintenance costs				
Transit lane and bus lane maintenance costs				
Total per annum (first year of full operation 2035-36)	18.5	18.5	18.5	18.5
Total cost (2030-31 – 2064-65)	1096.9	1093.8	1096.9	1093.8

The estimated OPEX for PT improvement options 5 and 6 are outlined in Table 7.12.

Table 7.12: PT improvement Program Options 5 and Option 6 recurrent cost summary

Options	Option 5 (Major PT improvements)	Option 6 (Minor PT improvements)
Description	<ul style="list-style-type: none"> — Total annual public transport service fees of \$44m per year providing increased frequency and coverage in growth areas. — Maintenance of bus depots, interchanges, active transport infrastructure, traffic signal / intelligent transport systems, transit lanes and bus jumps. — Operating cost changes related to policy measures (e.g., reduced public transport fares, parking space levy which raises \$15m per year). — Annual operational costs for additional park-and-ride facilities. 	<ul style="list-style-type: none"> — Total annual public transport service fees of \$15m per year, providing some increased frequency and some extra coverage in growth areas. — Maintenance of bus depots, active transport infrastructure, traffic signal / intelligent transport systems, and transit lanes. — Operating cost changes related to policy measures (e.g., reduced public transport fares, parking space levy which raises \$15m per year).
Cost per annum	\$35.6m (unescalated, 2023-24)	\$6.6m (unescalated, 2023-24)

Total cost (2028-29 – 2064-65)	\$2.31b (outturn cost with a 2.5% escalation rate applied per year)	\$430.0m (outturn cost with a 2.5% escalation rate applied per year)
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7.7 Comparative Benefits / Costs of the Options

The comparative cost and benefit analysis of the shortlisted project options was conducted in accordance with ATAP and Infrastructure Australia Guidelines, incorporating a Cost Benefit Analysis (CBA). The economic parameters have been sourced from ATAP Road Parameter Values (2016), M1 Public transport (2021) and M4 Active Travel (2023) as well as Transport for NSW Economic Parameter Values (2024).

This evaluation formed the core of the assessment to determine and compare the economic viability of the options. This section summarises the assumptions, methodology, and key findings of the economic analysis, with further details provided in Appendix H: Economic Appraisal Memo.

It should also be noted that this Program SBC assessment is at early stages, resulting in varying levels of detail for program components. Where possible, benefits have been estimated using outputs from a Hobart Strategic Transport Model, while other components rely on literature and guidelines to estimate the potential impact.

Figure 7.5 summarises the inputs to and the application and reporting of the economic appraisal.

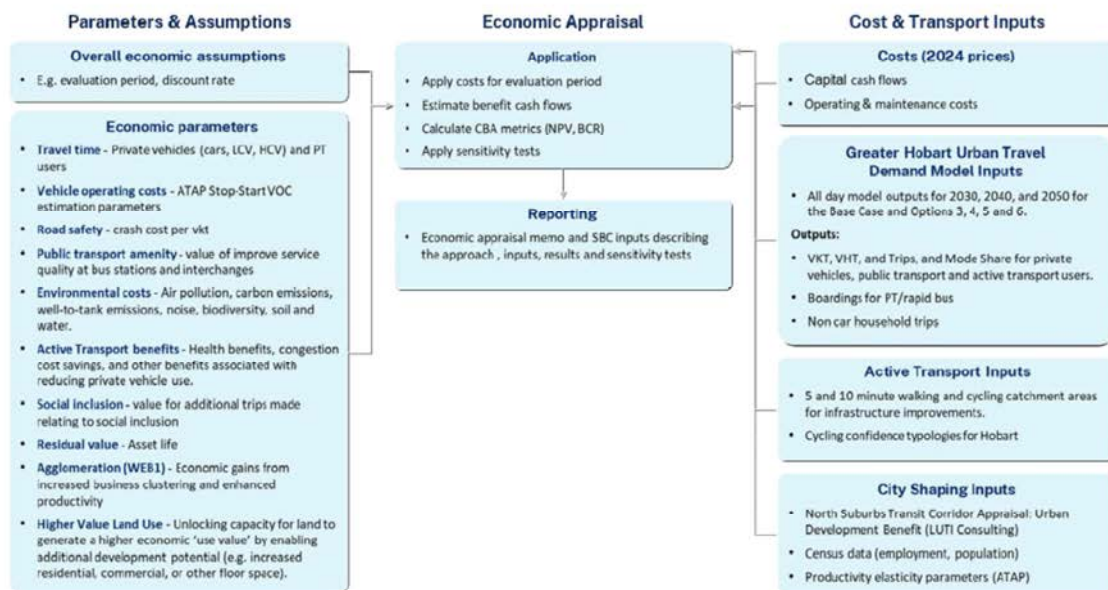


Figure 7.5: Economic appraisal approach

7.7.1 Assumptions

Table 7.13 outlines the key assumptions applied to inform the CBA.

Table 7.13: Key assumptions

Parameter	Assumption	Source
Price base year	— 1 July 2024 prices are used to represent costs and benefits throughout the appraisal period as real prices.	WSP assumption
Construction and evaluation period	— Construction period aligns with option timelines presented in section 7.3 — 30-year evaluation period from full project completion (2035/36 to 2064/65)	ATAP's T2 Cost Benefit Analysis
Discount rate	— A real discount rate of 7% is applied to calculate present values (as per IA and ATAP recommended central value). — Sensitivity testing at 4% and 10% discount rates.	ATAP's T2 Cost Benefit Analysis

7.7.2 Transport modelling

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) in CUBE 6.5 has been undertaken to assess the shortlisted options. Each option has been modelled for the 2030, 2040 and 2050 forecast years and adopting the Hobart MetroPlan land use assumptions.

The MetroPlan land use scenario was developed as part of the 30-Year Greater Hobart Plan (2022) and has 40% of future dwelling growth across Greater Hobart concentrated between Glenorchy and Hobart city, representing strong medium density infill development. This land use scenario is based on population growth to 308,000 people by 2050, which is between Treasury’s High and Medium 2020 population projections and slightly above Treasury’s⁸¹ Medium 2023 projection. As detailed in the Medium Land Use Sensitivity memo in Appendix I, transport modelling was also carried out using the Medium land use scenario developed in 2020 with the outcome that BCRs were not materially affected by the choice of land use scenario.

Whilst the GHUTDM is suitable for modelling changes to public transport services and road infrastructure, the GHUTDM is limited in its capacity to model changes to the active transport network and bus infrastructure such as depots and stop/interchange amenity upgrades. As such, active transport (AT) integration and supporting bus infrastructure interventions have been excluded from the modelling exercise, except for Park and Rides (PnR). As Options 3 and 4 differ only by the degree of AT integration, which are not captured in the modelling, they have been modelled as a single scenario.

The transport modelling for rapid bus options (3 & 4) included a level of network optimisation to ensure that future bus services complement, rather than duplicate rapid bus operations. This modelling employed a PT integration scenario (Scenario 2) defined in Appendix J (refer Modelling for PT integration strategies memo). This scenario involved the truncation or removal of more than 30 bus services. Truncated services would interchange with rapid bus stations at Glenorchy, Kingston and Rosny Park. The scenario retains high

⁸¹ Department of Treasury and Finance, *TasPOPP 2024: Population Projections 2023 to 2053*, 17. Reflects Hobart, Sorell, Brighton, Glenorchy, Clarence, and Kingborough LGAs.

frequency urban bus services along Main Road, Clarence Street and from Kingston Central into Hobart's CBD.

The figures below show the public transport network coverage for the modelled scenarios.

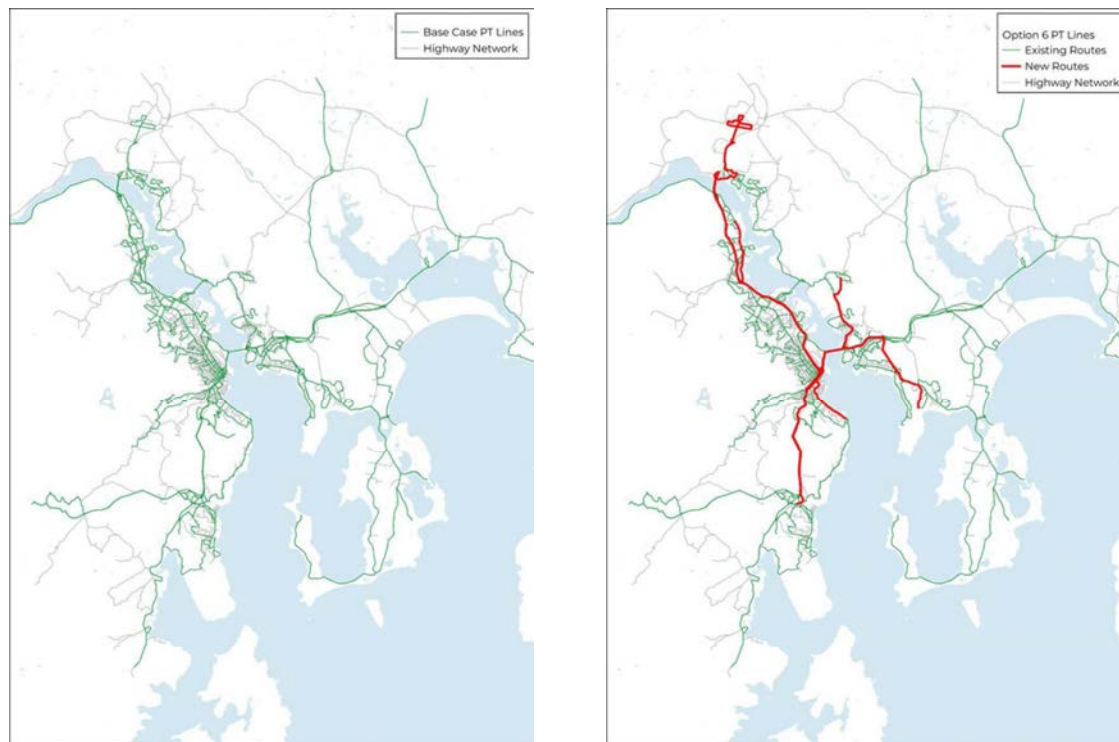


Figure 7.6 Base Case / Program Option 5 route coverage (left) and Program Option 6 route coverage (right)

Transport modelling for both the Base Case and Program Option 5 (Major PT improvements) use the existing urban bus routes across Greater Hobart. For Program Option 5, the modelling had double the frequency of bus services on the existing bus routes compared to the base case. Transport modelling for Program Option 6 (Minor PT improvements) has seven additional routes, each with 23 bus services per day (details provided in section 7.4), in addition to the base case existing bus routes.

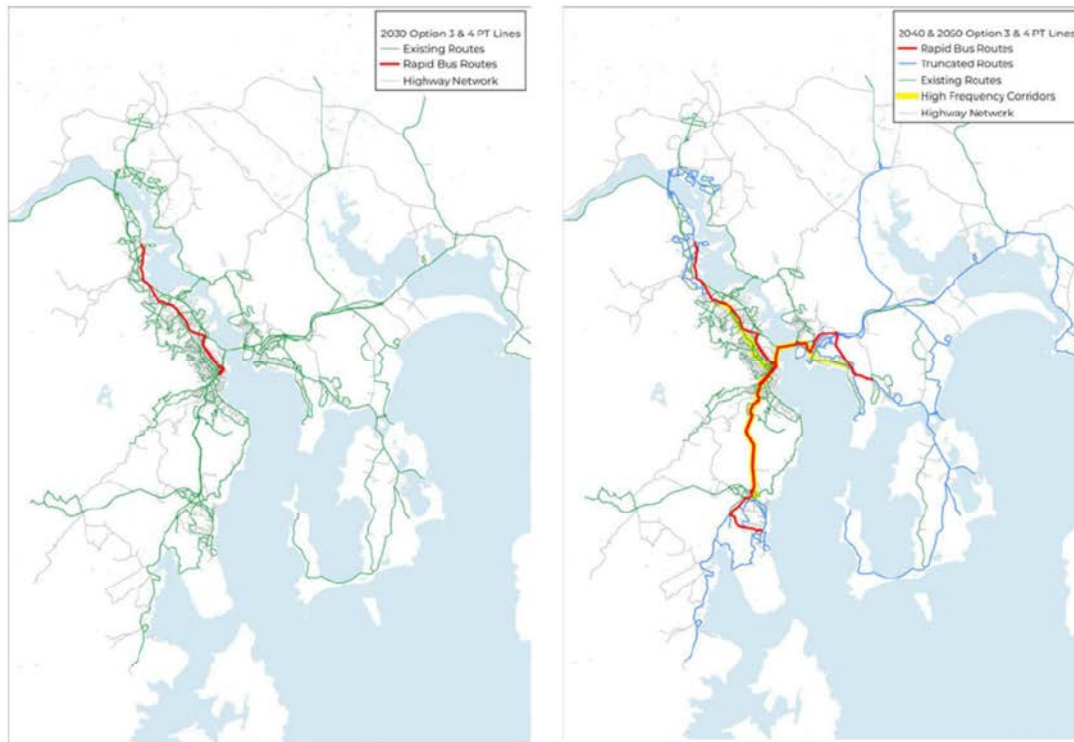


Figure 7.7 Program Options 3 & 4 public transport coverage in 2030 (left) and by 2040 (right).

Transport modelling for the rapid bus network (Program Options 3 and 4) had the rapid bus routes on all three corridors, with the northern corridor established for the first timeframe available in State Growth’s strategic model (2030) and the remaining corridors established by the next modelling time frame (2040). The map for the 2040 rapid bus network modelling indicates existing bus routes that will feed to rapid bus stations (known as truncated routes), Frequent bus services are still provided along existing high frequency corridors including Main Road and Clarence Street, in order that local suburban access is maintained by the PT network once it is integrated with the rapid bus network.

Tabulated network summary statistics at the person, vehicle and public transport level are provided in the following pages, whilst the public transport mode share, network vehicle kilometres travelled (VKT) and passenger kilometres travelled (PKT), daily bus boardings and the AM PT mode share for home-based work trips (HBW) for the modelled scenarios are summarised below.

Key findings are as follows:

- Figure 7.8 shows modelled PT mode share is greatest under Option 5 (Major PT improvements) (4.46% in 2050 compared with 3.27% in the Base Case in 2050) and is consistently higher than the other modelled scenarios across all forecast horizon years, given this option is characterised by the greatest OPEX. PT mode share under the rapid bus network options 3/4 and Option 6 (Minor PT improvements) are comparable, particularly from 2040 and 2050 once the GHRBN is completely operational. Compared

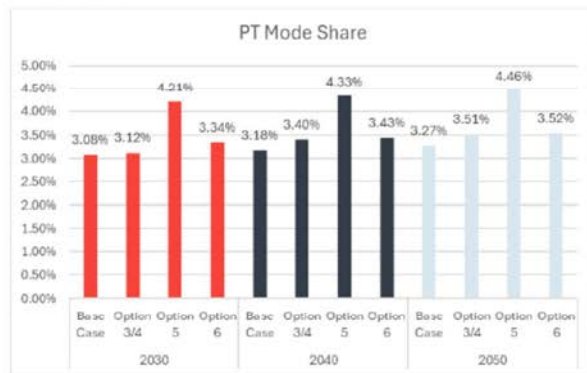


Figure 7.8 Public transport mode share (daily)

with Option 5, the modelled PT mode shares for Options 3/4 and Option 6 represent a modest increase compared with the Base Case (approximately 3.50% compared with 3.27% in the Base Case in 2050).

- The key driver of the difference in modelled PT mode share appears to be the doubling of frequency, which seems to have a significantly larger impact than the Parking Space Levy and reduction in PT fares to overall PT mode share.
- At the overall network level, modelled VKT are quite similar across the modelled options and Base Case. Option 5 (Major PT improvements) modelled VKT are marginally lower than the Base Case (-1.0% in 2030 and -0.4% in 2050 compared with the Base Case).
- The relatively large increase in PT mode share in Option 5 (Major PT improvements) results in the largest increase in PKT relative to the Base Case (+42% in 2050). This compared with approximately an increase

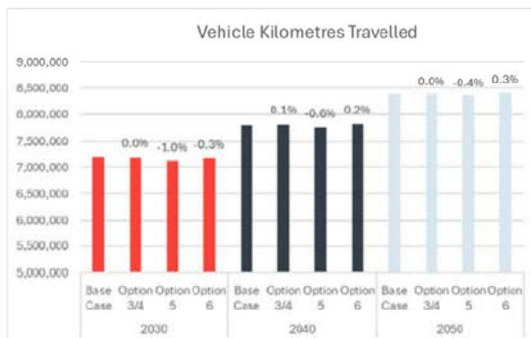


Figure 7.9 Vehicle kilometres travelled (daily)

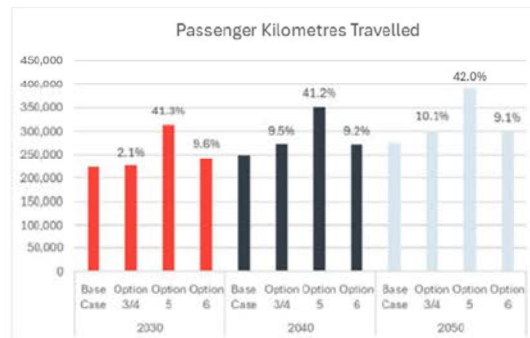


Figure 7.10 Passenger kilometres travelled (daily)

of approximately 9-10% in 2050 for the rapid bus network options 3/4 and Option 6 (Minor PT improvements).

- Option 5 (Major PT improvements) has the largest increase in daily bus boardings (~+40% across all forecast horizons), whilst the rapid bus network options 3/4 see an increase of 3% in 2030, when the Northern route is introduced, before increasing to 17% above base case boardings in 2040 and 2050 on full operations.
- The AM PT mode share is higher than the daily PT mode share, with HBW trips having a higher PT mode share than the average across all trip purposes. The modelled PT improvements and travel demand policies across the scenarios have a greater influence on HBW trips than other trip purposes.
- Option 5 (Major PT improvements) has the largest increase in PT mode share during the AM period (~+1.5% across all forecast horizons). When considering only Journey to Work trips (technically referred to as HBW trips), Option 5 (Major PT improvements) has ~3% increase in PT mode share. When the RBN is fully operationalised, model results indicate the AM PT mode share for Options 3/4 will be comparable to Option 6 (Minor PT improvements), at approximately 0.4% above base case across all trip purposes and approximately 0.6% above base case for HBW trips.

Further detail on modelling assumptions and results can be found in Appendix I



Figure 7.11 Daily bus boardings and percentage increase relative to Base Case

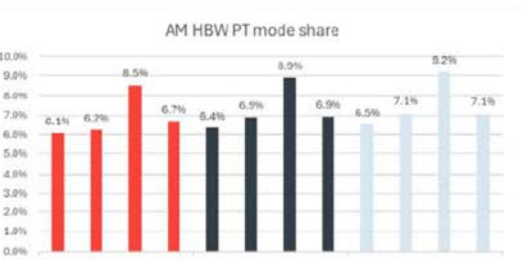


Figure 7.12 Public transport mode share for the AM period for HBW trips

7.7.3 Monetised benefits

All project options expand public transport services and improve active transport infrastructure, delivering a range of economic, environmental, and social benefits. Key outcomes include increasing public transport mode share, reducing the number of vehicles on the road, and creating a more efficient transport network. This is expected to result in travel time savings, lower vehicle operating costs, enhanced road safety, and reduced emissions. The project will also provide improved public transport service levels through better bus stop or station quality, enhanced amenity, and more frequent services. Table 7.14 provides an overview of the quantified monetised benefits associated with the project.

The project options are also expected to promote greater use of active transport, generating health, decongestion, and societal benefits. By improving accessibility and access to public transport, the project will help reduce social exclusion and support a more equitable transport system.

The project benefits were quantified using strategic demand transport model outputs and supplemented with separate estimates for factors not captured in the model, such as station amenity upgrades, bus priority measures (e.g., bus jumps), minor infrastructure changes, and active transport connections, which are detailed further in Appendix H: Economic Appraisal Memo.

7.7.4 Economic appraisal results

7.7.4.1 Central results

The economic results are presented in Table 7.14. Values are presented as incremental to the Base Case and show that:

- No option considered has a Net Present Value (NPV) above zero or a BCR above one. This means that the present value of costs is greater than the present value of benefits.
- Based on current population dispersal and settlement trends, **Options 3 and 4 (Rapid Bus Network options)** have lower BCRs than the PT improvement options. This is due to more extensive capital works and higher upfront costs, while the benefits of mode shift achieved through changes in settlement pattern will be experienced over a longer period. It is noted that the economic analysis is based on the confines of the modelling which is an indicator to what the mode shift will be and not representative of how other factors such as travel options and residential development can influence behaviours. These options also have a longer implementation timeline, which delays the full realisation of project benefits. Compared to the PT improvements options, Rapid Bus Networks achieve high levels of travel time savings for users who are drawn from a smaller geographic area. . Conversely, the relatively lower levels of public transport mode shift Rapid Bud Networks will initially achieve, limits the associated benefits of reducing private vehicle use, such as vehicle operating cost (VOC) savings, road safety improvements, and emissions



Figure 7.13 Project benefits

reductions. This result would be expected to improve for Rapid Bus Networks as the combined effects of the high-standard public transport options, combined with land use change, generate increased population and demand around the transit corridors.

- **Options 3 and 4 staging** results indicate that Staging Option A (Northern and Central Corridors first) outperforms Staging Option B (Southern and Central Corridor first). While the discounted total costs are relatively similar between the two staging options, the economic benefits are lower for Staging Option B due to the comparative levels of demand for the Rapid Bus Service. Staging Option A generates 1,135 daily boardings for the Rapid Bus Service, whereas Staging Option B results in only 826 daily boardings. Across Options 3 and 4, the lower patronage in Staging Option B ultimately leads to a reduced BCR (0.19 and 0.26) compared to Staging Option A (0.20 and 0.28).
- **Option 5 (Major PT improvements)** offers the best BCR among the shortlisted options provided it includes a parking space levy to help fund the increased public transport services. It achieves significant mode shift to public transport across Greater Hobart, meeting the 10% target PT mode share for journeys to work by 2040, and results in the largest present value benefits over the appraisal period, driven by strong reductions in vehicle operating costs. However, the lower upfront costs compared to Options 3 and 4 are offset by the highest ongoing operational expenditures. This option also provides no stimulus to changes in urban settlement pattern, meaning that the costs of this Option, together with broader costs of delivering services, will increase as the city continues to expand at the margins. As the settlement footprint increases, so does the complexity of travel patterns, placing greater reliance on private vehicles for a higher proportion of trips. The initial gains achieved under this option could only be expected to be sustained through ongoing investment in uplifting arterial road capacity, together with the public transport services.
- **PT improvement options 5 and 6** include a widespread rollout of active transport improvements, which is expected to increase active transport mode share and related benefits compared to the more targeted rapid bus-related active transport improvements in Options 3 and 4.
- **Option 6 (Minor PT improvements)** while smaller in scale than Option 5, does not achieve the same level of mode shift to public transport, resulting in lower levels of benefits.

Table 7.14: Economic appraisal results (\$m, discounted 7%)

Parameter	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Costs						
Capex	463.4	463.4	472.9	472.9	282.6	231.9
Opex	97.9	97.0	97.9	97.0	357.5	67.2
Total Cost	561.3	560.4	570.7	569.9	640.1	299.1
Benefits						
Travel time savings	62.1	56.4	67.2	61.5	77.4	27.3
VOC savings	9.3	7.3	15.8	13.6	140.9	28.5
Road safety	-2.4	-2.7	-2.1	-2.4	7.5	-4.1
Carbon emissions	-0.4	-0.5	-0.1	-0.2	13.4	-2.5
Air pollution	-0.1	-0.2	0.0	-0.1	3.7	-0.4
Noise	-0.1	-0.1	0.0	-0.1	2.3	-0.3
Other environmental	-0.1	-0.1	0.0	-0.1	2.5	-0.3

Parameter	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Station quality	12.5	12.4	13.6	13.6	26.9	9.0
Active transport health	18.6	18.6	42.2	42.2	77.2	78.5
Active transport decongestion	3.8	3.8	8.7	8.7	16.0	16.2
Other active transport	1.7	1.7	4.0	4.0	7.3	7.4
Social inclusion benefits	1.3	1.3	1.3	1.3	7.0	1.6
Residual value	7.8	7.8	7.8	7.8	4.7	3.8
Total benefits	114.2	105.8	158.5	150.1	386.7	164.9
NPV	-447.1	-454.6	-412.3	-419.7	-253.4	-134.3
BCR	0.20	0.19	0.28	0.26	0.60	0.55

7.7.4.2 Standard sensitivity test results

The sensitivity analysis shows that Option 5 (Major PT improvements) with the parking space levy, consistently shows the highest BCR across most scenarios and that:

- Lower discount rates (4%) generally enhance the BCR for all options, emphasising the value of long-term benefits.
- Reductions in costs significantly improve the BCR, particularly for Options 4 and 5 (Major PT improvements).
- The best-case scenario underscores the potential of Option 5 (Major PT improvements) to achieve the highest impact when benefits are maximised and costs minimised.

Table 7.15 Economic sensitivity test results (BCR)

Sensitivity test	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Central Results (base assumptions)	0.20	0.19	0.28	0.26	0.60	0.55
4% discount rate	0.29	0.28	0.39	0.38	0.74	0.72
10% discount rate	0.15	0.14	0.21	0.19	0.50	0.43
Costs +20%	0.17	0.16	0.23	0.22	0.50	0.46
Costs - 20%	0.25	0.24	0.35	0.33	0.76	0.69
Benefits +20%	0.24	0.23	0.33	0.32	0.72	0.66
Benefits -20%	0.16	0.15	0.22	0.21	0.48	0.44
Best Case Scenario (20% increase in benefits, 20% decrease in costs)	0.31	0.28	0.42	0.40	0.91	0.83

7.7.4.3 Parking Space Levy sensitivity test results

Though parking space levies (PSL) are successfully used in other Australian cities and evidence indicates they produce genuine changes to travel behaviour, the application of such a levy may not achieve broad-

based support. The Tasmanian Government elected in 2025 has a policy of no new taxes and the PSL is a tax that would be paid by owners of car parking spaces in Hobart's CBD.

Two additional sensitivity test scenarios were modelled to understand the sensitivity of Option 5 (Major PT improvements) with respect to the PSL:

- **Option 5A:** Removing the PSL and reducing PT funding equal to the revenue that the PSL would have raised.
- **Option 5B:** Removing the PSL while maintaining the same increased level of PT funding as Option 5.

The transport modelling for the sensitivity test scenarios shows that:

- As expected, the changes made result in a reduction of overall PT trips and mode share in both scenarios. The reduction in PT services had greater impact than the removal of the PSL alone, with a 7% reduction in PT trips is forecast for Option 5A and a 1% reduction in PT trips is forecast for Option 5B.
- Option 5A has the lowest mode share (4.15% in 2050) compared to Option 5B (4.41% in 2050) and Option 5 (4.46% in 2050). Noting this, the PT mode shares remain higher than the Base Case (3.27% in 2050).
- The changes made in the sensitivity tests have the greatest impact on HBW trips. In the AM period, approximately 50% of the decrease in PT trips in Option 5A and approximately 70% of the decrease in PT trips in Option 5B are from HBW trips.

The economic results presented in Table 7.16 show a reduction in economic benefits for Options 5A and 5B, reflecting the lower levels of mode shift when compared to Option 5. Additionally, Option 5B's operating costs increase from \$357.5 million (discounted at 7%) to \$508.1 million (discounted at 7%) due to the reduction in PSL revenues, further reducing its BCR. Overall, the BCR for Option 5 remains higher than that of Options 5A and 5B due to these changes.

Table 7.16 Economic sensitivity test results (BCR)

Sensitivity test	Option 5	Option 5A	Option 5B
Capex	282.6	282.6	282.6
Opex	357.5	357.5	508.1
Total cost	640.1	640.1	790.7
Economic benefits	386.7	202.7	274.2
NPV	-253.4	-437.4	-516.5
BCR	0.60	0.32	0.35

7.7.4.4 City shaping benefit results

The case studies presented in Section 3.4 presented evidence of the benefits that city shaping through transport initiatives has generated in Australia and around the world. Specifically, the business case has considered agglomeration effects (WEB1), which reflect economic gains from increased business clustering and enhanced productivity, and Higher Value Land Use, which refers to unlocking land capacity to generate a higher economic 'use value' by enabling additional development potential (e.g. increased residential, commercial, or other floor space).

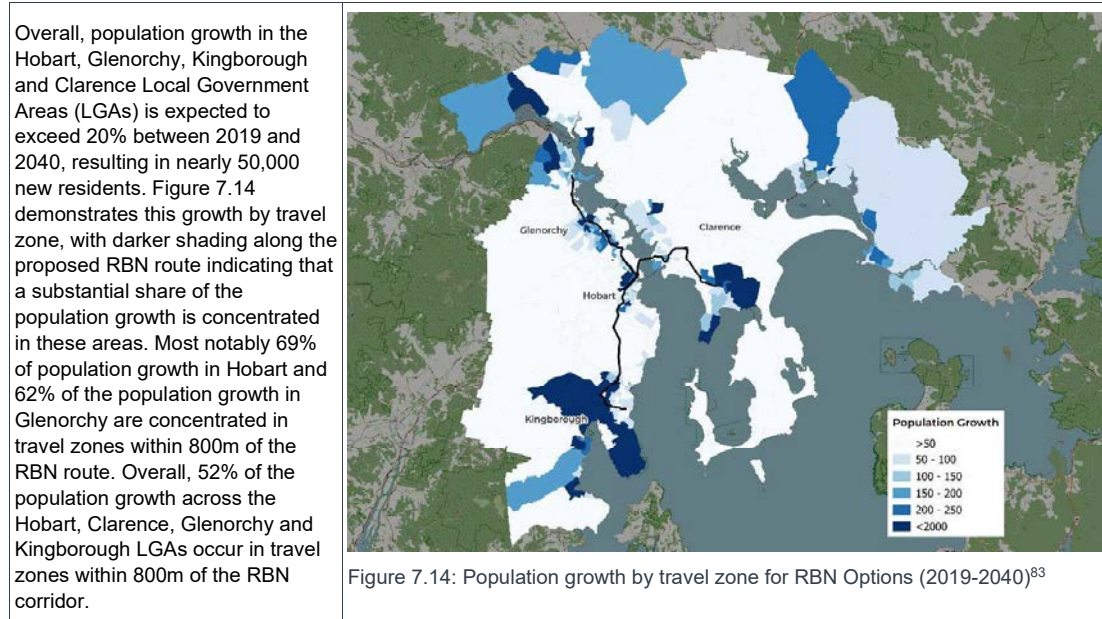
Land Use Alignment

As described in Section 3.4, close alignment with land use plans is a pre-requisite for City Shaping benefits to be realised. In Hobart, transport modelling suggests that nearly 50,000 new residents will be added to the corridor between 2019 and 2040. A significant portion of this population increase is concentrated within 800

metres of the proposed RBN corridors. About 69% of new residents in Hobart and 62% in Glenorchy are expected to settle in RBN-adjacent travel zones.⁸²

A Rapid Bus Network (RBN) can thus support Hobart’s urban growth goals by aligning high-capacity transit with areas of planned residential development. By offering frequent, reliable, and comfortable services, RBN corridors are strategically positioned to accommodate the population growth projected in Hobart, Glenorchy, Kingborough, and Clarence LGAs. This alignment ensures most new housing is within walking distance of high-quality public transport, fostering sustainable residential development and reducing dependence on private vehicles.

In addition to the standard economic analysis, a qualitative assessment was undertaken to assess how well the services provided under Options 3 and 4 (Rapid Bus Network options) align with projected population growth across Hobart.



The analysis suggests that a significant portion of new residents will be within walking distance of the RBN, providing them with access to a high speed, reliable and comfortable public transport option. Given the proven success of RBNs in encouraging mode shift and increasing ridership, the RBN options could potentially accommodate a significant portion of the projected population growth. If realised, these projections may result in a lower rate of private vehicle usage, alleviating pressure on Hobart’s already congested road network.

Figure 7.15 further supports the above observation by presenting the geographic correlation between target population growth and projected RBN patronage. On the map, the dark purple and grey areas highlight travel zones in which high population growth and high trip growth (dark purple, top right colour legend) or low population growth and low trip growth (grey, bottom left colour legend) coincide. In these areas, population growth under the RBN options has strong alignment with increases in rapid bus transport trips. Pink and green areas highlight travel zones where low population growth and high trip growth (pink, top left colour legend) and high population growth and low trip growth (green, bottom right colour legend) coincide. In these areas, the projected population growth under RBN options is likely to have limited alignment. While the pink and green areas of the map suggest that other factors may play an important role in determining trip growth, a significant area along the RBN route is dark purple, while a notable portion further away is shaded grey. This indicates that a significant amount of projected new residents may be accommodated along the RBN.

⁸² WSP, “Greater Hobart Rapid Bus Network Strategic Business Case – Economic Appraisal Memo”, April 2025.

⁸³ WSP analysis based on transport model demographics data

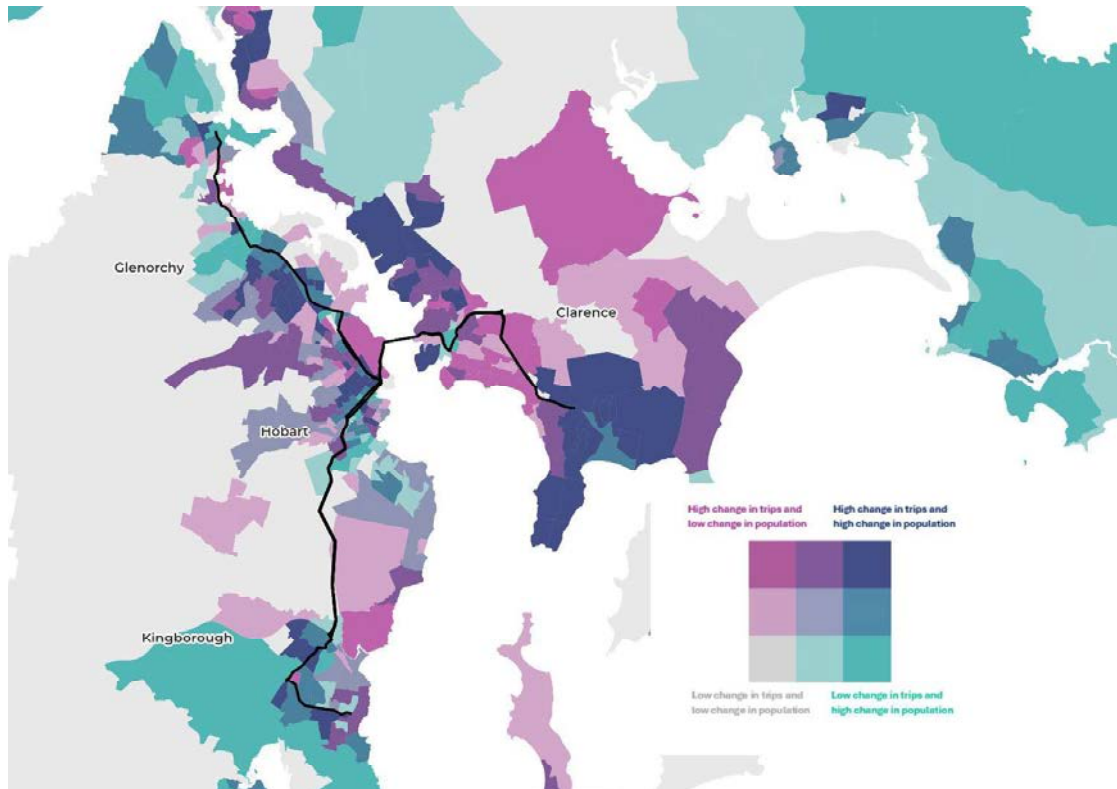


Figure 7.15 Comparison between change in trips and change in population by travel zone for RBN options⁸⁴

For the community, the benefits are twofold: better accessibility and an improved quality of life. Residents gain convenient, quick, and reliable links to employment, education, and services, while the city benefits from reduced congestion and more efficient land use. By combining transport and land use planning, the RBN supports sustainable urban growth, helps increase housing supply in accessible locations, and delivers long-term mobility and economic advantages for Greater Hobart. As discussed above, these improvements can be measured in land values along the corridor and higher productivity through agglomeration of the workforce in the affected areas.

Land Value Uplift

The project is expected to improve transport accessibility and network capacity thereby stimulating development along key travel corridors, resulting in higher land values and supporting broader economic and social goals such as job creation, increased educational opportunities, and a greater supply of medium- and high-density housing.

LUTI Consulting’s Hedonic Pricing Model (HPM) developed for the 2020 North Suburbs Transit Corridor (NSTC) was extended to match the project’s parameters. This model estimated land value increases by factoring in zoning changes and accessibility improvements, while avoiding double-counting transport user benefits. The resulting value was then scaled to estimate land value uplift, with adjustments made to align the boundary of that study with the boundaries of the SBC.

⁸⁴ WSP analysis based on demographics data informing transport modelling and projected trip data

Using this approach, the total land value uplift was estimated at between \$81.5 - \$87.2 million (NPV, discounted 7%) based on the SBC corridor boundaries. Most uplift occurs in the Northern corridor, with the Eastern corridor making a smaller but notable contribution, while the Southern corridor results in minimal uplift due to its largely uninhabited travel zones.⁸⁵

Agglomeration

Further, the project could have important agglomeration effects in Hobart. Improving transport efficiency, shortening travel times, and increasing access to key destinations for residents and businesses can boost economic activity, raise property values, and enhance overall productivity. For businesses, better access means a larger customer base and more efficient operations. For individuals, it offers easier access to jobs, education, and essential services.

To understand the agglomeration effects of the project, changes in Gross Value Added (GVA) were estimated across industries and travel zones. GVA was calculated by assessing the change in productivity between the base case and the project case.⁸⁶ Productivity changes were calculated for all travel zones using three different "elasticity" values for different industry groups:

- Industry Group 1: Agriculture, mining, manufacturing and utilities
- Industry Group 2: Construction, trade and public services
- Industry Group 3: Financial, professional and media services

The analysis revealed that Industry Group 3 experienced the highest productivity gains, especially in the Northern and Eastern corridors. The Southern corridor showed smaller increases by comparison. When translating this result into GVA, the agglomeration effects amounted to a total of between \$43.3 million and \$49.2 million (NPV, discounted 7%) in annual broader economic benefits (based on the SBC corridor boundaries).⁸⁷

Total City Shaping Benefits

These benefits were only applied to Options 3 and 4, as the Rapid Bus Network (RBN) options provide faster and more reliable services along key growth corridors, which is more likely to drive land use change and agglomeration. In contrast, Options 5 and 6 involve general public transport service improvements across the broader Hobart network and are not expected to generate the same scale of city shaping impacts.

The economic results are presented in Table 7.17. Values are presented as incremental to the Base Case and show that the inclusion of City Shaping Benefits, increases the BCR for **Options 3 and 4 (Rapid Bus Network options)** from between 0.19–0.28 to between 0.41–0.52. The BCR for Options 5 and 6 are 0.60 and 0.55 respectively, however these results rely on a Parking Space Levy to influence travel behaviours and generate additional mode shift to the public transport network. As shown in Section 7.7.4.3, if the Parking Space Levy is not included, the BCR for Options 5 and 6 decrease, with a sensitivity test for Option 5 showing a reduction to between 0.32 and 0.35. This is a lower BCR than that of the Rapid Bus Network options with City Shaping Benefits included.

Table 7.17: Economic appraisal results with city shaping benefits (\$m, discounted 7%)

Parameter	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Agglomeration (WEB1)	49.2	43.3	49.2	43.3		
Higher Value Land Use	87.2	81.5	87.2	81.5		
Total city shaping benefits	136.4	124.8	136.4	124.8		
Total benefits	250.6	230.6	294.8	274.9	386.7	164.9

⁸⁵ WSP, "Greater Hobart Rapid Bus Network Strategic Business Case – Economic Appraisal Memo", April 2025.

⁸⁶ Ibid.

⁸⁷ Ibid.

Parameter	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Total costs	561.3	560.4	570.7	569.9	640.1	299.1
NPV	-310.7	-329.9	-275.9	-329.9	-253.4	-134.3
BCR	0.45	0.41	0.52	0.41	0.60	0.55

7.7.4.5 Economic results commentary

While the economic analysis results provide valuable insights into the relative performance of the options, additional considerations offer further context for interpreting the results:

- Strategic transport models often struggle to capture the full range of improvements related to public transport projects, such as station amenity upgrades, bus priority measures (e.g., bus jumps), minor infrastructure changes (safety and DDA compliance upgrades at stations), and active transport connections. For this assessment, these benefits were estimated separately and included to supplement the traffic modelling outputs. However, given the strategic nature of the business case, it is challenging to estimate the full extent of these changes.
- Public transport projects in Australia, particularly those involving bus or rail, often face challenges in achieving a BCR above 1. Dedicating road space to public transport can disadvantage general traffic. In this project, rather than reallocating space from general traffic, selective widening has been undertaken to introduce additional transit lanes and bus jumps. While this approach increases capital costs, it minimises impacts on other road users.
- There is potential to further refine Option 5 (Major PT improvements) by optimising the doubling of expenditure in public transport to maximise the impact of the investment and improve economic results. Additionally, as the project is still in the strategic stage, there are opportunities to reduce capital costs through value management processes to further improve the merit of this option.
- Realising land use benefits depends on other policies and investments within Greater Hobart at a State, Commonwealth and local level. Planning for growth and supporting residential developments and active transport connections where public transport investment, will influence users to transition to public transport and help realise city shaping benefits.
- Investment and timing in the roll out of Rapid Bus Network will be central to how quickly users transition from cars to buses.

7.8 Funding Sources

Tasmania's existing bus services are funded by a combination of approved consolidated fund appropriation, approved finance leases and opex funding. Along with funding of fleet acquisition and bus operations via a combination of CAPEX and OPEX, CAPEX funding is required to deliver enabling infrastructure such as bus stops/stations, depots, bus priority and other minor works to deliver the project. The Tasmanian Government annual budget process provides an avenue for capital and operational funding for projects.

As part of their wider Infrastructure Investment Program, the Australian Government has committed \$40.5m of funding to plan for upgrades to Hobart's public transport network, including planning for rapid buses between major centres along key corridors and upgrades to bus stations and ferry terminals. The Tasmanian Government has committed an additional \$14m, resulting in a total of \$54.5m in funding available for Hobart's public transport infrastructure planning. While it is still unclear as to what portion of this funding will go towards

competing public transport infrastructure upgrades (e.g., ferry network, Macquarie Point stadium transport, etc.), this funding is intended to focus on developing a rapid bus network to improve Hobart's public transport offerings.

The committed \$40.5m of Australian Government funding is for planning and initial design and does not include the funding necessary for the procurement and construction phase of the rapid bus program. As the Project has a high up-front capital requirement, alternative funding sources may be required for subsequent injections for its delivery phase. On the assumption all assets would be government-owned and funded, in summary the possible funding sources identified are:

- **100% Tasmanian Government Funding:** as the key project sponsor, contributions from state government funding programs typically make up the bulk of funding for major capital projects/programs
 - For funding of bus fleet acquisition:
 - Use the CAPEX budget for outright purchase of new vehicles, or
 - the OPEX budget to fund lease payments in lieu of outright purchase
 - For other minor works, funding would come from the CAPEX budget
 - For ongoing operation & maintenance of buses and service provision, funding would come from the OPEX budget
- **Significant Australian Government Contribution:** funding for CAPEX measures such as detailed design work, enabling infrastructure works including transit lanes, NSTC activation, power grid upgrades, and bus depots, could be sought from the Australian Government during future annual Federal Budget or Mid-Year Economic Fiscal Outlook (MYEFO) processes. The Project must provide a high level of significance and provide greater benefits than simply for the state, for the Australian Government to invest.
- Whilst inclusion on the Infrastructure Australia Infrastructure Priority List (IPL) is not a guarantee of Australian Government funding, it may help raise the profile of the project at a federal level.
- Whichever pathway is used, in general to 'unlock' Australian Government funding, the Project would require preparation of a Project Proposal Report (PPR) to seek federal contribution once the strategic business case has been endorsed by the Tasmanian Government.

Whilst assets such as stations and any new road infrastructure would be state government-owned and financed, ownership of the bus fleet and additional depots needs to be considered, and this will be relevant to contracting and funding arrangements.

A private sector service model, where a third party procures and delivers the assets to the government under a lease/service payment structure (e.g., bus conventional bus franchise models), is not considered appropriate for the Program Options shortlisted in this SBC, as the scale and distributed nature of the Tasmanian construction economy is not conducive to private sector or other off-budget funding.

Funding sources and government contribution approaches will be revisited during the detailed business case stage, along with a procurement and delivery strategy considering alternative asset ownership approaches.

7.9 Project Management

This section provides a high-level overview of the level of project management for the two types of options (Rapid Bus Network (RBN) and PT improvements) being considered in this business case.

7.9.1 *Project management for implementing the rapid bus network*

The RBN will require a significant project team to plan and roll out the investment over a decade. This will include planning team, transport services team (that manage bus services and contracts) and the capital program team.

The project management tasks will include:

- Staging of implementation
- Define customer experience and products including fares
- Define ITS requirements
- Plan frequency, location of bus stops, type of ZEB investment
- Design including transit lanes, bus stations and depots
- Procurement
- Build operator model
- Integration with existing services
- Work with operators to ensure training of drivers
- Regulation, approvals, acquisitions
- Oversee capital delivery program
- Monitor uptake of public transport
- Determine maintenance
- On-going maintenance and operations
- Stakeholder management during development and roll out of the program
- Governance to manage the implementation of the program

In parallel, work will need to progress to implement strategic land use planning initiatives and to make suitable sites available for development at the earliest time, if the projected benefits are to be realised.

Additional resources will be necessary to implement the RBN and active transport infrastructure, including reallocating suitable resources and back filling reallocated resources, to support the development of the RBN.

The risks associated with project managing these options can include the following:

- Underestimate intensity of effort required
- Limited skills in this space/Recruitment takes time
- Limited funding available
- Due to time period of roll out, loss of staff equating to loss of knowledge
- Industry constraints (around ZEB and their ability to support the project/provide input/attend meetings)
- Extensive stakeholder management required throughout implementation

7.9.2 *Project management for implementing public transport improvements*

Making significant public transport improvements supported by policy and infrastructure will still require substantial project resourcing, even if the capital investment is not as high as the RBN options. Most of the effort will be allocated to transit lane construction, new active transport infrastructure, creating new and varying existing bus contracts to include new services, policy, and legislative changes to entice greater use of public transport and planning the location and types of services to implement.

The project management tasks include:

- Define customer experience /fares
- Plan frequency and coverage of new services, location of new bus stops
- Design of transit lanes, connected cycling network and bus infrastructure
- Procurement
- Policy development and legislation (Parking Space Levy)
- Integration with existing services
- Work with operators to ensure training of drivers
- Regulation, approvals
- Oversee capital delivery program (transit lanes, bus jumps, bus depots, on & off-road bike paths, bus interchanges and bus stops)
- Monitor uptake of public transport
- Stakeholder management during development and roll out of the program
- Governance to manage the implementation of the program (may be added to an existing project group/Steering commitment arrangement)
- Interagency support (for planning approvals)

The majority of the work to be undertaken is utilising existing skills with State Growth, however there may be a need to appoint additional resources to assist with the additional workload. This may be easier for the project options that represent a more coherent defined scope, such as Rapid Bus, compared with incremental project delivery (public transport improvement options) which could be seen as essentially BAU.

The risks associated with project managing these options can include the following:

- Underestimate intensity of effort required
- Limited skills in this space/Recruitment takes time
- Resources reallocated away from the project if there are gaps in delivery programs
- Limited funding available
- Industry support
- Opposition to policy changes that may delay implementation
- Interagency support

7.10 Stakeholder Management

This section provides a high-level overview of the level of stakeholder management for the two types of options (RBN and PT improvements) being considered in this business case. In either case, it will be essential for the department to ensure the evidence for the chosen option is understood by government stakeholders at all levels, as any action on public transport will follow many years of discussion and will be highly scrutinised.

The DRAFT *Keeping Hobart Moving* plan⁸⁸, published in late 2023, provided a high-level overview of key information on an RBN project, and based on submitted feedback was generally well received by the community. There has been no consultation undertaken to date in relation to implementing PT improvements. However, the results of stated preference questions from the *2023 Hobart Household Travel survey*⁸⁹ found that:

- 38% would use public transport more if there were higher frequency services
- 32% would use public transport more if there was better service reliability and
- 19% would use public transport more if there was a wider network of routes i.e. better coverage.

7.10.1 Stakeholder management for implementing the rapid bus network

The rapid bus network considered in this business case could be delivered across Greater Hobart, along three main corridors: Northern, Southern, and Eastern.

Relevant stakeholders could be grouped into the following:

- Public (road and public transport users, impacted residents and property owners, advocacy groups)
- Community (universities, schools, trades, business groups)
- Government (national, other state departments and local councils)
- Transport (other transport providers, suppliers to bus, contractors)
- Project stakeholder (government and community and operators)

A stakeholder management plan will be essential and will need to cover both public meetings and focus groups, the latter to consult with advocacy groups on accessibility, local councils, trade associations, education sector etc. Management of stakeholders could be tailored by corridor and would be the responsibility of State Growth.

Planning approvals may be required for the new infrastructure (e.g. transit lanes, bus depots, rapid bus stations) including local traffic management plans.

The target areas for discussion could include:

- Current transport options
- Concept of the rapid bus
- Accessing rapid bus (stations/bus stops)
- Frequency of services
- The type of journey (such as stop frequency)

⁸⁸ Department of State Growth, *Keep Hobart Moving: Transport Solutions for Our Future* (Tasmanian Government, 2019), https://www.keepinghobartmoving.tas.gov.au/_data/assets/pdf_file/0011/466715/Keep_Hobart_Moving_Transport_Solutions_for_Our_Future.pdf

⁸⁹ Department of State Growth, Greater Hobart Household Travel Survey.

- Safety
- Implementation impacts (where construction is required)
- The staged investment

Key risks/issues to stakeholders could include:

- Route choice for RBT
- Layout of RBN stations for ease of use and safety (such as minimal steps and well-lit areas, CCTV cameras)
- Ease of ticketing (one system and access to ticket machines) and fixed fares
- Construction and access during this period to the area, especially for shops/traders
- Removal of vegetation or kerbside parking to accommodate the rapid bus stations
- Changing of existing services to integrate with rapid bus services
- Competition with the existing road network
- Location and accessibility of stops and stations and surrounding parking impacts
- Funding delays
- Recruitment and conditions for drivers required to drive rapid buses
- Land acquisition if needed to establish suitable bus depots for rapid buses
- Connectivity and Active transport/parking
- Communication of evidence to validate preferred solution

7.10.2 Stakeholder management for implementing public transport improvements

Implementing public transport improvements along with key measures to encourage public transport usage would have similar stakeholders, however it would be more targeted and less extensive. The stakeholders' grouping as per RBN would also apply:

- Public (road and public transport users, impacted residents and property owners, advocacy groups)
- Community (universities, schools, trades)
- Government (Commonwealth, other state departments and local councils)
- Transport (other transport providers, suppliers to bus, contractors)
- Project stakeholder (government and community and operators)

A stakeholder and communications plan will need to be developed to outline how key stakeholders and the community will be engaged and consulted and kept informed.

Well managed consultation with Hobart City Council and other groups will be critical to manage objections by CBD businesses that the proposed Parking Space Levy will impact trading. Stakeholder management would be the responsibility of State Growth.

Legislative changes would be required to introduce parking levies. Planning approvals may be required for the new infrastructure (e.g. transit lanes, bus depots, park and rides, bus stops), including local traffic management plans.

The target areas for engagement could include:

- proposed network and infrastructure changes
- Implementation impacts (where construction is required)

- New on and off-road bike lanes (*Hobart Cycling Plan 2022*)
- Appetite for levies (political and community)
- Communication of evidence to validate preferred solution

7.11 Greenhouse Gas Emissions & Energy Reporting

The four shortlisted options align with the Tasmanian *Transport Emissions Reduction and Resilience Plan (2024-29)*⁹⁰ (the Plan) by supporting its core priorities for reducing transport emissions and promoting sustainable practices. The rapid bus network options introduce a new form of public transport intended to attract new users with better reliability, frequency, and accessibility. By prioritising dedicated bus corridors and integrating active transport, these options should encourage a shift away from private vehicle dependency. This aligns with the Plan's priority of fostering a mode shift to lower-emission transport methods and reducing traffic congestion.

The less capital-intensive public transport improvement options focus on providing many more bus services on the existing network supported by new transit lanes and improved interchanges and bus stops. This is complemented by new on and off-road bike lanes as outlined in the *Greater Hobart Cycling Plan 2022*. These changes and improvements help support public and active transport uptake, aligning with goals to decrease reliance on private cars and promote sustainable travel options. Such investments reduce emissions while offering co-benefits like improved public health and reduced air pollution, as highlighted in the Plan.

All options contribute to Tasmania's net-zero emissions target by reducing the carbon intensity of travel. Additionally, they support national and local initiatives for sustainable transport, including improving access to low-emission travel options and transitioning infrastructure to support long-term resilience and sustainability.

The *Tasmanian Greenhouse Gas Emissions Report 2024*⁹¹ (the Report) outlines specific reporting requirements for transport-related initiatives, including the implementation of a rapid bus network, as well as public and active transport improvements. These initiatives must include comprehensive data collection on emission reductions, reflecting their contribution to Tasmania's net-zero targets. Metrics to be reported include the reduction in vehicle kilometres travelled, changes in fuel consumption patterns, and the extent of mode shifts toward public and active transport options. These metrics will collectively provide a comprehensive view of how transportation initiatives impact environmental sustainability, public health, and urban liveability.

Additionally, the Report emphasises the need for transparent updates on project implementation timelines, costs, and benefits. The reporting framework aligns with the broader objectives of the Plan described above, requiring regular updates on how these transport initiatives enhance climate resilience and contribute to reducing greenhouse gas emissions, especially within Greater Hobart's transportation sector.

⁹⁰ Tasmanian Government, *Transport Emissions Reduction and Resilience Plan 2024-29* (Hobart: Tasmanian Government, 2024), https://recfit.tas.gov.au/data/assets/pdf_file/0010/537859/Transport_Emissions_Reduction_and_Resilience_Plan.pdf.

⁹¹ Tasmanian Government, *Tasmanian Greenhouse Gas Emissions Report 2024* (Hobart: Tasmanian Government, 2024), https://recfit.tas.gov.au/data/assets/pdf_file/0010/531559/Tasmanian_Greenhouse_Gas_Emissions_Report_2024.pdf.

7.12 Assessment Summary

Under a business as usual model of urban development, the rapid bus network options offer lower overall benefits and less cost efficiency compared to the public transport improvement options, with Option 3 (RBN + PT integration) offering the lowest total benefits and the weakest benefit-cost ratio of 0.19, making it highly inefficient despite its moderate costs.

Similarly, Option 4 (RBN + PT & AT integration), though slightly better than Option 3, still has a much lower benefit-cost ratio of 0.26.

These results reflect what would be unquestionably a poor public policy decision to invest significant capital into a relatively small geographic area, with limited population reach. The investment would occur away from growth areas of Hobart, limiting the number of people benefiting from the improved service.

On a business as usual model of urban development, both rapid bus network options (3 & 4) were shown to offer significantly lower carbon emission abatement potential compared to PT improvement Options 5 and 6, limiting the network's environmental and economic value.

Based on current settlement pattern, Option 6 (Minor PT improvements) is the least expensive option of all, and has a higher benefit-cost ratio compared to the rapid bus network options. However, its total benefits and carbon abatement potential remain significantly lower than those of Option 5 (Major PT improvements). Additionally, its vehicle operating cost (VOC) savings are far less impactful than Option 5's substantial savings, further reducing its appeal. While being three times as high as Option 3 (RBN +PT integration), Option 6's benefit cost-ratio remains suboptimal, suggesting that despite its lower cost, Option 6 (Minor PT improvements) does not deliver a sufficient level of benefits compared to that of Option 5 (Major PT improvements).

Critically, in order to maximise their BCR, Options 5 and 6 rely on a Parking Space Levy to influence travel behaviours and generate additional mode shift to the public transport network. As shown in Section 7.7.4.3, if the Parking Space Levy is not included, the BCR for Options 5 decrease, with a sensitivity test for Option 5 showing a reduction to between 0.32 and 0.35. It is considered very unlikely that a Parking Space levy would be supported, or supportable, in Hobart, to offset the costs of improved public transport.

If city shaping benefits are taken into account, the Rapid Bus Network (Option 4) emerges as having the greatest BCR (0.52 Staging A and 0.41 Staging B) of the four options. In order to achieve this BCR, it is critical that genuine land use planning change is agreed and implemented, to ensure development around the identified transit corridors can proceed in tandem with delivery of the service. A commitment to deliver BRT, in the absence of a clear commitment and program to deliver land use reform, cannot be expected to generate the anticipated city shaping benefits, and would result in the forecast lower BCR.

Overall, the Rapid Bus Network (Option 4) better meets the Government's strategic objectives for the program as outlined in section 2.2.

8 Recommendation

This Strategic Business Case is seeking approval to proceed with the Program to develop the further Detailed Business Cases required for each discrete corridor project to confirm in detail the services and infrastructure, the timing, costs and benefits and the amounts of funding required.

Combining the results of the BCR assessment and city shaping benefits, Program Option 4 (Rapid Bus Network with All day services + AT & PT integration) best meets the program objectives (outlined in section 2.2).

As Greater Hobart continues to experience population growth, it is essential to plan sustainably to ensure it provides a high level of amenity for residents, and supports economic activity, while limiting the population dispersal, and associated costs, evident under the current urban growth model. Importantly, the rapid bus network provides a strong strategic fit with Hobart's future development, accommodating and stimulating growth, offering a new high quality transport option which encourages urban renewal and densification.

The city shaping benefits derived from transit-oriented development support the investment in a Rapid Bus Network (RBN). These benefits consisted of an estimate of land value uplift around the rapid bus corridors, and an agglomeration benefit consisting of enhanced productivity due to increased business activity around rapid bus stations.

Program Option 4 would deliver, in each corridor improvement stage, an essentially permanent bus priority facility that would offer resilient travel time improvements and be seen as a coherent and higher profile public transport improvement, effective at shifting customers.

Developing a RBN is consistent with the State Government policy on developing efficient and sustainable public transport infrastructure, contributing to the national emission target and working towards better integrated and coordinated land-based passenger transport services.

Further, when assessing response options, in Section 5.3.1, the RBN tied with response option 6 for the best at meeting all the benefits identified in this business case.

Program Option 4 is designed to not only add new services, but it will also interconnect with active transport and other existing public transport services. This will not only improve journey services but will also promote and encourage active transport options for travel. An additional benefit of the RBN is the use of emission free buses that will contribute to a green environment.

The establishment of an RBN has the potential to shape Hobart and generate benefits which conventional bus networks cannot capture. As more details regarding city planning and the RBN are developed, these benefits can be further explored and firmed up.

8.1 Packaging

To establish the most appropriate procurement strategy for Option 4 (RBN + PT & AT integration) for additional bus services, this section recommends how the works would be packaged to facilitate planning and implementation.

Key considerations in packaging include:

- Nature of tasks to be undertaken (planning, policy, design, delivery)
- Interfaces between the tasks, and potential disruption to existing service delivery
- Existing processes in public transport service delivery and capital works
- Staging to ensure infrastructure is available to support additional services

- Existing active transport options

Packaging considerations included:

- Planning and scoping tasks to identify infrastructure, fleet and other capital works
- Design work to identify costs and extent of capital works
- Procurement procedures of required fleet, services, and staff
- Undertaking capital works to deliver required infrastructure
- Implementation of Rapid Bus services, including timetables and public information

Planning and scoping should be the initial tasks that will guide subsequent design, procurement and implementation and could be carried out by State Growth. Key tasks would be a review of the bus network and development of a Rapid Bus integration strategy, development of concepts for rapid bus infrastructure, specification of fleet, market sounding of bus manufacturers and contractual arrangements.

Planning work as part of Detailed Business Case development should include a policy and enforcement workstream to ensure that regulatory mechanisms and legislative amendments are implemented that sustain the networks credibility and long-term success. If compliance with transit priority measures such as bus lanes, transit lanes and bus jumps, cannot be enforced effectively, then the “rapid” characteristic of the rapid bus network will be quickly eroded, undermining transport and city shaping benefits. This workstream should develop enforcement frameworks for T3 and bus lanes, consider legislative amendments to enable the effective policing of transit priority measures, and provide coordination across government to secure political and community support.

This should be followed by concept design work to assist with cost refinement and delivery staging – different corridor segments will have different complexities and dependencies for implementation of bus priority. As well, a Rapid Bus service will require new fleet that may be quite different to existing buses in Hobart, and suppliers will need to be found, and depot space, with battery charging infrastructure secured. New bus depot space for electric buses will also require additional power provision, requiring liaison with TasNetworks.

The bus depot expansions and electrical infrastructure will need to be completed before additional buses are delivered. Similarly future Rapid and local bus service frequency on different corridors will determine the additional space required in interchanges, and these works will need to be informed by local and Rapid bus service planning to ensure the bus infrastructure has adequate capacity and facilitates efficient bus operations and seamless passenger transfer.

While some Rapid Bus services may be able to be delivered before all rapid bus infrastructure including stations is in place, the best outcome will be to ensure infrastructure and rapid bus services are launched together to maximise the benefits to users.

In terms of Rapid Bus procurement, initial planning studies will determine the fleet required, and given likely lead times for bus supply, Rapid Bus fleet procurement can run in parallel with design tasks, with delivery schedules aligned to implementation of the required services and infrastructure, particularly depot infrastructure.

By coordinating planning, design, procurement and delivery in this way, implementation risks can be reduced and redundant investments avoided.

As well, given Rapid Bus will operate as a stand-alone product, utilising dedicated fleet, contractual arrangements that are separate from Metro services will need to be established. Separate franchised or other contracts will likely facilitate delivery and management of the Rapid Bus network.

The recommended packaging approach for the preferred option is outlined in Table 8.1.

Table 8.1: Recommended packaging solution

Package	Description
Planning works	Restructure of existing bus network to integrate with Rapid Bus
	Rapid Bus service and infrastructure planning, including stations
	Policy and enforcement workstream - regulatory mechanisms and legislative amendments
	Infrastructure scoping studies (bus lanes, transit lanes, other bus priority, bus depots, DC power needs, rapid bus stations, active transport measures, interchange upgrades)
Design	Rapid Bus fleet specification, market sounding
	Concept design and costing for three corridors – bus priority measures, final route choice decisions, rapid bus stations, active transport measures, local bus stop rationalisation and improvements, interchange improvements, terminals.
	Design active transport improvements linking with rapid bus stations
Procurement	Bus depot concept design and power needs calculations
	Rapid Bus procurement and staff recruitment & training (operators and workshop)
	Design & construct contracts for delivery of capital works
Grid upgrade requirements	Rapid Bus service procurement on three corridors
	Consultation with TasNetworks, procurement of grid connections and upgrades, procure depot and en-route charging infrastructure
Capital works	Delivery of Rapid Bus corridor infrastructure, bus interchange improvements, bus stop optimisation and additional electric bus depot capacity
	Delivery of active transport improvements to rapid bus stations.
Service delivery	Community engagement and introduction of Rapid Bus services on three corridors
Policy	Policy changes to allow to promote a connected transport network that includes active transport
	New contracts for the bus services
	Regulatory and safety compliance for zero emission bus services

8.2 Project Management/Governance

8.2.1 Governance

State Growth will be the lead agency responsible for the development and delivery of the Rapid Bus network (Option 4). The Senior Responsible Officer (SRO) will be confirmed, together with the project governance framework, prior to commencement of work on the Detailed Business Case, which will include confirmation of the Project Sponsor within the department and membership of the Steering Committee.

The Department of State Growth is establishing an Infrastructure Project Oversight Committee. The primary purpose of the Committee is to oversee and monitor the long-term strategic planning for the department's infrastructure projects and pipeline. In addition, the Committee is accountable for providing independent assurance/advice to the Executive on project delivery for major projects and capital works managed by the department

The Project Sponsor and/or Steering Committee Chairs will be required to attend when requested by the Committee.

The Committee will also provide advice and reports to the Tasmanian Infrastructure Delivery Steering Committee and Infrastructure Delivery Committee of Cabinet, as required.

Below the Steering Committee, a Project Director will oversee a multi-disciplinary team to progress the relevant elements of the program (shown in the diagram below)

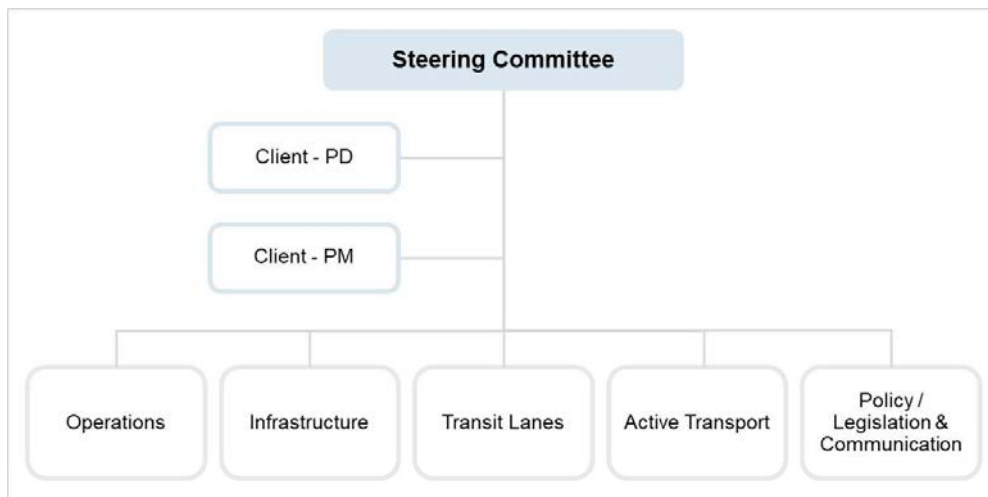


Figure 8.1: Organisational chart required for program implementation

Key Roles

Transport Program Steering Committee (TPSC) will oversee the delivery of the capital investment in the fleet, the infrastructure program and the operational service delivery. The TPSC will meet at regular intervals. The TPSC’s role will be to endorse all activities associated with the program. The SRO would Chair the TPSC.

Program Director (PD) will support the PSC and oversee the Program, coordinating the governance and alignment of all projects in the Program.

Project Manager (PM) will report to the PD and be responsible for Planning and Delivery, procurement and risk management.

Reporting to the Project Manager will be the Policy/Communications Manager and various Lead Managers, who will be managing their own respective teams.

The policy and legislation team will need to be established early in the program to develop the new rapid bus network contracts and work on how bus priority and fare collection can be enforced.

Escalation of project issues will occur through the PM, to the PD, to the SRO, to the State Growth’s Secretary and if necessary to the Minister of Infrastructure and Transport.

8.2.2 Project Assurance

Project assurance will be conducted through the established processes of Infrastructure Tasmania with Gate reviews 2 to 6 occurring after the project life cycle milestones shown in Table 8.2 below.

Table 8.2: Project assurance gate reviews (Infrastructure Tasmania)

Project phase	Lifecycle phase	Gate	Informs
Initiate	Establish mandate	0 - Project registration	Assess risk and sequence appropriate reviews.
Plan and development	Strategic analysis	1 - Project justification	Proceeding to develop the business case.
	Investment decision	2 - Business case	The investment decision.
Procurement	Prepare for market	3 - Readiness for market	Readiness to release procurement documentation.
	Competitive procurement	4 - Tender evaluation	Robustness of the evaluation process and readiness to mobilise.
Execute	Award contract and delivery	5 - Readiness for service	Readiness of the asset to enter service/operations.
Close	Completion	6 - Benefits realisation	Benefits promised have been delivered.

Program health checks may be considered during delivery (procurement and execute phases) to identify lessons learnt and provide recommendations for subsequent phases of the Program.

8.2.3 *Defined approvals*

Capital funding approvals will follow the defined PPR process of the Australian Government, while operational funding approvals will use the defined State process. Prior to the award of major road or building construction packages associated with the program, approval will be sought from Parliamentary Works Committee (PWC), Tasmania, to determine their necessity and public value before work can proceed. Statutory approvals will also be required by the applicable planning laws and if necessary, the relevant Australian and Tasmanian environmental laws.

8.2.4 *Project Management*

A Project Management Plan (PMP) will be required to outline roles, responsibilities, milestones, budget, timelines, and deliverables. The PMP is a work-in-progress document, consisting of an overarching plan for the Program and complimented by various other management plans for the running of the Program which are to be read in conjunction with this PMP. At the same time, the PMP should be prepared, along with the Change Management Plan, Stakeholder Management Plan, Risk management Plan, Procurement and Delivery Strategy and Benefits Realisation Plan.

The management plans will provide the following supplementary information:

- Project specific deviations to standard processes
- Project specific assumptions and constraints
- Key milestones and indicative dates
- Scope for the relevant projects
- Tools, templates, resources, and methodologies that will be utilised during the course of the Program
- Program budgets and reporting
- Benefits of the Program
- How the program will be resourced
- Roles and responsibilities for program delivery

- Change control procedures.

8.2.5 Change Management

Development and delivery of the rapid bus network program under a broader Government urban renewal initiative will require change within the affected Government agencies as well as bus operators, private developers, and the public. Change management processes can ensure that these changes are made in a smooth and orderly manner that manages expectations.

The lead agency for the change will be State Growth and specifically its Strategy, Housing, Infrastructure & Planning (SHIP) division. SHIP will lead the urban renewal initiative, working closely with Homes Tasmania to ensure that the desired infill development meets minimum requirements for affordable and social housing. The rapid bus network program will be a supporting catalyst for the urban renewal initiative and will be led by State Growth's Transport division.

Coordination of large-scale urban renewal with the introduction of a new public transport service, requiring new infrastructure and a new operating paradigm, has never been attempted by the Tasmanian Government before. It will require the establishment of new governance structures, both inter-Agency and intra-Agency.

The scope of the change comprises of:

- Urban renewal initiatives including re-zonings, removal of development constraints, government funded development ready neighbourhoods, and support of housing industry capacity.
- Tasmanian property developers asked to prioritise medium-density infill development rather than the predominant urban fringe single dwelling greenfield development.
- Public transport infrastructure (new transit lanes, dedicated corridors, bus jumps, stops, stations and depots with electric charging facilities)
- Active transport infrastructure (new walking and cycling links to rapid bus stations)
- Public transport service changes (removal and truncation of existing bus services to efficiently integrate with new rapid bus services at key stations)
- New ticketing and fare enforcement methods (rapid buses will not have onboard fare collection)
- Bus priority measure enforcement (supported by legislation if required) to ensure that the "rapid" characteristic of the rapid bus network is not eroded, removing transport and city shaping benefits
- Asset management – subject to contracts with a rapid bus operator, State Growth will need to maintain new asset classes that may include bus depots with electric bus charging equipment, an electric bus fleet, rapid bus stations with passenger information displays, ticketing and CCTV systems. This is a significant change to only maintaining State roads, traffic signals and bridges.
- Removal of the Northern Corridor rail track from the *Rail Infrastructure Act 2007* and transfer of management responsibility over this section of rail corridor from TasRail to State Growth, with new agreements to be established with Councils over the management of the Intercity Cycleway.

Change management plans will need to include:

- Goals and scope
- Roles and responsibilities
- Impact and readiness assessments
- Timelines and budgets
- Communications plans
- Implementation details and

- Support channels.

Within State Growth, significantly more resources will be required to implement the broader urban renewal initiative and the rapid bus network program. Within the Transport division, additional resources will be most required within the Passenger Transport Branch to support the development of Detailed Business Cases and plan for rapid bus operations. Significant policy and contractual decisions will need to be made about asset ownership, fare structures and enforcement, procurement of battery electric fleet and operator contracts and how these can be structured to suit the staged delivery of the discrete corridor projects that define the program. Additional resources will also be needed within the Transport Development and Delivery Branch to manage contracts for the design, approvals and construction of rapid bus transit lanes, dedicated corridors, bus jumps and stations.

Good relationships with impacted Councils will be key to a smooth implementation of both urban renewal and rapid bus corridors and stations. Councils may have to appoint dedicated resources to support both planning approvals and the management of interfaces with Council assets.

Significant public communications will be necessary to inform the community of changes to affected roads and public open spaces because of the program. Some landowners may be impacted directly through property acquisition or the cancelling of Government leases. A proportion of the community will oppose any change to the road environment, parking availability and any challenge to private vehicle priority. In addition, plans to remove the rail track from the NSTC will see renewed calls for light rail rather than rapid buses. A communications plan will need to explain

- Why Hobart's constrained road network needs to be used more efficiently with priority given to higher capacity public transport, rather than private vehicles.
- Why rapid buses provide an affordable and flexible new public transport option for all of Greater Hobart
- What the changes will look like and when they will occur
- What opportunities for consultation and feedback exist

Communications need to link the rapid bus network with the Keeping Hobart Moving plan which provides the integrated transport plan for Hobart. Change management strategies could also employ supportive organisations such as RACT to influence public perceptions about bus priority measure on Hobart's main arterials.

8.2.6 *Resourcing*

State Growth will require the following skills sets:

- Network design, including frequency of services
- Electric bus planning and implementation
- Review of local element/s
- Data changes
- Interface management
- Program/project management
- Contract negotiation

The agency does not have the capacity to roll out the Program, resources will need to be reallocated, and other roles backfilled. The types of roles that are required to manage this Program are:

- Network design & customer experience (operational services)

- Capital infrastructure (plan and implement)
- Active transport (plan and implement)
- Procurement and contracts
- Communications
- Policy and legislation

8.2.7 Key Risks

The key risks identified to implement the Program of investment have been assigned a rating based on a simple assessment of the likelihood of the risk occurring and the potential consequence should it materialise, as per section 4.1. This assessment matrix is outlined in Table 8.3, while the risks and their ratings are outlined in Table 8.4.

Table 8.3: Risk assessment matrix

Risk Assessment Matrix		Likelihood				
		A – Rare	B – Unlikely	C – Possible	D – Likely	E – Almost Certain
Consequences	5 – Catastrophic	Medium	High	High	Very High	Very High
	4 – Major	Medium	Medium	High	High	Very High
	3 – Moderate	Low	Medium	Medium	High	High
	2 – Minor	Low	Low	Medium	Medium	High
	1 – Notable	Low	Low	Low	Medium	Medium

Table 8.4: Risks to program implementation

Risk	Risk rating
Delay/ability to reallocate resources	Medium
Underestimate intensity of effort	Medium
Potential changes in scope during project can result in cost blowouts	High
Limited funding available from scope changes	Medium
State Growth may not have suitable resource depth to continue to develop, deliver and/or maintain the program of works and associated solution roll out	High
Limited contractors to deliver scope of works	Low
Limited number of drivers to run public transport services	Medium
Approval Delays	Medium
Interagency support	Low

Electric bus and supporting depot infrastructure procurement delays	Medium
Limited funding for the investment	Medium
Industry constraints	Medium

8.3 Stakeholder Management

The Program is a wide-ranging program and capturing both public and private expectations is critical to success. The stakeholder engagement objectives of the Program are to:

- Seek stakeholder feedback to inform project decisions to ensure the best possible outcomes for the community and customers, throughout the course of the Program’s development and implementation
- Identify and manage risks throughout the course of the Program’s development to ensure smooth passage through the approvals process
- Foster support for the program and identify advocates to promote the benefits of the Program to the interested stakeholders
- Inform stakeholders of the Program and provide updates as the Program progresses
- Providing transparent and useful information to stakeholders on how their feedback is being used to shape the Program.

The plan would include:

- Reason for the consultation
- Who needs to be consulted/timing
- Identify the priorities
- Methods for communication
- Outline responsibilities
- Identify interdependencies
- Summary of key project messages
- How the results will be captured and shared

There are a range of stakeholders with an interest in and influence over the Program that have been identified as part of a stakeholder mapping exercise. Key stakeholders for priority engagement in the development phase include:

- Local councils
- Public transport users
- Advocacy groups on accessibility
- Commonwealth Government
- Local traders’ association
- Bus operators
- Active transport users

- Other state government departments
- Relevant landowners
- Internal (road management team)
- Business Groups
- Community

Planning approvals apply to localised infrastructure upgrades and council approvals for implementing local traffic management plans. Stakeholder management would occur during the roll out of the rapid bus network, lane infrastructure upgrades, changes to existing bus services, station construction, and active transport investments. Each location would require a separate stakeholder engagement process to ensure that that appropriate inputs were considered.

Several factors will help to determine the appropriate form of engagement with each stakeholder/ group throughout the course of the Program. These include:

- Engagement function – why is the engagement occurring and what is the desired outcome (from both the stakeholder and Department perspective)
- Timing and level of involvement – will each stakeholder be engaged during each stage of the project and if so, will they have the same level of involvement
- Impact and influence – how interested are the stakeholders in the program and what is the stakeholder’s likely reaction to different outcomes and the potential to influence program risks.

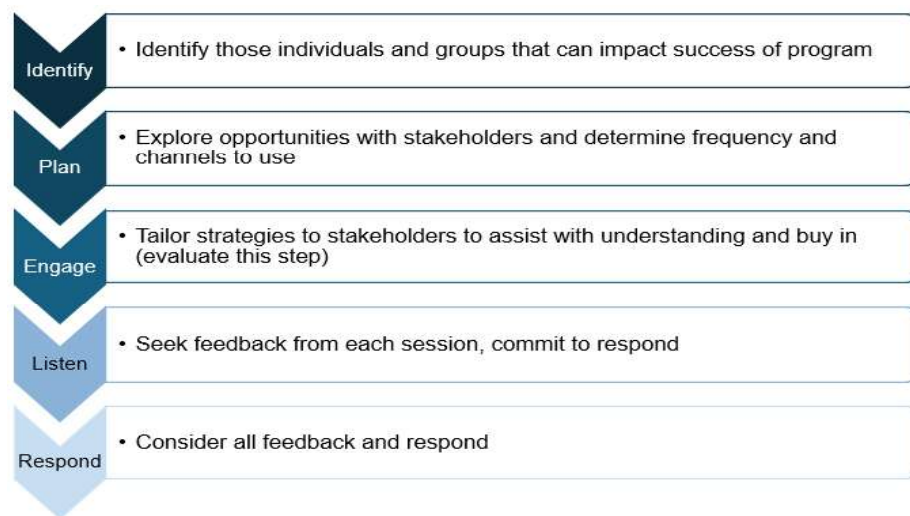


Figure 8.2: Stakeholder engagement process

As previously outlined in section 6.7.2, a stakeholder management plan will be required and managed by State Growth as this uplift will implement significant change for public transport services. The stakeholder engagement process is detailed in the figure above. This approach will be used throughout the Program lifecycle, ensuring appropriate stakeholders are targeted throughout each stage. Different stakeholders will be more or less involved or interested at varying stages throughout the program timeline. It is important to recognise this changing level of involvement and tailor the engagement approach to suit.

The engagement methods which may be implemented throughout development and delivery of the Program are outlined below.

- One on one meetings
- Working groups

- Public/ community forums
- Workshops
- Online engagement platform
- Media/marketing campaign

The appropriate engagement method for each stakeholder will be outlined in the Stakeholder and Community Engagement Plan once the program secures funding.

Section 4.1 outlined potential program risks for all options as well as risks for the shortlisted options. A summary of the key stakeholder risks that could impact the Program have been listed below.

- Political interference
- Councils delays in providing advise/feedback to the Program investment
- A lack of public support for the Program investment, and reopen dialogue on the light rail option
- Local landowners resistant to changes adjacent to their property or acquisition.
- Potential clashes with other infrastructure projects
- Planning approvals
- Commonwealth funding support
- General opposition to the type of frequencies, services offered with the Program and identified infrastructure upgrades
- Roll out delays, result in criticism and delay overall transport improvements across Greater Hobart.
- Appropriate adjustment of scope to match allocated funding

Appendix A

Greater Hobart Bus Rapid Transit WSP Closing
Presentation (May 2023)



Greater Hobart Bus Rapid Transit

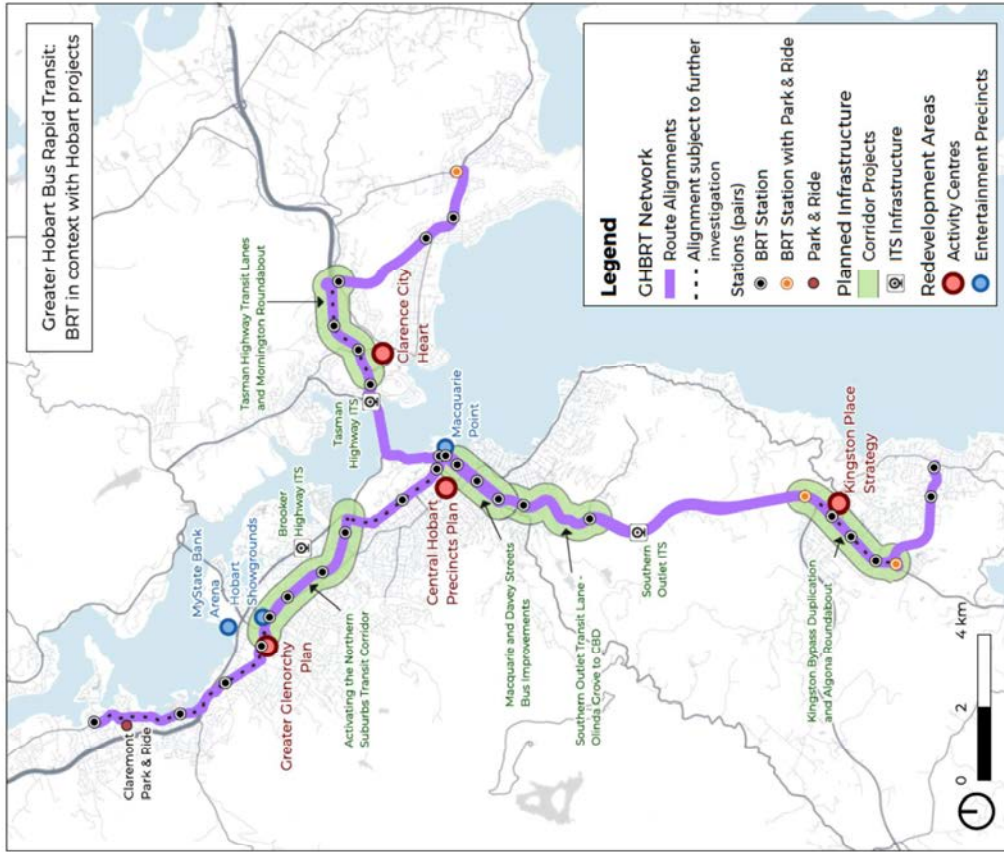
Department of State Growth
PS131466 - 26 May 2023
Summary & Key Findings





Project on a Page





Project on a Page

Project Summary

WSP and DSG have developed the GHBRT in detail, to understand how a BRT would operate in Hobart, its opportunities and challenges. The recommended alignment is subject to change as the project develops.

The GHBRT has been developed to achieve:

- Comfortable, safe, and cost-effective urban mobility with high levels of customer amenity
- High quality, car-competitive, affordable transit

The GHBRT:

- Is a 3 route 'turn up and go service' running through the Hobart CBD, as an overlay to the existing bus network
- Has 3 overlapping routes to give a 5-10 minute peak, and 10-20 minute off-peak headway on Hobart's main transport corridors
- Provides fast and reliable service through on-road priority, including a bus only corridor, bus lanes in the Hobart CBD and Transit (ITS) lanes on highways
- Enhances accessibility along the well-serviced northern corridor and provides significant accessibility improvements at key locations where there is currently no high frequency bus service
- 64,000 people will be living within 800m (10 min walk) of GHBRT by 2030
- GHBRT will give access to 81,000 jobs within 800m (10 min walk) by 2030
- Terminates at Claremont, Huntingfield, and Glebe Hill — optimal locations from a catchment and connectivity perspective

Further work is required to:

- Confirm corridor alignment in key locations where multiple feasible options exists and risks are yet to be fully understood and mitigated
- Ensure urban renewal and land use planning is aligned with GHBRT
- Align with timing of interface projects (e.g. Kingston Bypass, Macquarie Point)








1. Background





1. Background

Why GHBRT?

Strategic theme		Key 30-Year Greater Hobart Plan principles aligned to GHBRT
<p>Residential development</p> 	<ul style="list-style-type: none"> — <u>Urban consolidation</u>: Create more opportunities for medium density residential development, particularly in the vicinity of the main activity hubs and within such designated corridors as the Northern Suburbs Transit Corridor. — <u>Liveable walkable communities</u> - Encourage the development of more liveable and walkable communities that provide easy access to local parks and open space, a variety of services and a mix of uses that can stimulate community interaction and cohesion. 	
<p>Physical infrastructure and services</p> 	<ul style="list-style-type: none"> — <u>Integration of land use and infrastructure planning</u> - Greater Hobart's compact size and linear footprint alongside the Derwent River highlights the need for an integrated and collaborative approach amongst all planning, infrastructure, and service providers. — <u>Optimise public accessibility</u> - ensure that all Greater Hobart residents have access to a range of transport options and that development responds to and supports an efficient transport network where public and active transport and safe, all-abilities access is prioritised. 	
<p>Economic development</p> 	<ul style="list-style-type: none"> — <u>Activate central and local business hubs</u> - Protect and enhance the role of the Hobart CBD as a harbour/port, employment and services centre, and arts, culture, and tourism hub, with a supporting framework of thriving local business centres throughout the Greater Hobart area. 	



1. Background

Greater Hobart Bus Rapid Transit objectives

The Department of State Growth will improve public transport mode share, increase overall corridor person movement capacity, and encourage economic growth by introducing rapid bus services that are:

- **Quicker** (faster average speeds)
- **More reliable** (\pm 3 mins from timetable)
- **More comfortable** (ride quality, shelter)
- **More convenient** (7.5-10 min frequency in the peak, 18hr span of service, and supporting door to door journeys including connection to bicycle infrastructure, walking, etc.)
- **Safer** (quality of infrastructure, lighting at shelter, CCTV, etc.)
- **More accessible** (DDA compliance, etc.)

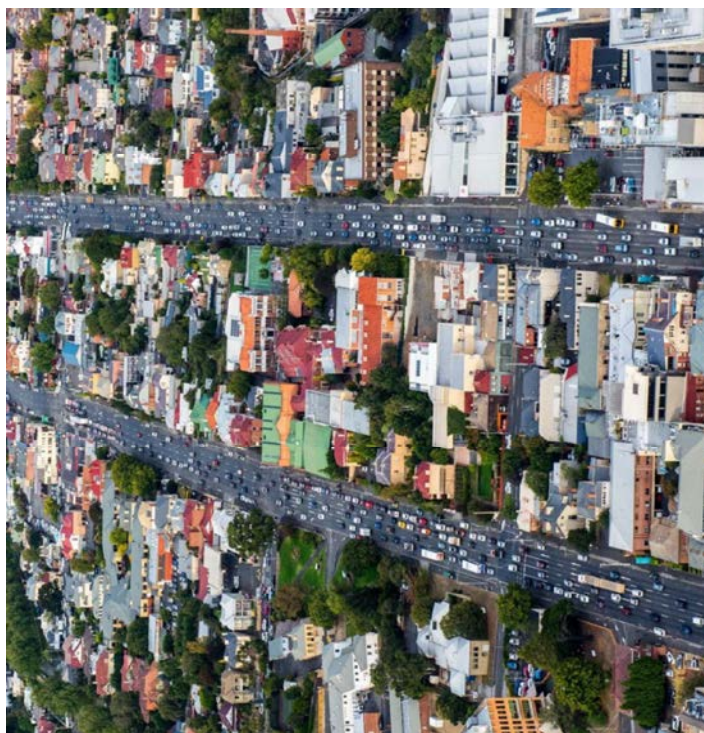


Photo of buses on Davey Street and Macquarie Street (Credit: City of Hobart)



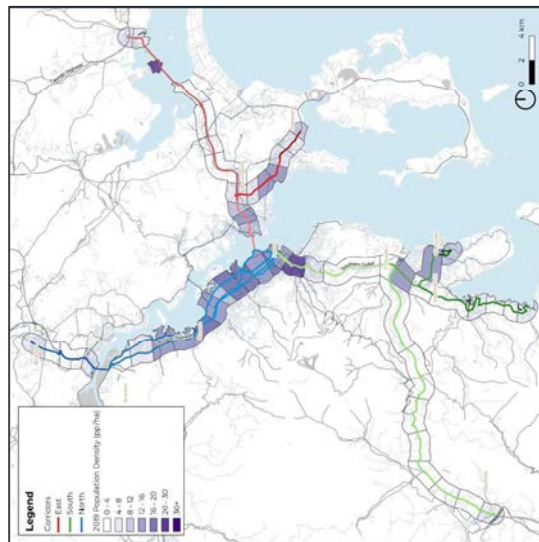
2. CHBRT Project



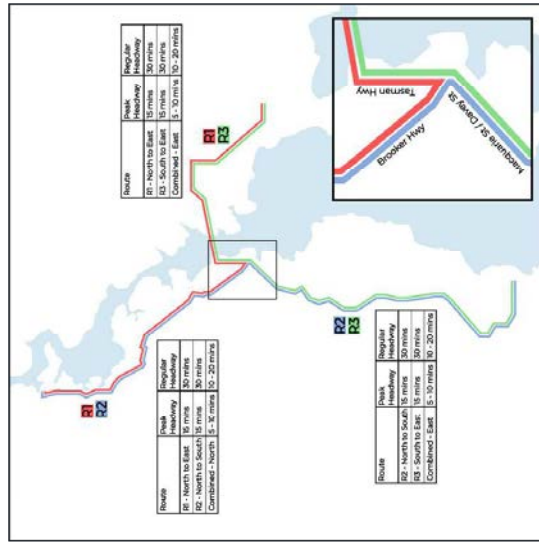


2. CHBRT Project

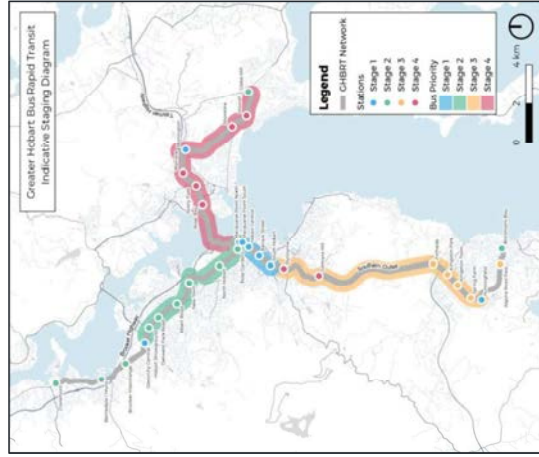
CHBRT Development Process



Stage 1: Where ?



Stage 2: What ?

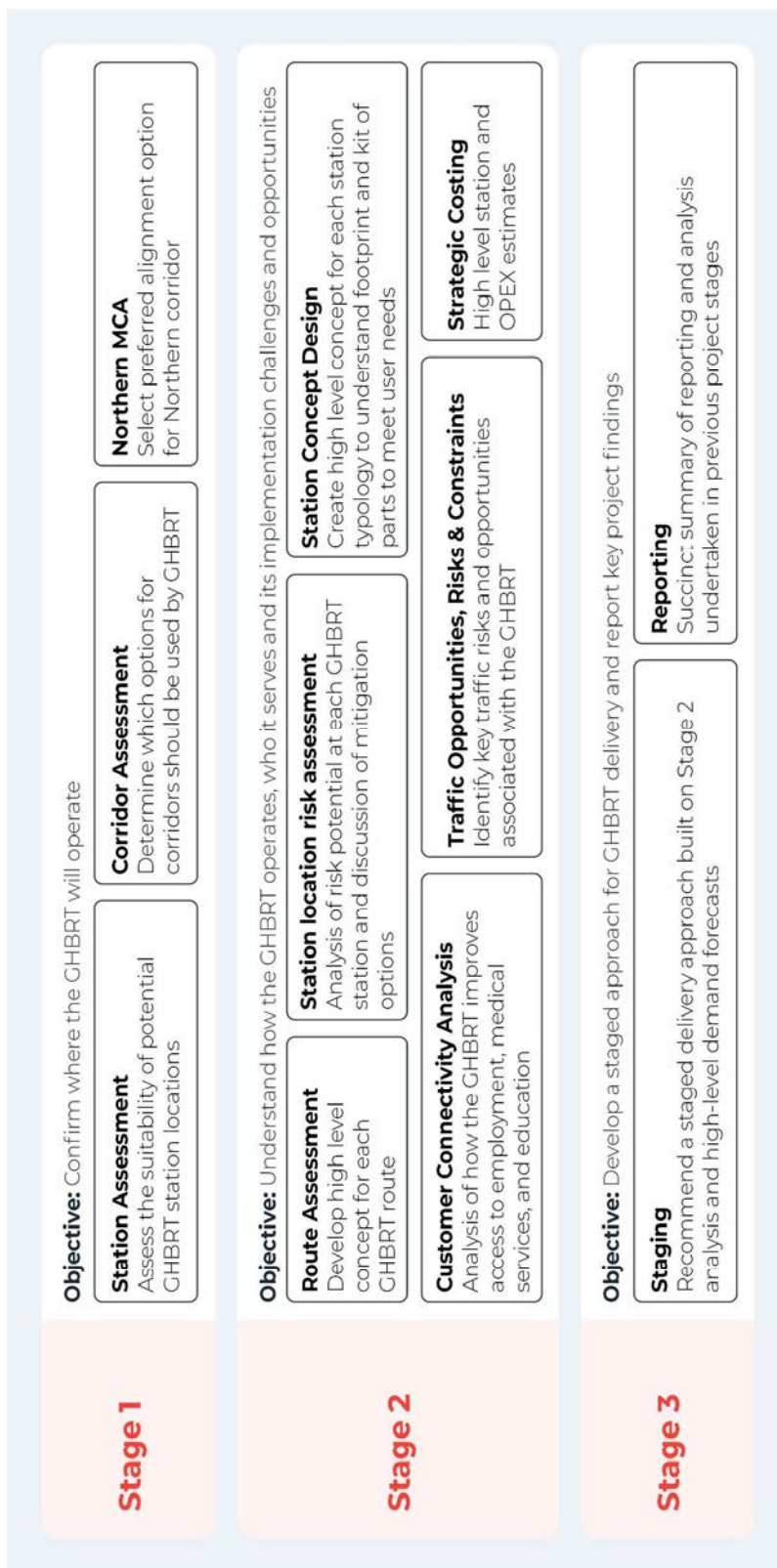


Stage 3: How ?



2. GHBRT Project

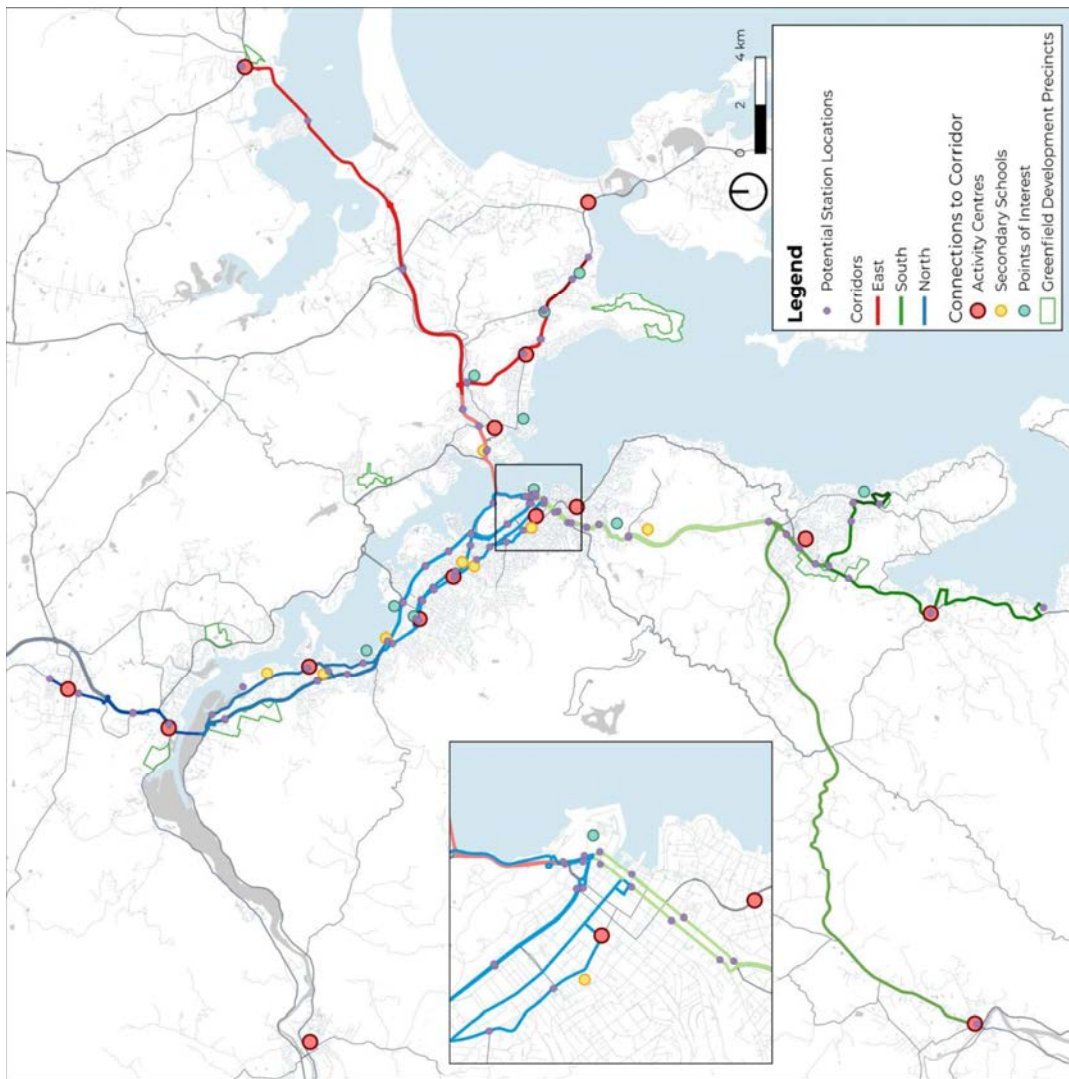
GHBRT Development Process





2. Where?





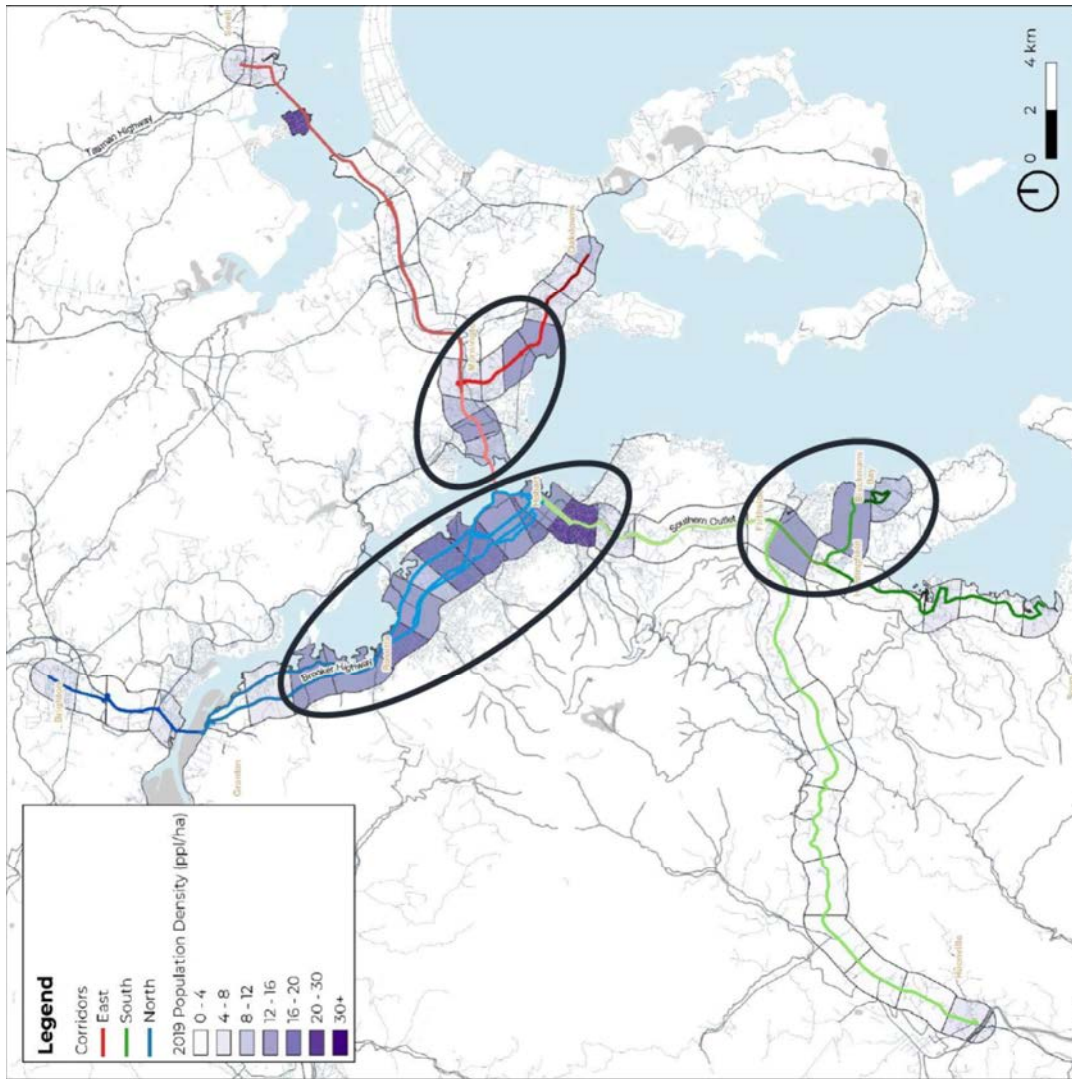
2. Where?

Connections within corridor

The study area was assessed to understand what the GHBRT could connect:

- Which key centres could be connected by the various potential corridors?
- Which station locations were suitable from land use, and public and active transport perspectives





2. Where?

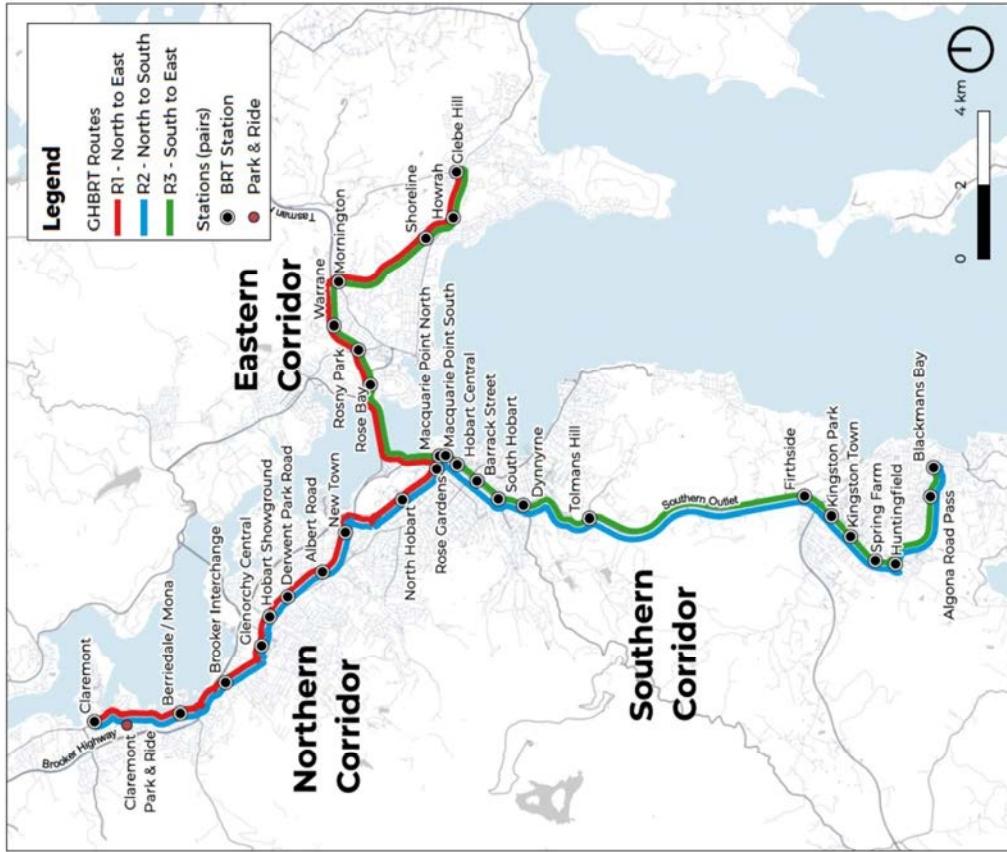
Corridor population

The Hobart CBD, and corridors to Claremont, Blackmans Bay and Glebe Hill have density suited to a BRT service.

Long distances and limited population does not justify extension to Sorell, Brighton, Huonville or Snug.

These may be best served by interchanging onto the BRT, or through express services to the CBD.





2. Where?

Where?

3 alignments were selected to optimise for:

- Suitable station locations
- Connections to key locations within Hobart
- Population provided with access
- Potential for bus priority, reliability and speed

The selected alignments are a strong and logical basis for concept development. Some changes are expected as DSG progresses the project.



2. What?

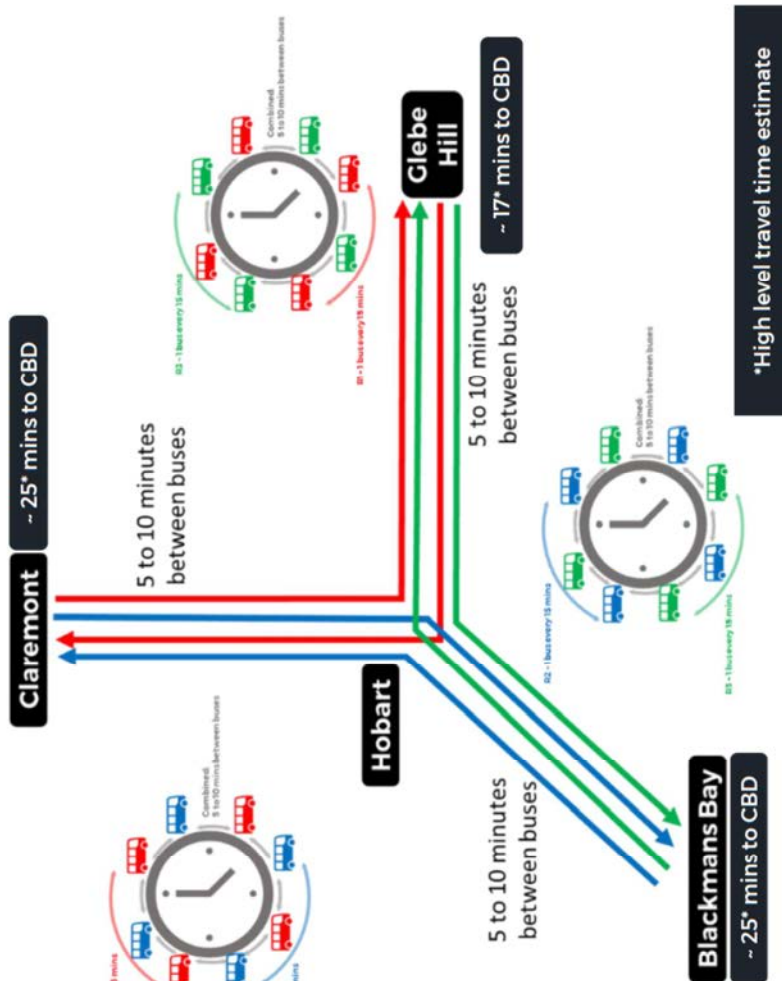




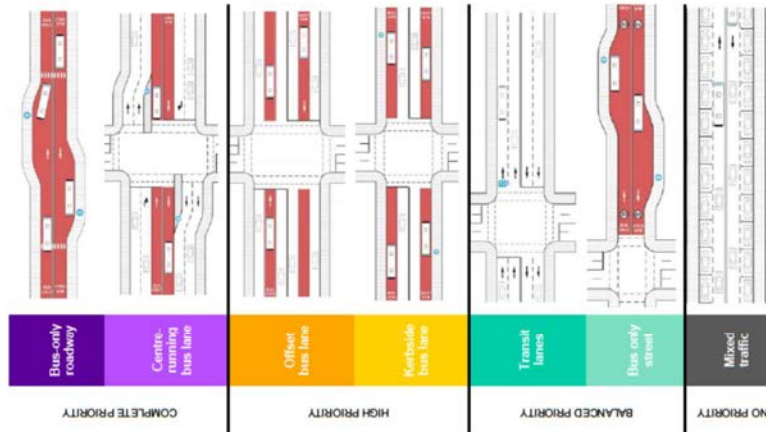
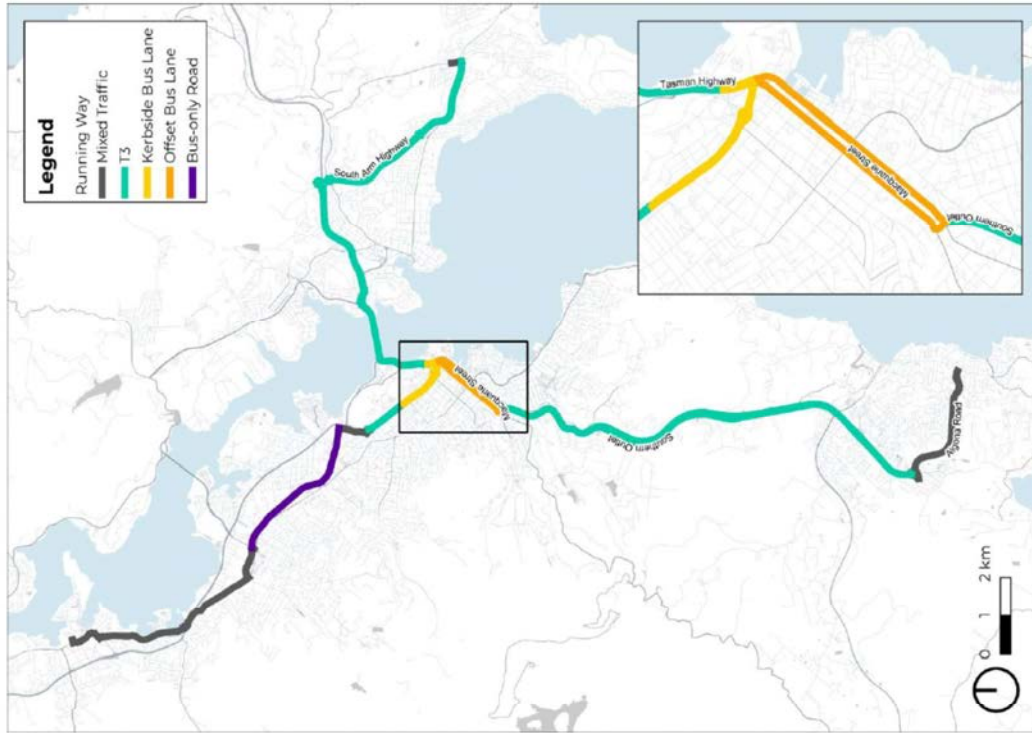
2. What?

CHBRT Service

- The CHBRT is a through routed service running along 3 corridors
- Overlying routes gives each corridor a **high frequency**
- This provides **significant accessibility improvements** at key locations where there is currently no high frequency service.
- Bus only roadway and bus priority measures saves **17 minutes** in the northern corridor
- South and Eastern corridors are primarily Highways – providing priority (T3 lanes) now, will **ensure reliable travel time** into the future as congestion increases.



*High level travel time estimate



2. What?

Bus priority

GHBR provides fast and reliable service through on-road priority:

- a bus only corridor in Hobart's north
- bus lanes in the Hobart CBD*
- Transit (T3) lanes on highways.

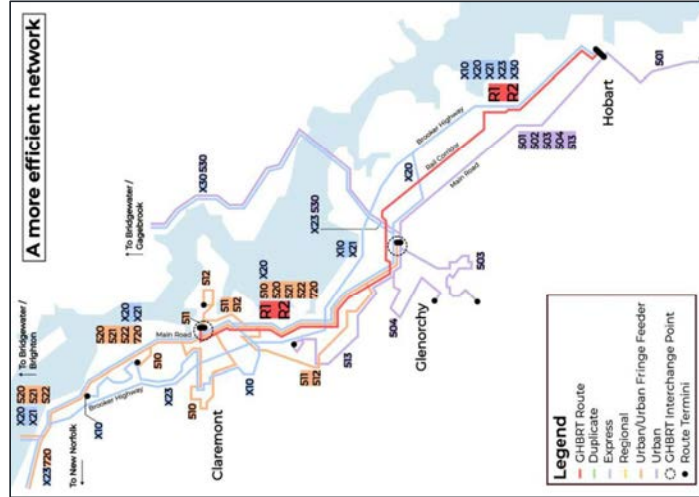
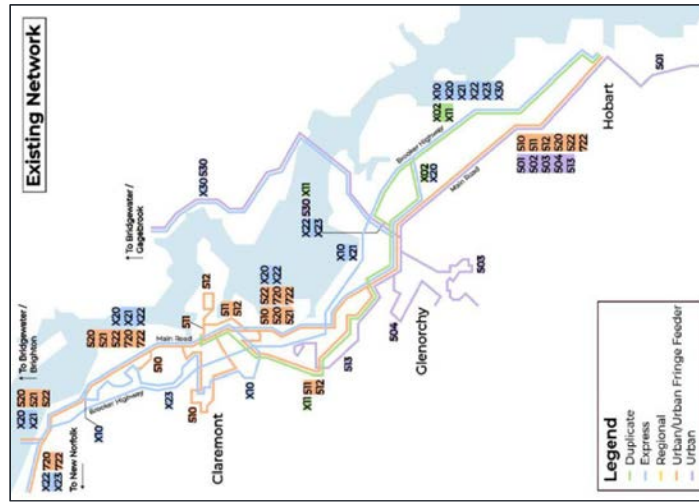
*Offset bus lanes previously investigated in detail as part of Southern Projects planning. GHBR provides the service frequency to justify roadspace reallocation.



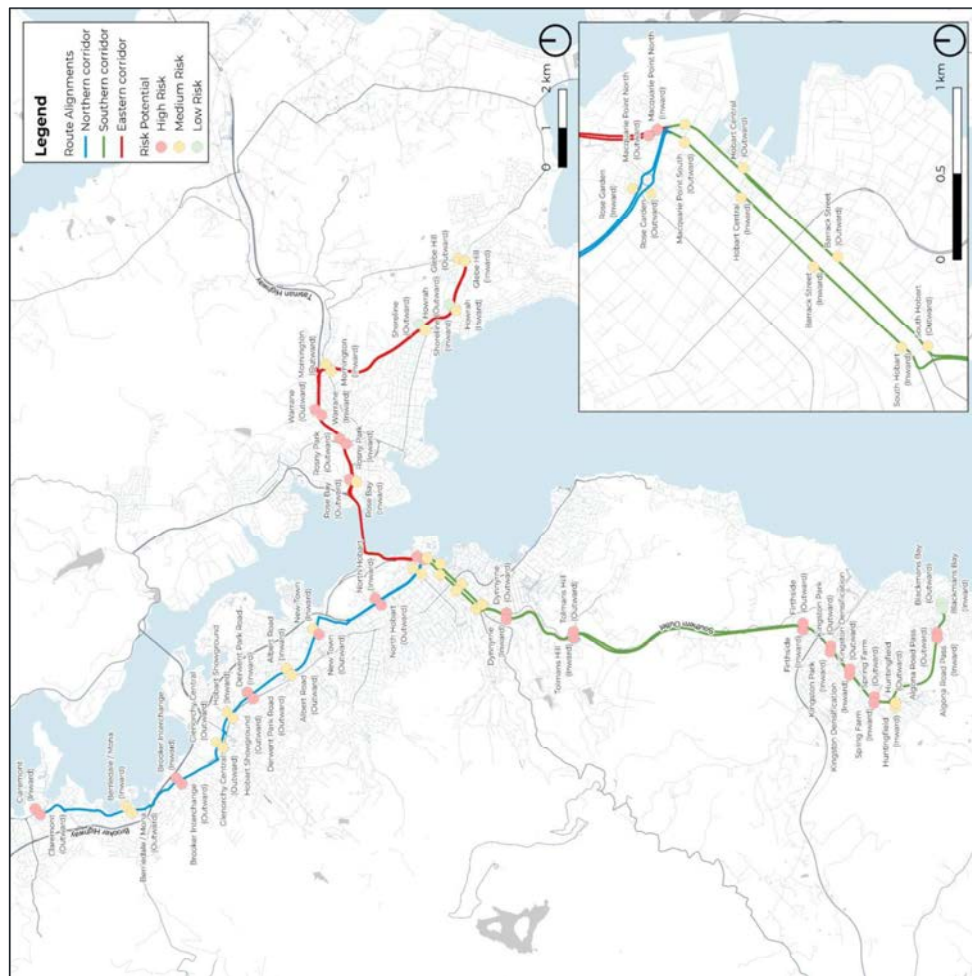
2. What?

CHBRT Operations

- CHBRT would be run using with a 24 bus fleet operating out of depots on each corridor to reduce OPEX.
- Estimated OPEX ~ [REDACTED]
- While developed as an overlay service, a high level review identified opportunities to efficiently integrate with the broader bus network to improve integration and reduce cost.



- Removal of duplicate express routes X02, and X11
- Truncation of Main Road services at Glenorchy and providing interchange opportunities to CHBRT.



2. What?

CHBRT Challenges

Each station location, and the corridors themselves were investigated to understand potential risks and challenges to delivery. These include:

- Ensuring sufficient population and employment density along corridors.
- Limited ability to repurpose existing traffic lanes as bus only lanes without large impacts to general traffic – alternate alignments could be further explored to understand their implications.
- Perceived and actual pedestrian safety may discourage usage, particularly during night and lower demand periods.
- Station specific challenges including land acquisition, need for substantial land use changes, road safety risks, operational and construction challenges.





3. HOW?

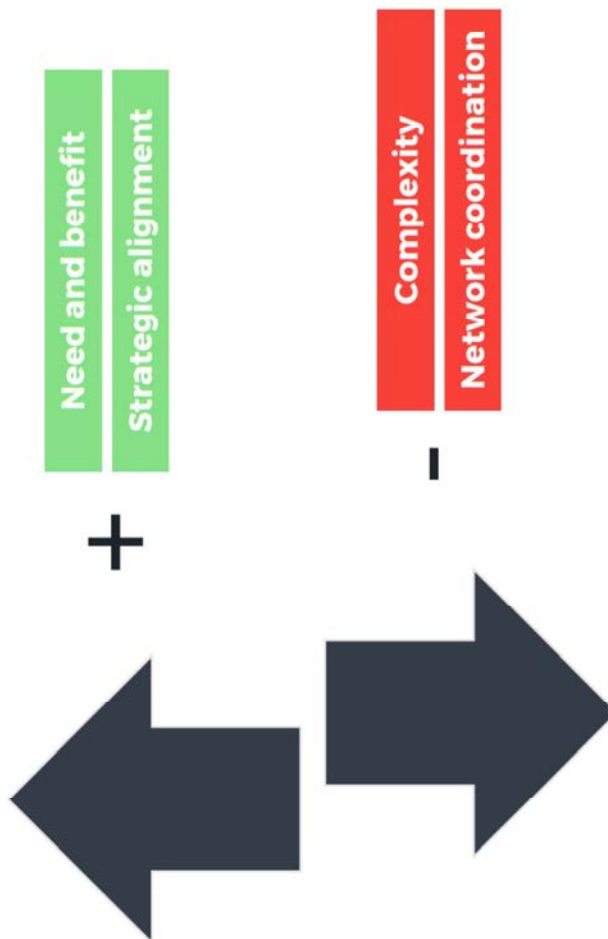


3. How?

Prioritisation and staging approach

WSP applied the following approach to develop a prioritised staging plan for the CHBRT routes, stations, and bus priority infrastructure:

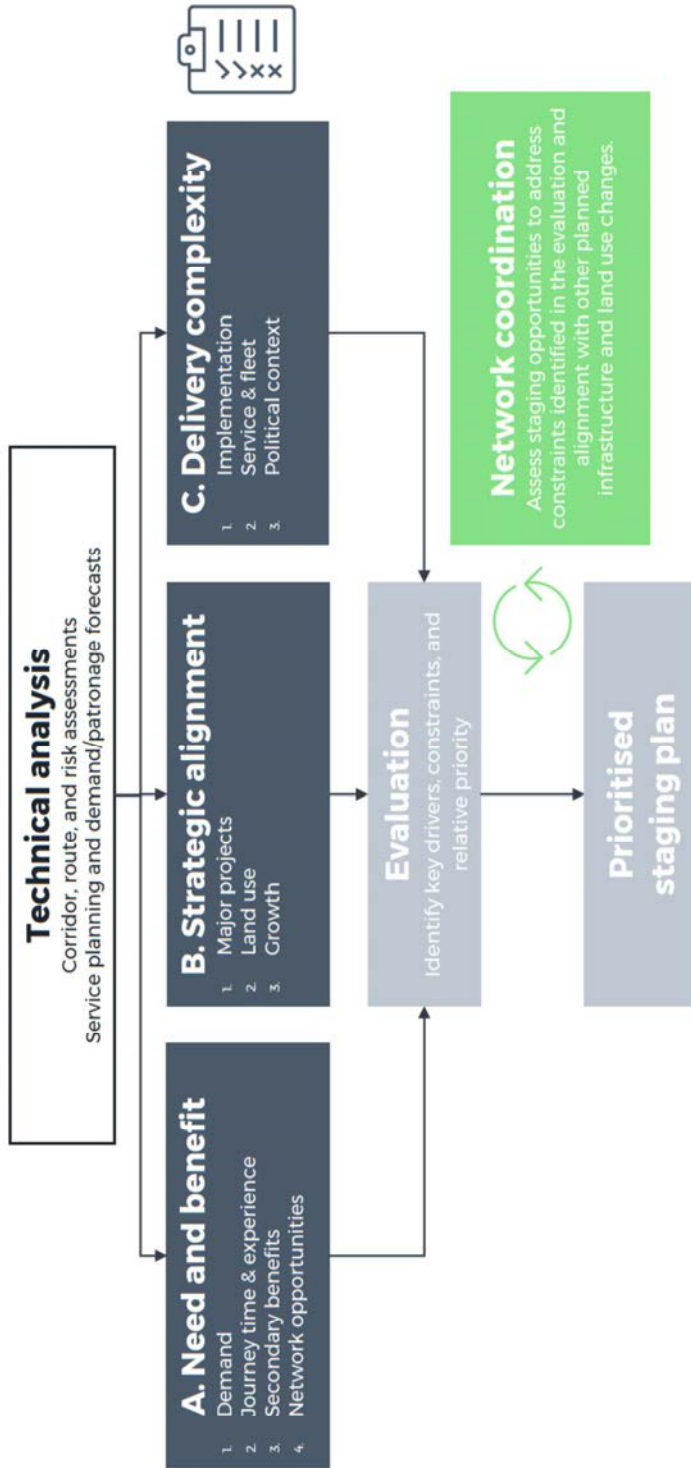
- Early stages should meet Hobart's current needs, provide immediate benefits, and align well with current strategy.
- Later stages will tackle more complex parts of the CHBRT, and those which require substantial network coordination / recalibration.

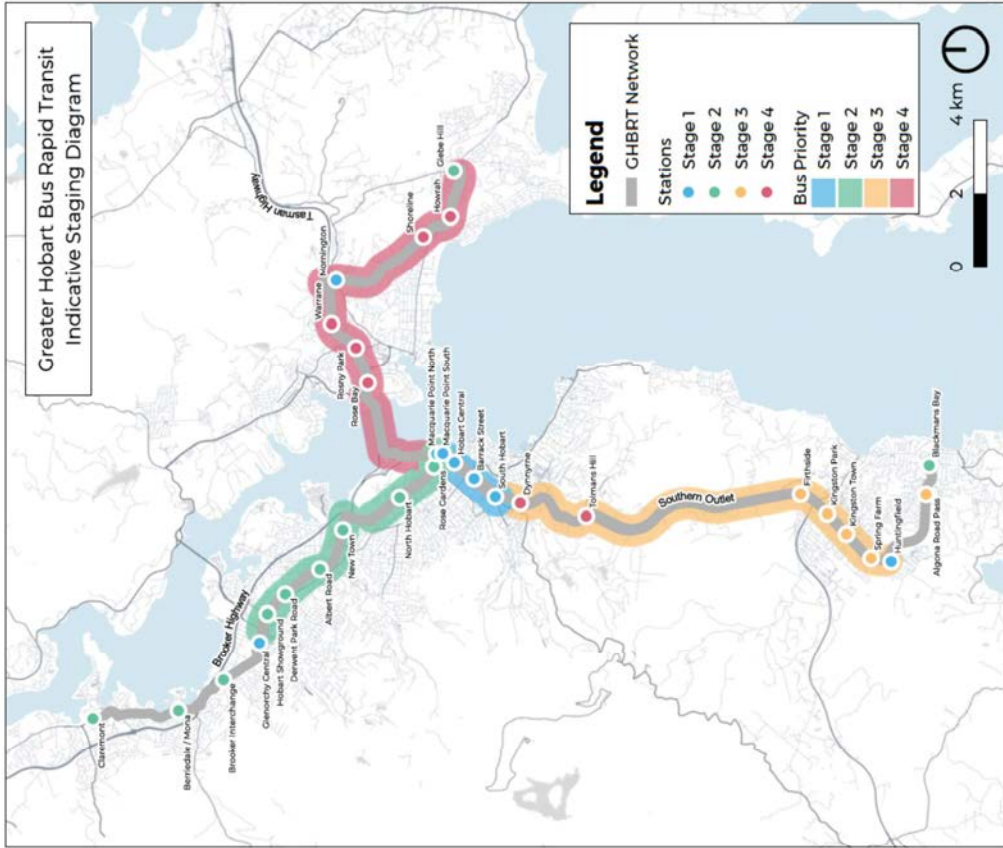


3. How?

Methodology overview

A multi-criteria evaluation framework centred around three key themes was used to evaluate the proposed CHBRT corridors to inform the prioritised staging plan.





3. How?

Staged infrastructure delivery

GHRT infrastructure delivered in stages aligned with rollout of the service.

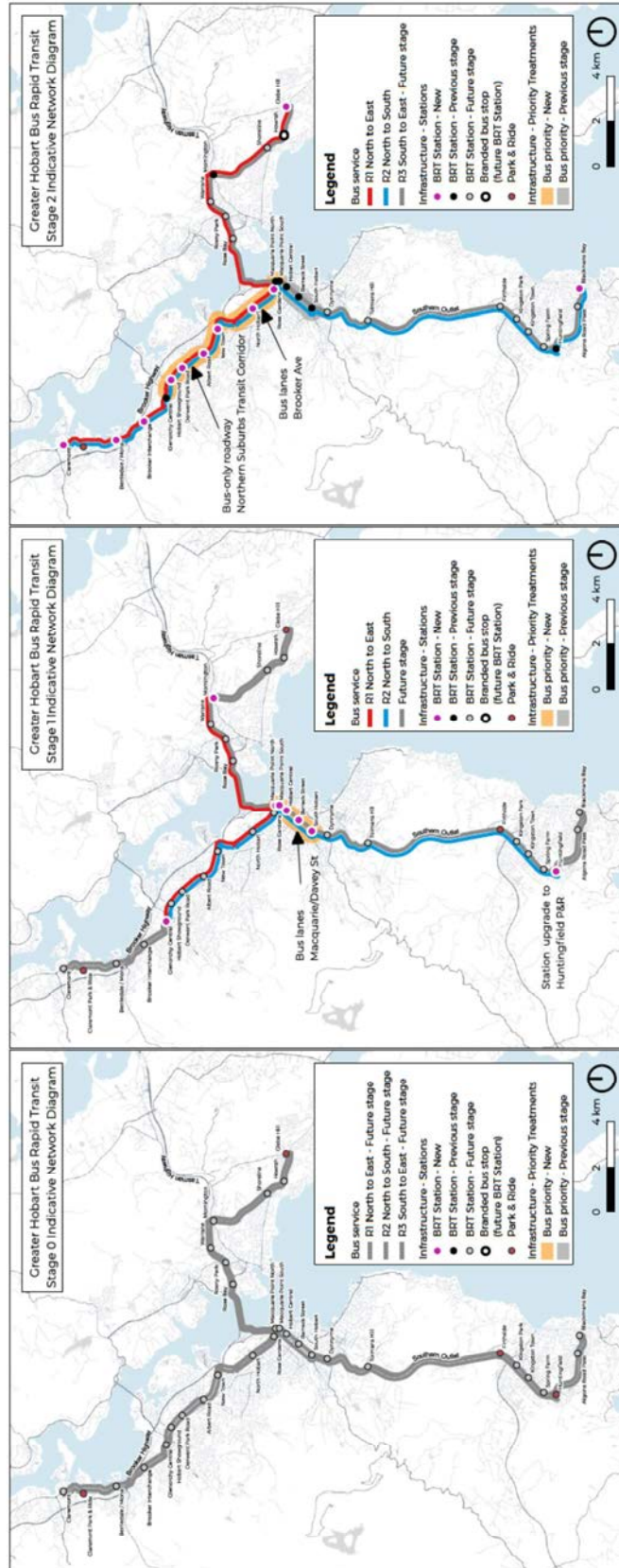
- **Stage 1 – Central:** Deliver bus priority in Hobart CBD and stations at Glenorchy, Mornington.
- **Stage 2 – North BRT:** Build out northern corridor, and stations at Glebe Hill and Blackmans Bay.
- **Stage 3 – South BRT:** Build infrastructure and new stations in southern corridor.
- **Stage 4 – East BRT:** Complete network with R3 (South to East) route and build infrastructure and new stations in eastern corridor.





3. How?

Staged service delivery



Improve service frequency and express routes to build patronage

CHBRT to Glenorchy, Mornington and Huntingfield, with high frequency Northern corridor

Extend services to Claremont, Blackmans Bay, and Glebe Hill



3. Next Steps





3. Next Steps

Next Steps

DSC has spent a year investigating GHBRT – a rapid bus service for Hobart. These investigations have:

1. Outlined a BRT concept for Hobart, including where and how it would operate
2. Demonstrated that the concept is feasible and beneficial
3. Identified challenges associated with the routes and station locations which will need to be worked through.
4. Identified key interface projects, and a need for Urban Renewal along northern and eastern corridors

To progress with GHBRT, DSC should:

- Satisfy itself that BRT is a viable way to Activate the NSTC, and meet land use and transport objectives
- Confirm its approach to managing Urban Renewal objectives, and key interface projects
- Develop a Strategic Business Case for GHBRT as a whole
- Work through a series of Detailed Business Cases to confirm alignments and scope



3. Next Steps

Infrastructure Tasmania Project Assurance Framework

Itas outlines a process for structured project development and delivery. This provides the framework for DSG to work with its stakeholders to develop and deliver GHBRT.

Assurance activities across the project lifecycle

Project stage	Initiate	Plan and development		Procurement	Execute	Close
Lifecycle phase	Establish mandate	Strategic analysis	Investment decision	Procurement	Delivery and initial operations	Benefits realisation and lessons learned
Gateway reviews	Gate 0 – Project registration	Gate 1 Project justification	Gate 2 Business case	Gate 3 Readiness for market/ Delivery strategy	Gate 4 Tender evaluation	Gate 5 Readiness for service
Health checks		Preferred options		Market engagement Procurement strategy	Preferred options	Delivery
Deep Dives				Technical and specific scope as required		
Reporting				Infrastructure projects progress reporting		

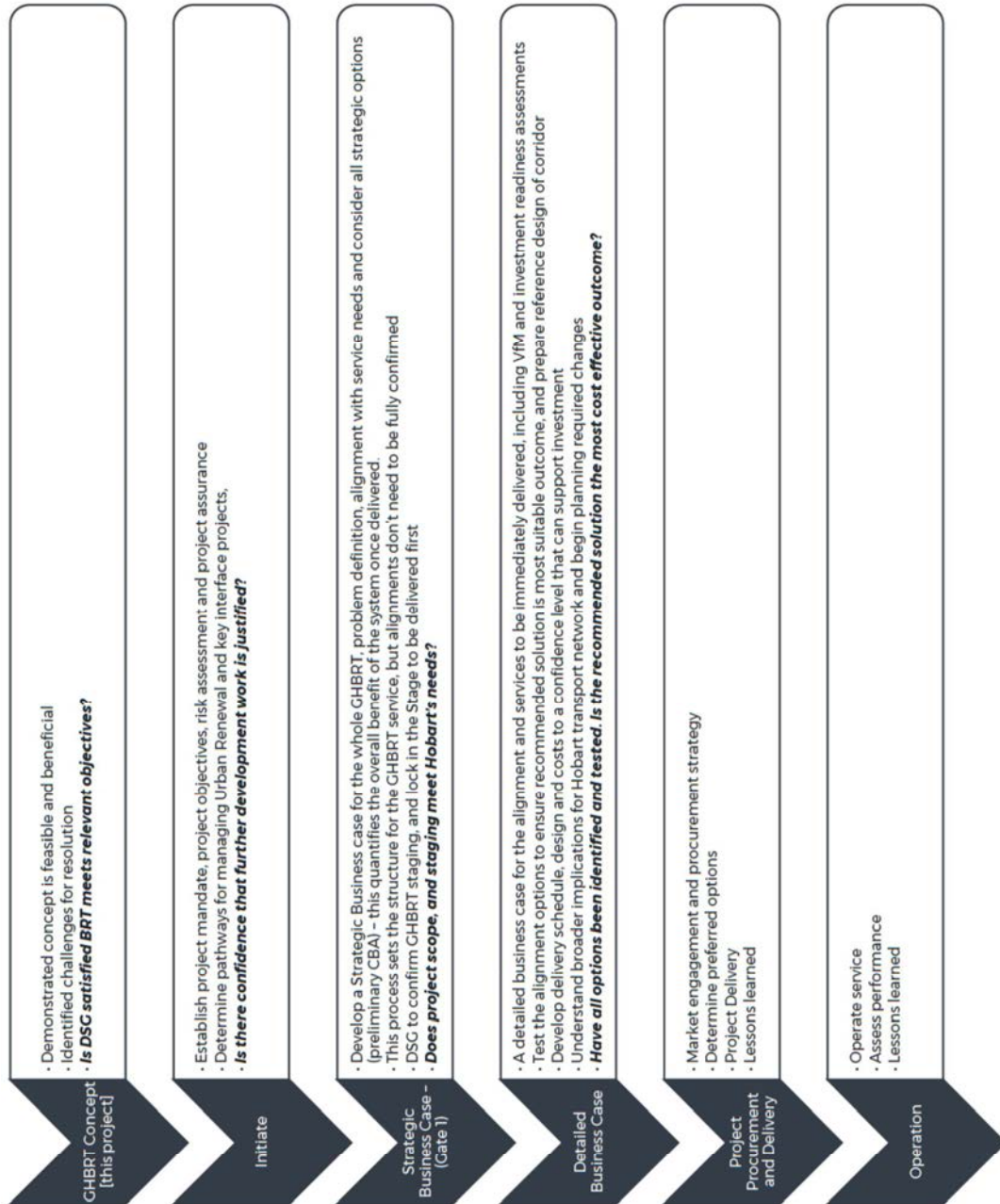


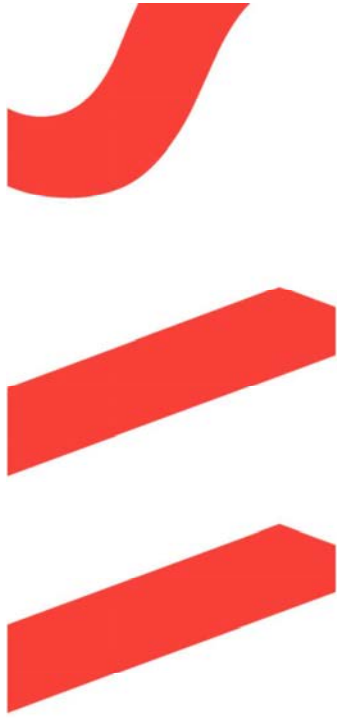
3. Next Steps

Process

Strategic business case to unlock funding and provide assurance

A detailed business case for each stage, leveraging on patronage growth and land use change, and providing time to work through the detail of each alignment





Thank you



Appendix B

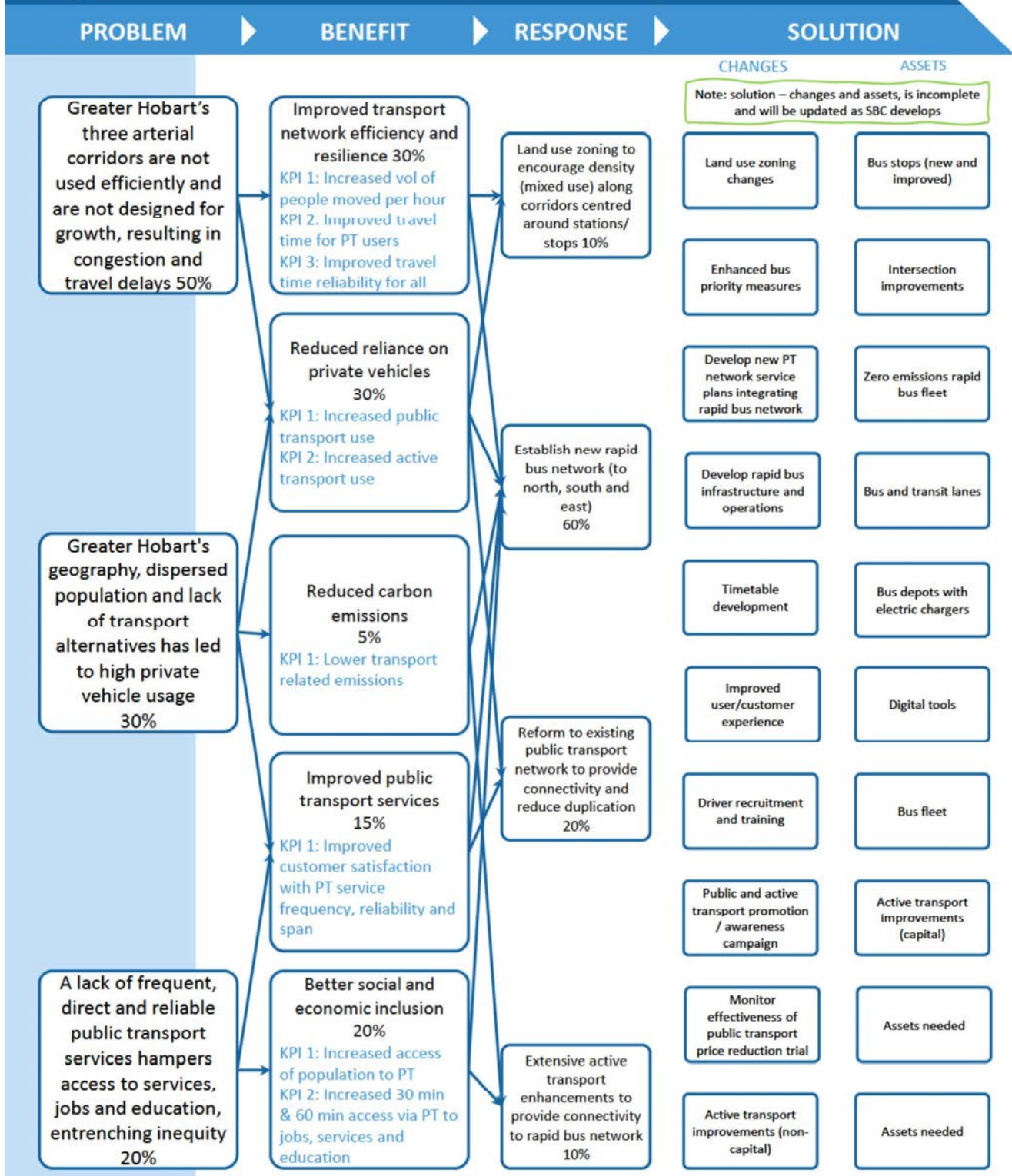
Investment Logic Map

Department of State Growth, Infrastructure Tasmania

Greater Hobart Rapid Bus Network

Keeping Hobart Moving, connecting people and places

INVESTMENT LOGIC MAP
Program



Note: solution – changes and assets, is incomplete and will be updated as SBC develops

Investor: Martin Crane
Facilitator: Ben Jensen

Version no: 1.00
Initial Workshop: 8 March 2024
Last modified by: Ben Jensen 30 May 2024
Template version: 6.0

Appendix C

Shortlisted Options Risk Register

Applies to Option	Description of Risk	Impact/Consequence ("Which could lead to...")	Likelihood	Pre-mitigation Seriousness	Grade Change	Mitigation Actions	Likelihood	Post-mitigation Seriousness	Grade
All (DAS.6)	Mis-communication or lack of understanding between the Department of State, Growth and local governments in planning councils. Cause delays in approval process. Council phase leads to conflict, putting development approval process at approval / DA critical to building new bus stations or depot held up. Development applications.	May end up with different conditions from the four councils. Cause delays in approval process. Council phase leads to conflict, putting development approval process at approval / DA critical to building new bus stations or depot held up. Development applications.	Likely	Major	NEW	TO BE DETERMINED. Establish effective stakeholder engagement/approval strategy for council.	Possible	Major	H
all	Budget restrictions for an urban bus service. RBN costs at least \$3m/yr: to operate on top of existing services. Opportunity to truncate some existing services, which creates risk in itself. For options upgrading existing services only - need very strong BC to obtain funding.	May result in poor connectivity or reduction in patronage on existing routes. Without recurrent funding stream - unable to appoint long term contractor. Longer term - insufficient opex.	Possible	Minor	M	To be determined	Possible	Minor	M
3 & 4 only	There is a risk that GHRBN will duplicate existing services and create an inefficient network as change difficult/unpopular. Cluster multiple, could also be one to different operators (but that can change down the track with future rounds of re-contracting)	Likely a short-term issue during wind-down of existing contracts; with additional OPEX required at least in short term. Community concerns if/women services are modified/removed in future.	Likely	Minor	New	Option to cope with inefficiency whilst existing contracts wind down, and make changes next re-contracting round. Opex reduced in time.	Likely	Minor	M
All	Procurement risk arising due to timing of three distinct procurements and changes: infrastructure delivery; fleet procurement; operation/maintenance contract and overall service readiness.	GHRBN not ready for planned 'day 1'; effects varied including reputational damage; delays costs paid under contracts; damages reputation of GHRBN; resulting in lower patronage. Reputation risk leads to more consequences, including limiting market interest for future procurements.	Possible	Major	H	Develop and negotiate commercial arrangements for operation taking into account procurement lead times for enabling infrastructure and fleet.	Unlikely	Major	H
All	Chosen routes provide high quality PT but do not adequately service areas on outskirts or attract density especially in the first 10 years where desired.	High car dependency / lack of equitable access to public transport). Desired mode shift is not achieved in the initial stages of the GHRBN. Congestion and inequality problems remain. Note: a long term, 10-20 year risk.	Likely	Moderate	H	SBC and future FBC will adequately control this risk. 1. Align land use strategies with GHRBN specifically, and public transport generally. Work with councils to promote introduction on bus corridors and discourage urban sprawl. 2. Service new developments in future on fringes/outlet areas with suburban bus services, funnel/connect to GHRBN corridor.	Unlikely	Moderate	M
All	Due to several factors, which could include corridor designation or planning schemes/Council engagement not in place, the project is unable to realise better transport access for jobs, services and education. key areas.	GHRBN over time (10-20 years) does not attract increased density where desired, or equitable access to jobs, services and education.	Possible	Moderate	M	Develop appropriate housing, economic development and land use strategies, undertake engagement with Council and industry	Unlikely	Moderate	M
All	Due to pre-existing views of public transport, and lack of 'bus culture', there is a risk that desired mode shift from private vehicles is not achieved in the early stages of a solution implementation. Further, staged implementation means day 1 may not be as attractive or build up public perception beyond current views on buses. Multiple further causes: inadequate service provision - fleet - servicing - driver/support staff lead to cancelled services.	Expectations of community or other stakeholders (governments) not met. Which reduces attractiveness of GHRBN resulting in low levels of patronage and mode-shift. Intensifies poor view of buses, putting future stages at risk.	Likely	Moderate	NEW	Workshop 12/11: feeds development - much of this in business case already] "Mindful of day 1 expectations. Older ideas: 1. Development and implementation of stakeholder engagement plan that involves ongoing consultation and engagement to mutually develop solutions 2. Deliver GHRBN in successful stages to drive demand for the service in other parts of Hobart. 3. Ensure GHRBN meets the needs of school / university students to build cohort of young bus consumers. 4. Targeted initiatives to encourage behaviour change, could include advertising pricing incentives, partnering with businesses, etc. 5. manage community and government expectations	Unlikely	Moderate	M
3 & 4 only	Inclusion of a zero-emission bus fleet may be challenging to procure based on the supply chain, market conditions (location of Hobart) and the immaturity of the zero emission bus market.	Program delayed or suffers additional costs	Possible	Moderate	M	Link in with overall ZEB strategy for Tasmania by serving as a front-runner, demonstrating ZEB success without having to transition existing depots or routes. Value engineering choices will be dealt with in FBC phase. Could "transition in" with legacy fleet/depot if required to get up and running.	Unlikely	Moderate	M

Applies to Option	Description of Risk	Impact/Consequence ("Which could lead to...")	Pre-mitigation Likelihood	Pre-mitigation Seriousness	Grade Change	Mitigation Actions	Likelihood	Post-mitigation Seriousness	Grade
All	Limited number of drivers to run public transport services leads to frequent cancellation of services or inability to meet desired service frequencies.	Loss of confidence in reliability by public who no longer use services, remaining car dependent.	Possible	Moderate	M	Conduct analysis of resource requirements and develop suitable strategy and plan(s) during final business case stage.	Unlikely	Moderate	M
5 & 6 only	PT uplift may not result in significant upgrades to bus network. [Note some options increase significantly, option 5, Option 6 small uplift.]	May not increase patronage	Possible	Minor	M	Carry out transport modelling and community surveys; early work suggests low likelihood.	Rare	Minor	L
3&4 only	Disappointed PT and AT improvements.	Does not provide seamless connectivity from day 1.	Likely	Minor	M	To be determined	Possible	Minor	M
6 only	Limited new bus routes to improve accessibility (only applies to option 6)		Possible	Minor	M	To be determined	Possible	Minor	M
5 & 6 only	Lower fares not effective.	Do not entice more people onto the network.	Likely	Moderate	H	To be determined	Likely	Moderate	H
3 & 4 only	Limited bus interchanges implemented.	May only see a slightly larger uplift in those key areas.	Possible	Minor	M	Can value engineer in subsequent stages, e.g. not deliver all stations day 1 if have low patronage initially. Add more interchanges over time.	Possible	Minor	M
5 & 6 only	Implementation of demand management measures such as parking levy unpopular.	Public outrage at parking levies	Possible	Notable	L	To be determined	Possible	Notable	L
3 & 4 only	GHRBN funded but not at levels requested, leaving gap in ongoing spend.	Multiple: - May not be able to proceed at all without major changes to scope/service. - Unable to meet desired service levels / realise benefits desired. - Not meet expectations. Suffer reputational damage as a result.	Possible	Major	H	To be determined	Unlikely	Major	H
3 & 4 only	Reallocation of road space or other space (such as car parking) for bus priority measures leads to angst and opposition from stakeholders	Opposition forms to project at different levels, compromising funding for project; or making implementation with iterative consultation/approval processes very difficult, "fighting one by one" each intersection/parking space, slowing down project, bringing additional costs.	Likely	Minor	M	- provide a clear evidence base for different stakeholders for any changes proposed; could include access from other cities - approval strategy with clear approval pathways and early engagement - determine where can have 'win win' rather than 'win lose' outcomes; provide new road spaces where practicable/affordable - be clear all part of a plan - can't pick and choose measures. Do in a way aligned with Keeping Hobart Moving. - identify key stakeholder concerns - find out if bus priority measures an issue for example Link in with overall ZEB strategy for Tasmania. Value engineering choices will be dealt with in FEC phase. Could 'Transition in' with legacy fleets/depots if required to get up and running.	Unlikely	Minor	M
3 & 4 only	Opportunity to deliver day 1 with ZEB and provide learning to overall fleet without having to transition existing depot.	Prove concept of ZEB at scale, providing benefits for future ZEB transition for rest of bus network.	Possible	Notable	L	Can value engineer in subsequent stages, e.g. not deliver all stations day 1 if have low patronage initially. Add over time.	Possible	Notable	L
3 & 4 only	Standalone elements of GHRBN may not offer good value on day 1 due to costs and lower patronage - opportunity to deliver.	Lower costs day 1, defer costs to later.	Possible	Notable	L	Can value engineer in subsequent stages, e.g. not deliver all stations day 1 if have low patronage initially. Add over time.	Possible	Notable	L
3 & 4 only	Interaction with new stadium, project seen by some as enabler for.	Interface risks and gaps in expectation	Possible	Notable	L	Bus priority infrastructure implemented for GHRBN would also benefit event buses; note that rapid buses are proposed to provide only a small percentage (3%) of the event transport task. Complete evidence for a city of similar size/area; not London, etc.	Rare	Notable	L
All	Risks of providing insufficient evidence to make compelling investment case, including ruling out competing modes e.g. rail.	Investment case failure.	Possible	Moderate	M	Complete evidence for a city of similar size/area; not London, etc.	Rare	Moderate	L
All	Access to public transport does not improve for residents with economic and accessibility disadvantages.	Continued inequity and disadvantage.	Unlikely	Major	H	Have future bus network reviews include a focus on improving urban bus services for those most in need.	Unlikely	Major	H

Appendix D

Strategic ILM Response Options Analysis

OPTION 1

Title: Continue to deliver committed improvement programs.

Description: Maintain current level of performance for all modes of transport. No significant increases or upgrades to public transport services or infrastructure, nor changes to operation and performance of the three primary road links into Hobart. Business as usual approach of small incremental improvements will continue, along with the committed 13-month initiative of 50% reduced bus ticketing will occur and delivery of all contracted bus services.

The currently funded road upgrades will occur. It includes a review of the Greater Hobart bus network to identify opportunities for efficiencies within the existing budget envelope. Existing programs (e.g. bus stop upgrades) and committed projects (e.g. Park & Rides) continue. Common ticketing will also be delivered as will real time passenger information.

Interventions	%	Benefit 1			Benefit 2		Benefit 3	Benefit 4	Benefit 5		Weighted Benefit Score
		10.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
		KPI 1 Increased volume of people moved per hour	KPI 2 Improved travel time for public transport users	KPI 3 Improved travel time reliability for everyone	KPI 1 Increased public transport use	KPI 2 Increased active transport use	KPI 1 Reduced transport related emissions	KPI 1 Improved customer satisfaction with PT service frequency, reliability & span	KPI 1 Increased access of population to PT	KPI 2 Increased 30 min & 60 min access via PT to jobs, services, and education	
Maintain contracted PT services, capacity and level of operations	25%	0	0	0	0	0	0	0	0	0	
Small incremental active/public transport improvements (incl. but not limited to transit officers; ticketing; network review)	25%	0	0	0	0	0	0	1	1	1	
13-month initiative of reduced (bus) fares	25%	0	0	0	1	0	0	0	0	0	
Existing funded road network improvements	25%	0	0	0	0	0	0	0	0	0	
KPI Score	100%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	7.5%	5.0%	5.0%	
Benefit Total			0.0%	0.0%	12.5%	0.0%	0.0%	7.5%	10.0%	5.0%	30.0%

OPTION 2

Title: Significantly improve Greater Hobart public transport (buses and ferries).

Description: Provide significant improvements to bus services to increase frequency of services, to service growth areas and improve customer experience and service reliability. Growth areas include areas within urban Hobart and around regional centres such as New Norfolk and beyond Brighton. This option includes the ferry network expansion and improved PT infrastructure supporting bus priority on key bus corridors and hot spots. (Drafting note: doubling of operational expenditure assumed to fund new buses, more drivers and support staff.). Includes changes by Councils to encourage urban renewal (equal across responses 2, 3,4,5 & 6).

Interventions	%	Benefit 1			Benefit 2		Benefit 3	Benefit 4	Benefit 5		Weighted Benefit Score
		10.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
		KPI 1 Increased volume of people moved per hour	KPI 2 Improved travel time for public transport users	KPI 3 Improved travel time reliability for everyone	KPI 1 Increased public transport use	KPI 2 Increased active transport use	KPI 1 Reduced transport related emissions	KPI 1 Improved customer satisfaction with PT service frequency, reliability & span	KPI 1 Increased access of population to PT	KPI 2 Increased 30 min & 60 min access via PT to jobs, services, and education	
Provide additional services for existing routes and new routes into growth areas (more drivers, buses and supporting infrastructure/resources).	70%	1	0	1	1	0	1	2	1	1	
Provide priority for buses at on key bus corridors and hot spots incl. transit lanes proposed for the rapid bus network (SO and Tasman Hwy)	20%	1	1	1	1	0	1	1	0	1	
Land use zoning to encourage density (mixed use) along corridors centred around stations/stops	10%	0	0	0	1	1	0	0	1	1	
KPI Score	100%	10.0%	5.0%	10.0%	25.0%	2.5%	5.0%	15.0%	10.0%	10.0%	
Benefit Total			25.0%	10.0%	27.5%	2.5%	5.0%	15.0%	20.0%	10.0%	92.5%

OPTION 3

Title: Establish a Rapid Bus Network additional to the existing bus network.

Description: New rapid bus network (incl fleet, stations, transit lanes), as an overlay transport option additional to the existing bus network. The existing bus network would be as described in Response 1. No changes to the existing bus network to increase the rapid bus catchment area or reduce service duplication on some route sections. Includes changes by Councils to encourage urban renewal (equal across responses 2, 3,4,5 & 6).

Interventions	%	Benefit 1			Benefit 2		Benefit 3	Benefit 4	Benefit 5		Weighted Benefit Score
		10.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
		KPI 1 Increased volume of people moved per hour	KPI 2 Improved travel time for public transport users	KPI 3 Improved travel time reliability for everyone	KPI 1 Increased public transport use	KPI 2 Increased active transport use	KPI 1 Reduced transport related emissions	KPI 1 Improved customer satisfaction with PT service frequency, reliability & span	KPI 1 Increased access of population to PT	KPI 2 Increased 30 min & 60 min access via PT to jobs, services, and education	
Establish new rapid bus network (to North, South, East)	85%	1	2	1	1	0	1	1	1	1	
Implement active transport enhancements as 'first/last mile' measure to get to/from bus stops.	5%	0	0	0	1	1	0	0	0	1	
Land use zoning to encourage density (mixed use) along corridors centred around stations/stops	10%	0	0	0	1	1	0	0	1	1	
KPI Score	100%	5.0%	10.0%	5.0%	25.0%	5.0%	2.5%	7.5%	10.0%	10.0%	
Benefit Total			20.0%	5.0%	30.0%	5.0%	2.5%	7.5%	20.0%	10.0%	80.0%

OPTION 4

Title: Establish a Rapid Bus Network with interconnectivity to other public transport services and active transport.

Description: Establish rapid bus network (incl fleet, stops/stations, transit lanes) with interconnectivity to the bus network, including feeder buses and bus network reform to improve efficiency and avoid excessive duplication. With improved active transport connectivity, this option should increase the catchment area for rapid bus services. Doesn't include any direct rapid bus to ferry connections/interchange.

Interventions	%	Benefit 1			Benefit 2		Benefit 3	Benefit 4	Benefit 5		Weighted Benefit Score
		10.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
		KPI 1 Increased volume of people moved per hour	KPI 2 Improved travel time for public transport users	KPI 3 Improved travel time reliability for everyone	KPI 1 Increased public transport use	KPI 2 Increased active transport use	KPI 1 Reduced transport related emissions	KPI 1 Improved customer satisfaction with PT service frequency, reliability & span	KPI 1 Increased access of population to PT	KPI 2 Increased 30 min & 60 min access via PT to jobs, services, and education	
Establish new rapid bus network (to North, South, East)	60%	1	2	1	1	0	1	1	1	2	
Reform to existing PT network to provide connectivity & reduce duplication	20%	1	0	0	1	0	1	1	1	1	
More extensive active transport enhancements to provide connectivity to rapid bus network	10%	0	0	0	0	2	1	0	0	1	
Land use zoning to encourage density (mixed use) along corridors centred around stations/stops	10%	0	0	0	1	1	0	0	1	1	
KPI Score	100%	10.0%	10.0%	5.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
Benefit Total		25.0%			30.0%		5.0%	15.0%	20.0%		95.0%

OPTION 5

Title: Establish light rail on the Northern Suburbs Transit Corridor along with rapid bus services to the south and east.

Description: Establish light rail services using the NSTC from Claremont to the CBD, with rapid bus services from Blackmans Bay to the CBD and east over the Tasman Bridge to Glebe Hill. The new PT services would not be strongly interconnected with bus services - i.e. existing bus services equivalent to Response 1 & 3.

Interventions	%	Benefit 1			Benefit 2		Benefit 3	Benefit 4	Benefit 5		Weighted Benefit Score
		10.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
		KPI 1 Increased volume of people moved per hour	KPI 2 Improved travel time for public transport users	KPI 3 Improved travel time reliability for everyone	KPI 1 Increased public transport use	KPI 2 Increased active transport use	KPI 1 Reduced transport related emissions	KPI 1 Improved customer satisfaction with PT service frequency, reliability & span	KPI 1 Increased access of population to PT	KPI 2 Increased 30 min & 60 min access via PT to jobs, services, and education	
Establish new rapid bus network to South & East and new light rail service to the North	85%	1	2	1	1	0	1	1	1	2	
Implement active transport enhancements as 'first/last mile' measure to get to/from bus stops	5%	0	0	0	1	1	0	0	0	1	
Land use zoning to encourage (mixed) density along corridors centred around stations/stops	10%	0	0	0	0	1	0	0	2	1	
KPI Score	100%	5.0%	10.0%	5.0%	25.0%	5.0%	2.5%	7.5%	10.0%	10.0%	
Benefit Total		20.0%			30.0%		2.5%	7.5%	20.0%		80.0%

OPTION 6

Title: Use policy measures to reduce peak demand while providing improved public transport and active transport options.

Description: Implement a range of policy measures designed to reduce peak demand on surface roads. Includes a parking space levy, and peak travel demand flattening measures such as relocation of major employers from the CBD (e.g. public sector work hubs) and encouraging WFH. Complemented by improved PT and AT options (equivalent to Response 2) subsidised by revenue raised from the policy measures. Includes Government led urban renewal near PT routes and employment zones. Note that using policy measures are politically expensive - it will be unpopular to force behavior change by increasing costs for those using private transport. This Option acknowledges that policy measures cannot be used in the absence of providing people with good alternative means of transport (PT or AT).

Interventions	%	Benefit 1			Benefit 2		Benefit 3	Benefit 4	Benefit 5		Weighted Benefit Score
		10.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
		KPI 1 Increased volume of people moved per hour	KPI 2 Improved travel time for public transport users	KPI 3 Improved travel time reliability for everyone	KPI 1 Increased public transport use	KPI 2 Increased active transport use	KPI 1 Reduced transport related emissions	KPI 1 Improved customer satisfaction with PT service frequency, reliability & span	KPI 1 Increased access of population to PT	KPI 2 Increased 30 min & 60 min access via PT to jobs, services, and education	
Peak travel demand flattening measures (multiple)	20%	0	1	1	0	0	1	0	0	0	
Land use zoning to encourage density in strategic locations	10%	0	0	0	1	1	0	0	1	1	
Parking Space Levy	20%	0	0	0	1	0	0	0	0	0	
Provide additional services for existing routes and new routes into growth areas (more drivers, buses and supporting infrastructure/resources).	25%	0	0	1	1	0	1	2	1	1	
Provide priority for buses at on key bus corridors and hot spots incl. transit lanes proposed for the rapid bus network (SO and Tasman Hwy)	15%	1	1	1	1	0	1	1	0	1	
More extensive active transport enhancements to achieve a AAA connected bike path network	10%	0	0	0	0	2	0	0	0	0	
KPI Score	100%	5.0%	10.0%	10.0%	25.0%	5.0%	5.0%	15.0%	10.0%	10.0%	
Benefit Total		25.0%			30.0%		5.0%	15.0%	20.0%		95.0%

NOTES from 30-April-2024 discussion:

- Ferry's not to be underpinned by the bus network. Ferry costs to be the same for every response option.
- Whether Response option 5 should include enhanced PT and AT connectivity equivalent to Response 4 was discussed. Decision made that Response Option 5 would not include enhanced connectivity (feeder buses etc.) due to increased expense (
- Mention of increased utility costs for urban renewal through the Northern Suburbs area - TasNetworks and TasWater costs - to provide for denser residential population settlement - existing utilities aging and undersized for proposed change.
- Parking taxes (parking space levy) have been used successfully by City of Sydney and North Sydney. Example of tax of \$2800 per parking space per annum charged to owner. Owners are incentivized to reduce parking provided to residents/emplo

Appendix E

Additional Information on Parking Space Levies

Parking Space Levy (PSL)

A parking space levy (PSL) is an annual charge paid by the owner of vehicle parking spaces, or land used for car parking, with the aim of discouraging private vehicle use in urban areas, such as Hobart's CBD. The revenue raised through PSLs is used to encourage public transport patronage in the districts on which the levy applies. PSLs have low price elasticity¹ – that is, drivers do not significantly modify their travel choices in response to increased parking charges – however, the revenue raised is invested in public transport projects that make it a more attractive offering. As such, PSLs indirectly drive mode shift through enhancing public transport options, rather than increasing the cost of parking private vehicles in city centres.

PSLs are difficult to implement and often spark controversy, with their effectiveness heavily depending on whether the costs are absorbed by employers or passed on to consumers. They can encourage property owners to optimise parking supply and adopt more efficient management strategies, which may promote denser urban development, enhanced accessibility, and greater integration of multiple transport modes. For the benefits of PSLs to be realised, it is essential that consumers directly bear the costs. However, evidence of their impact on improving network performance is limited, as they often result in parking demand shifting to areas where the levy does not apply². Further, full time Government resources are required to manage and ensure compliance with PSLs.

With 3,000 Council parking spaces and 12,000 private spaces, a PSL in Hobart's CBD has the potential to raise \$15 million per year, with a rate of \$1,500 per space per annum, applied to 10,000 spaces.

PSLs are currently used in Sydney, Perth, and Melbourne, with rates between \$1,050 and \$2,950 per space per year.

Sydney

First introduced in 1992 and now legislated under the *Parking Space Levy Act 2009*, PSLs apply to six different areas of Sydney's inner suburbs. As of 1 July 2024, category 1 districts include Sydney's CBD and North Sydney/Milsons point, and have a PSL rate of \$2,950 per space per year; while category 2 districts include Bondi Junction, Chatswood, Parramatta, and St Leonards, and have a rate of \$1,050 per space per annum³. There are several parking spaces that exist within leviable districts that are exempt from PSLs, such as loading/unloading zones and parking reserved for residents.

These PSLs raise approximately \$100 million every year, the vast majority of which is used to fund public transport infrastructure projects in NSW, such as commuter car parks, transport interchanges and light rail lines⁴. All revenue from PSLs may only be used for specific purposes, including the funding of public transport services; projects that facilitate access by public transport to and from, or within, leviable districts; and initiatives for the communication of information to commuters, including initiatives that make use of new technologies.

Melbourne

The Victorian government first introduced PSLs in January 2006 under the *Congestion Levy Act 2005*, for both public and private car parks within the Melbourne CBD (category 1) and adjacent inner city areas

¹ Paul Hamer, Graham Currie, and William Young, "Parking Pricing and TODs: A Study of Melbourne, Australia," *Australasian Transport Research Forum* (2009), https://australasiantransportresearchforum.org.au/wp-content/uploads/2022/03/2009_Hamer_Currie_Young.pdf.

² New Zealand Ministry of Transport, *Complementary Measures to Support Emissions Pricing in Transport* (Wellington, NZ: Ministry of Transport, 2022), <https://www.transport.govt.nz/assets/Uploads/Paper/ComplementaryMeasures.pdf>.

³ Revenue NSW, "Parking Space Levy," <https://www.revenue.nsw.gov.au/taxes-duties-levies-royalties/parking-space-levy#heading2>.

⁴ Transport for NSW, "Parking Space Levy," <https://www.transport.nsw.gov.au/programs/parking-space-levy>.

(category 2). The levy for each non-exempt parking space in category 1 and 2 is \$1,690 and \$1,200, and \$1,750 and \$1,240 for 2024 and 2025 respectively⁵. The levy is calculated based on the use of parking spaces in the preceding calendar year. Certain parking spaces are exempt from the levy, including residential parking, guest parking at hotels or hospitals, parking for loading bays, visitor parking, disabled parking, and parking in the Yarra Park Reserve, at Melbourne Zoo and at Abbotsford Convent⁶.

A review of Melbourne's congestion levy conducted by the Department of Treasury and Finance in 2010 found that it reduced average weekday traffic volumes in the levy area by around 6% between February 2005 and August 2009, despite a significant increase in employment in the City of Melbourne over that time⁷. In 2014/15, Melbourne's congestion levy raised \$111 million⁸.

An analysis of the Australian Bureau of Statistics (ABS) Census Journey to Work data on the levy areas between 2011 and 2016 depicts a reduction in private vehicle mode share across all levy areas, with the majority of this mode shift going to public transport⁹. Mode share changes over the same time period across the greater Melbourne region also showed reduced private vehicle share, but on a smaller scale compared to the levy areas.

Perth

Legislated under the *Perth Parking Management Act 1999*, a PSL is applied to all City of Perth commercial or retail property owners of six or more non-residential parking bays in the suburbs of Perth's CBD, East Perth, West Perth, and Northbridge. A PSL rate of \$1,278 per bay per annum is applied to non-residential parking bays, \$1,223 to long stay public parking bays, and \$1,125 to short stay public parking bays and on-street parking bays¹⁰.

Funds raised from PSLs are used within the levied districts to deliver transport initiatives and services that improve walking, wheeling, riding, and public transport access, and help to reduce traffic congestion within the city. This includes establishing a free transit zone for public transport, improved public transport access, road works to improve bus efficiency, and enhanced cycling and pedestrian infrastructure.

The levy has been in effect for over 20 years, with funds now amassing approximately \$192 million¹¹.

⁵ State Revenue Office Victoria, "Car Parks," <https://www.sro.vic.gov.au/car-parks>.

⁶ State Revenue Office Victoria, "Congestion Levy: Exemptions and Concessions," <https://www.sro.vic.gov.au/congestion-levy-exemptions-and-concessions>.

⁷ Infrastructure Victoria, *Five-Year Focus: Immediate Actions to Tackle Congestion* (Melbourne: Infrastructure Victoria, April 2018), <https://assets.infrastructurevictoria.com.au/assets/Resources/Five-year-focus-Immediate-actions-to-tackle-congestion-April-2018.pdf>.

⁸ State Revenue Office Victoria, "Annual Review 2014–15," <https://annualreview1415.sro.vic.gov.au/>.

⁹ Infrastructure Victoria, *Five-Year Focus*, 73.

¹⁰ Government of Western Australia, Department of Transport, "Perth Parking," <https://www.transport.wa.gov.au/projects/perth-parking.asp>.

¹¹ City of Perth, "Perth Parking Levy," <https://perth.wa.gov.au/businesses/perth-parking-levy>.

Appendix F

MCA Scoring Explanation and Justification

Criterion 1: Public transport efficiency

This criterion measures public transport (PT) travel time savings, and has been applied a weighting of 10%.

Table 1: MCA scores of each option against criteria 1

OPTION	SCORE	JUSTIFICATION
Option 1	4	<ul style="list-style-type: none"> — New road space allocation and bus priority measures cut peak travel times significantly for rapid bus services (~23% reduction estimated). — Improvements primarily benefit peak-hour travellers, limiting overall reductions for off-peak services.
Option 2	4	<ul style="list-style-type: none"> — New road space allocation and bus priority measures cut peak and off-peak travel times significantly for rapid bus services (~23% reduction estimated). — Travel time improvements in off-peak services aren't considered as meaningful as during peak hours, as existing off-peak services already offer greater reliability. — High AT integration improves last-mile connectivity, reducing total journey time for PT users.
Option 3	4	<ul style="list-style-type: none"> — New road space allocation and bus priority measures cut peak and off-peak travel times significantly for rapid bus services (~23% reduction estimated). — Travel time improvements in off-peak services aren't considered as meaningful as during peak hours, as existing off-peak services already offer greater reliability. — High PT integration with minor AT integration still results in efficient connections, reducing total journey times.
Option 4	4	<ul style="list-style-type: none"> — New road space allocation and bus priority measures cut peak and off-peak travel times significantly for rapid bus services (~23% reduction estimated). — Travel time improvements in off-peak services aren't considered as meaningful as during peak hours, as existing off-peak services already offer greater reliability. — High PT integration with minor AT integration still results in efficient connections, reducing total journey times.
Option 5	3	<ul style="list-style-type: none"> — Considerable PT uplift and bus priority infrastructure improve travel times, particularly during peak hours. — No direct Rapid Bus Services available, however general PT (as well as additional new services and routes) are able to utilise additional bus transit lanes and bus jumps. — Lack of NSTC busway reduces journey efficiency and may increase travel time
Option 6	2	<ul style="list-style-type: none"> — Moderate PT uplift and bus priority infrastructure slightly improve travel times, particularly during peak hours (~6-10% reduction estimated). — No direct rapid bus services available, however general PT (as well as additional new services and routes) are able to utilise additional bus transit lanes and bus jumps.
Option 7	1	<ul style="list-style-type: none"> — Lack of transit lane infrastructure will only result in a minimal reduction in PT travel times (< 6% reduction estimated) — No direct rapid bus services available, however general PT (as well as additional new services and routes) are able to utilise additional bus jumps.

OPTION	SCORE	JUSTIFICATION
Option 8	2	<ul style="list-style-type: none"> — Moderate PT uplift and bus priority infrastructure improve travel times, particularly during peak hours (~6-10% reduction estimated). — No direct rapid bus services available, however general PT (as well as additional new services and routes) are able to utilise additional bus transit lanes and bus jumps.

Criterion 2: Network congestion

The network congestion criterion was split out into two sub-criteria: increased reliability of services and increased mode shift. Each sub-criteria were applied a weighting of 10%, making the total weighting of the network congestion criterion equal to 20%. The average of the two sub-criteria scores was taken as the final score for the criterion.

Table 2: MCA scores of each option against criteria 2 (increased reliability of services)

OPTION	SCORE	JUSTIFICATION
Option 1	4	<ul style="list-style-type: none"> — Introduction of reliable rapid bus services along key arterial corridors (peak service only). — Improvements to existing PT services that will utilise bus priority measures. — High PT and AT integration supports smoother transfers and more consistent services for users transitioning between modes of transport.
Option 2	3	<ul style="list-style-type: none"> — Introduction of reliable rapid bus services along key arterial corridors. — All-day service span improves reliability across peak and off-peak periods, ensuring consistent service delivery throughout the day. — Improvement to existing PT services that will utilise bus priority measures. — Lack of PT integration limits the reliability of network services.
Option 3	5	<ul style="list-style-type: none"> — Introduction of reliable rapid bus services along key arterial corridors. — Improvement to existing PT services that will utilise bus priority measures. — All-day service span improves reliability across peak and off-peak periods, ensuring consistent service delivery throughout the day. — High levels of PT integration and minor AT integration further improves end-to-end transport journey reliability.
Option 4	5	<ul style="list-style-type: none"> — Introduction of reliable rapid bus services along key arterial corridors. — Improvement to existing PT services that will utilise bus priority measures. — High levels of AT and PT integration to further improve end-to-end transport journey reliability.
Option 5	4	<ul style="list-style-type: none"> — Significant investment in bus transit lanes on key corridors. — Doubling of PT expenditure will increase service frequency, helping to reduce wait times and improve services across the wider transport network. — High investment in PT infrastructure, including additional depots, interchanges, and park-n-rides, improves operational reliability by reducing delays caused by logistical constraints. — Lack of a NSTC busway lowers journey efficiency and will reduce service reliability.

OPTION	SCORE	JUSTIFICATION
Option 6	3	<ul style="list-style-type: none"> — Minor PT frequency improvements and new transit lanes will provide slight gains in service reliability. — Does not include bus jumps or bus interchange improvements.
Option 7	2	<ul style="list-style-type: none"> — Doubling of PT expenditure will increase service frequency, helping to reduce wait times and improve services across the wider transport network. — Continuation of existing PT services with increased frequency will improve wait times, and reduce the impact of delayed or missed services. — Lack of transit lane infrastructure will increase travel delays and reduce service reliability.
Option 8	3	<ul style="list-style-type: none"> — Continuation of existing PT services with increased frequency, but only a minimal step change in service level. — Some improvement to service reliability from investment into transit lanes for general PT. — Minor PT frequency improvements and new transit lanes will provide slight gains in service reliability.

Table 3: MCA scores of each option against criteria 2 (increased mode shift)

OPTION	SCORE	JUSTIFICATION
Option 1	3	<ul style="list-style-type: none"> — High PT and AT integration will slightly increase the use of alternative modes of transport, particularly during peak hours — Primary benefit will be to users during peak hours, limiting the benefit to those who wish to use rapid bus services outside of these times
Option 2	4	<ul style="list-style-type: none"> — High AT integration will noticeably increase the use of alternative modes of transport, during both peak hours and off-peak hours — Lack of high PT integration reduces the efficiency of rapid bus services, disincentivising potential users from choosing PT (expected reduction of ~1000 users)
Option 3	5	<ul style="list-style-type: none"> — High PT and minor AT integration will substantially increase the use of alternative modes of transport, during both peak hours and off-peak hours (expected increase of ~1000 users) — Lack of high AT integration is unlikely to have a significant different when considering mode shift activities
Option 4	5	<ul style="list-style-type: none"> — High PT and AT integration will substantially increase the use of alternative modes of transport, during both peak hours and off-peak hours (expected increase of ~1000 users)
Option 5	5	<ul style="list-style-type: none"> — High PT and AT uplift will substantially increase the use of alternative modes of transport — Reducing fares for all users and introducing parking levies will incentivise potential users to choose PT options — Additional Park & Ride facilities will significantly improve the convenience of PT options for users

OPTION	SCORE	JUSTIFICATION
		— Dedicated bus infrastructure improvements and bus priority measures will increase the efficiency of services
Option 6	3	— High PT and AT uplift will slightly increase the use of alternative modes of transport — Reducing fares for all users and introducing parking levies will incentivise potential users to choose PT options — Lack of additional Park & Ride facilities will limit the convenience and ease of choosing PT options for users — Lack of dedicated bus infrastructure improvements and bus priority measures, particularly bus jumps, will significantly reduce the efficiency and reliability of services
Option 7	4	— High PT and minor AT uplift will noticeably increase the use of alternative modes of transport — Reducing fares for all users and introducing parking levies will incentivise potential users to choose PT options — Additional Park & Ride facilities will significantly improve the convenience of PT options for users — Dedicated bus infrastructure improvements and bus jumps will increase the efficiency of services — Lack of grant scheme to improve walkability from suburbs to PT stops will disincentivise users from choosing PT options — Lack of transit lanes will significantly reduce service efficiency reliability, as well as increase travel time, disincentivising mode shifts from occurring
Option 8	3	— High PT and AT uplift will slightly increase the use of alternative modes of transport — Reducing fares for all users and introducing parking levies will incentivise potential users to choose PT options — Introducing bus priority measures will increase the efficiency and reliability of services — Lack of additional Park & Ride facilities will limit the convenience and ease of choosing PT options for users — Lack of dedicated bus infrastructure improvements will significantly reduce the efficiency and reliability of services

Criterion 3: Connectivity

This criterion measures the increased service catchment of public transport, and has been applied a weighting of 5%.

Table 4: MCA scores of each option against criteria 3

OPTION	SCORE	JUSTIFICATION
Option 1	3	— High PT and AT integration will noticeably improve the efficiency and safety of user connections to services, particularly during peak hours

OPTION	SCORE	JUSTIFICATION
		<ul style="list-style-type: none"> — Bus priority measures will increase journey efficiency and allow for a more reliable PT network
Option 2	3	<ul style="list-style-type: none"> — High AT integration will noticeably improve the efficiency and safety of user connections to services, during both peak and off-peak hours — Lack of PT integration will limit the service capability of the network in communities outside of the existing catchment area
Option 3	4	<ul style="list-style-type: none"> — High PT and minor AT integration will significantly improve the efficiency and safety of user connections to services, during both peak and off-peak hours — Bus priority measures will increase journey efficiency and allow for a more reliable PT network — Lack of high AT integration will not significantly impact the service catchment ability of the network
Option 4	4	<ul style="list-style-type: none"> — High PT and AT integration will significantly improve the efficiency and safety of user connections to services, during both peak and off-peak hours — Bus priority measures will increase journey efficiency and allow for a more reliable PT network
Option 5	4	<ul style="list-style-type: none"> — Additional PT and AT improvements will significantly improve the frequency and coverage of the rapid bus network — Introduction of transit lanes and Park & Ride facilities will increase the efficiency of services for users — Enhanced bus infrastructure at key interchanges will result in improved service efficiency — Grant scheme to assist walkability from suburbs to PT stations will significantly increase the network's service catchment area — Park & Rides increase the convenience of PT to users, allowing for additional potential users to be reached
Option 6	3	<ul style="list-style-type: none"> — Additional AT improvements will noticeably improve the frequency and coverage of the rapid bus network — Lack of PT integration, transit lanes and infrastructure improvements will significantly limit the efficiency of rapid bus services — Grant scheme to assist walkability from suburbs to PT stations will significantly increase the network's service catchment area
Option 7	2	<ul style="list-style-type: none"> — Dedicated PT infrastructure improvements will improve service efficiency — Park & Rides increase the convenience of PT to users, allowing for additional potential users to be reached — Minor PT improvements will improve the frequency and coverage of the rapid bus network — Lack of grant scheme will significantly reduce the efficiency and ease of walking from suburbs to PT stations — Lack of transit lanes will significantly limit the efficiency of rapid bus services

OPTION	SCORE	JUSTIFICATION
Option 8	3	<ul style="list-style-type: none"> — Additional AT improvements will noticeably improve the frequency and coverage of the rapid bus network — Lack of PT integration, transit lanes and infrastructure improvements will significantly limit the efficiency of rapid bus services — Grant scheme to assist walkability from suburbs to PT stations will significantly increase the network’s service catchment area

Criterion 4: Interconnectivity

This criterion measures network integration of PT and AT options, and has been applied a weighting of 5%.

Table 5: MCA scores of each option against criteria 4

OPTION	SCORE	JUSTIFICATION
Option 1	4	<ul style="list-style-type: none"> — High PT and AT integration significantly improves service efficiency, particularly during peak hours
Option 2	3	<ul style="list-style-type: none"> — High AT integration significantly improves service efficiency, during both peak and off-peak hours — Lack of PT integration noticeably reduces the efficiency of the rapid bus network
Option 3	4	<ul style="list-style-type: none"> — High PT and minor AT integration significantly improves service efficiency, particularly during peak hours — Lack of high AT integration does not significantly impact network interconnectivity
Option 4	4	<ul style="list-style-type: none"> — High PT and AT integration significantly improves service efficiency, during both peak and off-peak hours
Option 5	4	<ul style="list-style-type: none"> — Enhanced PT and AT uplifts significantly improves service efficiency — Dedicated additional Park & Ride facilities greatly increase network interconnectivity — Full implementation of Greater Hobart Cycling Plan 2022 enhances AT integration further
Option 6	3	<ul style="list-style-type: none"> — Enhanced PT and AT uplifts significantly improves service efficiency — Full implementation of Greater Hobart Cycling Plan 2022 enhances AT integration further — Lack of additional Park & Ride facilities and bus interchange improvements reduces further PT integration potential
Option 7	4	<ul style="list-style-type: none"> — Enhanced PT and AT uplifts significantly improves service efficiency — Dedicated additional Park & Ride facilities greatly increase network interconnectivity — Full implementation of Greater Hobart Cycling Plan 2022 enhances AT integration further

OPTION	SCORE	JUSTIFICATION
		— Lack of grant scheme to assist walkability from suburbs to PT stops slightly limits options for further AT integration
Option 8	2	<ul style="list-style-type: none"> — Enhanced PT and AT uplifts significantly improves service efficiency — Lack of implementation of Greater Hobart Cycling Plan 2022 significantly limits further AT integration — Lack of additional Park & Ride facilities and bus interchange improvements reduces further PT integration potential

Criterion 5: Patronage

This criterion measures the number of PT trips, and has been applied a weighting of 15%.

Table 6: MCA scores of each option against criteria 5

OPTION	SCORE	JUSTIFICATION
Option 1	3	<ul style="list-style-type: none"> — Peak-hour rapid bus services limit PT preference for off-peak trips. — Bus priority and AT/PT integration attract commuters, but potential is limited to peak hours.
Option 2	4	<ul style="list-style-type: none"> — All-day services increase patronage across all periods. — High AT integration broadens user base, attracting both commuters and off-peak riders. — Lack of timetable integration reduces service frequencies and lowers user PT preference.
Option 3	5	<ul style="list-style-type: none"> — High PT integration and all-day services ensure reliable trips, attracting regular and occasional riders. — Minor AT integration slightly limits potential growth, but still expected to be high.
Option 4	5	<ul style="list-style-type: none"> — High AT and PT integration and all-day services offer seamless access, boosting patronage from all user types across peak and off-peak periods.
Option 5	5	<ul style="list-style-type: none"> — Significant PT and infrastructure improvements (depots, park-n-rides, transit lanes, improved PT frequency and additional routes) will attract new commuters. — Parking levies and lower PT fares will support wider increases in patronage.
Option 6	3	<ul style="list-style-type: none"> — Modest PT and infrastructure improvements (transit lanes, improved PT frequency and additional routes) will attract new commuters. — Parking levies and lower PT fares will support wider increases in patronage. — Lack of additional Park & Rides will reduce user preference for PT options.
Option 7	4	<ul style="list-style-type: none"> — Parking levies and lower PT fares will support wider increases in patronage.
Option 8	3	<ul style="list-style-type: none"> — Parking levies and lower PT fares will support wider increases in patronage. — Lack of additional Park & Rides will reduce user preference for PT options.

Criterion 6: Land use

This criterion measures the level of uplift in development density, and has been applied a weighting of 5%.

Table 7: MCA scores of each option against criteria 6

OPTION	SCORE	JUSTIFICATION
Option 1	2	<ul style="list-style-type: none"> — Includes high quality connecting active transport infrastructure, resulting in moderate uplift potential in development density. — Involves significant pedestrian infrastructure improvements. — Only offers rapid bus services for peak hours.
Option 2	4	<ul style="list-style-type: none"> — Includes high quality connecting active transport infrastructure, resulting in moderate uplift potential in development density. — Involves significant pedestrian infrastructure improvements. — Offers rapid bus services during both peak and off-peak hours.
Option 3	4	<ul style="list-style-type: none"> — Includes connecting active transport infrastructure, resulting in moderate uplift potential in development density. — Involves limited pedestrian infrastructure improvements. — Offers rapid bus services during both peak and off-peak hours.
Option 4	4	<ul style="list-style-type: none"> — Includes high quality connecting active transport infrastructure, resulting in moderate uplift potential in development density. — Involves significant pedestrian infrastructure improvements. — Offers rapid bus services during both peak and off-peak hours.
Option 5	3	<ul style="list-style-type: none"> — Includes strong government support of transit orientated development (medium uplift in density). — Improved bus interchange infrastructure will increase density uplift and development potential.
Option 6	2	<ul style="list-style-type: none"> — Includes strong government support of transit orientated development (medium uplift in density).
Option 7	3	<ul style="list-style-type: none"> — Includes strong government support of transit orientated development (medium uplift in density). — Improved bus interchange infrastructure will increase density uplift and development potential.
Option 8	2	<ul style="list-style-type: none"> — Includes strong government support of transit orientated development (medium uplift in density).

Criterion 7: Affordability

The affordability criterion was split out into two sub-criteria: operating costs and capital costs. Each sub-criterion was applied a weighting of 15%, resulting in an overall weighting for the affordability criterion of 30%. The average of the two sub-criteria scores was taken as the total criterion score.

Table 8: MCA scores of each option against criteria 7

OPTION	SCORE	OPERATING COSTS	SCORE	CAPITAL COSTS
Option 1	2	\$30-39M	1	>\$770M
Option 2	3	\$20-29M	1	>\$770M
Option 3	2	\$30-39M	2	\$740-770M
Option 4	2	\$30-39M	1	>\$770M
Option 5	2	\$30-39M	3	\$340-740M
Option 6	5	<\$10M	4	\$220-400M
Option 7	2	\$30-39M	4	\$220-400M
Option 8	5	<\$10M	4	\$220-400M

Criterion 8: Deliverability

The deliverability criterion was split out into two sub-criteria: ease of implementation and community & stakeholder support. Each sub-criteria were applied a weighting of 5%, meaning that the overall deliverability criterion has a weighting of 10%. The average of the two sub-criteria scores was taken as the overall deliverability criterion score.

Table 9: MCA scores of each option against criteria 8 (ease of implementation)

OPTION	SCORE	JUSTIFICATION
Option 1	2	<ul style="list-style-type: none"> Development of a new rapid bus network is challenging due to moderate complexity levels and resource needs. Differences in level of PT and AT integration don't impact ease of option implementation.
Option 2	2	<ul style="list-style-type: none"> Development of a new rapid bus network is challenging due to moderate complexity levels and resource needs. Differences in level of PT and AT integration don't impact ease of option implementation.
Option 3	2	<ul style="list-style-type: none"> Development of a new rapid bus network is challenging due to moderate complexity levels and resource needs. Differences in level of PT and AT integration don't impact ease of option implementation.
Option 4	2	<ul style="list-style-type: none"> Development of a new rapid bus network is challenging due to moderate complexity levels and resource needs. Differences in level of PT and AT integration don't impact ease of option implementation.
Option 5	3	<ul style="list-style-type: none"> Implementing a parking space levy via legislation will be challenging, due to lack of politician approval.

OPTION	SCORE	JUSTIFICATION
		— The construction of transit lanes, bus infrastructure improvements and aligning with implementation of the Greater Hobart Bicycle Plan 2022 pose additional difficulties.
Option 6	3	— Implementing a parking space levy via legislation will be challenging, due to lack of politician approval — The construction of transit lanes and aligning with implementation of the Greater Hobart Bicycle Plan 2022 pose additional difficulties.
Option 7	4	— Implementing a parking space levy via legislation will be challenging, due to lack of politician approval — The construction of bus infrastructure improvements and aligning with implementation of the Greater Hobart Bicycle Plan 2022 pose additional difficulties.
Option 8	4	— Implementing a parking space levy via legislation will be challenging, due to lack of politician approval — The construction of transit lanes poses additional difficulties.

Table 10: MCA scores of each option against criteria 8 (community & stakeholder support)

OPTION	SCORE	JUSTIFICATION
Option 1	3	— Introducing a new transport mode at high cost, that is meant to be an attractive alternative to car travel, and then running peak hour services only will not make sense to a community who are seeking reliable and frequent PT.
Option 2	4	— Introducing 'all day' rapid bus services that offers efficient and reliable PT journeys for users will render general support from community and stakeholders
Option 3	5	— Introducing 'all day' rapid bus services that offers efficient and reliable PT journeys for users will render general support from community and stakeholders — High PT integration is integral
Option 4	5	— Introducing 'all day' rapid bus services that offers efficient and reliable PT journeys for users will render general support from community and stakeholders — High PT integration is integral
Option 5	3	— Enhanced PT and AT integration and enhanced bus infrastructure (reduced fares, additional park & rides, e-mobility grants, bus interchange improvements, etc.) will receive general support from community and stakeholders — Parking levies will raise objections with the community — Objections to parking levies will roughly balance out support for other initiatives
Option 6	2	— Community objections to parking levies will outweigh the minor improvements to PT and AT — Introduction of transit lanes will be supported, however there is no great increase to frequency of services across the board to see them well used — Implementing a full cycle network will more likely than not be valued by the community and stakeholders

OPTION	SCORE	JUSTIFICATION
Option 7	3	<ul style="list-style-type: none"> — Enhanced PT and AT integration and enhanced bus infrastructure (reduced fares, additional park & rides, e-mobility grants, bus interchange improvements, etc.) will receive general support from community and stakeholders — Parking levies will raise objections with the community — Objections to parking levies will roughly equal support for other initiatives
Option 8	1	<ul style="list-style-type: none"> — Community objections to parking levies will outweigh the minor improvements to PT and AT — Introduction of transit lanes will be supported, however there is no great increase to frequency of services across the board to see them well used

Appendix G

Jacobs Strategic Business Case Cost Estimates for the
Greater Hobart Rapid Bus Network (July 2024)

Jacobs

Cost Estimating for the Greater Hobart Rapid Bus Network (GHRBN)

Strategic Business Case Cost Estimate

IW250250-JAC-RPT-000001| 00

03 July 2024

Department of State Growth

3100B-4-41





Greater Hobart Rapid Bus Network

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Acronyms and Abbreviations

Reference	Definition
Client / The Department	Department of State Growth
Project or GHRBN	Greater Hobart Rapid Bus Network
SBC	Strategic Business Case
BoQ	Bill of quantities
CAPEX	Capital Expenditure
OPEX	Operating Expenses
Construction Estimate	Estimate prepared to cover the costs associated with the physical construction works. This item generally covers all costs that the construction Contractor will incur including the cost of plant, materials, labour, subcontractors, supervision, overheads, and margin.
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications, and the Arts
First Principles	First Principles, or 'Resource Based Estimating', is a process of identifying every individual resource element (i.e., within labour, plant, materials, and subcontract), required for the construction of a project. Direct and indirect cost schedule items contain multiple individual resources and resource rates. First Principles provides a detailed breakdown of the estimated costs of each element. A Bill of Quantities schedule item priced using First Principles achieves the most comprehensive detail possible for a cost estimate and therefore, the highest level of accuracy.
DBC	Detailed Business Case
OPEX	Operational Expenses
Out-turn Cost	Cost expressed in dollars of the period in which they will be spent. Estimates prepared at a particular base date can be converted to Out-turn dollars by applying an appropriate inflationary rate over the time between the base date and the period when the cost is incurred.
Planned Risks	Planned Risks (also known as Inherent Risk) relates to the risk or opportunity on items of work that must be carried out to complete the Project. It looks at the ranges of risk and opportunity on the quantities and rates of the identified items in the Project. This contributes to the total Project Contingency.
PCB	Project Cost Breakdown
Project Contingency	This is the overall project contingency presented in a confidence level range that is derived via deterministic Risk model according to DIRDCA.
Project Construction Cost / total construction cost / Contract value	Construction cost equal to project physical construction direct job cost plus indirect job cost (can say site overhead) plus contractor profit and margin. And other related cost such as BPIC and Design and construct cost subject to size of project and procurement of project.
Project Cost	This is the combination of all costs associated with the project expressed at a particular base date. The Project cost includes Principals cost, construction costs (direct, indirect, profit, BPIC and design (Design & Construct Contract)). It does not include any Project Contingency or allowance for escalation.
P90 (90th Percentile)	A Percentile is an increment of the values in a data set. Percentiles divide the data into 100 equal parts, each containing one percent of the total values. The 90th Percentile (P90), for example, is the value in the data set for which 90% of the values are below it and 10% are above. This is generally used to give confidence the risk contingency is not exceeded. Therefore, the P90 cost estimate is the estimated cost for the project that includes contingency such that the total cost estimate has a 90% probability that it will not be exceeded.
P50 (50th Percentile)	A Percentile is an increment of the values in a data set. Percentiles divide the data into 100 equal parts, each containing one percent of the total values. The 50th Percentile (P50), for example, is the value in the data set for which 50% of the values are below it and 50% are above. Therefore, the P50 cost estimate is the estimated cost for the project that includes contingency such that the total cost estimate has a 50% probability that it will not be exceeded. This is used to provide the 'most likely' estimate for the project cost.
DRA	Deterministic Risk Analysis
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications, and the Arts
BEB	Battery Electric Bus



1. Executive Summary

1.1 Overview

Under the draft Keeping Hobart Moving plan, the Tasmanian Government has proposed a new, integrated rapid bus network. The Greater Hobart Rapid Bus Network (GHRBN) is intended to provide faster and more direct services along key corridors from Claremont in the north (Northern Corridor), Glebe Hill in the east (Eastern Corridor) Blackmans Bay to the south (Southern Corridor), and through Hobart’s CBD (Central Corridor), supporting a more sustainable transport system and encouraging urban renewal.

Several studies have been undertaken on the GHRBN project, where \$52 million has been reallocated from Northern Suburbs Transit Corridor (NSTC) to a more general “Hobart PT Infrastructure Planning” project. State and Australian Government funds have been committed for the planning of the network. This report builds on design and cost estimate works previously prepared, to provide a consolidated and consistent basis for the cost estimation of the GHRBN. It will form a key input to the Strategic Businesses Case (SBC) being developed by Government, to justify development of a Detailed Business Case (DBC) for the first stage of infrastructure and operations of the network. Part of the SBC work will also examine whether the Northern or Southern corridor should be staged first.

This Cost Estimate Report documents the P50 out-turn cost estimate for two staging options of the GHRBN. The cost estimate has been prepared based on Stage 2 of Infrastructure Australia’s Assessment Framework guidelines (Jul 2021).

1.2 P50 Out-turn Cost

The GHRBN is made up of four corridors, covering up to 44 kilometres, and is planned to be delivered over 10+ years. Along the corridors, dedicated right of way, transit lanes (T3), priority at key intersections and bus stations are to be provided, as shown in **Figure 1-1**. In addition, new depots at Derwent Park, Kingston and Mornington, a rapid bus operations centre, battery electric bus (BEB) fleet and zero emission charging infrastructure are to be provided.

Two staging options have been considered as part of the development of the cost estimate for the GHRBN:

- **Staging Option A** – Central and Northern corridor works first, followed by Southern, then Eastern corridor
- **Staging Option B** – Central and Southern corridor works first, followed by Northern, then Eastern corridor

The risk adjusted P50 out-turn costs for Staging Option A and Staging Option B are summarised in **Table 1-1**, inclusive of client and construction costs, contingency and escalation.

The costs of the BEBs, depots, transit lanes and bus-only corridor are major cost drivers within the estimates. Bringing forward the more expensive Northern Corridor (Staging Option A) results a lower out-turn cost, due to less escalation over the lifetime of the project.

Table 1-1 Risk Adjusted P50 Out-Turn Cost for Staging Option A and B.

Description	Staging Option A – P50	Staging Option B – P50
Principal’s Cost		
Construction Cost		
Project Base Cost		
Contingency (P50)		
Risk Adjusted Total Cost		
Escalation		
Total Risk Adjusted Out-turn Project Cost	\$860,263,613	\$867,612,563

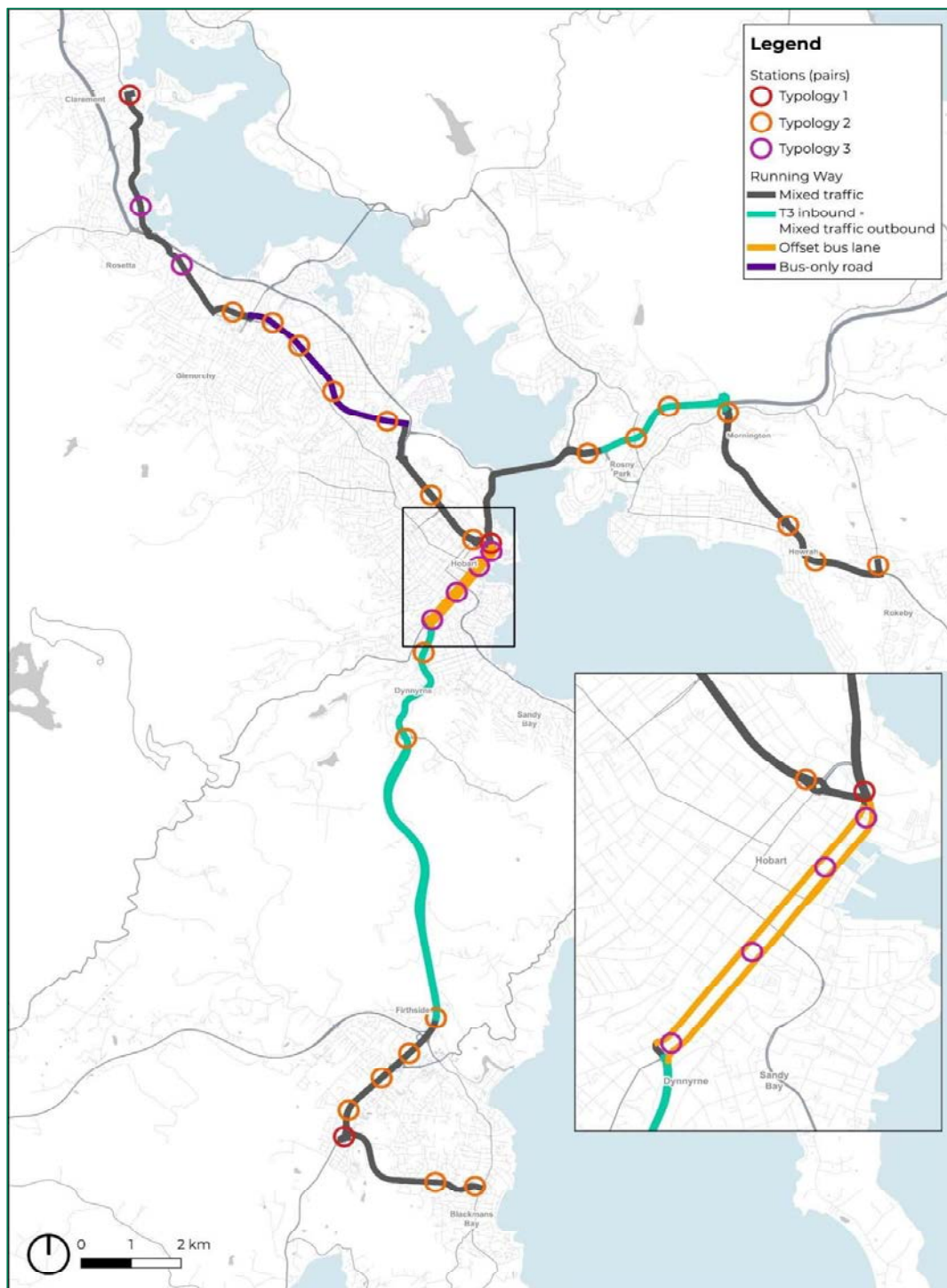


Figure 1-1 Overview of the Greater Hobart Rapid Bus Network



It is important to note that the out-turn cost is based on the proposed program for project delivery as detailed in **Table 1-2** based on construct only contract. Any changes to the proposed delivery timeframes will change the project cost.

Table 1-2 Construction Contract Award Dates

Corridor	Staging Option A		Staging Option B	
	Start Date	Finish Date	Start Date	Finish Date
Central Corridor	Mar-29	Jun-31	Mar-29	Jun-31
Northern Corridor	Mar-29	Jun-31	Jun-31	Sep-33
Southern Corridor	Jun-31	Sep-33	Mar-29	Jun-31
Eastern Corridor	Sep-33	Dec-35	Sep-33	Dec-35

The risk adjusted out-turn project costs include all costs associated with the project and have been based on the following:

- The level of estimate is for SBC, based on Stage 2 Infrastructure Australia Assessment Framework (July 2021) guidelines.
- This estimate is supported by previous cost reports prepared by others (ranging from 2016 to 2023), information provided by the Department of State Growth (the Department) and high-level concept sketches produced by Jacobs
- Jacobs has not progressed any design work previously carried out by others
- The estimate is based on comparative/benchmark rates
- The estimate base date is May 2024
- Project escalation is calculated using the TAS Project Cost Breakdown (PCB) 2023/24 template
- Range based deterministic risk analysis as required by the Department
- P50 risk allowance for both planned and unplanned (contingent) risk
- Key dates for the project are shown in **Section 9** of this report
- Operating expenses (OPEX) is developed up to 2065 based on information provided by the Department. Details of OPEX is found in **Section 12** and **Appendix D**.



1.3 Important Note About Your Report

The sole purpose of this technical report and the associated services performed by Jacobs is to document the P50 Cost Estimate for the SBC of the GHRBN in accordance with the scope of services set out in the contract between Jacobs and the Department.

In preparing this report, Jacobs has relied upon and presumed accurate, any information provided by the Client. Except as otherwise stated in the report, Jacobs has not attempted to verify the accuracy or completeness of any such information. If the information is subsequently determined to be false, inaccurate, or incomplete then it is possible that our conclusions and recommendations as expressed in this report may change.

Jacobs derived the data in this report from information sourced from the Client (if any) and/or available in the public domain at the time or times outlined in this report. Several assumptions have been made where details were not available at this time or not shown on the drawings or drawings were not provided or unclear information. This estimate should only be read in conjunction with the list of assumptions contained in this report.

The passage of time, a manifestation of latent conditions or impacts of future events may require further examination of the project and subsequent data analysis, and re-evaluation of the data, findings, observations, and conclusions expressed in this report. Jacobs has prepared this report in accordance with the usual care and thoroughness of the consulting profession, for the sole purpose described above and by reference to applicable standards, guidelines, procedures, and practices at the date of issue of this report. For the reasons outlined above, however, no other warranty or guarantee, whether expressed or implied, is made as to the data, observations, and findings expressed in this report, to the extent permitted by law.

This report should be read in full, and no excerpts are to be taken as representative of the findings. No responsibility is accepted by Jacobs for use of any part of this report in any other context.

This report has been prepared on behalf of, and for the exclusive use of, Jacobs Client, and is subject to, and issued in accordance with, the provisions of the contract between Jacobs and the Client. Jacobs accepts no liability or responsibility whatsoever for, or in respect of, any use of, or reliance upon, this report by any third party.

The valuations are reported based on current market conditions. Consequently, less certainty and a higher degree of caution should be attached to future rates fluctuation due to post COVID-19 impact, global geopolitical risk, hot local labour market, high inflation, and supply chain issues. Given the unknown future impact these might have on construction markets, it is recommended that the valuations should be under frequent review.



2. Introduction

2.1 Background

Under the draft Keeping Hobart Moving plan, the Tasmanian Government has proposed a new, integrated rapid bus network to help improve Hobart's transport system. The Greater Hobart Rapid Bus Network (GHRBN) is envisaged as a multi-stage project, delivered over 10+ years to establish a new medium capacity public transport option for Greater Hobart. The GHRBN intends to provide faster and more direct services along key corridors through Hobart's CBD to Claremont in the north (Northern Corridor), Glebe Hill in the east (Eastern Corridor) and Blackmans Bay to the south (Southern Corridor), supporting a more sustainable transport system and encouraging urban renewal. Each corridor will include sections of dedicated rights of way or transit (T3) lanes, with priority at key intersections, to support travel time reliability.

Several studies have been undertaken on each of the corridors, and State and Australian Government funds have been committed for the planning of the network. The Governments current goal is to prepare a Strategic Business Case (SBC) in 2024 in accordance with Infrastructure Australia's Stage 1 and Stage 2 Assessment Framework, which will be used to justify development of a Detailed Business Case (DBC) for the first stage of infrastructure and operations. Part of the SBC work will also examine whether the Northern or Southern corridor should be staged first.

A Gap Analysis undertaken by WSP in February 2024 highlighted that capital and operating cost estimates were not available for options to be considered in the SBC. Cost estimates to date for the GHRBN have been undertaken in a piecemeal approach over a number of years. T3 lanes have been estimated along the Tasman Highway (Jacobs 2023) and Southern Outlet (to Groningen Road, Jacobs 2017), and the NSTC estimated as part of the NSTC Transport Mode Study (PWC 2020), NSTC Condition Assessment (GHD 2021) and subsequent early works bridge replacement concept design. Since a number of these estimates were produced, thinking of the GHRBN has also progressed. The Department of State Growth (the Department) has now determined a base scope for the rapid bus network, which should provide a reasonable balance between traffic impacts and capital expenditure on road widening to establish new T3 lanes.

2.2 Project Scope

The GHRBN is made up of four corridors (Central, Northern, Southern and Eastern) as shown in **Figure 1-1**. Along the corridors, dedicated right of way, transit lanes (T3), and priority at key intersections are to be provided, alongside new depots, a rapid bus operations centre, battery electric bus (BEB) fleet and zero emission charging infrastructure. Details of the scope of each corridor are outlined below and presented in the **figures and Table 2-1, Table 2-2, Table 2-3 & Table 2-4**.

Figure 1-1 also indicates three station typologies¹ along each of the corridors, which have been defined for the purpose of this cost estimate as:

- Typology 1: Stations with a large-scale interchange between modes (bus-bus, car-bus) and longer wait times, with a passenger capacity of over 50 people waiting at peak times.
- Typology 2: Stations on highways or other high speed road environments, where the passenger capacity of over 20 people waiting at peak times.

¹ Greater Hobart Bus Rapid Transit Technical Memo A: Station Assessment, WSP



- Typology 3: Stations at all other locations or offset from road in higher speed environments. The passenger demand is driven by local population and destinations.

2.2.1 Central Corridor

Consists of offset bus lanes within the Hobart CBD, connecting the Northern, Southern and Eastern corridors.

It is understood the Macquarie and Davey Streets Bus Improvements² will deliver most of the work needed to provide road width and remove on-street parking (where necessary) for the offset T3/bus lane.

A summary of the remaining scope items is presented in Table 2-1.

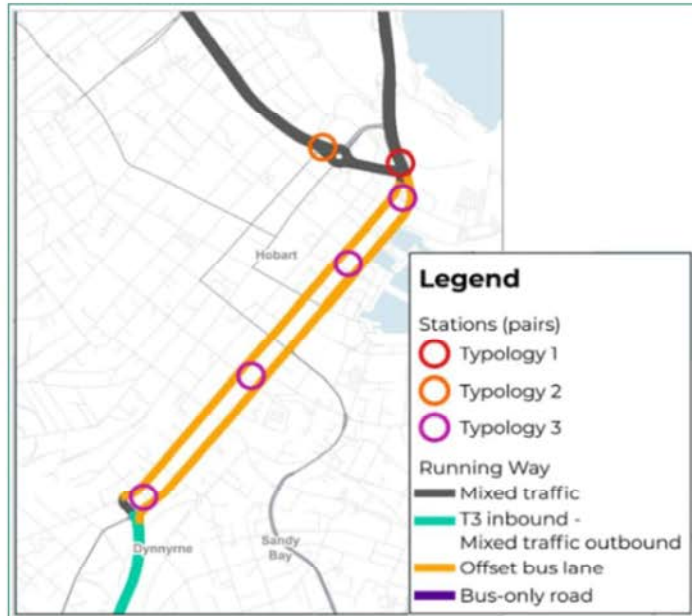


Figure 2-1 Central Corridor

Table 2-1 Central Scope

Scope item	Details	Reference Documents
4 station pairs	<ul style="list-style-type: none"> ▪ Typology 3 bus station pairs at Mac Pt south, Hobart Central, Barrack St and South Hobart 	<ul style="list-style-type: none"> ▪ A - GHBRT - Stage 2 - Technical Memo E Station Location Risks ▪ A - GHBRT - Stage 1 - Technical Memo A Station Assessment - Sept 2022 ▪ A - GHBRT - Stage 2 - Technical Memo G Strategic Costing - March 23 ▪ A - GHBRT - Stage 2 - Transit Station Design - September 23
C1 - Rapid Bus Operations Centre	<ul style="list-style-type: none"> ▪ Rapid bus operations centre that provides communications with drivers and controls Passenger Information Displays at all bus stations and vehicles. To be co-located with a depot. 	
C2 - Macquarie St and Davey St transit lanes	<ul style="list-style-type: none"> ▪ Paving, line marking, and signage works to establish T3/bus lanes on Macquarie Street and Davey Street. Utilises road width to be provided by the Macquarie and Davey Streets Bus Improvements project. 	<ul style="list-style-type: none"> ▪ C Macquarie and Davey Streets Bus Improvements - Drawings 31 10 23 RFT3704

² https://www.transport.tas.gov.au/roadworks/road_improvement_plans/hobart_city_deal_-_southern_projects/small_tiles/macquarie_and_davey_streets_bus_improvements



2.2.2 Eastern Corridor

Consists of buses in mixed traffic on the South Arm Highway, inbound transit lanes between Mornington and Rosny Park and buses in mixed from Rosny Hill Road via the Tasman Bridge to the CBD.

The enabling Rosny Access Ramps and Mornington Roundabout Signalisation projects will be funded separately.

A summary of the remaining scope items is presented in **Table 2-2**.

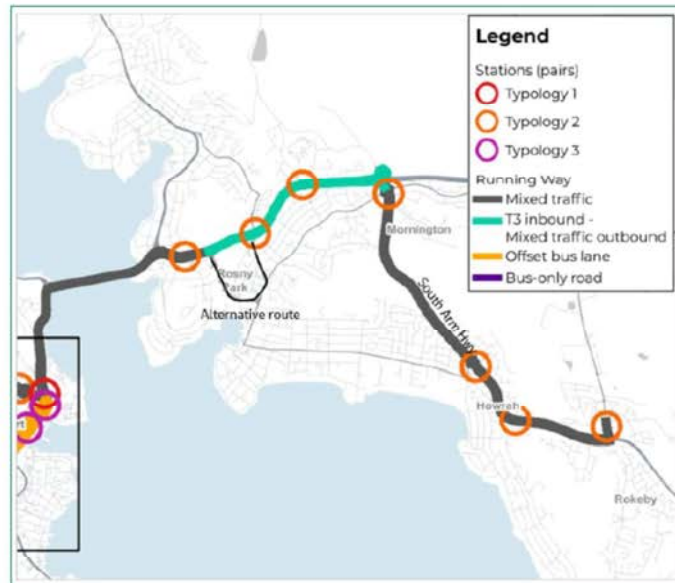


Figure 2-2 Eastern Corridor

Table 2-2 Eastern Corridor Scope

Scope item	Details	Reference Documents
8 station pairs	<ul style="list-style-type: none"> Typology 2 bus station pairs at Mac Pt north, Rose Bay, Rosny Park, Warrane, Mornington, Shoreline, Howrah, and Glebe Hill 	<ul style="list-style-type: none"> A - GHBRT - Stage 2 - Technical Memo E Station Location Risks A - GHBRT - Stage 1 - Technical Memo A Station Assessment - Sept 2022 A - GHBRT - Stage 2 - Technical Memo G Strategic Costing - March 23 A - GHBRT - Stage 2 - Transit Station Design - September 23
E1 - Bus priority upgrades on Tasman Highway outbound	<ul style="list-style-type: none"> Widening of Tasman Highway to provide an outbound bus lane between Brooker Highway and Davies Avenue 	<ul style="list-style-type: none"> Refer to concept sketch in Appendix C
E2 - Widening of Tasman Highway inbound	<ul style="list-style-type: none"> Widening of Tasman Highway inbound, extra lane length of 200m just prior to Brooker/Davey junction to provide an additional mixed-use lane. 	<ul style="list-style-type: none"> Refer to concept sketch in Appendix C
E3 - Rose Bay outbound station	<ul style="list-style-type: none"> Signalised pedestrian crossing, retaining wall, raised island and realignment of the shared use path to mitigate risks identified. 	<ul style="list-style-type: none"> A - GHBRT - Stage 2 - Technical Memo D Traffic opportunities risks Refer to concept sketch in Appendix C
E4 - Mornington Interchange to Rosny Hill Road transit lanes	<ul style="list-style-type: none"> T3 lane inbound on the Tasman Highway between Mornington interchange and Rosny Hill Road 	<ul style="list-style-type: none"> E Tasman Highway Transit Lanes - Concept Design Report - FINAL 16 Feb 2023



Scope item	Details	Reference Documents
E5 - South Arm Highway bus priority upgrades	<ul style="list-style-type: none"> Bus jump lanes within the existing road reserve at the Bunnings, Shoreline roundabout and Oceana Drive intersections on South Arm Highway to provide bus priority and improved access to bus stations. 	<ul style="list-style-type: none"> Refer to concept sketch in Appendix C
E6 - Bus priority upgrades for alternative route through Rosny Park	<ul style="list-style-type: none"> Allowance for bus priority upgrades for alternative route through Rosny Park (Rosny Hill Road – Bligh St – Gordons Hill Road), could include closing the Rosny Bus Mall to general traffic and bus jump lanes on Rosny Hill Road at Riawena Road 	<ul style="list-style-type: none"> Refer to concept sketch in Appendix C
E7 – Bus Depot	<ul style="list-style-type: none"> New Mornington depot for 9 Battery Electric Buses (BEB) with electric charging infrastructure, including 5,900m² land acquisition and grid connection costs. 	<ul style="list-style-type: none"> A - GHBRT - Stage 2 - Technical Memo C Route Assessment
E8 – 9 Battery Electric Buses	<ul style="list-style-type: none"> 9 buses (assumed single articulated 18-19m BEB for overnight depot charging ~500kW battery) 	



2.2.3 Northern Corridor

Consists of buses in mixed traffic between Claremont and Glenorchy, a two-lane dedicated bus only corridor between Glenorchy and New Town and a mixture of mixed traffic and transit lanes between New Town and the CBD. Between New Town and the CBD buses will travel via Oldham Avenue – Letitia Street – Burnett Street – Brooker Highway inbound and via the Brooker Highway to Park Street, then onto Oldham Avenue outbound.

A summary of the scope items is presented in Table 2-3.



Figure 2-3 Northern Corridor

Table 2-3 Northern Corridor Scope

Scope item	Details	Reference Documents
10 station pairs	<ul style="list-style-type: none"> Typology 1 bus station pair at Claremont Typology 2 bus station pairs at Rose Gardens, North Hobart, New Town, Albert Road, Derwent Park Road, Hobart Showground Typology 3 bus station pairs at Glenorchy, Brooker Interchange and Mona 	<ul style="list-style-type: none"> A - GHBRT - Stage 2 - Technical Memo E Station Location Risks A - GHBRT - Stage 1 - Technical Memo A Station Assessment - Sept 2022 A - GHBRT - Stage 2 - Technical Memo G Strategic Costing - March 23 A - GHBRT - Stage 2 - Transit Station Design - September 23
N1 – Brooker Highway bus lane inbound	<ul style="list-style-type: none"> Bus lane on the Brooker Highway inbound between Burnett Street and Warwick Street within the existing corridor, and in the existing turn lane on the last 100m before Macquarie Street 	<ul style="list-style-type: none"> N Jacobs -NS Traffic Impact and Route Options Assessment Report
N2 – Intersection upgrades between New Town and the City	<ul style="list-style-type: none"> Bus activated signals at the intersection of Letitia Street and Burnett Street to provide bus priority (as per Jacobs NSTC Traffic Impact and Route Options Assessment Report) 	<ul style="list-style-type: none"> N Jacobs -NS Traffic Impact and Route Options Assessment Report
N3 – Removal of disused rail infrastructure between Oldham Ave, New Town and	<ul style="list-style-type: none"> Removal of disused rail infrastructure (platforms, ballasts, sleepers, and rail) between Oldham Avenue, New Town and Elwick Road, Glenorchy 	<ul style="list-style-type: none"> N GHD NSTC Condition Assessment Report FINAL 04 November 2021



Scope item	Details	Reference Documents
Elwick Road, Glenorchy		
N4 - Two lane 9.2m wide busway	<ul style="list-style-type: none"> Two lane 9.2m wide busway between Oldham Avenue, New Town and Elwick Road, Glenorchy within the disused rail corridor, realigning the existing cycleway where required. 	<ul style="list-style-type: none"> N WSP - NSTC BRT Concept Cross Section v1.2 N DSG - NSTC CROSS SECTION Check - Aug 2023 - V0.5 N GHD NSTC Condition Assessment Report FINAL 04
N5 - New Town Rivulet Bridge, Risdon Road Bridge, Tower Road bridge pier protection and cycle path	<ul style="list-style-type: none"> Replacement of the New Town Rivulet and Risdon Road bridges to accommodate the new bus only corridor Pier protection of Tower Road bridge and realign cycleway (as per Option 2 of Tower Road Underpass Structural advice – Jun 23, WSP) 	<ul style="list-style-type: none"> N GHD - NSTC Concept Design Report - Risdon Road Bridge – FINAL N GHD - NSTC Concept Design Report - New Town Rivulet Bridge – FINAL N WSP - NSTC Tower Road Underpass - Pier Protection SDA003 - June 2023
N6 - Upgrade of 8 road crossings from Elwick Road to Oldham Avenue	<ul style="list-style-type: none"> Signalisation of 8 intersections where the off-road bus only corridor will cross the existing road network between Glenorchy and New Town to provide bus priority and cater for all pedestrian movements. Intersections include Elwick Rd / King George V Ave (Glenorchy Station), Lampton Ave / Howard Rd (Hobart Showgrounds Station), Derwent Park Rd (Derwent Park Station), Sunderland St / Birdwood Ave, Hopkins St / Station St, Albert Rd / Station St (Albert Road Station), Bay Rd / Bell St, and Bellevue Pde / Oldham Ave (New Town Station) 	<ul style="list-style-type: none"> N Jacobs -NS Traffic Impact and Route Options Assessment Report
N7 – Widening of Oldham Ave	<ul style="list-style-type: none"> Works over a 100m section of Oldham Avenue to remove median and trees and parking outbound and replacing with a retaining wall to maximise road width. 	<ul style="list-style-type: none"> Refer to concept sketch in Appendix C
N8 - Bus Depot - Derwent Park	<ul style="list-style-type: none"> New Derwent Park depot for 11 BEBs with electric charging infrastructure, including 5,900m² land acquisition and grid connection costs. 	<ul style="list-style-type: none"> A - GHBRT - Stage 2 - Technical Memo C Route Assessment PS209713-WSP-PAM-Hobart Rapid Bus Network - BEB report - FINAL 15 May 24
N9 - 11 Battery Electric Buses	<ul style="list-style-type: none"> 11 buses (assumed single articulated 18-19m BEB for overnight depot charging ~500kW battery) 	



2.2.4 Southern Corridor

Consists of buses with mixed traffic between Blackmans Bay and Huntingfield, and inbound transit lanes between Huntingfield and the CBD.

It is understood that the Southern Outlet (5th Lane) project will build the inbound transit lane from Olinda Grove to Macquarie Street-Davey Street.

Buses will travel in mixed traffic between Huntingfield (Alguna Road) to Firthside (near Groningen Road) using additional road capacity added by the Kingston Bypass Duplication project.

A summary of the remaining scope items is presented in **Table 2-4**.

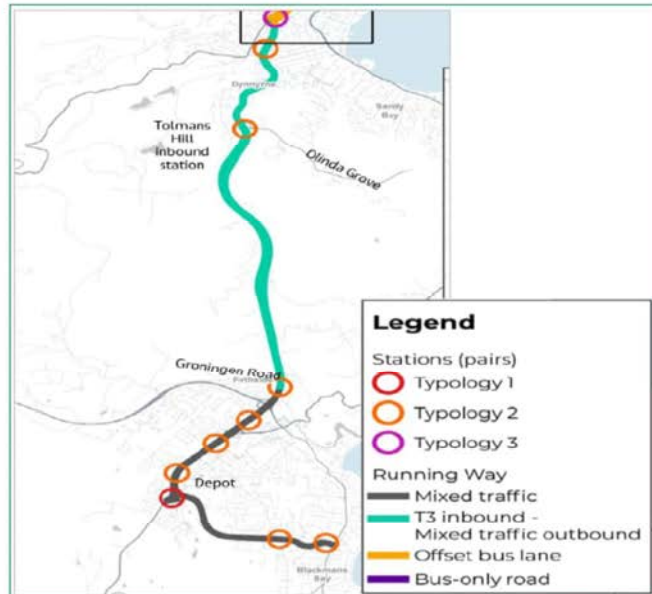


Figure 2-4 Southern Corridor

Table 2-4 Southern Corridor Scope

Scope item	Details	Reference Documents
9 station pairs	<ul style="list-style-type: none"> Typology 1 bus station pair at Huntingfield Typology 2 bus station pairs at Dynnyrne, Tolman’s Hill, Firthside, Kingston Park, Kingston Town, Spring Farm Typology 3 bus station pairs at Alguna Road Pass, Blackmans Bay 	<ul style="list-style-type: none"> A - GHBRT - Stage 2 - Technical Memo E Station Location Risks A - GHBRT - Stage 1 - Technical Memo A Station Assessment - Sept 2022 A - GHBRT - Stage 2 - Technical Memo G Strategic Costing - March 23 A - GHBRT - Stage 2 - Transit Station Design - September 23
S1 - Southern Outlet Bus transit lanes	<ul style="list-style-type: none"> T3 lane inbound on the Southern Outlet from Firthside (near Groningen Road) to Olinda Grove (as per S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835) Option 1 Stage 2) 	<ul style="list-style-type: none"> S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835)
S2 - Tolman’s Hill inbound station	<ul style="list-style-type: none"> Earthworks for the bus station and footpath and lift connections to facilitate alternative bus station location identified in Greater Hobart Bus Rapid Transit Technical Memo D: Traffic opportunities risks, WSP. 	<ul style="list-style-type: none"> Refer to concept sketch in Appendix C
S3 - Bus Depot	<ul style="list-style-type: none"> New Kingston depot for 10 BEB’s with electric charging infrastructure, including 5,900m² land acquisition and grid connection costs. 	<ul style="list-style-type: none"> GHBRT – Stage 2 – Technical Memo C Route Assessment, WSP PS209713-WSP-PAM-Hobart Rapid Bus Network - BEB report - FINAL 15 May 24
S4 – 10 Battery Electric Bus	<ul style="list-style-type: none"> 10 buses (assumed single articulated 18-19m BEB for overnight depot charging ~500kW battery) 	



3. Purpose of this Report

This report builds on design and cost estimate works previously prepared by others and high-level concept sketches produced by Jacobs, to provide a consolidated and consistent basis for the cost estimation of the GHRBN.

It documents the P50 out-turn cost based on Stage 2 of Infrastructure Australia Assessment Framework (July 2021) guidelines for two staging options of the GHRBN:

- **Staging Option A** – Central and Northern corridor works first, followed by Southern, then Eastern corridor
- **Staging Option B** – Central and Southern corridor works first, followed by Northern, then Eastern corridor

This report will present the cost estimate details as the following:

- Basis of the cost estimate
- Project base cost (construction cost and client cost)
- Assumptions and methodologies for the cost estimate
- Project cost risk and escalation
- Operational costs



4. Basis of Estimate

The cost estimate is developed based on reports from others, high-level concept sketches produced by Jacobs, and communications with the Department. For further details please refer to **Appendix E** for correspondences register and **Section 4.1** for previous reports.

The basis of estimate is shown in **Table 4-1**, in accordance with the Infrastructure Australia Assessment Framework.

Table 4-1 Basis of Estimate

Basis of Estimate	Strategic Business Case
Level of design and cost estimate	Stage 2 of Infrastructure Australia Assessment Framework (July 2021)
Delivery method	Construct only
Recommended inputs to design and cost estimates	For Stage 2 - Quantitative options analysis (filtered list from long list of options)
Level of project design	5–20%, or usually strategic/ thick pen
Investigations to inform project definition	Network optimisation analysis Rapid economic appraisal Preliminary technical investigation
Cost estimate basis	Comparative/ benchmark rates
Construction Period	Refer to Table 1-2 for Staging Option A and Staging Option B
Estimate base date	May 2024
Risk methodology	Range Based Deterministic Risk Model (Requested by the Department)
Quantified Risk & Contingency	40%–70%
Cost Ranging	Low side: -15%/-30% High side: +20%/+50%
Escalation methodology	TAS Project Cost Breakdown (PCB) Template 2023-24
Cost Estimate	P50/Expected Value for financial and economic
Estimate Confidence Level	Low



4.1 Documents Reviewed

The cost estimates are based on all drawings, schedules, and other information up to and including May 2024 as indicated below. Correspondence register is included in **Appendix E**.

Previous relevant documents provided and reviewed include:

- Nine documents relevant to **whole** GHRBN, developed by WSP:
 - A – GHBRT – Stage 1 – Technical Memo A Station Assessment – Sept 2022
 - A – GHBRT – Stage 1 – Technical Memo B Corridor Assessment – Sept 2022
 - A - GHBRT - Stage 2 - Technical Memo C Route Assessment
 - A - GHBRT - Stage 2 - Technical Memo D Traffic opportunities risks
 - A - GHBRT - Stage 2 - Technical Memo E Station Location Risks
 - A - GHBRT - Stage 2 - Technical Memo G Strategic Costing - March 2023
 - A - GHBRT - Stage 2 - Transit Station Design - September 2023
 - A - GHBRT - Stage 3 - Technical Memo H Staging and prioritisation
 - A - GHBRT - Summary and Key Findings - May 2023
- One document relevant to the **Central Corridor**, developed by Pitt & Sherry.
 - C Macquarie and Davey Streets Bus Improvements – Drawings 31 10 23 RFT3704
- Fifteen documents relevant to the **Northern Corridor**, developed by State Growth, PWC, Aurecon, Fission, GHD, WSP and Jacobs:
 - N DSG - NSTC CROSS SECTION Check - Aug 2023 - V0.5
 - N PWC NSTC App B - MCA Options Cost Estimate Fission 2020
 - N PWC NSTC App B - Concept Layout Aurecon 2020
 - N PWC NSTC App B - Transit Corridor Options Aurecon 2020
 - N PWC NSTC Transport Mode Study - Options Assess Report 2020
 - N GHD - NSTC Concept Design Report - Risdon Road Bridge – FINAL
 - N GHD - NSTC Concept Design Report - New Town Rivulet Bridge – FINAL
 - N GHD NSTC Condition Assessment Report FINAL 04 November 2021
 - N WSP - NSTC BRT Concept Cross Section v1.2
 - N WSP - NSTC New Town intersection and station Sketches - preferred layouts
 - N WSP - NSTC Tower Road Bridge Plan - Realigned cycleway for Option 4 x-section
 - N WSP - NSTC Tower Road Underpass - Pier Protection SDA003 - June 2023
 - N Jacobs -NS Traffic Impact and Route Options Assessment Report_Draft_v1
 - NSTC Bridges CDR Cost Estimate detailed cost files Letter
 - CDR Tower Road Bridge – existing services.
- Five documents relevant to the **Southern Corridor**, developed by State Growth, GHD and Jacobs:
 - S Kingston Bypass Duplication (consultation drawings)
 - S Southern Corridor Overview of current projects and past studies
 - S Southern Outlet 5th Lane - Consultation drawing -Aug 22 (from web)
 - S Southern Outlet 5th lane to Olinda Gr- DRAFT Detail Design drgs - D23 27052
 - S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835)
- Two documents relevant to the **Eastern Corridor**, developed by Jacobs
 - E Tasman Highway Transit Lane - Full and Inbound from Mornington Cost Estimate D23 50775
 - E Tasman Highway Transit Lanes - Concept Design Report - FINAL 16 Feb 2023 - D23 223106



- Documents used for OPEX calculations.
 - PS209713-WSP-PAM-Hobart Rapid Bus Network - BEB report - FINAL 15 May 24
 - Depot Power Demand calculation - DSG - 15 May 2024
 - 3 documents on OPEX - Modified Bus Contract Payment Model - R1, R2 & R3 GH Rapid Bus Network - May 2024
 - File on OPEX components explained.
- Risk register, developed by WSP
 - GHBRT Risk Register – 23 June 2022

4.2 Key Main Assumptions

The key project estimate assumptions are:

- The estimate base date is May 2024
- The estimate has been developed based on construct only contract
- Some estimates are based on estimates by others, ranging from 2016 to 2024
- The total construction duration and key timing for the project is as shown in **Section 9**
- Range based deterministic risk analysis
- The P50 risk allowance for both planned and unplanned risk
- Project escalation has been calculated using the TAS PCB 2023-24 template.

4.3 Assumptions for Corridor

Table 4-2 details the assumptions made for each corridor of the estimate.

Table 4-2 Assumptions for Each Corridor

Scope	Assumptions
Central Corridor	
C1 - Rapid Bus Operations Centre	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land cost part of depot land acquisition cost ▪ Services relocation excluded, included under depot costs ▪ Project specific <ul style="list-style-type: none"> - Allow for balanced cut and fill for earthworks - Operations centre to be located within depot land - Allowance for office facilities and IT related equipment for operations centre - Allowance for services connection - Allowance for carpark
C2 - Macquarie St and Davey St transit lanes	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Services relocation excluded ▪ Project specific <ul style="list-style-type: none"> - Civil works excluded. To be funded by Macquarie and Davey Street Bus Improvements project - Allowance for night works - Work to take place within existing corridor - Continuous coloured pavement for bus lane - Allowance for signages - Allow for signal modification at intersections
4 Station Pairs	<ul style="list-style-type: none"> ▪ Allow 25% of construction cost for client cost (Concept, Development, Implementation and Finalisation)



Scope	Assumptions
	<ul style="list-style-type: none"> ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - 4 x Typology 3 station pairs - Cost estimate based on "A - GHBRT - Stage 2 - Technical Memo G Strategic Costing March 23" - Rates are escalated to current rates from March 2023 - Assume station pairs are within road corridor, no land acquisition required
Northern Corridor	
N1 - Brooker Highway bus lane inbound	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Services relocation excluded ▪ Project specific <ul style="list-style-type: none"> - Line marking and coloured pavement works only - Allowance for night works - Work to take place within existing corridor - No pavement works - No drainage and kerb work - Allow for signal modification at intersection
N2 - Intersection upgrades between New Town and the City	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - No existing traffic signals - Allowance for minor road widening to accommodate bus movements - Works to be carried out within road reserve - Intersection to be milled and resheet - No drainage works, only new kerbs allowed - Allowance for signages - Signalised junction, including bus detection - Allow for new road lighting
N3 - Removal of disused rail infrastructure between Oldham Ave, New Town and Elwick Road, Glenorchy	<ul style="list-style-type: none"> ▪ Client cost is escalated to current cost from Nov 2021, based on "GHD NSTC Condition Assessment Report FINAL 04" ▪ Land acquisition excluded ▪ Project specific <ul style="list-style-type: none"> - Removal of ballast, sleepers, rail, platforms, and remediation of contaminated ballast - Cost estimate based on "GHD NSTC Condition Assessment Report FINAL 04 November 2021" - Rates are escalated to current rates from Nov 2021 - Exclude bridge works (Included under N5) - Exclude Signalised Intersection works (Included under N2 and N6) - Exclude any services relocation (Included under N4) - Exclude any drainage works - Work to take place within existing corridor
N4 - Two lane 9.2m wide busway	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow services relocation based on "N GHD NSTC Condition Assessment Report FINAL 04 November 2021" ▪ Project specific <ul style="list-style-type: none"> - Traffic management allow for cycle path to be in operation during construction - Assume balance cut to fill for busway and cycle path pavement earthworks - Exclude bridge works (Included under N5) - Exclude signalised intersection works (Included under N2 and N6)



Scope	Assumptions
	<ul style="list-style-type: none"> - Demolition and reinstatement of existing cycle path scope and quantities based on 'N DSG - NSTC CROSS SECTION Check Aug 2023 - V0.5' - Drainage works based on allowance in 'N GHD NSTC Condition Assessment Report FINAL 04 November 2021' ▪ Work to take place within existing corridor ▪ Assume cycle path pavement not coloured ▪ Allowance for landscaping
N5 – New Town Rivulet Bridge, Risdon Road Bridge, Tower Road bridge pier protection and cycle path	<p>New Town Rivulet Bridge</p> <ul style="list-style-type: none"> ▪ Client cost for scoping, development, implementation, and finalisation cost escalated based on "N GHD - NSTC Concept Design Report - New Town Rivulet Bridge – FINAL" ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Cost estimate based on GHD "12548571-New Town Rivulet Bridge BoQ" - Rates are escalated to current rates from Nov 2022 <p>Risdon Road Bridge</p> <ul style="list-style-type: none"> ▪ Client cost for scoping, development, implementation, and finalisation cost escalated based on N GHD - NSTC Concept Design Report - Risdon Road Bridge – FINAL ▪ Land acquisition excluded ▪ Allowance for services diversion based on escalated rates from GHD estimate ▪ Project specific <ul style="list-style-type: none"> - Cost estimate based on GHD "12548571-Risdon Road Bridge BoQ" - Rates are escalated to current rates from Nov 2022 <p>Tower Road bridge pier protection and cycle path</p> <ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow for potential Tas Network services relocation ▪ Assume other underground services not affected ▪ Project specific <ul style="list-style-type: none"> - Scope based on "N WSP – NSTC Tower Road Underpass – Pier Protection SDA003 – June 2023 - Option 2 pier protection - No drainage works allowed - Allowance for line marking
N6 - Upgrade of 8 road crossings from Elwick Road to Oldham Avenue	<ul style="list-style-type: none"> ▪ There are 8 intersection upgrades in total ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Allowance for minor road widening to accommodate bus movements - Works to be carried out within road reserve - Intersection to be milled and resheet - No drainage works, only new kerbs allowed - Allowance for signage - Signalised junction, including bus detection - Allow for new road lighting
N7 – Widening of Oldham Ave	<ul style="list-style-type: none"> ▪ Allow 25% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Allowance for night works - Allow for mill and resheet adjacent to pavement widening



Scope	Assumptions
	<ul style="list-style-type: none"> - Retaining wall in the centre median - No drainage works, only new kerbs allowed - Allowance for signages - Allowance for landscaping
N8 - Bus Depot - Derwent Park	<ul style="list-style-type: none"> ▪ Client cost (including services relocation), space requirement of 5,900m² and construction cost based on "PS209713-WSP-PAM-Hobart Rapid Bus Network – BEB report – FINAL 15 May 24 ▪ For land acquisition, assume only commercial properties to be acquired and includes demolition of building ▪ Power connection cost for BEB charging provided by TasNetwork
N9 – 11 Battery Electric Bus	<ul style="list-style-type: none"> ▪ Allow 5% of purchase cost for client cost. ▪ BEB purchase cost provided by the Department (11 Nos.)
10 Station Pairs	<ul style="list-style-type: none"> ▪ Allow 25% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded. ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - 6 x Typology 2 station pairs, 3 x Typology 3 station pairs and 1 x Typology 1 station - Cost estimate based on "A - GHBR - Stage 2 - Technical Memo G Strategic Costing March 23" - Typology 1 station is based on Typology 2 cost estimate with adjusted quantities and additional features like enclosed waiting area and drinking fountain - Rates are escalated to current rates from March 2023 ▪ Assume station pairs are within road corridor, no land acquisition required
Southern Corridor	
S1 - Southern Outlet Bus Transit Lanes	<ul style="list-style-type: none"> ▪ Client Cost is escalated to current cost from Nov 2016 based on "S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835)" dated 17/01/2017 - Option 1 Stage 2. ▪ Land acquisition Cost is escalated to current cost from Nov 2016 based on "S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835)" dated 17/01/2017 Option 1 Stage 2 ▪ Services relocation cost is escalated to current cost from Nov 2016 based on "S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835)" dated 17/01/2017 - Option 1 Stage 2 ▪ Project specific <ul style="list-style-type: none"> - Cost estimate based on "S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835)" dated 17/01/2017 – Option 1 Stage 2 - Rates are escalated to current rates from Nov 2016 - Bus lane on the left-hand side for the full length of northbound carriageway - No widening of bridges required based on report
S2 - Tolman's Hill inbound station	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Assume work to take place within existing corridor - No drainage and kerb work - Allow for rock blasting - Allowance for lift
S3 - Bus Depot	<ul style="list-style-type: none"> ▪ Client cost (including services relocation), space requirement of 5,900m² and construction cost based on "PS209713-WSP-PAM-Hobart Rapid Bus Network - BEB report - FINAL 15 May 24 ▪ For land acquisition, assume only commercial properties to be acquired and includes demolition of building ▪ Power connection cost for BEB charging provided by TasNetwork



Scope	Assumptions
S4 – Battery Electric Bus	<ul style="list-style-type: none"> ▪ Allow 5% of purchase cost for client cost ▪ BEB purchase cost provided by the Department (10 Nos.)
9 Station Pairs	<ul style="list-style-type: none"> ▪ Allow 25% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - 6 x Typology 2 station pair, 2 x Typology 3 station pair and 1 x Typology 1 station - Cost estimate based on "A - GHBT - Stage 2 - Technical Memo G Strategic Costing March 23" - Typology 1 station is based on Typology 2 cost estimate with adjusted quantities and additional features like enclosed waiting area and drinking fountain - Rates are escalated to current rates from March 2023 - Assume station pairs are within road corridor, no land acquisition required
Eastern Corridor	
E1 - Bus priority upgrades on Tasman Highway outbound	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Allowance for night works - Allow for mill and resheet adjacent to pavement widening - No drainage works, only new kerbs allowed - Allowance for modification of existing gantry - Allowance for signages - Relocation of affected existing traffic signals - Relocation of affected existing road lighting
E2 – Widening of Tasman Highway Inbound	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Allowance for night works - Allow for mill and resheet adjacent to pavement widening - No drainage works, only new kerbs allowed - Allowance for signages - Relocation of affected existing traffic signals - Relocation of affected existing road lighting
E3 - Rose Bay outbound station	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Allowance for night works - Allow for mill and resheet adjacent to pavement widening - No drainage works, only new kerbs allowed - Allowance for retaining wall - Allowance for signages - Allow for new pedestrian traffic signals - Relocation of affected existing road lighting
E4 - Mornington Interchange to Rosny Hill	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific



Scope	Assumptions
Road transit lanes	<ul style="list-style-type: none"> - Cost estimate based on "E Tasman Highway Transit Lanes – Concept Design Report FINAL 16 Feb 2023 – D23 223106" - The preferred option in the report is Option 2 median side transit lane. Assume same cost applies to Option 1 kerbside inbound - Cost adjusted based on reduced length (Rosny Hill Road and Mornington interchange) - Rates are escalated to current rates from Feb 2023 - Rosny Access Ramps excluded - Mornington roundabout signalisation excluded - Assume works within road corridor
E5 – South Arm Highway bus priority upgrades	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation. ▪ Project specific <ul style="list-style-type: none"> - Allowance for night works - Allow for mill and resheet adjacent to pavement widening - No drainage works, only new kerbs allowed - Allowance for signages - Relocation of affected existing traffic signals, including bus priority upgrade - Relocation of affected existing road lighting
E6 – Bus priority upgrades for alternative route through Rosny Park	<ul style="list-style-type: none"> ▪ Allow 23% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - Allowance for night works - Allow for mill and resheet adjacent to pavement widening - No drainage works, only new kerbs allowed - Allowance for signages - Relocation of affected existing traffic signals, including bus priority upgrade - Relocation of affected existing road lighting
E7 – Bus Depot	<ul style="list-style-type: none"> ▪ Client cost (including services relocation), space requirement of 5,900m² and construction cost based on "PS209713-WSP-PAM-Hobart Rapid Bus Network – BEB report – FINAL 15 May 24" ▪ For land acquisition, assume only commercial properties to be acquired and includes demolition of building ▪ Power connection cost for BEB charging provided by TasNetwork
E8 – Battery Electric Bus	<ul style="list-style-type: none"> ▪ Allow 5% of purchase cost for client cost ▪ BEB purchase cost provided by the Department (9 Nos.)
8 Station Pairs	<ul style="list-style-type: none"> ▪ Allow 25% of construction cost for client cost (Concept, Development, Implementation and Finalisation) ▪ Land acquisition excluded ▪ Allow 5% of construction cost for services relocation ▪ Project specific <ul style="list-style-type: none"> - 8 x Typology 2 station pair - Cost estimate based on "A-GHBRT - Stage 2 - Technical Memo G Strategic Costing-March 23" - Rates are escalated to current rates from March 2023 - Assume station pairs are within road corridor, no land acquisition required



4.4 Limitations of Estimate

This is a Stage 2 estimate in accordance with the Infrastructure Australia Assessment Framework (July 2021). The estimate is limited by the detail provided in the documents reviewed, which are currently at the concept design phase.

Several assumptions have been made where the level of detail available in the drawings or reports was insufficient to establish the scope. This estimate should only be read in conjunction with the list of assumptions contained in **Section 4.3** in this report.

Resource costs are based on escalated rates in May 2024 prices, adjusted where specific estimate quotations have been sourced (at the time of base estimate date). While an out-turn cost has been provided, any future comparison with tenders should take into consideration the subsequent changes in design development of this project.

The valuations are reported based on current market conditions. Consequently, less certainty and a higher degree of caution should be attached to future rates fluctuation due to post COVID-19 impact, global geopolitical risk, hot local labour market, high inflation, and supply chain issues. Given the unknown future impact these might have on construction markets, it is recommended that the valuations should be reviewed at the different stages of project development.



5. Methodology for Construction Cost Development

The development of the construction estimate has used two methodologies, based on the level of design information available in the previous studies.

- **Methodology 1 (New estimate)** - C1, C2, N1, N2, N4, N6, N7, N9, S2, S4, E1, E2, E3, E5, E6 and E8

Develop cost estimate based on high level layout plans designed by Jacobs design team, technical details and directions provided by the Department. Refer to **Section 2** for the scope of each estimate.

A few of the scope items (items C1, N7, E1, E2, E3, E5, E6 and S2) were not covered in sufficient detail for cost estimating by the existing studies supplied. High-level optioneering was undertaken by the Jacobs design team and design sketches were produced to inform quantities or allowances. These are presented in **Appendix C**.

Cost estimate is developed based on quantities from layout plans, and rates are based on comparative/benchmark rates as per Stage 2 Infrastructure Australia Assessment Framework. The trade items included in the estimate are presented in **Table 5-1**.

- **Methodology 2 (Escalate from previous estimate)**- N3, N5, N8, S1, S3, E4, E7, Station Pairs

As required by the Department, the cost estimates are based on previous cost estimates completed by others, and Jacobs did not undertake any further review of the design, scope and cost. The cost estimates are escalated to current rates based on data from TAS PCB (2023/24) shown in **Section 10.2**. This methodology will provide a consolidated and consistent basis for the overall GHRBN cost estimate. The trade items included in the estimate are presented in **Table 5-2**.

5.1 Methodology 1 – New Estimate

Table 5-1 Overview of the Methodology 1 - New estimate

Description	Methodology 1
Traffic Management	<ul style="list-style-type: none"> ▪ To facilitate public and construction access during the construction phase, traffic management cost is developed based on the scope, staging plans, and duration of each project ▪ Traffic management has taken into consideration that all project areas will be open to public access during the construction period ▪ Traffic management allows for temporary access to project locations, Variable Message System (VMS), traffic barriers, fencing, temporary signages. Traffic controllers and police have been allowed during construction to assist in material delivery and directing existing pedestrian and traffic ▪ For pavement widening, allowed for supply and removal of portable concrete barrier
Environmental Management	<ul style="list-style-type: none"> ▪ At this level of estimate, environmental management cost is developed individually for each section (assumed 3% of construction cost)
Demolition Works	<ul style="list-style-type: none"> ▪ Demolition works includes demolition of existing kerb, removal of existing traffic island, road pavement, concrete footpath, concrete blocks, existing retaining walls and removal of existing trees ▪ Assumed 200mm thick concrete slab for demolition
Earthworks	<ul style="list-style-type: none"> ▪ Topsoil to be stripped and removed off site ▪ All excavated material to be removed off-site ▪ All fill for embankment to be imported ▪ Allowed for subgrade treatment type A and subgrade testing ▪ All demolished concrete and pavement to be removed off site and subject to tip fees
Drainage	<ul style="list-style-type: none"> ▪ Drainage works include kerbs, raised islands, access ramps, footpath, indicated in the layout plan



Description	Methodology 1
Pavements	<ul style="list-style-type: none"> Road widening - 500mm full depth pavement. 40mm asphalt wearing course, 160mm asphalt base course, 150mm base course and 150mm subbase Bus lane (N4) – 545mm concrete pavement. 245mm continuously reinforced concrete pavement / 150mm lean mix / 150mm cement treated base Mill and resheet – 40mm heavy duty dense graded asphalt corrector layer
Concrete Works	<ul style="list-style-type: none"> Staircase and lift structure included in scope item S2 – Tolmans Hill inbound bus station
Road Furniture	<ul style="list-style-type: none"> All road furniture indicated in drawings are allowed (Signages, concrete barrier & fences)
Line Marking	<ul style="list-style-type: none"> Allowed removal of existing line marking, new line marking and coloured pavements for bus lanes
Traffic Signals	<ul style="list-style-type: none"> Allowed for traffic signal modification as follows: <ul style="list-style-type: none"> Removal signal post footings, removal of signal post, removal of traffic signal equipment Installation of traffic signal post footing Re-installation of traffic signal post, Installation of ground mounted traffic signal equipment Modification to traffic signal controller, Testing and commissioning Bus detection
Road Lighting	<ul style="list-style-type: none"> Allowed relocation of road lighting as follows: <ul style="list-style-type: none"> Removal of road lighting pole footing Removal of road lighting pole, outreach arm and luminaire Installation of road lighting footing Re-installation of road lighting pole, outreach arm and luminaire Allowance for conduit trench and cabling

5.2 Methodology 2 – Escalate from previous estimate

Table 5-2 Overview of the Methodology 2 - Escalate from previous estimate

Description	Methodology 2
S1 - Southern Outlet Bus Transit Lanes	<ul style="list-style-type: none"> Client cost (including land acquisition and services relocation) and construction cost are escalated to current cost from Nov 2016 based on "S Southern Outlet Bus Transit Lanes - Concept Options Report - Jacobs (D17 16835" dated 17/01/2017 - Option 1 Stage 2
N5 - Bridges (New Town Rivulet and Risdon Rd)	<ul style="list-style-type: none"> Client cost (including services relocation) and construction cost are escalated to current cost from Nov 2022 based on "N GHD - NSTC Concept Design Report - Risdon Road Bridge – FINAL" and "N GHD - NSTC Concept Design Report - New Town Rivulet Bridge – FINAL"
E4 - Mornington Interchange to Rosny Hill Road	<ul style="list-style-type: none"> Client cost (including services relocation) and construction cost are escalated to current cost from Feb 2023 based E Tasman Highway Transit Lanes - Concept Design Report - FINAL 16 Feb 2023 - D23 223106 The scope covered in the report is from Tasman Bridge to Cambridge Road Interchange, which is about 5.4km. However, the new scope is between Mornington Interchange and Rosny Hill Road, which is about 2.9km. The quantities are adjusted to reflect the reduced scope Rosny access ramps and Mornington roundabout is excluded
Station Pairs (all four corridors)	<ul style="list-style-type: none"> Typology 2 and 3 station pairs construction cost are escalated to current cost from Mar 2023 based on "A - GHBRT - Stage 2 - Technical Memo G Strategic Costing - March 23" Typology 1 station is estimated based on Typology 2 single station construction cost with added features like enclosed waiting area and drinking fountain
N8, S3, E7 Bus Depots	<ul style="list-style-type: none"> The depot client cost (including services relocation), space requirement of 5,900m² and construction cost are based on "PS209713-WSP-PAM-Hobart Rapid Bus Network – BEB report – FINAL 15 May 24 Land acquisition includes demolition of buildings and property values based on recent property transactions
N3 – Removal of rail infrastructure	<ul style="list-style-type: none"> Client cost and construction cost are escalated to current cost from Nov 2021 (based on "N GHD NSTC Condition Assessment Report FINAL 04")



5.3 Construction Cost Estimate Summary

A summary of the Construction Cost Estimate is presented in the Table 5-3.

Table 5-3 Construction Cost Estimate Summary

Scope	Construction Cost (\$)	% of Total Construction Cost
Central Corridor		
C1 - Rapid Bus Operations Centre		
C2 - Macquarie St and Davey St transit lanes		
4 Station Pairs		
Sub Total		
Northern Corridor		
N1 – Brooker Highway bus lane inbound		
N2 – Intersection upgrades bet New Town and the City		
N3 - Removal of disused rail infrastructure		
N4 - Two lane 9.2m wide busway		
N5 – Road bridges & pier protection		
N6 – Upgrade of 8 road crossings		
N7 – Widening of Oldham Ave		
N8 – Bus depot		
N9 – 11 Battery electric buses		
10 Station Pairs		
Sub Total		
Southern Corridor		
S1 - Southern outlet bus transit lanes		
S2 - Tolman's Hill inbound station		
S3 – Bus depot		
S4- 10 Battery electric bus		
9 Station Pairs		
Sub Total		
Eastern Corridor		
E1 - Bus priority upgrades Tasman Hwy outbound		
E2 – Widening of Tasman Highway inbound		
E3 - Rose Bay outbound station		
E4 - Mornington Int to Rosny Hill Rd transit lanes		
E5 - South Arm Hwy bus priority upgrades		
E6 - Bus priority upgrades through Rosny Park		
E7 – Bus Depot		
E8 – 9 Battery electric bus		
8 Station Pairs		
Sub Total		
Total Construction Cost		



6. Client Cost Summary

A summary of the client cost is presented in **Table 6-1**. Client cost consists of the client's internal project management team cost for the different phases of the project (Concept, Development, Implementation and Finalisation). Other client cost includes services relocation cost, land acquisition cost and BEB purchase cost.

Table 6-1 Client Cost Estimate Summary

Scope	Client Cost (\$)	% of Construction Cost
Central Corridor		
C1 - Rapid Bus Operations Centre		
C2 - Macquarie St and Davey St transit lanes		
4 Station Pairs		
Sub Total		
Northern Corridor		
N1 – Brooker Highway bus lane inbound		
N2 – Intersection upgrades bet New Town and the City		
N3 - Removal of disused rail infrastructure		
N4 - Two lane 9.2m wide busway		
N5 – Road bridges & pier protection		
N6 – Upgrade of 8 road crossings		
N7 – Widening of Oldham Ave		
N8 – Bus depot		
N9 – 11 Battery electric buses		
10 Station Pairs		
Sub Total		
Southern Corridor		
S1 - Southern outlet bus transit lanes		
S2 - Tolman's Hill inbound station		
S3 – Bus depot		
S4- 10 Battery electric bus		
9 Station Pairs		
Sub Total		
Eastern Corridor		
E1 - Bus priority upgrades Tasman Hwy outbound		
E2 – Widening of Tasman Highway inbound		
E3 - Rose Bay outbound station		
E4 - Mornington Int to Rosny Hill Rd transit lanes		
E5 - South Arm Hwy bus priority upgrades		
E6 - Bus priority upgrades through Rosny Park		
E7 – Bus Depot		
E8 – 9 Battery electric bus		
8 Station Pairs		
Sub Total		
Total Client Cost		



7. Deterministic Risk Analysis

A cost risk workshop was held on 31st May 2024 and attended by key stakeholders from the Department and Jacobs team members. The workshop discussed the key contingent risks specific to each scope item. Risk and contingencies are calculated by using the range-based deterministic method in accordance with DITRDCA Guidance Note 3B. According to Stage 2 Infrastructure Australia Assessment Framework, the P50 expected contingency range is 40% to 70%.

Planned (Inherent) risk and Unplanned (Contingent) risk were discussed and challenged during the cost risk workshop. The input ranging data was analysed post-workshop holistically and the ranges were adjusted appropriately to avoid doubling up between planned and unplanned risks and to comply with the Infrastructure Australia Assessment Framework guidelines.

7.1 Planned (Inherent) Risks

Planned (inherent) risks considered the potential for variances in:

- Quantifying the nominated scope of work itself (Quantity variance)
- The estimated productivity and rates associated with the estimate itself (Price variance).

These risks relate to the potential for the 'known' aspects of the project, which are measured in terms of scope, quantity, and rate specific to the scope. The base estimate was reviewed and challenged by the workshop participants. The uncertainties around the quantities based on current design status and the uncertainties around the price variance were further reviewed to derive the risk profile for planned risks.

7.2 Unplanned (Contingent) Risks

Unplanned (contingent) risks relate to potential changes in circumstances that may upon occurrence, impact on the scope or nature of works to be undertaken and hence the cost to deliver the project.

This also includes any risk associated with unmeasured items i.e., those items not listed in the base estimate because they are unknown, or loosely identified and may not occur and thus may or may not contribute to the project cost. The project risk register completed by WSP (GHBRT Risk Register – 23 June 2022) was reviewed at a high level to assess the materiality of the residual risk events to include in the risk model as contingent risks. During the workshop, contingent risks were identified for each scope, assigned estimate ranges and likelihood (%) for probability of the event occurring.

The major contingent risks identified during the workshop included:

- Design development and missing scope
- Construction risk
- Client Costs (scope changes, procurement strategy and approval delays)
- Financial risk (escalation, delays, market conditions)
- Land acquisition costs
- Services relocation
- Geotechnical risks
- Changes to design during construction



8. Risk Adjusted Cost Summary

A summary of the Risk Adjusted Cost Summary for each corridor is presented **Table 8-1**. The overall P50 contingency is [REDACTED]. Excluding BEB purchase (N9, S4 and E8), the P50 contingency is [REDACTED], which is within the 40% - 70% range based on Stage 2 Infrastructure Australia Assessment Framework.

Table 8-1 Risk Adjusted Cost Summary

Scope	Base Costs (\$)	P50 Contingency (\$)	P50 Contingency (%)
Central Corridor			
C1 - Rapid Bus Operations Centre			
C2 - Macquarie St and Davey St transit lanes			
4 Station Pairs			
Sub Total			
Northern Corridor			
N1 – Brooker Highway bus lane inbound			
N2 – Intersection upgrades bet New Town and the City			
N3 - Removal of disused rail infrastructure			
N4 - Two lane 9.2m wide busway			
N5 – Road bridges & pier protection			
N6 – Upgrade of 8 road crossings			
N7 – Widening of Oldham Ave			
N8 – Bus depot			
N9 – 11 Battery electric buses			
10 Station Pairs			
Sub Total			
Southern Corridor			
S1 - Southern outlet bus transit lanes			
S2 - Tolman's Hill inbound station			
S3 – Bus depot			
S4- 10 Battery electric bus			
9 Station Pairs			
Sub Total			
Eastern Corridor			
E1 - Bus priority upgrades Tasman Hwy outbound			
E2 – Widening of Tasman Highway inbound			
E3 - Rose Bay outbound station			
E4 - Mornington Int to Rosny Hill Rd transit lanes			
E5 - South Arm Hwy bus priority upgrades			
E6 - Bus priority upgrades through Rosny Park			
E7 – Bus Depot			
E8 – 9 Battery electric bus			
8 Station Pairs			
Sub Total			
Risk Adjusted Total Cost			



9. Delivery Program

9.1 Overview

The delivery program is provided by the Department for Staging Option A and Staging Option B. It is assumed that scoping and development are carried out in parallel with delivery of preceding corridors for the project to be completed by 2036.

- **Staging Option A** – Rapid Bus Network staged as Central & Northern corridor works first, followed by Southern corridor, then Eastern corridor
- **Staging Option B** – Rapid Bus Network staged as Central & Southern corridor works first, followed by Northern corridor, then Eastern corridor

The assumed durations for the following phases of each corridor.

- Scoping (concept design, detailed business case and funding) – 2 years and 6 months
- Development (detailed design, approvals, and procurement) – 1 year and 9 months
- Delivery – 2 years and 3 months

9.2 Key Timing Milestones

Key timing milestones (provided by the Department) for Staging Option A and Staging Option B are outlined in the below **Table 9-1** and **Table 9-2**.

Table 9-1 Key Timing Milestones (Staging Option A)

Milestones	Central Corridor	Northern Corridor	Southern Corridor	Eastern Corridor
Scoping	Jan 2025 – June 2027	Jan 2025 – June 2027	Mar 2027 – Sep 2029	Mar 2029 – Dec 2031
Development	June 2027 – Mar 2029	June 2027 – Mar 2029	Sep 2029 – June 2031	Dec 2031 – Sep 2033
Delivery	Mar 2029- June 2031	Mar 2029- June 2031	June 2031 – Sep 2033	Sep 2033 – Dec 2035

Table 9-2 Key Timing Milestones (Staging Option B)

Milestones	Central Corridor	Southern Corridor	Northern Corridor	Eastern Corridor
Scoping	Jan 2025 – June 2027	Jan 2025 – June 2027	Mar 2027 – Sep 2029	Mar 2029 – Dec 2031
Development	June 2027 – Mar 2029	June 2027 – Mar 2029	Sep 2029 – June 2031	Dec 2031 – Sep 2033
Delivery	Mar 2029- June 2031	Mar 2029- June 2031	June 2031 – Sep 2033	Sep 2033 – Dec 2035



10. Cashflow and Escalation

10.1 Cashflow

Based on the key dates for the delivery of each corridor and escalation rates from TAS Project Cost Breakdown (PCB) template (2023/24), the P50 cashflow for Staging Option A and B have been calculated. Refer to **Appendix B** for the cashflow of the two Staging Options.

Client Costs: These costs encompass the scoping, development, implementation, and finalisation phases of the project are distributed according to the project delivery timeframe. Other costs include land acquisition and services relocation which occur before construction starts.

Construction Costs: These costs are associated with the construction of the project and is distributed according to the project delivery timeframe.

Contingency Allocation: To account for unforeseen circumstances, a contingency amount has been factored into the overall budget. This contingency is distributed proportionately across each year of the project’s duration, from the start of scoping to the project’s completion.

10.2 Escalation

The allowance for escalation of costs has been calculated based on the TAS PCB 2023/24 template. Escalation costs have been prepared based on time frame included in **Section 9** provided by the Department.

The following cost areas have been escalated over various periods during the project life from concept phase to finalisation, as shown in Out-turn Cost Calculation (cash flow) in **Appendix B**.

- Client cost (concept, development, implementation, and finalisation), including property and services relocation
- Construction cost (implementation phase)
- Project contingencies (Construction and Client)

The annual escalation rates used are taken from TAS PCB 2023-24 template. The rate is based on the compounding escalation listed in **Table 10-1**.

Table 10-1 Escalation Rates (TAS PCB 2023-24)

Financial year	Escalation
July 2016 to June 2017	3.00%
July 2017 to June 2018	3.00%
July 2018 to June 2019	4.34%
July 2019 to June 2020	1.12%
July 2020 to June 2021	0.25%
July 2021 to June 2022	7.56%
July 2022 to June 2023	7.24%
July 2023 to June 2024	2.78%
July 2024 to June 2025	2.22%
July 2025 to June 2026	1.88%
July 2026 to June 2027	2.70%
July 2027 to June 2028	2.91%
July 2028 to June 2029	3.28%



Financial year	Escalation
July 2029 to June 2030	2.98%
July 2030 to June 2031	2.68%
July 2031 to June 2032	2.68%
July 2032 to June 2033	2.68%
July 2033 to June 2034	2.68%



11. Out-turn Project Cost

The out-turn project cost (including contingency) comprises client cost, construction cost, contingency, and escalation. The overall P50 cost breakdown for Staging Option A and B are shown in Table 11-1.

Table 11-1 P50 Cost Summary: Staging Option A and B

Description	Staging Option A – P50	Staging Option B – P50
Client Cost		
Construction Cost		
Project Base Cost		
Contingency		
Risk Adjusted Total Cost		
Escalation		
Total Risk Adjusted Out-turn Project Cost	\$860,263,613	\$867,612,563



12. Operational Expenditure (OPEX)

The OPEX has been developed for the respective corridors (Northern, Southern, Central and Eastern) under Staging Option A and B. Based on the delivery program in **Section 9**, the cashflow for the respective corridors has been developed. Refer to **Appendix D** for the Overall OPEX cashflow.

A high level OPEX has been developed based on the following components:

- Total annual service fee
- BEB charging costs.
- BEB maintenance costs
- BEB battery replacement costs
- Bus stations maintenance costs
- Traffic signals and ITS systems maintenance costs
- Transit lane and bus lane maintenance costs

12.1 Total Annual Service Fee

The calculation of total annual service fee is calculated as per Tasmanian government Bus Contract Payment model provided by the Department for the three rapid bus routes R1, R2 and R3. Refer to **Figure 12-1** for the routes.

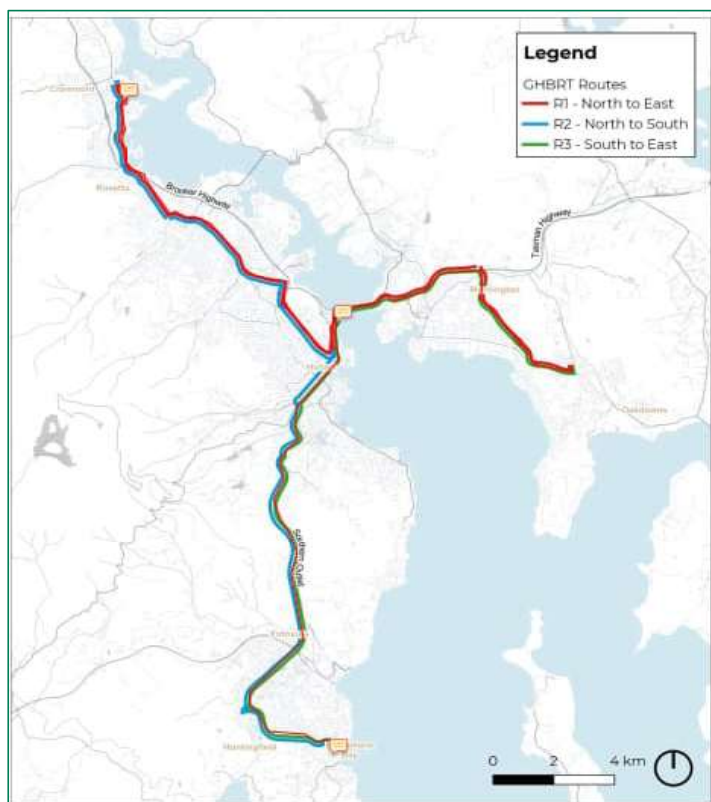


Figure 12-1 Three rapid bus routes R1, R2 and R3



Loading allowance

- [REDACTED]

12.2 Battery Electric Buses Charging Costs

The assumptions for the charging costs are based on WSP Technical Memo (Hobart Rapid Bus Network SBC: Indicative BEB charging infrastructure costs and depot spacing requirements dated 15th May 2024).

The annual tariff per depot provided by Tas Network is [REDACTED]

The following assumptions were used to develop the total connected load estimate:

- Number of Buses: 10
- Charger to Bus/Dispenser Ratio: 1:2 (for every charger, there are two dispensers, with each dispenser allocated to a single bus).
- Number of Chargers: 5
- Charger power: 150 kW
- Power Factor: 0.9

Based on the assumptions outlined above, the estimated total connected load is 0.83 MVA for bus charging operations at a 10-bus BEB depot.

12.3 BEB Maintenance Costs and Battery Replacement Costs

The BEB maintenance cost is [REDACTED] (excluding battery replacement) based on WSP Technical Memo (Hobart Rapid Bus Network SBC: Indicative BEB charging infrastructure costs and depot spacing requirements dated 15th May 2024).

Battery replacement interval is set at every 675,000 km, though this figure may differ depending on the battery manufacturer's specifications. Data from WSP suggests a potential replacement range between 550,000 km and 850,000 km.

An estimated replacement cost of approximately [REDACTED] for a 578kWh battery. This estimate is subject to change based on the choice of battery manufacturer, market conditions, and rate of technology change.

12.4 Bus Stations Maintenance Costs

The maintenance cost of the stations is developed based on % of CAPEX as advised by the Department:

- Year 1 – [REDACTED]
- Year 2 to 14 – [REDACTED]
- Year 15 to 25 – [REDACTED]

12.5 Signalised Intersections Maintenance Costs

The maintenance cost for each upgraded and new signalised junction is developed based on [REDACTED] per year as advised by the Department. The number of intersections per corridor is based on the following:

- Northern corridor – 8 signalised intersection
- Southern corridor – 1 signalised intersection
- Eastern corridor – 4 signalised intersection



12.6 Road Maintenance Costs

The maintenance cost for transit lanes and bus lanes consists of the following:

Renewal maintenance

- Quantity is based on the total transit lane and bus lane of the respective corridors
- 15 year surfacing renewal cycle, based on [REDACTED] rate
- 40 year pavement renewal cycle (rehabilitation of base course), based on [REDACTED]/km rate

Ad hoc maintenance

- Quantity is based on the total transit lane and bus lane of the respective corridors
- Allow annually, based on [REDACTED] lane km for Cat 1 road

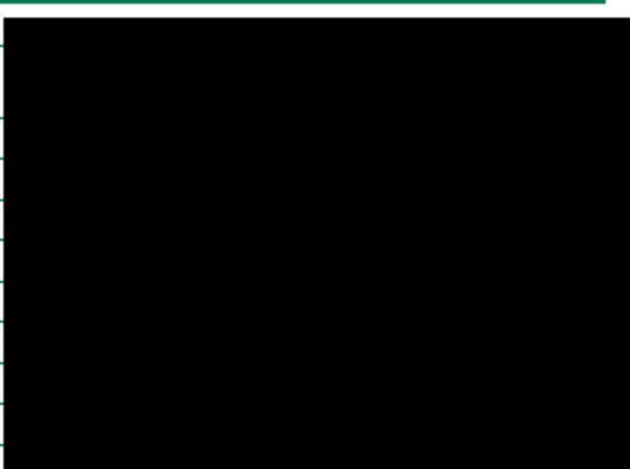


13. Review

13.1 Internal Peer Review

An internal peer review was carried out by an estimator from Jacobs. The cost estimate includes adjustments made as a result of this peer review. **Table 13-1** below shows a summary of the internal review. Review of the estimate was also carried out by the Department. Details of all the review comments is in **Appendix F**.

Table 13-1 Internal Peer Review

Item	Estimator / Author	Reviewer
Construction Cost and OPEX		
Construction Cost and OPEX		
Client Cost		
Client Cost		
Cashflow / Escalation		
Cashflow / Escalation		
Risk		
Deterministic Risk Analysis		
Report		
Report		



Appendix A. Out-turn Cost Summary (Staging Option A and B)



Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Outturn Cost Summary (Staging Option A)

Description	P50 Likely (\$)
Principal's Cost:	
Construction Cost	
Project Bore Cost	
Contingency	
Risk Adjusted Total Cost	
Escalation	
Total Risk Adjusted One-Turn Project Cost	\$ 860,363,613

Detailed Outturn Cost Summary (Staging Option A)

Scope	Client Cost (\$)	% from Construction Cost	Construction Cost (\$)	Base Estimate	P50 Contingency	P50 Escalation	P50 Outturn Cost	%
Central Corridor								
C1 - Rapid Bus Operations Centre								
C2 - T3 lanes on Macquarie St and Dawsey St								
Central Corridor Station Pairs								
Sub-Total								
Northern Corridor								
N1 - Bus Lane bet Burnett & Warwick St								
N2 - Signalisation of Letitia St to Burnett St								
N3 - Remove rail infrastructure								
N4 - Build a two lane 9.2m wide busway								
N5 - Bridges and Cyclepath								
N6 - Signalisation of 8 intersections								
N7 - Works over 100m of Olufham Ave								
N8 - Bus Depot								
N9 - 11 Battery Electric Buses								
Northern Corridor Station Pairs								
Sub-Total								
Southern Corridor								
S1 - Southern outlet bus transit lanes								
S2 - Toimam's Hill Inbound station								
S3 - Bus Depot								
S4 - 10 Battery Electric Buses								
Southern Corridor Station Pairs								
Sub-Total								
Eastern Corridor								
E1 - Bus priority upgrades Tannan Hwy 0B								
E2 - Wilson Tannan Highway B								
E3 - Rose Bay outbound station								
E4 - Morningside Int to Rosny Hill Rd								
E5 - South Arm Hwy bus priority upgrades								
E6 - Bus priority upgrades Rosny Park								
E7 - Bus Depot								
EB - 9 Battery Electric Buses								
Eastern Corridor Station Pairs								
Sub-Total								
Total Amount for Staging Option A								



Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Outturn Cost Master Summary
Staging Option B

Outturn Cost Summary (Staging Option B)

Description	P50 Likely (\$)
Principal's Cost	
Construction Cost	
Project Base Cost	
Contingency	
Risk Adjusted Total Cost	
Escalation	
Total Risk Adjusted Out-turn Project Cost	\$ 867,612,563

Detailed Outturn Cost Summary (Staging Option B)

Scope	Client Cost (\$)	% from Construction Cost	Construction Cost (\$)	Base Estimate	P50 Contingency	P50 Escalation	P50 Outturn Cost	%
Central Corridor								
C1 - Rapid Bus Operations Centre								
C2 - 13 lanes on Macquarie St and Dawey St								
Central Corridor Station Pairs								
Sub Total								
Northern Corridor								
N1 - Bus Lane bet Burnett & Warwick St								
N2 - Signalisation of Letitia St to Burnett St								
N3 - Remove rail infrastructure								
N4 - Build a two lane 9.2m wide busway								
N5 - Bridges and Cyclepath								
N6 - Signalisation of 8 intersections								
N7 - Works over 100m of Otham Ave								
N8 - Bus Depot								
N9 - 11 Battery Electric Buses								
Northern Corridor Station Pairs								
Sub Total								
Southern Corridor								
S1 - Southern outlet bus transit lanes								
S2 - Tolman's Hill inbound station								
S3 - Bus Depot								
S4 - 10 Battery Electric Buses								
Southern Corridor Station Pairs								
Sub Total								
Eastern Corridor								
E1 - Bus priority upgrades Tannan Hwy OB								
E2 - Wilton Tannan Highway JB								
E3 - Rose Bay outbound station								
E4 - Merriington lit to Rosny Hill Rd								
E5 - South Arm Hwy bus priority upgrades								
E6 - Bus priority upgrades Rosny Park								
E7 - Bus Depot								
E8 - 9 Battery Electric Buses								
Eastern Corridor Station Pairs								
Sub Total								
Total Amount for Staging Option B								



Appendix B. Overall Capex Cashflow (Staging Option A and B)



P50 CashFlow Master Summary
Option A

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Scope	P50 Cashflow Distribution											Total Amount		
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034		2034/2035	2035/2036
Central Corridor														
C1														
C2														
Station Pairs														
Sub Total														
Northern Corridor														
N1														
N2														
N3														
N4														
N5														
N6														
N7														
N8														
NP BEB														
Station Pairs														
Sub Total														
Southern Corridor														
S1														
S2														
S3														
S4 BEB														
Station Pairs														
Sub Total														
Eastern Corridor														
E1														
E2														
E3														
E4														
E5														
E6														
E7														
E8 BEB														
Station Pairs														
Sub Total														
Total Amount														



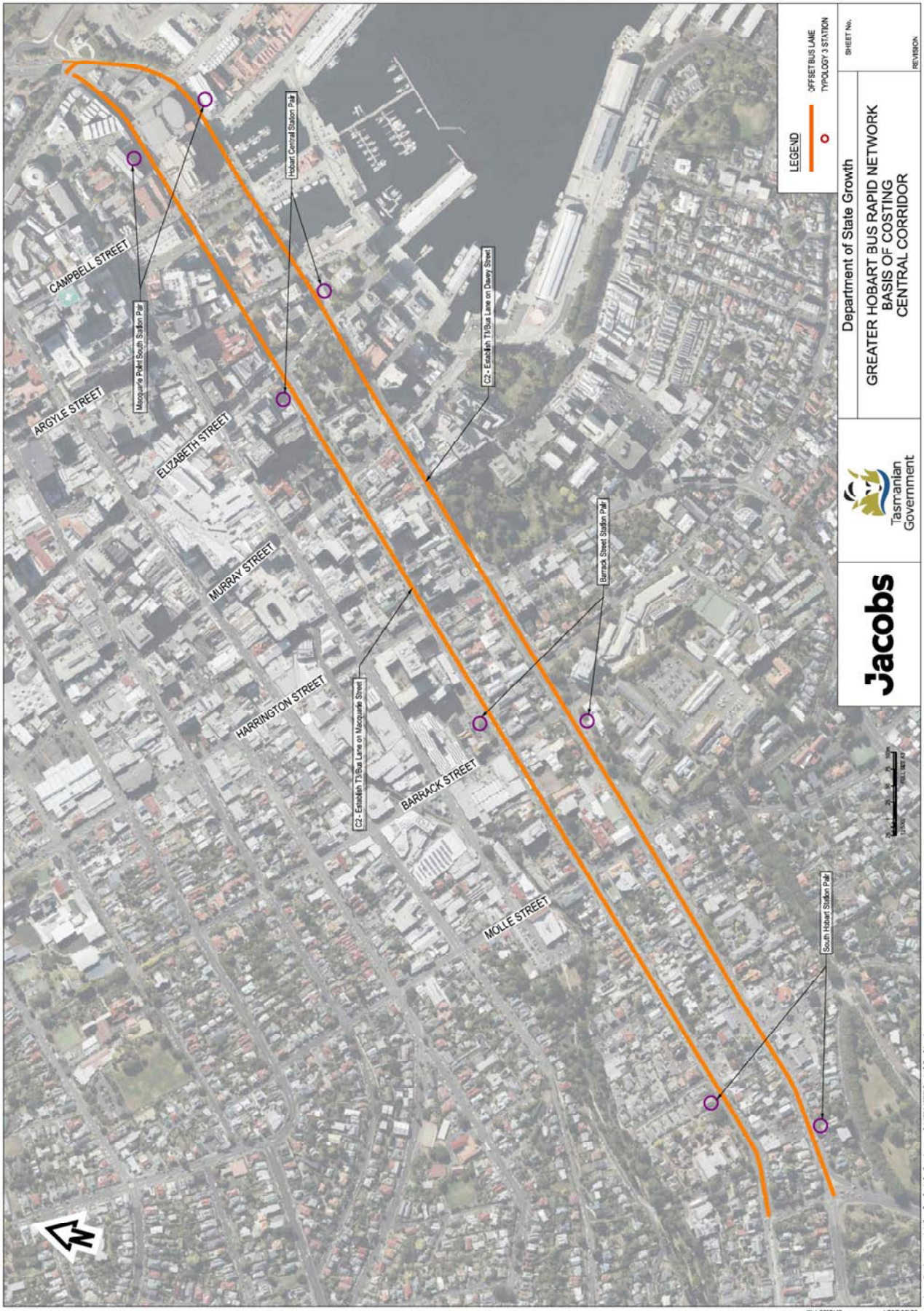
P50 CashFlow Master Summary
Option B

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Scope	P50 Cashflow Distribution											Total Amount		
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034		2034/2035	2035/2036
Central Corridor														
C1														
C2														
Station Palis														
Sub Total														
Northern Corridor														
N1														
N2														
N3														
N4														
N5														
N6														
N7														
N8														
N9 BEB														
Station Palis														
Sub Total														
Southern Corridor														
S1														
S2														
S3														
S4 BEB														
Station Palis														
Sub Total														
Eastern Corridor														
E1														
E2														
E3														
E4														
E5														
E6														
E7														
E8 BEB														
Station Palis														
Sub Total														
Total Amount														



Appendix C. GHRBN Basis of Costing Sketches and Drawings



Department of State Growth
 GREATER HOBART BUS RAPID NETWORK
 BASIS OF COSTING
 CENTRAL CORRIDOR



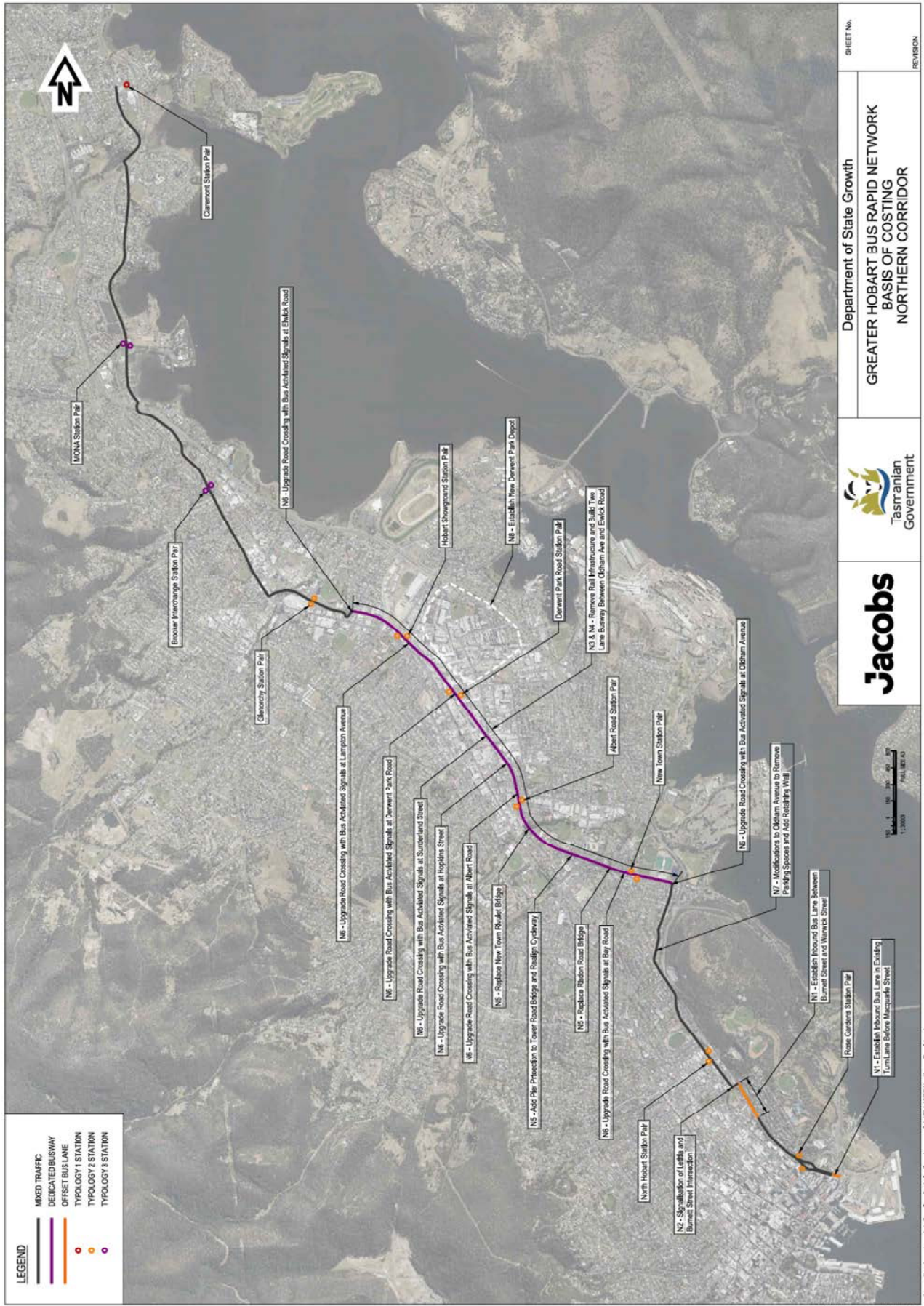
LEGEND
 OFFSET BUS LANE
 TYPOLOGY 3 STATION

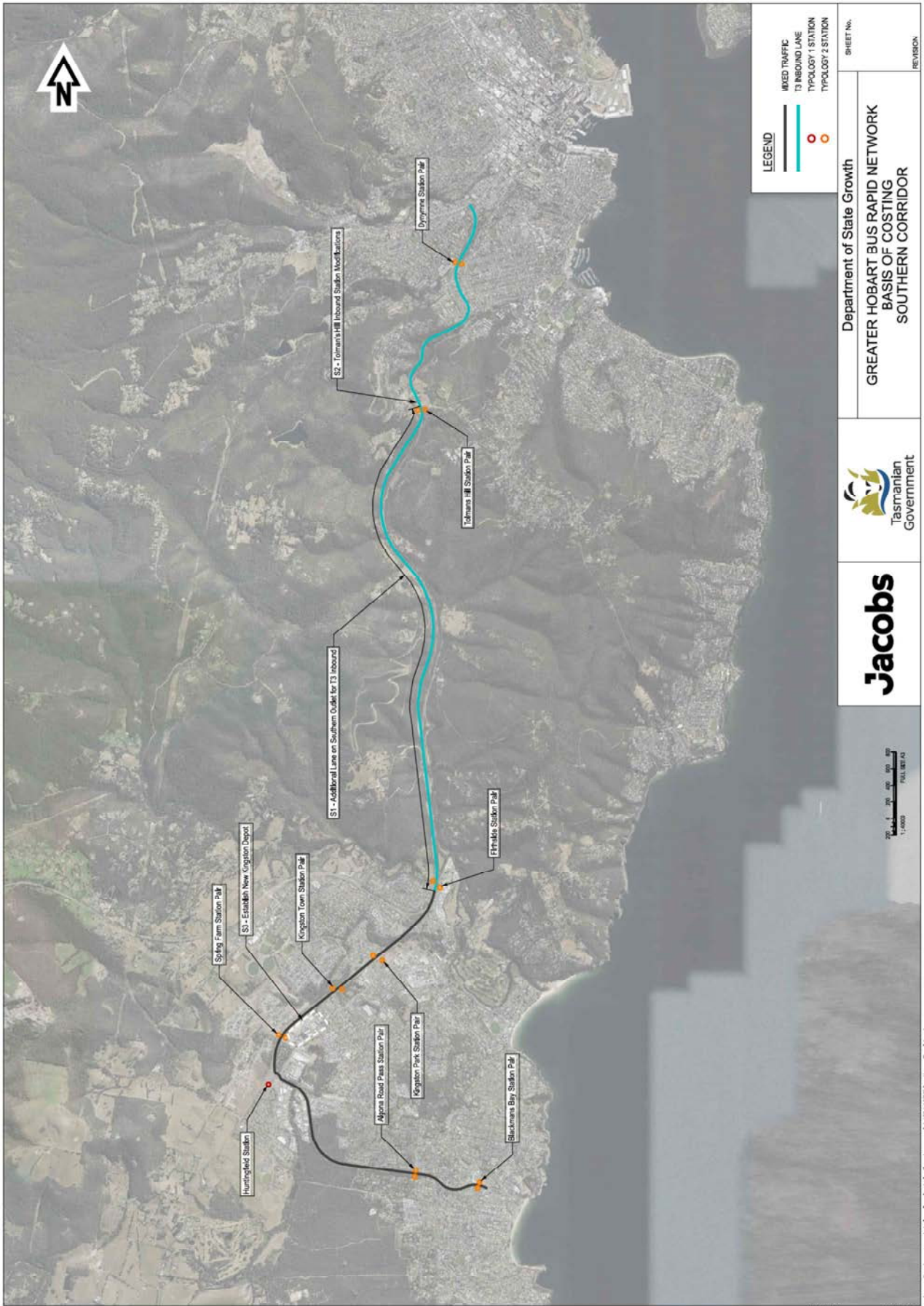
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 REVISION

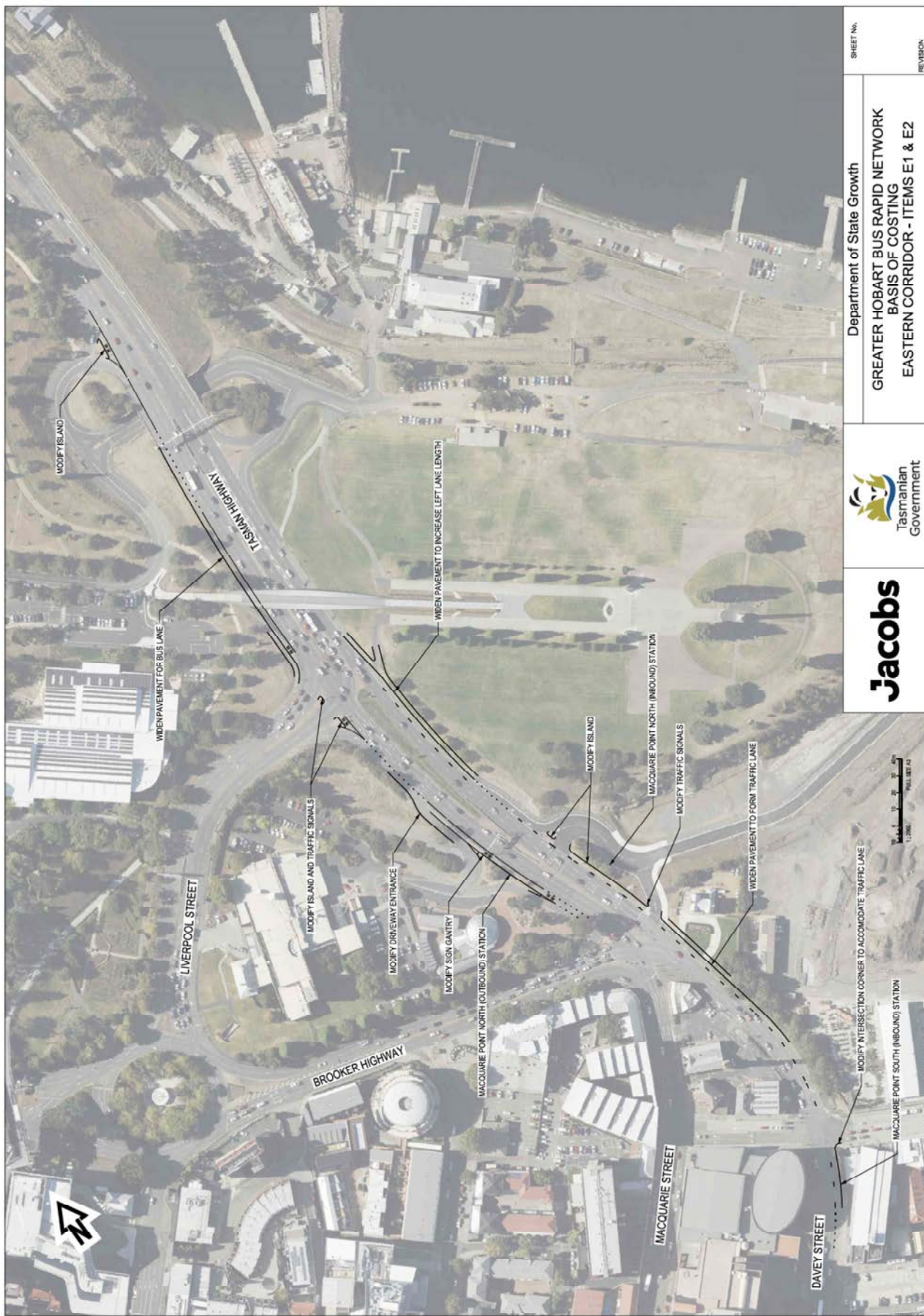


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Department of State Growth
GREATER HOBART BUS RAPID NETWORK
BASIS OF COSTING
EASTERN CORRIDOR - ITEMS E1 & E2



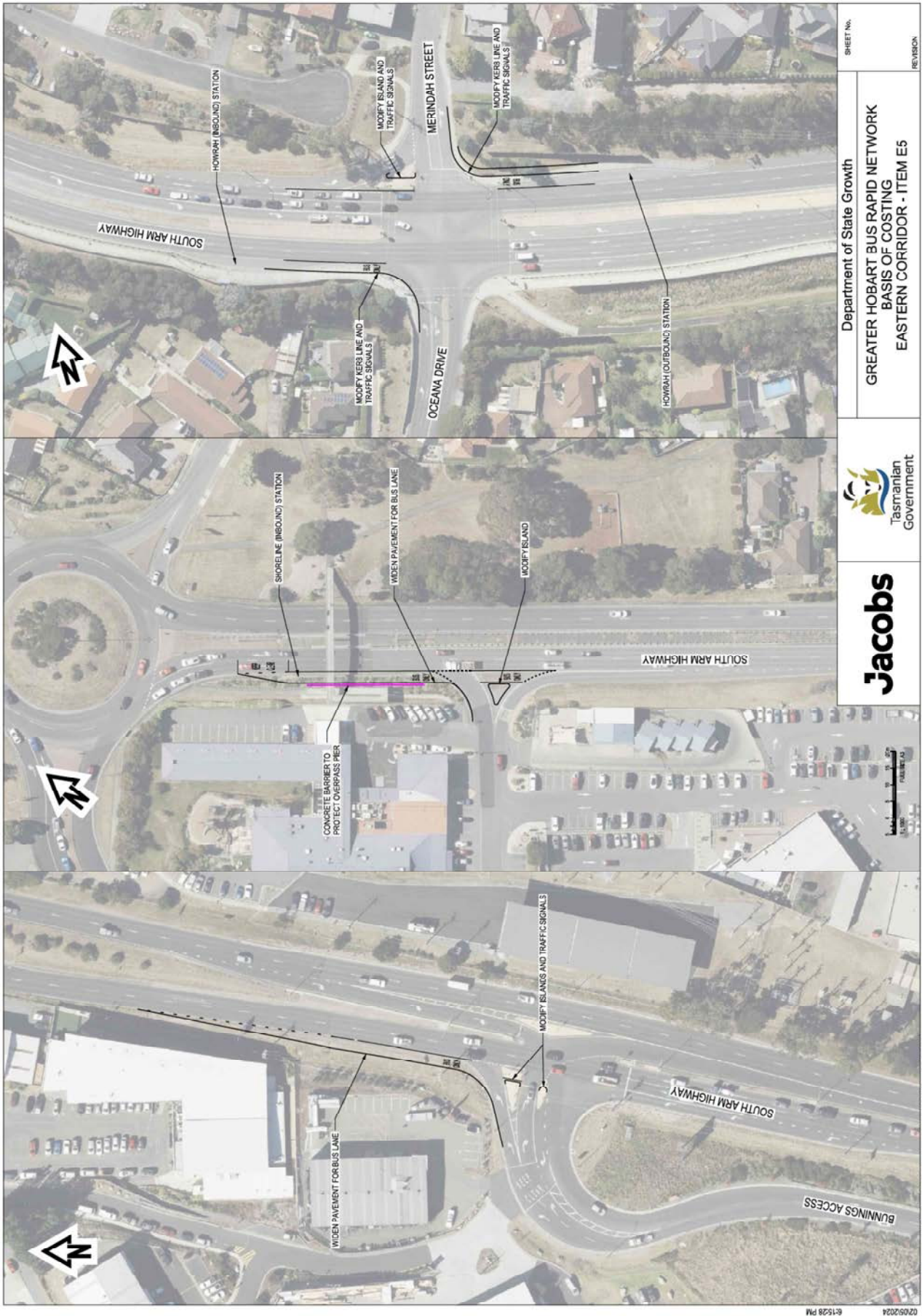
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	Department of State Growth	
	GREATER HOBART BUS RAPID NETWORK BASIS OF COSTING EASTERN CORRIDOR - ITEM E3	
	SHEET No.	REVISION

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Department of State Growth
GREATER HOBART BUS RAPID NETWORK
BASIS OF COSTING
EASTERN CORRIDOR - ITEM E5



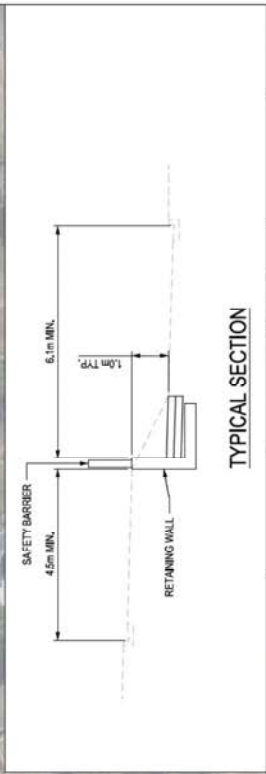
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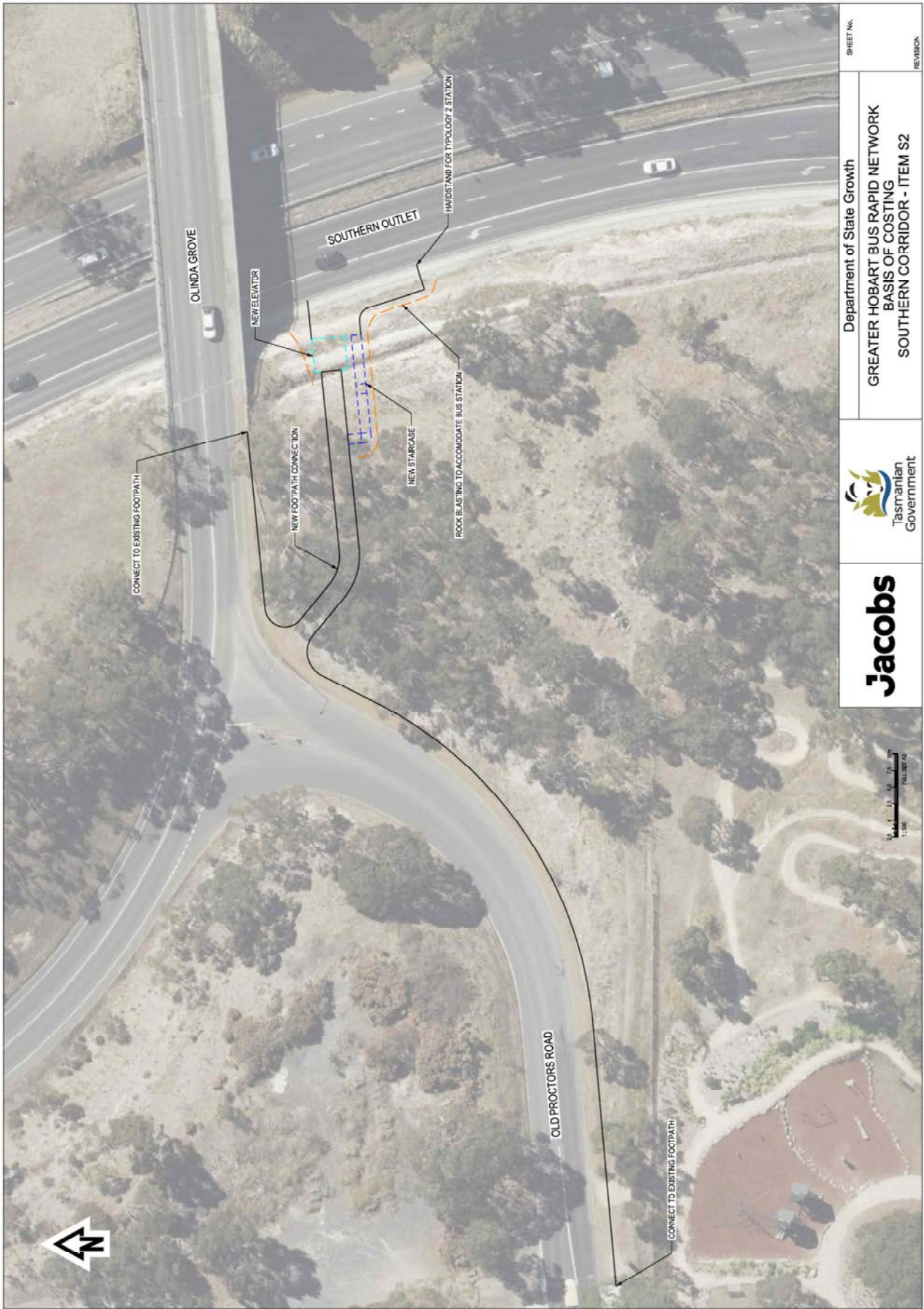
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<p>Tasmanian Government</p>	<p>Department of State Growth</p> <p>GREATER HOBART BUS RAPID NETWORK</p> <p>BASIS OF COSTING</p> <p>EASTERN CORRIDOR - ITEM N7</p>	<p>SHEET No.</p>
	<p>Jacobs</p>	<p>REVISION</p>



	Department of State Growth	SHEET No.
	GREATER HOBART BUS RAPID NETWORK BASIS OF COSTING SOUTHERN CORRIDOR - ITEM S2	REVISION



Appendix D. OPEX Overall Cashflow (Staging Option A and B)



OPEX Overall Cashflow
Staging Option A

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Total OPEX Cashflow - Depot, BEB, Bus Stations, Signalised Junctions, Transit Lanes and Bus Lanes

Year	Northern & Central	Southern	Eastern	Total	Comments
2031					
2032					
2033					
2034					
2035					
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2037					
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Cashflow for Depot and BEB OPEX

Year	Northern & Central	Southern	Eastern	Total	Comments
2031					
2032					
2033					
2034					
2035					
2036					
2037					
2038					
2039					
2040					
2041					
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OPEX Overall Cashflow
Staging Option A



2059	
2060	
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Cashflow for Bus Stations OPEX

Year	Northern & Central	Southern	Eastern	Comments
2031				
2032				
2033				
2034				
2035				
2036				
2037				
2038				
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Cashflow for Signalised Intersections OPEX

Year	Northern & Central	Southern	Eastern	Comments
2031				
2032				
2033				
2034				
2035				
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OPEX Overall Cashflow
Staging Option A

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

2053	
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Cashflow for Road Maintenance

Year	
2031	
2032	
2033	
2034	
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2037	
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2041	
2042	
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OPEX Overall Cashflow
Staging Option B

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Total OPEX Cashflow - Depot, BEB, Bus Stations, Signalised Junctions, Transit Lanes and Bus Lanes

Year	Northern	Southern & Central	Eastern	Total	Comments
2031					
2032					
2033					
2034					
2035					
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Cashflow for Depot and BEB OPEX

Year	Northern	Southern & Central	Eastern	Total	Comments
2031					
2032					
2033					
2034					
2035					
2036					
2037					
2038					
2039					
2040					
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Cashflow for Bus Stations OPEX

Year	Northern	Southern & Central	Eastern	Total	Comments
2031					
2032					
2033					
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Cashflow for Signalised Intersections OPEX

Year	Northern	Southern & Central	Eastern	Total	Comments
2031					
2032					
2033					
2034					
2035					
2036					
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OPEX Overall Cashflow
Staging Option B

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

2050	
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Cashflow for Road Maintenance

Year	Northern	Southern & Central	Eastern	Comments
2031				
2032				
2033				
2034				
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Appendix E. Correspondence Register



Correspondance Register

Department of State Growth
 Greater Hobart Rapid Bus Network
 Strategic Business Case

Sr. No.	Date	From	To	Description
1	30-Apr-24			
2	01-May-24			
3	02-May-24			
4	03-May-24			
6	03-May-24			
5	15-May-24			
7	07-May-24			
8	08-May-24			
9	09-May-24			
10	14-May-24			
11	15-May-24			
12	30-Apr-24			
13	17-May-24			
14	17-May-24			
15	30-May-24			
16	31-May-24			
17	19-Jun-24			
18	26-Jun-24			



Appendix F. Review Register

Review Register

Department of State Growth
Greater Hobart Rapid Bus Network
Strategic Business Case

Sr. No.	Section	Subject	Review Type	Review Comments	Query Raise Date	Response	Closed By	Closed Date
Project: GBRN Estimator: Reviewer: Project base date:								
1	N3	Jacobs's Peer Review Demolition of rail infrastructure	Estimate	Rate per m for demolition of existing rail infrastructure seems to be on the low end	21/05/2024	Allow in contingency		3/06/2024
2	Station pairs	Typology 1 station	Estimate	Estimate for Typology 1 should use single station cost of Typology 2 to estimate cost. Typology 2 station pair	30/05/2024	Estimate updated		3/06/2024
3	N5	New Town Rivulet bridge	Estimate	Services relocation cost in GH report seems on the low side. Increase cost to 5% of construction cost	21/05/2024	Estimate updated		3/06/2024
4	NB/53/E7	Depot costs	Estimate	Estimate based on WSP report. Contractor's indirects should be included in construction costs	30/05/2024	Estimate updated		3/06/2024
5	Several	Traffic signals relocation	Estimate	Allow for bus detection, conduit trench, testing and commissioning	5/05/2024	Estimate updated		6/06/2024
6	Several	Pavement widening	Estimate	Allow for asphalt for intermediate layer	5/05/2024	Estimate updated		6/06/2024
7	S2	Lift	Estimate	Allow for lift	5/05/2024	Estimate updated		6/06/2024
8	E3	Traffic signals	Estimate	Pedestrian traffic signals to be new	5/05/2024	Estimate updated		6/06/2024
9	E5/E6	Bus priority signals	Estimate	Allow for bus priority signals	5/05/2024	Estimate updated		6/06/2024
10	Several	Escalation	Estimate	Suggest to follow TAS PCB for escalation of rates of previous reports	5/05/2024	Estimate updated		6/06/2024
11	Escalation	PCB escalation rates	Estimate	Check escalation rates are from TAS PCB 2023/24	20/06/2024	Estimate updated		21/06/2024
12	OPEX	OPEX Depot cost	Estimate	Anomaly in escalation calculation	24/06/2024	Estimate updated		25/06/2024
13	Contingency	Contingency	Estimate	Contingency for each financial year should be proportionate to base cost	26/06/2024	Estimate updated		26/06/2024
1	NB/E7/E7	DSG's Review Depot land acquisition	Scope	Likely only commercial properties to be acquired instead of residential properties. Estimate to consider commercial properties only	21/05/2024	Estimate updated		3/06/2024
2	S1	Contingent risks for T3 lane inbound	Risk	Include environmental offsets and possibility of bridge upgrade as contingent risks	30/05/2024	Contingent risks updated		3/06/2024
3	N3	Rail infrastructure removal	Estimate	Allow for contaminated material removal	30/05/2024	Cost for contaminated material included based on GH condition assessment report		3/06/2024
4	N3	Rail infrastructure removal	Risk	Allow for contaminated material removal	30/05/2024	Contingent risks updated		3/06/2024
5	N4	Construct two lane 9.2m wide busway	Estimate	Allow service relocation based on GH condition assessment	30/05/2024	Services relocation estimate updated based on GH condition assessment report		3/06/2024
6	N4	Construct two lane 9.2m wide busway	Risk	Concrete barrier between busway and cyclepath not required. Replace with fence	30/05/2024	Concrete barrier estimate replaced by fence		3/06/2024
7	Station pairs	Typology 1, 2 and 3 stations	Risk	Allow for complex approvals process	30/05/2024	Contingent risks updated		3/06/2024
8	N5	Estimate for Tower Road bridge pier protection	Estimate	Allow for carpark provision (Typology 1 and 2 only), geotechnical risks and land acquisition	30/05/2024	Contingent risks updated		3/06/2024
9	N5	Contingent risks for Bladon Road bridge	Risk	Type 1 and 2 has larger footprint and scope, hence higher contingency	30/05/2024	Contingent risks updated		3/06/2024
10	E1	Lane acquisition for bus priority upgrades on Tasman Highway	Scope	Adopt Option 2 for estimate	30/05/2024	Estimate updated		3/06/2024
11	E3	Boundary limits for Tolmans Hill inbound station	Estimate	Allow for services relocation cost	30/05/2024	Contingent risks updated		3/06/2024
12	OPEX	Cashflow for all corridors	Estimate	Allow for higher geotechnical risks and traffic management	30/05/2024	Noted		3/06/2024
13	C1	Operations centre	Scope	Assume no land acquisition	30/05/2024	Estimate updated		3/06/2024
14	C2	T3 lanes on Macquarie St and Denny St	Scope	Check extent of excavation scope, should be of lesser extent	21/05/2024	Estimate updated		3/06/2024
15	E2	Widening of Tasman Highway inbound	Scope	OPEX to be broken down into corridors instead of operating routes	30/05/2024	Estimate updated		3/06/2024
16	BEB	BEB client cost	Estimate	Operations centre to be a shed within the Depot compound. Allow for services connection only. Services relocation to be part of Depot costs	21/05/2024	Estimate updated		3/06/2024
17	Cashflow	Project cashflow	Estimate	Allow for full, continuous coloured bus lane	21/05/2024	Estimate updated		3/06/2024
18	OPEX	OPEX	Estimate	No coloured pavement required	21/05/2024	Estimate updated		3/06/2024
				Allow 5% of purchase cost for client cost	21/05/2024	Estimate updated		3/06/2024
				Project cashflow to start in 2025 and client cost cashflow to be updated to show stages of disbursement	19/06/2024	Cashflow updated		24/06/2024
				Include signalised intersection and road maintenance in OPEX. Allow for higher escalation rates for BEB electricity charging cost	19/06/2024	OPEX calculation updated		25/06/2024

Appendix H

Economic Appraisal Memo



erMemo

To: [Redacted]
From: [Redacted]
Subject: Greater Hobart Rapid Bus Network Strategic Business Case – Economic Appraisal Memo
Our ref: PS209713-ADV-MEL-MEM-Economic Appraisal Memo - V4.0 - 18-11-2025
Date: 18 November 2025

1. Purpose

The Department of State Growth (DSG) is currently progressing through a Strategic Business Case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). An economic appraisal has been prepared to assess the four shortlisted options progressed through the MCA process to inform their relative cost and benefits and assess the overall economic merit of the shortlisted options.

2. Overview

The objective of the economic cost-benefit analysis (CBA) is to monetise the four project options costs and benefits and compare these with the equivalent information for the Base Case. The results are summarised in terms of the Net Present Value (NPV) and Benefit to Cost Ratio (BCR). The CBA is consistent with the approach described in the Australian Transport Assessment and Planning (ATAP) Guidelines and Infrastructure Australia Guidelines. This Program SBC assessment is constrained by its early project stage, resulting in varying levels of detail for program components. Where possible, benefits have been estimated using Hobart Strategic Transport Model outputs, while other components rely on generalised assumptions regarding potential impacts.

The economic parameters have been sourced from ATAP Road Parameter Values (2016), M1 Public transport (2021) and M4 Active Travel (2023) as well as Transport for NSW Economic Parameter Values (2024).

Figure 2.1 summarises the inputs to and the application and reporting of the economic appraisal.

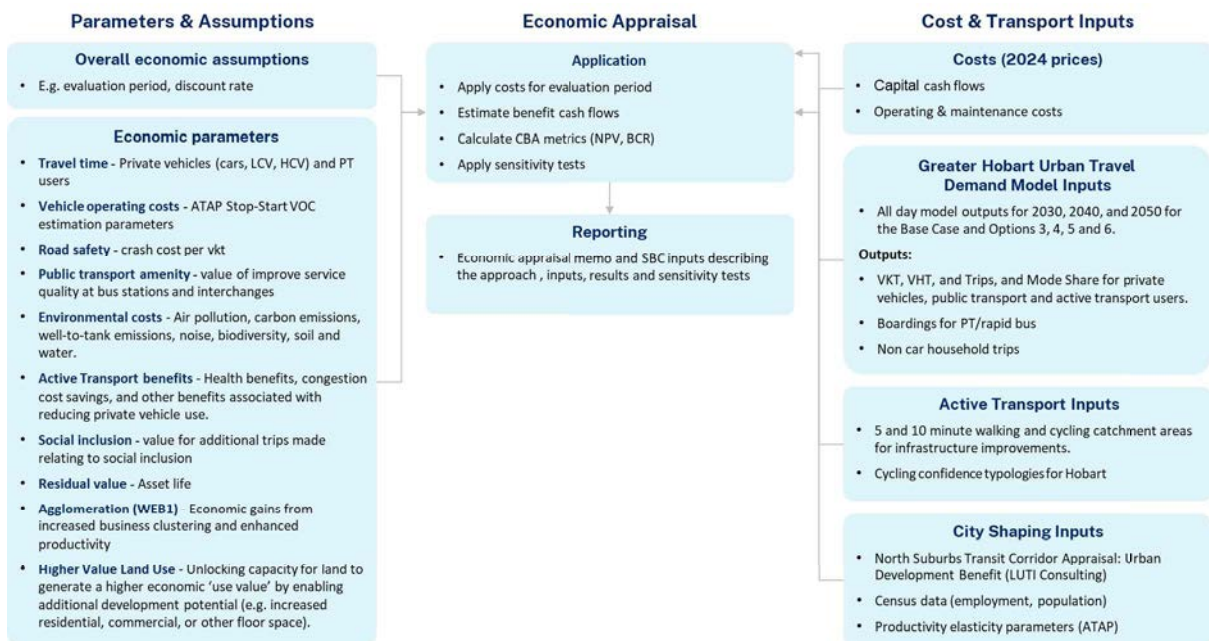


Figure 2.1: Overview of the economic appraisal



3. Options assessed in this report

This section provides a summary of the base case and shortlisted options, with more information provided in the Strategic Business Case, and Appendix J – Modelling Report.

3.1 Base Case

The base for this assessment or the ‘do-minimum’ option is to keep public transport services as they currently are, including retaining existing bus services along the North, South and East corridor. The base case includes costs to continue to operate existing public transport bus services on the network.

Key characteristics of the base case comprise:

- Services will continue to run to their current timetable and provide the same level of frequency, resulting in little change in patronage levels, and limited connectivity between services.
- There will be no investment in better footpaths and cycleways that could provide convenient access to bus stops, or safe and connected ways for people of all abilities to travel to their destination. As a result, private vehicles will remain as the prime choice for travelling within Greater Hobart.
- No investment in bus priority measures or additional bus services will continue to see long travel times, and poor travel time reliability for public transport and growing congestion on Hobart’s roads.

3.2 Option 3 & Option 4 (Rapid Bus Network Options)

Table 3.1 describes Options 3 & 4 – where both options involve establishing a Rapid Bus Network (RBN) with interconnectivity to other public transport services. Feeder buses and routes from other networks would be established to improve the efficiency and connectivity of the current public transport system. The rapid bus network includes a new zero-emissions higher capacity bus fleet, high quality bus stations, a new four-kilometre busway in the North, and transit lanes from the South and East. Furthermore, Option 4 improves local cycling and walking connections to rapid bus stations and other pedestrian infrastructure improvements.

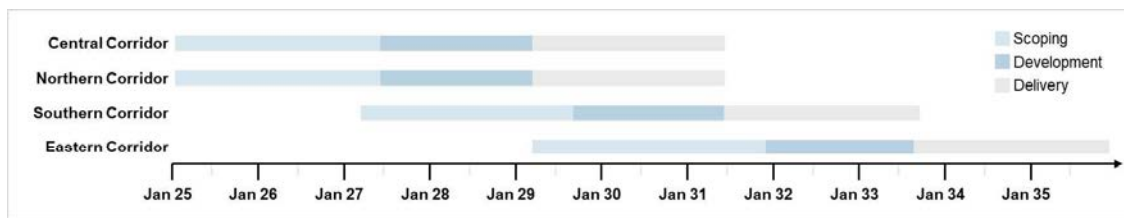
Table 3.1: Option 3 & 4 definitions and inclusions

Option Definition	Inclusions of Option
<p>Option 3: All day services + PT integration.</p> <p>All day rapid bus service with new road space allocation, bus priority measures, high PT integration and minor AT integration.</p>	<ul style="list-style-type: none"> — All-day services provided (18 hours / 7days, spanning 6:00am-12:00am). The combined frequency of services would provide buses every 7.5 minutes to reach the Hobart CBD during all operating times. — High quality (safe, efficient, DDA compliant) connections to stations from an 400m walking / 2km riding catchment. — Limited pedestrian infrastructure improvements. — Full timetable integration with local public transport feeder networks (several new feeder bus services to one of two rapid bus stations along each corridor to better service communities that currently lack good PT or have a high propensity for mode-shift from private vehicles). — New road space allocation with new road corridors, such as the northern rail corridor, & bus priority measures.
<p>Option 4: All day services + AT & PT integration.</p> <p>All day rapid bus service with new road space allocation, bus priority measures, and high AT & PT integration.</p>	<ul style="list-style-type: none"> — All-day services provided (18 hours / 7days, spanning 6:00am-12:00am). The combined frequency of services would provide buses every 7.5 minutes to reach the Hobart CBD during all operating times. — High quality (safe, efficient, DDA compliant) connections to stations (800m walking / 4km riding). — Pedestrian infrastructure improvements (e.g. halved wait times / increased priority). — Full timetable integration with local public transport feeder networks (several new feeder bus services to one of two rapid bus stations along each corridor to better service communities that currently lack good PT or have a high propensity for mode-shift from private vehicles). — New road space allocation with new road corridors (northern rail corridor, & bus priority measures).

For Options 3 & 4 a fixed duration of six and a half years for implementation of each corridor, with the key timing milestones for staging option A outlined in Figure 3.1 below.



Figure 3.1: Option 5 & 6 delivery timeline



3.2.1 Implementation timeline

For the program to be completed by 2036, it has been assumed that the scoping and development of a corridor are carried out in parallel with the delivery of the preceding corridor(s). The two staging options are:

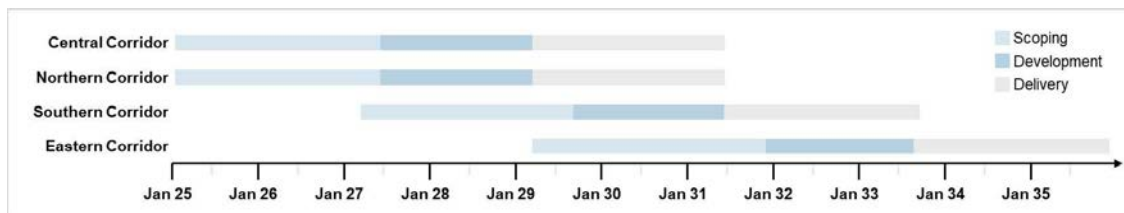
- 1. Staging Option A:** Rapid Bus Network staged as Central & Northern corridor works first, followed by Southern corridor, then Eastern corridor last.
- 2. Staging Option B:** Rapid Bus Network staged as Central & Southern corridor works first, followed by Northern corridor, then Eastern corridor last.

A fixed duration of six and a half years for implementation of each corridor has been assumed¹:

- Scoping (involving concept design, detailed business case, and funding) is assumed to last two years and six months.
- Development (detailed design, approvals, and procurement for rapid bus network and active transport improvements) is assumed to last one year and nine months.
- Delivery is assumed to last two years and three months.

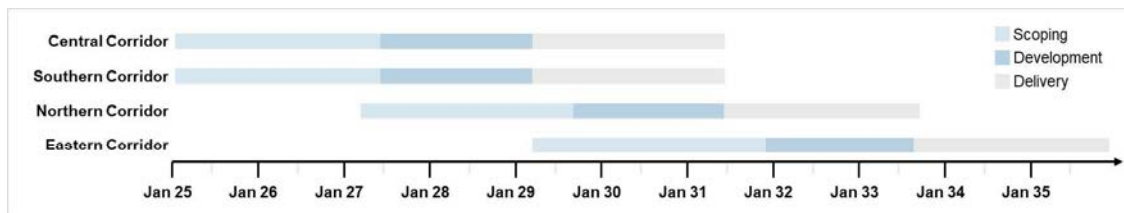
Key timing milestones for staging option A is outlined in Figure 3.1 below.

Figure 3.2: Key timing milestones for staging option A



Key timing milestones for staging option B is outlined in Figure 3.3 below.

Figure 3.3: Key timing milestones for staging option B



The minor active transport investments are to be delivered in line with the roll out of the rapid bus services in the respective corridors.

¹ The time frames for each phase was prepared by Jacobs. See chapter 9 of Cost Estimating for the Greater Hobart Rapid Bus Network (GHRBN), Strategic Business Case Cost Estimate, 11 June 2024.



3.3 Option 5 (Major PT Improvements supported by Policy Measures)

Option 5 offers significant PT enhancements, doubling the frequency of current PT services and improving efficiency for users. It also includes significant AT improvements, such as full implementation of the Greater Hobart Cycling Plan 2022 and enhanced walking permeability to PT stops, improving the safety and efficiency of commuter journeys. This option proposes both reduced fares for all users and a parking space levy, in order to raise revenue for public transport operations and disincentivise private vehicle use for commuters. It also includes bus priority measures (bus jumps) and additional park & ride infrastructure, increasing convenience and reducing travel time for PT users. Improving key bus interchanges and introducing transit lanes on the Southern Outlet, Tasman, and Brooker highways will further reduce travel times and improve the efficiency of the PT network for users.

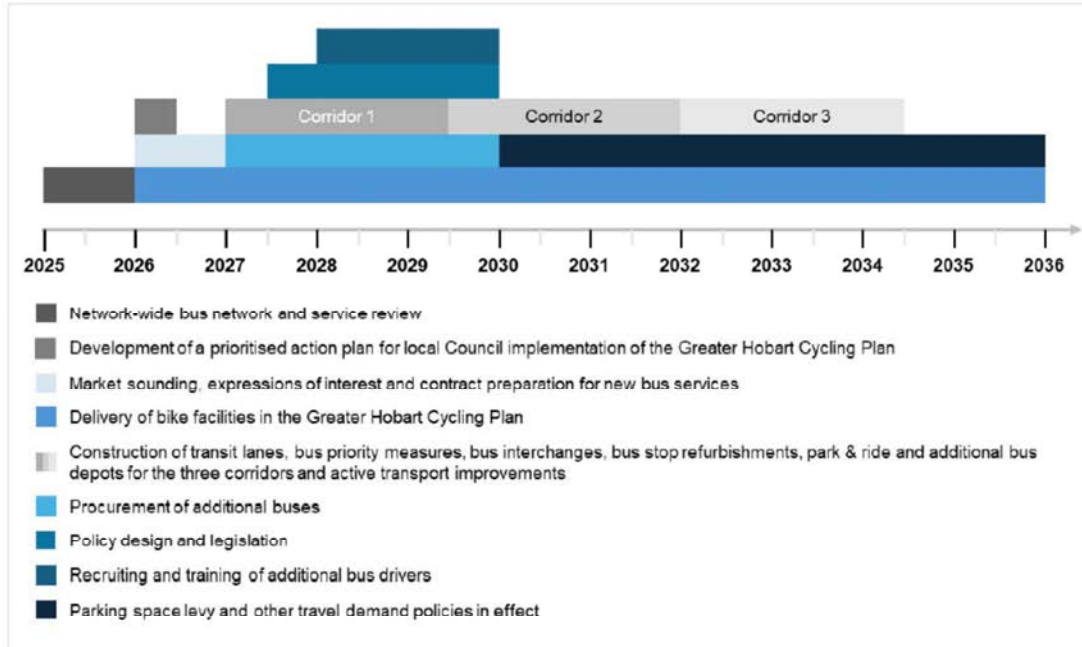
Table 3.2: Option 5 definition and inclusions

Option Definition	Inclusions of Option
<p>Option 5: Major PT improvements supported by policy measures</p> <p>Significant PT uplift, travel demand policies, all AT improvements, bus priority infrastructure plus capital for bus depots, interchange, bus stops and park-n-rides.</p>	<ul style="list-style-type: none"> — Parking space levy. — E-mobility grants. — Government worker 6-month PT trial (free PT passes issued to Government employees working in Greater Hobart to encourage PT usage). — Reduced PT fares. — Strong government support of transit-oriented development (medium density). — Major PT improvements consisting of additional bus frequency and coverage at an additional cost of \$44 million per annum (around double the existing spending). — Council grant scheme to increase walking permeability of suburbs to PT stops. — Implementation of the <i>Greater Hobart Cycling Plan 2022</i>. — Transit lanes on Southern Outlet (from Firthside), Tasman (from Mornington), and Brooker (from Glenorchy) highways. — Bus jumps at 5-10 locations, including Main Road, Clarence Street, and CBD. — Additional bus depots. — Refurbished bus interchanges at Hobart, Glenorchy, Kingston, and Rosny. — Additional funding to improve bus stop amenity, DDA compliance, and safety. — Additional Park & Rides.

The implementation timing of these initiatives is outlined in Figure 3.4.



Figure 3.4: Key timing milestones for option 5



3.4 Option 6 (Minor PT improvements funded by Policy Measures)

Option 6 also offers improved PT frequency; though not to the same extent as Option 5, resulting in slightly less benefit to potential users. Bus jumps and park & ride infrastructure are not included in this option, limiting the efficiency and convenience of journeys for commuters. However, as in Option 5, introducing transit lanes on major highways is included in this option, enhancing efficiency, and reducing travel times for users. It also includes Option 5’s proposed AT improvements, including the full implementation of the Greater Hobart Cycling Plan 2022, supporting user journey ease and safety. Under this option, reduced fares for all users and parking levies are proposed, in order to raise revenue for public transport operations and disincentivise private vehicle use for commuters.

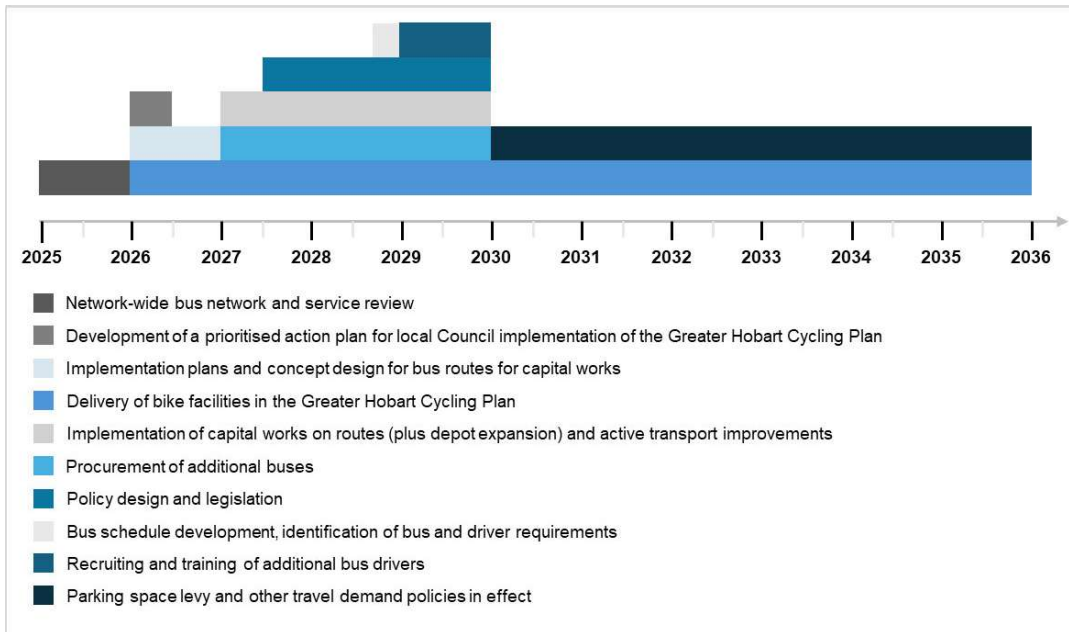
Table 3.3: Option 6 definition and inclusions

Option Definition	Inclusions of Option
<p>Option 6: Minor PT improvements funded by policy measures</p> <p>Minor PT frequency improvements, travel demand policies, all AT improvements and doesn’t include bus jumps, bus interchange upgrades nor additional park-n-rides.</p>	<ul style="list-style-type: none"> — Parking space levy. — E-mobility grants. — Government worker 6-month PT trial (free PT passes issued to Government employees working in Greater Hobart to encourage PT usage). — Reduced PT fares. — Strong government support of transit-oriented development (medium density). — Increased service frequency on around 7 key routes at an additional cost of \$15 million per annum (around a one-third increase in existing spending). — Council grant scheme to increase walking permeability of suburbs to PT stops. — Implementation of the <i>Greater Hobart Cycling Plan 2022</i>. — Transit lanes on Southern Outlet (from Firthside), Tasman (from Momington), and Brooker (from Glenorchy) highways. — Additional bus depots. — Additional funding to improve bus stop amenity, DDA compliance, and safety.



The implementation timing of these initiatives is outlined in Figure 3.5.

Figure 3.5: Key timing milestones for option 6





4. Economic appraisal approach and inputs

4.1 Model assumptions

The overarching assumptions underpinning the economic analysis are provided in Table 4.8.

Table 4.1 Key economic model assumptions

Category	Assumption	Source
Price base year	— 1 July 2024 prices are used to represent costs and benefits throughout the appraisal period as real prices.	WSP/Jacobs assumption
Construction and evaluation period	— Construction period aligns with option timelines presented in section 3 with a full 30-year evaluation period from project completion (2035/36 to 2064/65)	ATAP's T2 Cost Benefit Analysis
Discount rate	— A real discount rate of 7% is applied to calculate present values (as per IA and ATAP recommended central value). — Sensitivity testing at 4% and 10% discount rates.	ATAP's T2 Cost Benefit Analysis
Benefit interpolation	— Benefits were estimated for 2030, 2040 and 2050 then interpolated to calculate estimates for the years in between. — A growth factor of 0.8% was applied beyond 2050	WSP
Area classification	The economic parameters assume an urban environment.	ATAP
Indexation	Cost and benefits have been indexed to the 1 July 2024 using the indices outlined in ATAP Road Parameter Values (2016)	ATAP
Residual value	Residual asset values were included in the analysis for civil infrastructure where relevant.	WSP

4.2 Cost inputs

The cost estimate has been prepared in accordance with Stage 2 of *Infrastructure Australia's Assessment Framework Guidelines (2021)*, which specify the level of detail required for a Strategic Business Case. Further details on the cost estimates, developed specifically for the rapid bus network (Option 3 & 4), are provided in Jacobs' cost estimate report. These estimates were supplemented by costs provided by DSG for additional active transport infrastructure included in Options 3, 4, 5 and 6, as well as the estimated costs for public transport infrastructure, operations and policy measures in Options 5 and 6.

The risk-adjusted out-turn project costs include all costs associated with the project and have been based on the following:

- Previous cost reports prepared by others (ranging from 2016 to 2023), information provided by DSG, and high-level concept sketches produced by Jacobs (see Appendix G: Jacobs SBC Cost Estimates for the report in full).
- Comparative and benchmark rates.
- A range-based deterministic risk analysis, including a P50 risk allowance of 46% to account for both planned and unplanned (contingent) risks.
- Construction program and duration described in section 3.

The cost estimates provided in Table 4.2, Table 4.3 and Table 4.4 include the following components:

- Client costs: These costs encompass the scoping, development, implementation, and finalisation phases of the project are distributed according to the project delivery timeframe. Other costs include land acquisition, services relocation and BEB purchase costs.
- Construction costs: These costs are associated with the construction of the project and is distributed according to the project delivery timeframe. Table 4.2 and Table 4.3 outline the main elements of these construction costs for each option.



- Contingency allocation: To account for unforeseen circumstances, a contingency amount has been factored into the overall budget. This contingency is distributed proportionately across each year of the project’s duration, from the start of scoping to the project’s completion.
- Escalation: Estimated using the TAS Project Cost Breakdown (PCB) 2023/24 template, escalated over various periods during the project life from concept phase to finalisation.

Project costs will be further refined as the project scope, design and risks are further developed throughout project development phases and will be managed across the project lifecycle using standard DSG cost control processes.

Table 4.2: Risk adjusted P50 real cost summary for options 3 and 4 (\$m)

Description	Option 3		Option 4	
	Staging A	Staging B	Staging A	Staging B
Client costs				
Battery electric buses				
Bus depots				
Other client costs				
Client costs total				
Construction costs				
<i>Rapid bus infrastructure</i>				
Transit/bus lanes				
Bus priority and other infrastructure				
Bus depots				
Stations				
<i>Active transport infrastructure</i>				
High quality connections to stations				
Pedestrian infrastructure upgrades				
Construction costs total				
Project base cost				
Contingency (P50)				
Risk adjusted total cost				

Table 4.3 presents the risk adjusted P50 costs for Options 5 and 6 and includes a P50 contingency level of 46% which has been applied across all capital infrastructure components. The level of contingency aligns with the Stage 2 Infrastructure Australia Assessment Framework, which specifies a P50 expected contingency range of 40% to 70% for a strategic business case assessment.



Table 4.3: Risk adjusted P50 real cost summary for options 5 and 6 (\$m)

Description	Option 5	Option 6
Council grants		
Implement full GH cycling plan 2022		
Transit lanes on Southern Outlet, Tasman, and Brooker Highway		
Bus jumps		
Additional bus depots		
Improved bus interchanges		
Improved bus stops DDA & amenity		
Additional park & rides		
Risk adjusted total cost		

Table 4.4: Risk adjusted P50 real cost cashflow (\$m)

Financial Year	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
2024-25						
2025-26						
2026-27						
2027-28						
2028-29						
2029-30						
2030-31						
2031-32						
2032-33						
2033-34						
2034-35						
2035-36						
Total						



4.3 Recurrent Costs

Operating costs were developed using Jacobs’ cost estimate report, DSG-provided assumptions, and the DSG Bus Payments Model. Further details on the cost estimates, developed specifically for the rapid bus network (Option 3 &4), are outlined in Jacobs’ cost estimate report. In addition, DSG-provided opex estimates for public transport and policy measures are included in Options 5 and 6.

An estimate of OPEX for Options 3 and 4 in the first year of full operation (2035-36) is provided in Table 4.5 and includes major pavement rehabilitation in 2064-65 as part of the total OPEX cost over a 35-year operating period.

Table 4.5: Option 3 and Option 4 recurrent cost summary in first year of full operation 2035-36 (\$m, outturn)

Description	Option 3		Option 4	
	Staging A	Staging B	Staging A	Staging B
Annual bus service fee (operating costs & bus repayments)				
Bus stations maintenance costs				
Traffic signals / ITS systems maintenance costs				
Transit lane and bus lane maintenance costs				
Total per annum (first year of full operation 2035-36)				
Total cost (2030-31 – 2064-65)				

The estimated OPEX for Options 5 and 6 are outlined in Table 4.6.

Table 4.6: Option 5 and Option 6 recurrent cost summary

Options	Option 5	Option 6
Description	<ul style="list-style-type: none"> — Total annual public transport service fees of \$44m per year providing increased frequency and coverage in growth areas. — Maintenance of bus depots, interchanges, active transport infrastructure, traffic signal / intelligent transport systems, transit lanes and bus jumps. — Operating cost changes related to policy measures (e.g., reduced public transport fares, parking space levy which raises \$15m per year). — Annual operational costs for additional park-and-ride facilities. 	<ul style="list-style-type: none"> — Total annual public transport service fees of \$15m per year, providing some increased frequency and some extra coverage in growth areas. — Maintenance of bus depots, active transport infrastructure, traffic signal / intelligent transport systems, and transit lanes. — Operating cost changes related to policy measures (e.g., reduced public transport fares, parking space levy which raises \$15m per year).
Cost per annum		
Total cost (2028-29 – 2064-65)		



4.4 Transport modelling inputs

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) in CUBE 6.5 has been undertaken to assess the shortlisted options. Each option has been modelled for the 2030, 2040 and 2050 forecast years and adopting the Hobart MetroPlan land use assumptions.

Whilst the GHUTDM is suitable for modelling changes to public transport services and road infrastructure, the GHUTDM is limited in its capacity to model changes to the active transport network and bus infrastructure such as depots and stop/interchange amenity upgrades. As such, AT integration and supporting bus infrastructure interventions have been excluded from the modelling exercise, except for Park and Rides (PnR). The impacts of these components have been estimated separately within the economic appraisal to reflect the expected benefits associated with these initiatives. Table 4.7 presents an overview of the option inclusions incorporated in the modelling for each Scenario, as well as the option inclusions not incorporated in the modelling.

Table 4.7 Overview of model assumptions and specifications

Scenario	Option inclusions incorporated in modelling	Option inclusions not incorporated in modelling
Option 3 / 4	<ul style="list-style-type: none"> — GHRBN services <ul style="list-style-type: none"> — 2030: Northern corridor (Claremont – Hobart CBD) — From 2040: Full GHRBN operations — PT network integration — Inclusion of funded PnR to be completed by 2030 (Claremont, Rokeby and Midway Point), as well as PnR from Base Case. 	<ul style="list-style-type: none"> — Active transport integration interventions
Option 5	<ul style="list-style-type: none"> — Travel demand policies: <ul style="list-style-type: none"> — Parking space levy — PT fare reduction (half PT fares) — Double PT spending (double frequencies on all existing bus routes) — Bus priority measures: <ul style="list-style-type: none"> — Southern Outlet (2030), Tasman Highway (2040) and Brooker Highway between Glenorchy and the CBD (2040) — Inclusion of funded PnR to be completed by 2030 (Claremont, Rokeby and Midway Point), as well as PnR from Base Case. 	<ul style="list-style-type: none"> — Active transport integration interventions — Policy interventions including e-bike grants, government worker PT pass and transit-oriented development policies. — Bus queue jumps — Bus infrastructure to support OPEX, including additional bus depots, improved bus interchanges and funding for amenity, safety and DDA compliance.
Option 6	<ul style="list-style-type: none"> — Travel demand policies: <ul style="list-style-type: none"> — Parking space levy & — PT fare reduction (half PT fares) — Provision of seven (7) additional bus routes — Bus priority measures: <ul style="list-style-type: none"> — Southern Outlet (2030), Tasman Highway (2040) and Brooker Highway between Glenorchy and the CBD (2040) — Inclusion of funded PnR to be completed by 2030 (Claremont, Rokeby and Midway Point), as well as new PnR locations applicable to Option 6 (Bridgewater, Wilkinson Point and Geilston Bay) and PnR from Base Case. 	<ul style="list-style-type: none"> — Active transport integration interventions — Policy interventions including e-bike grants, government worker PT pass and transit-oriented development policies. — Bus infrastructure to support OPEX, including additional bus depots and funding for amenity, safety and DDA compliance.

The figures below show the public transport network coverage for the modelled scenarios.



Figure 4.1 Base Case / Option 5 route coverage (left) and Option 6 route coverage (right)

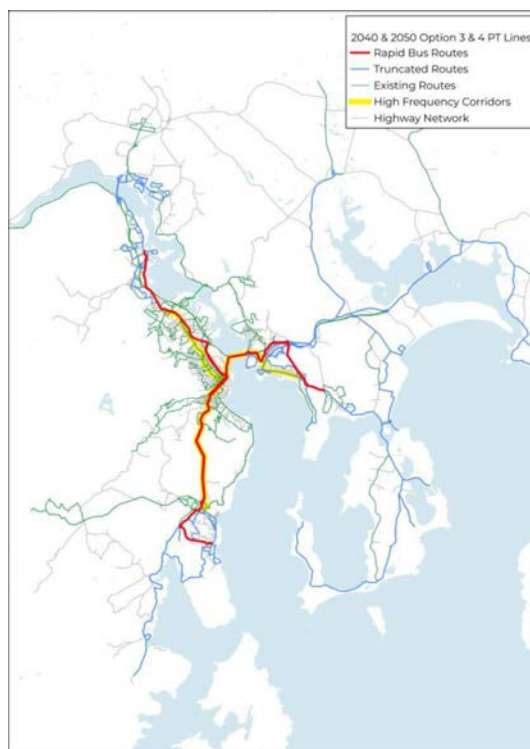
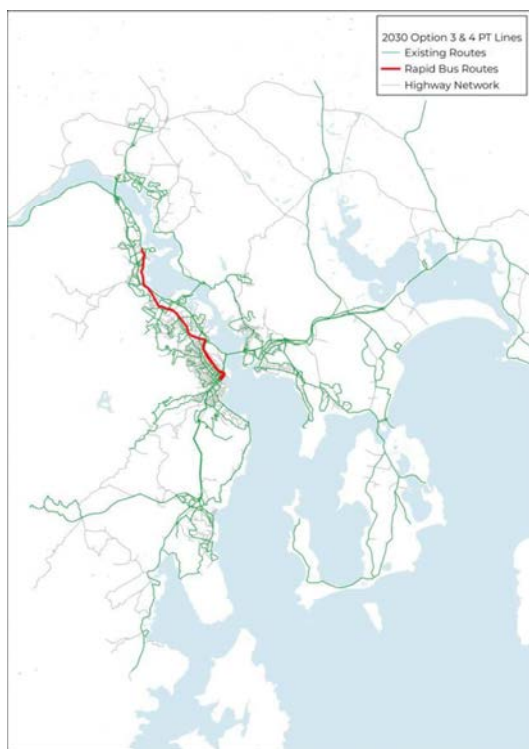


Figure 4.2 Option 3 & 4 public transport coverage



Tabulated network summary statistics at the person, vehicle and public transport level are provided in Table 4.8 on the following page, whilst the public transport mode share, network vehicle kilometres travelled (VKT) and passenger kilometres travelled (PKT) for the modelled scenarios are summarised below.

Key findings are as follows:

- PT mode share is greatest under Option 5 (4.46% in 2050 compared with 3.27% in the Base Case in 2050) and is consistently higher than the other modelled scenarios across all forecast horizon years.
- PT mode share under Option 3/4 and Option 6 are comparable, particularly from 2040 and 2050 once the GHRBN is completely operational. Compared with Option 5, the PT mode shares for Options 3/4 and Option 6 represent a modest difference compared with the Base Case (approximately 3.5% compared with 3.27% in the Base Case in 2050).
- The main difference between Option 5 and Option 6 is the PT service uplift with a doubling of service frequency across the whole bus network under Option 5 compared with additional frequency on 7 key routes under Option 6. Policy interventions, including the Parking Space Levy and reduced PT fares are the same for both options. It is the doubling of service frequency that is the key driver for mode share. The policy measures are much less significant in impacting mode share.
- At the overall network level, modelled VKT are quite similar across the modelled options and Base Case. Option 5 modelled VKT are marginally lower than the Base Case (-1.0% in 2030 and -0.4% in 2050 compared with the Base Case).
- The relatively large reduction in PT mode share in Option 5 results in the largest increase in PKT relative to the Base Case (+42% in 2050). This compared with approximately an increase of approximately 9-10% in 2050 for Option 3/4 and Option 6.

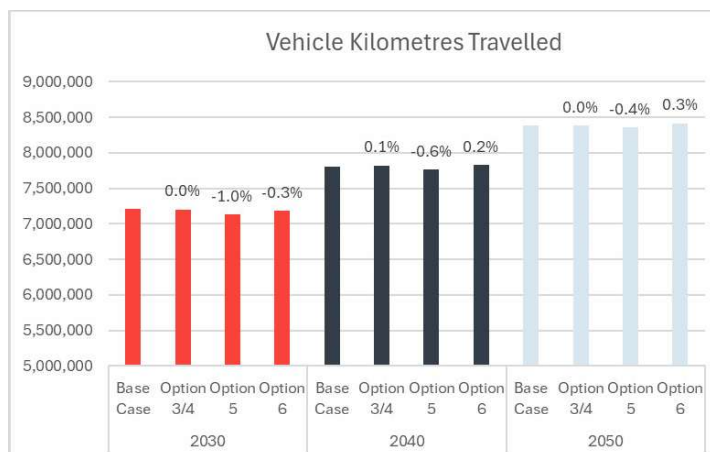
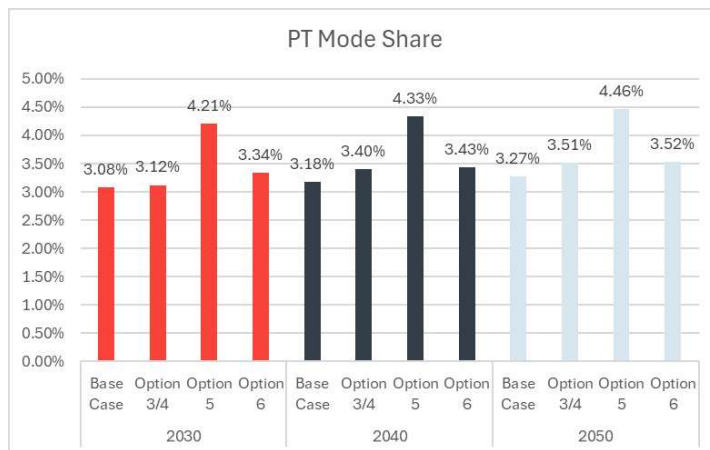
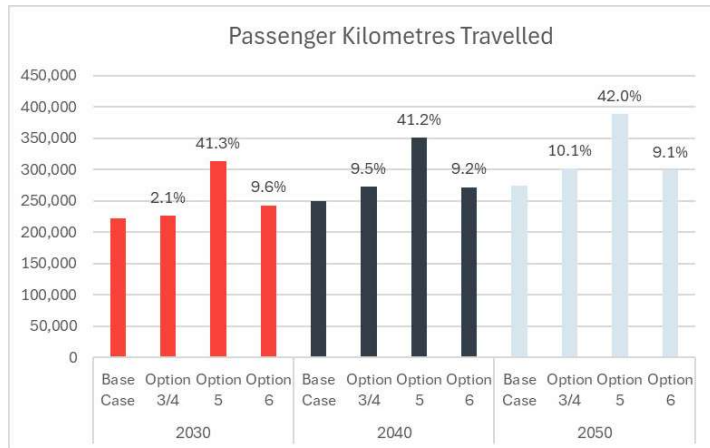




Table 4.8 Comparison of network performance indicators between modelled scenarios

Network Performance		Daily Person Trips				Daily Vehicle Statistics			Daily PT Statistics		
Year	Scenario	Private Vehicle ¹	Public transport	Non-PT Trips ²	PT mode share	Vehicle hours travelled	Vehicle km travelled	PT Boardings	Passenger km travelled	Passenger hours travelled	
2030	Base Case	688,368	26,372	831,012	3.08%	151,124	7,205,548	40,614	221,485	11,549	
	Option 3/4	687,895	26,731	830,573	3.12%	150,815	7,202,612	41,813	226,210	11,495	
	Option 5	678,390	36,025	820,074	4.21%	148,509	7,134,221	57,255	312,946	16,079	
	Option 6	685,069	28,639	828,378	3.34%	150,176	7,183,063	44,240	242,732	12,425	
	Base Case	743,251	29,656	903,633	3.18%	168,011	7,809,899	45,797	248,865	13,282	
	Option 3/4	741,872	31,718	901,156	3.40%	167,864	7,821,475	53,469	272,588	12,878	
2050	Option 5	733,218	40,379	891,448	4.33%	165,301	7,765,424	64,352	351,402	18,317	
	Option 6	740,732	32,016	900,839	3.43%	167,403	7,826,729	49,619	271,837	14,094	
	Base Case	796,456	32,938	974,511	3.27%	185,113	8,387,947	50,833	274,035	15,000	
	Option 3/4	794,291	35,383	971,618	3.51%	184,649	8,387,465	59,743	301,766	14,589	
	Option 5	785,801	44,893	960,926	4.46%	182,331	8,352,003	71,652	389,078	20,693	
	Option 6	793,983	35,489	971,467	3.52%	184,828	8,414,683	54,992	298,937	15,876	

¹Private vehicles include light vehicles and school bus

²Non-PT trips include private vehicles and walk/cycle trips



4.5 Transport modelling adjustment

To account for the transport impact of infrastructure not captured within the strategic model, a factor to increase the assumed level of additional public transport users have been assumed. Key factors include:

- Active transport integration: Enhancements to walking and cycling infrastructure, such as improved sidewalks, bike lanes, and secure bicycle parking, facilitate better access to public transit.
- Bus priority measures: Implementing bus queue jumps and signal priority can significantly reduce delays and improve service reliability.
- Bus infrastructure and service amenity: Investments in bus infrastructure including bus stops, interchanges and the bus services themselves can improve overall service quality and accessibility, further increase public transport trips. The amenity component of trips can lead to perceived reductions in in-vehicle-time.
- Policy interventions and transit-oriented development (TOD): Policies such as e-bike grants, government worker public transport passes, and TOD strategies encourage a shift towards public transport by making it more accessible and appealing.

The estimated uplift in mode shift represents the additional increase beyond the mode shift projected by the modelling. It accounts for option inclusions not fully captured in the modelling process. For example, if the modelling indicates a 2% mode shift, applying a 15% uplift factor means the adjusted mode shift would be calculated as $2 \times 1.15 = 2.3\%$. This adjustment applies assumptions to reflect the potential impact of relevant option inclusions.

Table 4.9 Overview of model assumptions and specifications

Option	Option inclusions not incorporated in modelling	Estimated uplift in mode shift	Additional public transport boardings per day estimated		
			2030	2040	2050
3	<ul style="list-style-type: none"> — Minor active transport integration interventions — Bus queue jumps 	15%	54	309	367
4	<ul style="list-style-type: none"> — High levels of active transport integration and walking infrastructure improvement — Bus queue jumps 	25%	90	515	611
5	<ul style="list-style-type: none"> — Active transport integration interventions — Policy interventions including e-bike grants, government worker PT pass and transit-oriented development policies. — Bus queue jumps — Bus infrastructure to support OPEX, including additional bus depots, improved bus interchanges and funding for amenity, safety and DDA compliance. 	30%	2,896	3,217	3,587
6	<ul style="list-style-type: none"> — Active transport integration interventions — Policy interventions including e-bike grants, government worker PT pass and transit-oriented development policies. — Bus infrastructure to support OPEX, including additional bus depots and funding for amenity, safety and DDA compliance. 	20%	453	472	510



4.6 Economic benefits

All project options expand public transport services and improve active transport infrastructure, delivering a range of economic, environmental, and social benefits. Key outcomes include increasing public transport mode share, reducing the number of vehicles on the road, and creating a more efficient transport network. This is expected to result in travel time savings, lower vehicle operating costs, enhanced road safety, and reduced emissions. The project will also provide improved public transport service levels through better bus stop or station quality, enhanced amenity, and more frequent services.

The project options are also expected to promote greater use of active transport, generating health, decongestion, and societal benefits. By improving accessibility and access to public transport, the project will help reduce social exclusion and support a more equitable transport system.

The project benefits were quantified using strategic demand transport model outputs and supplemented with separate estimates for factors not captured in the model, such as station amenity upgrades, bus priority measures (e.g., bus jumps), minor infrastructure changes, and active transport connections, which are detailed further in Appendix H: Economic Appraisal Memo.

Figure 4.3 provides an overview of the quantified monetised benefits associated with the project.



Figure 4.3: Project benefits



4.6.1 Travel time savings

The value of travel time is based on the characteristics of the traffic composition and the value of time for different vehicle types and purposes. Travel time savings are calculated using the incremental difference between travel time costs for private vehicle users (\$37.7/hour taking into account proportion of light vehicles, LCV and HCVs) and PT users (\$14.80/hour) in the project option and base case. Overall, Options 3 & 4 sees users shift from private vehicles to a quicker more efficient PT network, seeing reductions in both private and PT travel times. However, Options 5 & 6 have larger levels of mode shift resulting in more significant reduction in VHT to private vehicles, and an increase in overall time for PT travel, with an overall positive net effect. Option 5 has the greatest impact on traffic congestion.

Year	Scenario	Vehicle hours travelled	Passenger hours travelled	Private Vehicle Travel Time Savings (annual)	Change in Public Transport Travel Time (annual)	Network travel time change (annual)
2030	Base Case	151,124	11,549			
	Option 3	150,806	11,487	\$4,026,600	\$311,990	\$5,302,331
	Option 4	150,800	11,481	\$4,103,796	\$339,120	\$5,406,656
	Option 5	148,017	17,438	\$39,344,735	-\$29,334,487	\$10,698,634
	Option 6	150,099	12,600	\$12,977,938	-\$5,234,229	\$7,743,710
	Base Case	168,011	13,282			
2040	Option 3	167,810	12,818	\$2,547,309	\$2,313,633	\$5,824,682
	Option 4	167,773	12,777	\$3,005,236	\$2,514,818	\$6,483,794
	Option 5	164,739	19,827	\$41,430,326	-\$32,605,985	\$9,512,727
	Option 6	167,320	14,257	\$8,742,857	-\$4,855,291	\$3,887,566
	Base Case	185,113	15,000			
	Option 3	184,583	14,527	\$6,717,375	\$2,353,963	\$10,035,079
2050	Option 4	184,539	14,486	\$7,275,194	\$2,558,656	\$10,797,590
	Option 5	181,686	22,401	\$43,399,903	-\$36,869,417	\$7,218,872
	Option 6	184,736	16,051	\$4,775,620	-\$5,239,370	-\$463,750
	Base Case					



4.6.2 Vehicle operating cost savings

The VOC savings are estimated using ATAPs VOC stop-start equation, which applies a different cost per km value for varying speeds. Table 4.10 provides an extract of the VKT outputs from the transport model grouped in 10km/h incremental, typically showing a reduction in congested (low speed) conditions, with mixed results at higher speeds. Overall, most scenario result in a reduction in VKT across the modelled periods, with some exceptions, notably the 2050 model run for Option 6 which leads to an increase in vehicle operating costs (as shown in Table 4.11).

Table 4.10 VOC benefit savings for 2030 modelling period

Calculation	Year	Scenario	<10 kph	10-20 kph	20-30 kph	30-40 kph	40-50 kph	50-60 kph	60-70 kph	70-80 kph	80-90 kph	90-100 kph		Total	Annualised Benefit
												kph	kph		
Total VKT	2030	VOC (\$/km)	1.68	0.74	0.55	0.47	0.43	0.40	0.38	0.36	0.35	0.34	0.34		
		Base Case	26,583	83,803	953,584	852,670	771,167	718,472	1,104,597	884,727	1,240,237	569,708	569,708	7,205,548	
Change in VKT		Option 3	15	5,098	4,998	1,091	-9,768	4,611	-1,088	204	-2,305	516	516	3,372	
Change in VKT		Option 4	19	5,109	5,132	1,211	-9,658	4,712	-932	330	-2,129	597	597	4,391	
Change in VKT		Option 5	-617	8,566	34,659	414	27,048	-834	-324	11,285	7,487	7,247	7,247	94,931	
Change in VKT		Option 6	96	3,452	10,735	5,408	3,358	-2,066	290	3,192	-13	1,719	1,719	26,170	
Change in VOC		Option 3	\$26	\$3,780	\$2,764	\$515	-\$4,177	\$1,840	-\$413	\$75	-\$815	\$178	\$178	\$3,773	\$1,267,820
Change in VOC		Option 4	\$32	\$3,788	\$2,839	\$572	-\$4,129	\$1,880	-\$354	\$120	-\$753	\$206	\$206	\$4,201	\$1,411,674
Change in VOC		Option 5	-\$1,038	\$6,351	\$19,170	\$196	\$11,565	-\$333	-\$123	\$4,116	\$2,648	\$2,500	\$2,500	\$45,053	\$15,137,654
Change in VOC		Option 6	\$161	\$2,559	\$5,938	\$2,555	\$1,436	-\$825	\$110	\$1,164	-\$5	\$593	\$593	\$13,686	\$4,598,658

Table 4.11 VOC savings by modelled period (2030, 2040, 2050)

Scenario	2030	2040	2050
Option 3	\$1,267,820	\$299,589	\$1,927,278
Option 4	\$1,411,674	\$1,143,880	\$2,938,735
Option 5	\$15,137,654	\$18,988,240	\$13,613,065
Option 6	\$4,598,658	\$6,091,965	-\$988,927



4.6.3 Benefits associated with changes in vehicle kilometres travelled

There are several benefits associated with reducing the number of vehicle kilometres travelled on the road network, including: road safety, carbon emissions, air pollution, well-to-tank emissions, noise, biodiversity, and soil and water pollution. The parameter values are applied to direct changes in vehicle kilometres travelled on the road network, which results in a mix of benefits and disbenefits whether the options results in an increase or decrease in the total number of vehicle kilometres travelled on the road network.

Table 4.12 Economic parameter values

Parameter Inputs	Carbon emissions (\$/km)	Road Safety	Air Pollution (\$/km)	Well to tank emissions (\$/km)	Noise (\$/km)	Soil and Water Pollution, Biodiversity (\$/km)
Cars	\$0.02	\$0.09	\$0.01	\$0.004	\$0.01	\$0.004
Light commercial vehicles (LCV)	\$0.03		\$0.03	\$0.006	\$0.01	\$0.005
Heavy commercial vehicles (HCV)	\$0.08		\$0.08	\$0.019	\$0.05	\$0.050
Buses	\$0 (Zero Emission Bus)	\$0.14		Assumed \$0 due to Zero Emission Bus		

*Parameter values sourced from ATAP PY5 2024 Environmental Parameter Values



Table 4.13 Road safety, carbon emissions, air pollution, well-to-tank emissions, noise, biodiversity, and soil and water pollution results

Year	Scenario	Road Safety Private Transport	Road safety Public Transport	Road Safety Benefit	Carbon emission benefits	Air Pollution Benefit	WTT Emissions Savings	Noise Benefits	Biodiversity, soil and water
2030	Option 3	\$97,420	-\$57,126	\$40,294	\$37,994	\$19,577	\$5,789	\$12,203	\$7,602
	Option 4	\$105,830	-\$57,126	\$48,704	\$41,274	\$21,267	\$6,288	\$13,257	\$8,258
	Option 5	\$2,742,652	-\$1,274,749	\$1,467,903	\$1,069,646	\$551,138	\$162,964	\$343,554	\$214,016
	Option 6	\$756,066	-\$234,492	\$521,573	\$294,869	\$151,932	\$44,924	\$94,707	\$58,998
	Option 3	-\$261,441	-\$266,285	-\$527,727	-\$194,422	-\$52,537	-\$15,534	-\$32,749	-\$20,401
	Option 4	-\$212,767	-\$266,285	-\$479,052	-\$158,225	-\$42,756	-\$12,642	-\$26,652	-\$16,603
2050	Option 5	\$2,047,897	-\$1,275,061	\$772,835	\$1,522,924	\$411,526	\$121,683	\$256,527	\$159,802
	Option 6	-\$374,554	-\$234,984	-\$609,538	-\$278,538	-\$75,267	-\$22,255	-\$46,918	-\$29,227
	Option 3	\$100,634	-\$266,285	-\$165,652	\$100,115	\$20,222	\$5,980	\$12,606	\$7,853
	Option 4	\$158,437	-\$266,285	-\$107,848	\$157,620	\$31,838	\$9,414	\$19,846	\$12,363
	Option 5	\$1,892,108	-\$1,275,061	\$617,047	\$1,882,348	\$380,220	\$112,426	\$237,012	\$147,646
	Option 6	-\$651,342	-\$234,984	-\$886,326	-\$647,982	-\$130,888	-\$38,702	-\$81,589	-\$50,826



4.6.4 Public transport amenity improvements

Table 4.14 and Table 4.15 present the assumptions and parameters related to the valuation of service quality improvements. It is assumed that the project options will result in between a 20-30% improvement in service quality for stations and buses compared to existing users, for trips that will utilise the new infrastructure. It is assumed that the average existing level of service quality is 60%, aligning with typical estimates provided in ATAP M1 Public Transport guidelines.

Table 4.14 Valuation of Quality Rating (minutes) in proportion to a 25-minute trip

Attribute	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%
Vehicle	7.0	7.6	8.2	8.8	9.3	9.8	10.4	10.9	11.4	11.9	12.4
Stop/Station	7.4	8.0	8.6	9.2	9.8	10.4	10.9	11.4	12.0	12.6	13.2
Total	14.4	15.6	16.8	18.0	19.1	20.2	21.3	22.3	23.4	24.5	25.6

ATAP, M1, Table 19d, Stop, station and wharf ratings - NZ, Sydney and Melbourne (2009-2014)

Table 4.15 Service quality assumptions

Option	Service quality improvement	Equivalent in-vehicle time savings for a 25-minute trip	\$/trip
Option 3	30%	3.4 minutes	\$0.84
Option 4	30%	3.4 minutes	\$0.84
Option 5	20%	2.2 minutes	\$0.54
Option 6	20%	2.2 minutes	\$0.54

Table 4.16 provides a summary of the service quality improvement benefits for the project options across the 2030, 2040 and 2050 modelled periods.

Table 4.16 Service quality improvement benefits

Year	Scenario	Boardings	Rapid Bus Boardings	Total Boardings	Boardings at Improved Stations	Benefit per year
2030	Option 3	46,780	1,305	48,085	1,305	\$368,418
	Option 4	50,848	1,419	52,266	1,419	\$400,455
	Option 5	74,431	0	74,431	14,886	\$2,719,079
	Option 6	50,253	0	53,088	5,025	\$917,914
2040	Option 3	55,658	5,831	61,489	5,831	\$1,646,033
	Option 4	60,498	6,338	66,836	6,338	\$1,789,166
	Option 5	83,658	0	83,658	16,732	\$3,056,134
	Option 6	56,248	0	59,542	5,625	\$1,027,405
2050	Option 3	62,151	6,552	68,704	6,552	\$1,849,675
	Option 4	67,556	7,122	74,678	7,122	\$2,010,516
	Option 5	93,148	0	93,148	18,630	\$3,402,835
	Option 6	62,395	0	65,991	6,240	\$1,139,695



4.6.5 Social inclusion

Social exclusion refers to the ability of an individual to participate in mainstream society, due to barriers other than choice. When a new public transport service is introduced to an area and there is no existing other modes of public transport or if access to existing public transport is made more accessible, social inclusion benefits are estimated at \$22.53 per return trip. Social inclusion benefits are applied to new trips from areas of higher exclusion risk, trips that would typically require a lift giver or would have been taken by taxi.

The project options through increased coverage of the transport network, more frequent services, fare reductions, improved active transport access, DDA compliance and other factors is likely to enable trips for socially excluded individuals that would otherwise not have been able to travel. An analysis of the relative socio-economic disadvantage of areas of Greater Hobart was completed and the areas of Brighton, Glenorchy and Sorell scored lowest indicating a higher likelihood of individuals from these areas being social excluded due to barriers other than choice. To provide an estimate of the potential number of additional trips, it's assumed that 15% of new trips from areas of social disadvantage could not have been made otherwise, and 7.5% from non-disadvantaged areas.

Table 4.17 provides an estimate of the number of social inclusion trips made in each project option in 2030. The same approach was applied to estimate the benefits for 2040 and 2050 modelling periods.

Table 4.17 Estimate of 2030 social inclusion trips

Local Government Area	Index of Relative Socio-economic Disadvantage		Usual Resident Population	2030 additional trips by area			2030 additional social inclusion trips		
	Score	Decile		Option 3 & 4	Option 5	Option 6	Option 3 & 4	Option 5	Option 6
Brighton	885	1	18995	4	125	45	0.6	18.8	6.8
Clarence	1009	8	61531	6	488	82	0.4	36.6	6.1
Glenorchy	927	2	50411	25	391	96	3.7	58.6	14.4
Hobart	1046	9	55077	15	543	130	1.2	40.7	9.7
Kingborough	1038	9	40082	9	222	62	0.6	16.7	4.6
Sorell	991	6	16734	4	113	24	0.6	17.0	3.6
Total				63	1882	439	7	188	45

Table 4.18 provides a summary of the social inclusion benefits estimated across the modelling periods.

Table 4.18 Social inclusion benefits

Scenario	2030	2040	2050
Option 3	\$27,079	\$175,340	\$205,116
Option 4	\$27,079	\$175,340	\$205,116
Option 5	\$712,781	\$792,343	\$886,335
Option 6	\$171,573	\$185,111	\$200,424

A comparison was also made to the number of additional trips made by zero car households across the modelled period, indicating that between 19-39% of additional trips made by zero car households have been attributed to trips that could not have been made without additional assistance.



Table 4.19 Number of additional trips – zero car households

Year	Scenario	Trips made by zero car households	Additional trips made by zero car households	Total additional disadvantaged trips	Disadvantaged trips (%)
2030	Base Case	16,304			
	Option 3	16,322	18	7	39%
	Option 4	16,322	18	7	39%
	Option 5	16,829	525	188	36%
	Option 6	16,466	162	45	28%
2040	Base Case	20,015			
	Option 3	20,150	135	46	34%
	Option 4	20,150	135	46	34%
	Option 5	20,648	633	209	33%
	Option 6	20,220	205	49	24%
2050	Base Case	23,529			
	Option 3	23,692	163	54	33%
	Option 4	23,692	163	54	33%
	Option 5	24,282	753	234	31%
	Option 6	23,784	255	53	21%

4.6.6 Residual value

The economic asset life for some of the asset classes is longer than the 30-year project appraisal period used in this CBA. It follows that these assets will continue to have value at the end of the appraisal period, giving rise to the need to calculate a residual value. Table 4.20 summarises the total cost of each asset type and an estimate of the residual value remaining at the end of the appraisal period.

Table 4.20: Recommended asset life and used asset life by asset type

Option	Bus depots	Transit / Bus lanes	Bus interchanges	Pavement rehabilitation***	Park & Rides	Total relevant cost / residual value
Economic life*	50 years	70 years	50 years	35 years	50 years	
Economic life remaining**	14-18 years	34-38 years	14-18 years	35 years	14 years	
Options 3 & 4	Total cost					
	Residual value					
Option 5	Total cost					
	Residual value					
Option 5	Total cost					
	Residual value					

*If NSW Economic Parameter Values (2024), Table 12.1 Economic life of assets

**Remaining life varies slightly between scenarios due to construction schedule

*** Pavement rehabilitation costs were included in the final year of the appraisal



4.7 City Shaping Benefits (Rapid Bus Network)

Establishing a Rapid Bus Network (Options 3 and 4) will create transport corridors that improve accessibility and concentrate economic activity, delivering key city shaping benefits. While these benefits fall outside the conventional cost-benefit analysis, they have been incorporated into the economic appraisal to more accurately reflect the full value of the RBN.

This section of the SBC highlights three key city-shaping benefits:

- Land use alignment – a qualitative benefit derived from the analysis of transport model data, indicating improved synchronization between land use and transportation infrastructure.
- Land value uplift – a one-time figure that quantifies the increase in land value due to the development of the RBN.
- WEB1 benefits (agglomeration effects) – an annual figure reflecting the economic gains from increased business clustering and enhanced productivity.

4.7.1 Land Use Alignment

RBNs offer improved service frequencies, greater comfort and higher reliability compared to existing bus routes, which enhances accessibility and stimulates economic development within the travel zones along the transport corridors. Data informing the transport modelling aligns with this assumption, indicating that population growth in the Hobart, Glenorchy, Kingborough and Clarence Local Government Areas (LGAs) is expected to exceed 20%, resulting in nearly 50,000 new residents between 2019 and 2040 under the RBN options. These projections suggest that the LGAs would be on track to aligning with MetroPlan, Med 2020 and Med 2023 projections for 2050 (Figure 4.4).

Figure 4.4 Population growth by LGA: 2019-2050 projections vs 2019-2040 under RBN options²

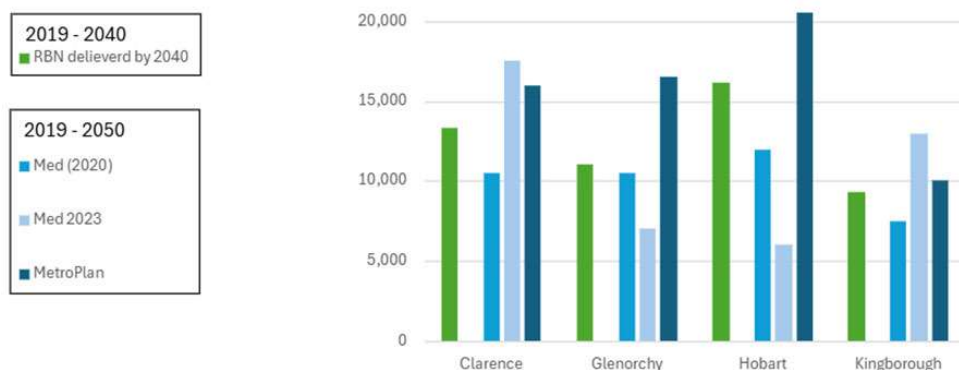


Figure 4.5 demonstrates this growth by travel zone, with darker shading along the RBN route indicating that a substantial share of the population growth is concentrated in these areas. Most notably 69% of population growth in Hobart and 62% of the population growth in Glenorchy are concentrated in travel zones within 800m of the RBN route. Overall, 52% of the population growth across the Hobart, Clarence, Glenorchy and Kingborough LGAs occur in travel zones within 800m of the RBN corridor. This suggests that a significant portion of new residents will be within walking distance of the RBN, providing them with access to a high speed, reliable and comfortable public transport option. If realised, these projections may result in a lower rate of private vehicle usage, alleviating pressure on Hobart’s already congested road network (Problem 2 outlined in the SBC, Section 3.1.2).

² WSP analysis of demographics data informing transport modelling and DSG population growth projections



Figure 4.5 Population growth by travel zone for RBN Options (2019-2040)³

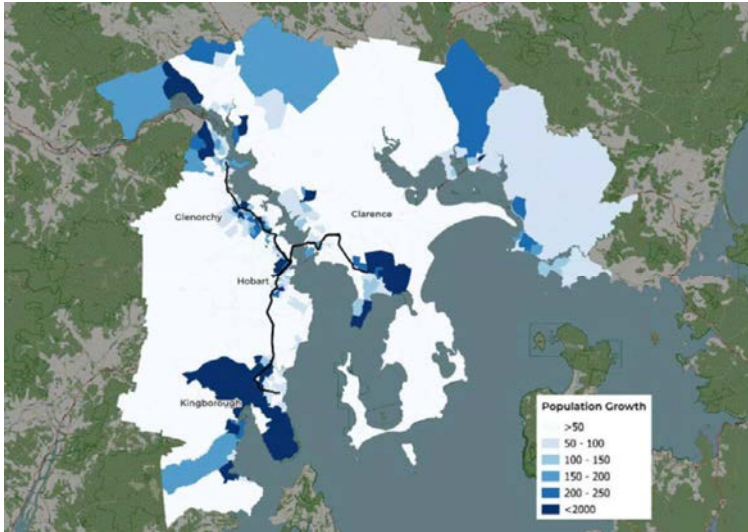
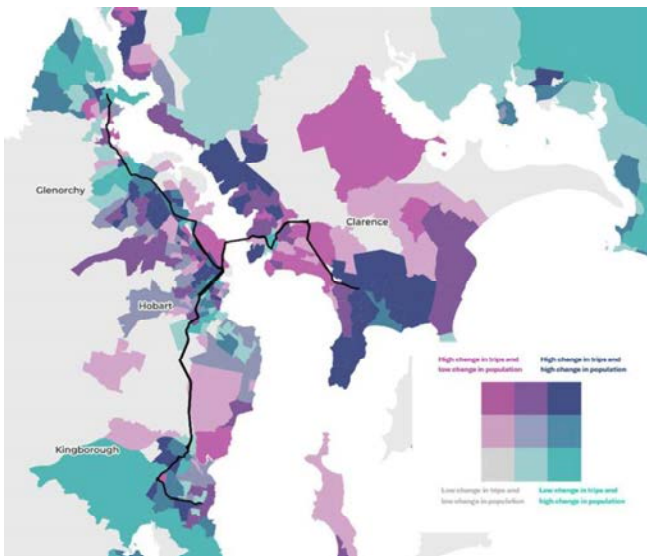


Figure 4.6 supports the above observation by presenting the geographic correlation between target population growth and projected RBN patronage. On the map, the dark purple and grey areas highlight travel zones in which high population growth and high trip growth (dark purple, top right colour legend) or low population growth and low trip growth (grey, bottom left colour legend) coincide. In these areas, population growth under the RBN options has strong alignment with increases in rapid bus transport trips. Pink and green areas highlight travel zones where low population growth and high trip growth (pink, top left colour legend) and high population growth and low trip growth (green, bottom right colour legend) coincide. In these areas, the projected population growth under RBN options is likely to have limited alignment. While the pink and green areas of the map suggest that other factors may play an important role in determining trip growth, a significant area along the RBN route is dark purple, while a notable portion further away is shaded grey. This indicates that, as stated above, a significant amount of projected new residents may be accommodated along the RBN.

Figure 4.6 Comparison between change in trips and change in population by travel zone for RBN options⁴



³ WSP analysis based on transport model demographics data

⁴ WSP analysis based on demographics data informing transport modelling and projected trip data



4.7.2 Land Value Uplift

The improved accessibility and increased transport network capacity resulting from the introduction of an RBN can unlock significant development capacity and drive land value along the travel corridors. This increase in land value has the potential to stimulate economic activity and create new opportunities including jobs, education and a greater supply of medium and high-density housing. Expanding housing options to meet demand and providing more job opportunities outside the CBD are essential to addressing and alleviating Greater Hobart's inequity (Problem 3 outlined in the SBC, Section 3.1.3).

Previous approaches to calculating land value uplift include the 2020 North Suburbs Transit Corridor (NSTC) Appraisal by LUTI Consulting, which utilised a Hedonic Pricing Model (HPM) for the Hobart-Glenorchy region. The HPM predicted changes in land values by considering various land attributes, such as zoning changes, while adjusting for factors like accessibility to prevent the double-counting of transport user benefits.⁵ The report estimated two figures for land value uplift resulting from the establishment of an RBN along the Northern corridor (spanning from Granton's Bridge to Hobart Central). An uplift of \$82 million was estimated based on a station specific analysis, while an uplift of \$68 million was estimated as an input for Multi-Criteria Analysis (MCA), based on the monetisation of planning control changes, reflecting the rezoning of land while adjusting for the development capacity supported by an RBN.⁶

In this SBC, the land value figure of \$68 million from the LUTI Consulting report is established as the baseline value for the Northern corridor. Given that Options 3 and 4 propose an RBN route starting at Claremont, with fewer stops, whereas the LUTI Consulting appraisal examines a route starting at Granton Bridge with more stops, the station-based land value uplift figure of \$82 million was excluded. Land value uplift was calculated by applying transport model data for a selected area to the baseline LUTI Consulting uplift, as outlined below.

Study Area

To assess the land value uplift associated with the implementation of an RBN, travel zones were categorized based on their proximity to and position along the RBN route. An 800m buffer zone around the RBN route was used to determine which travel zones fell within each corridor, with zones located more than 800m from the route considered outside the travel corridor (Figure 4.7).⁷ Criteria for selecting zones included:

- A majority of the travel zone land area falling within the 800m buffer
- The geographical characteristics of the zone area within the 800m buffer, in terms of levels of inhabitation and potential for economic activity

In addition to the 800-meter buffer, an additional 400-meter buffer was applied within each travel corridor to identify zones within 400 meters of the RBN route (Figure 4.7).⁸ As these travel zones are the closest to the proposed RBN route, they are expected to experience the highest land value uplift and will be assigned a higher weighting.

⁵ LUTI Consulting, North Suburbs Transit Corridor Appraisal: Urban Development Benefit MCA Input Report, 2020, 12

⁶ LUTI Consulting, North Suburbs Transit Corridor Appraisal: Urban Development Benefit MCA Input Report, 2020, 16-17

⁷ Previous literature on diminishing value capture suggests an 800m effective catchment threshold;

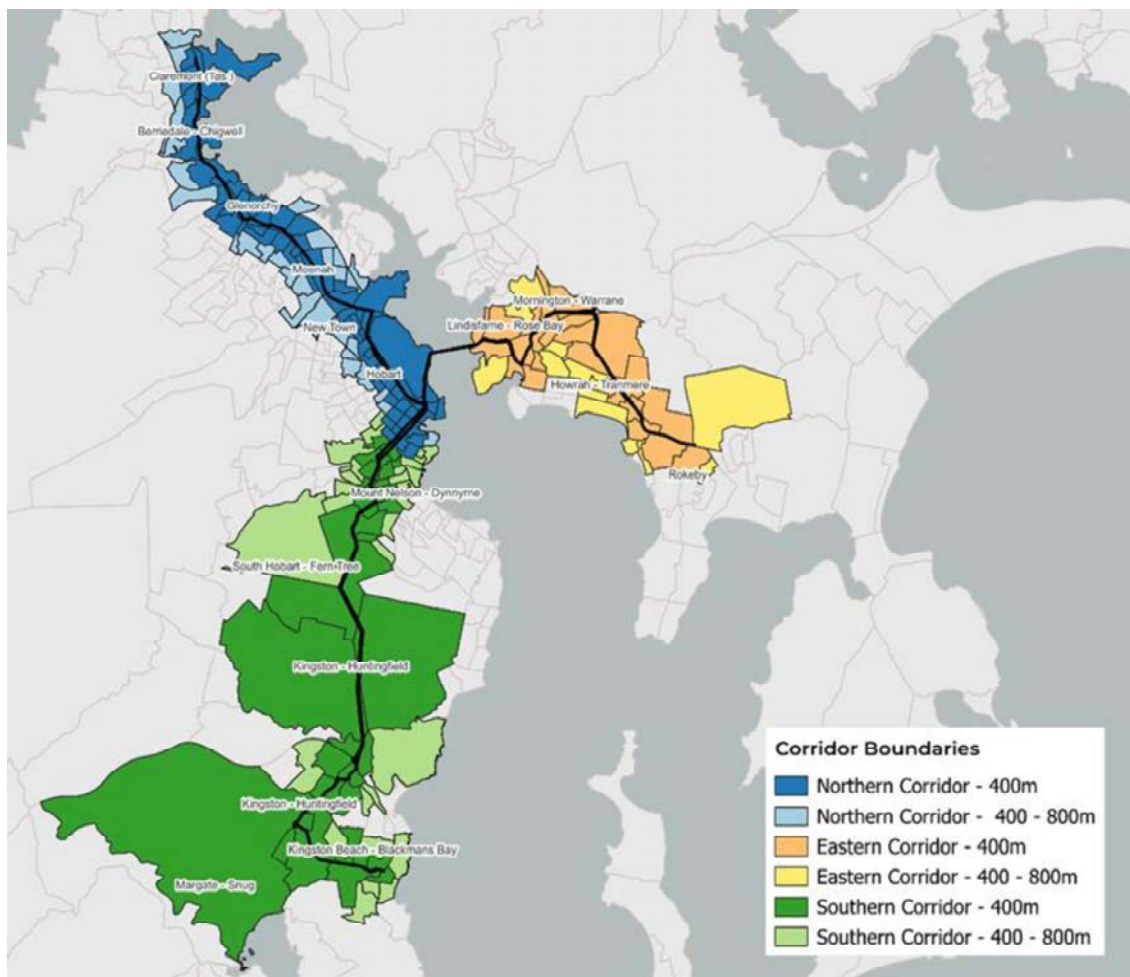
C Mulley and C Tsai, 'When and how much does new transport infrastructure add to property values? Evidence from the bus rapid transit system in Sydney, Australia', *Transport Policy*, 2016, 51, 15-23, <https://www.sciencedirect.com/science/article/abs/pii/S0967070X16300105>; C Mulley, L Ma, G Clifton and M Tanner, 'Are network planning guidelines based on equal access equitable?', *Transportation Research Record*, 2017, 2651(1), 1-11, <https://journals.sagepub.com/doi/10.3141/2651-01>; BTH Yen, C Mulley and M Burke, 'Gamification in transport interventions: Another way to improve travel behavioural change', *Cities*, 2019, 85, 140-149, <https://www.sciencedirect.com/science/article/abs/pii/S0264275118300039>

⁸ Previous literature suggests that uplift is highest within 400m of stations;

G Debrezion, E Pels and P Rietveld, 'The Impact of Railway Stations on Residential and Commercial Property Value: A Meta-analysis', *Journal of Real Estate Finance and Economics*, 2007, 35(2), 161-180, https://www.researchgate.net/publication/5151889_The_Impact_of_Railway_Stations_on_Residential_and_Commercial_Property_Value_A_Meta-Analysis; SI Mohammad, DJ Graham, PC Melo and RJ Anderson, 'A meta-analysis of the impact of rail projects on land and property values', 2013, *Transportation Research Part A: Policy and Practice*, 50, 158-170, <https://www.sciencedirect.com/science/article/abs/pii/S0965856413000207>



Figure 4.7 SBC travel corridor boundaries⁹



To determine the travel corridors, the boundary between the Northern and Southern corridors was aligned with the delineation used in LUTI Consulting report (Figure 4.8). However, there are notable differences between the zones included in the Northern corridor in this SBC. Specifically, the LUTI Consulting report excludes certain travel zones that are included in the SBC Northern corridor (shown as white areas in Figure 4.8) while it includes other zones excluded by the SBC (shown as dark blue areas in Figure 4.8). These discrepancies can be attributed to two primary factors:

- The LUTI Consulting report evaluates a longer RBN route, resulting in the Northern corridor boundary extending further North.
- Variations in methodology for determining which travel zones should be included within the corridor.

⁹ WSP defined travel corridors based on distance to the RBN route



Figure 4.8 Northern-Southern Boundary Delineation¹⁰

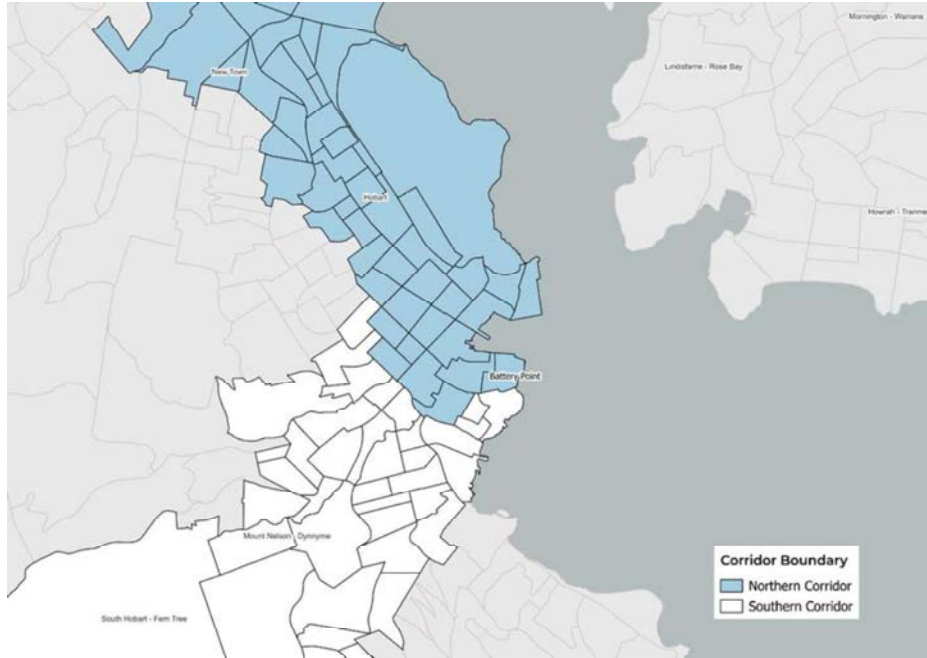
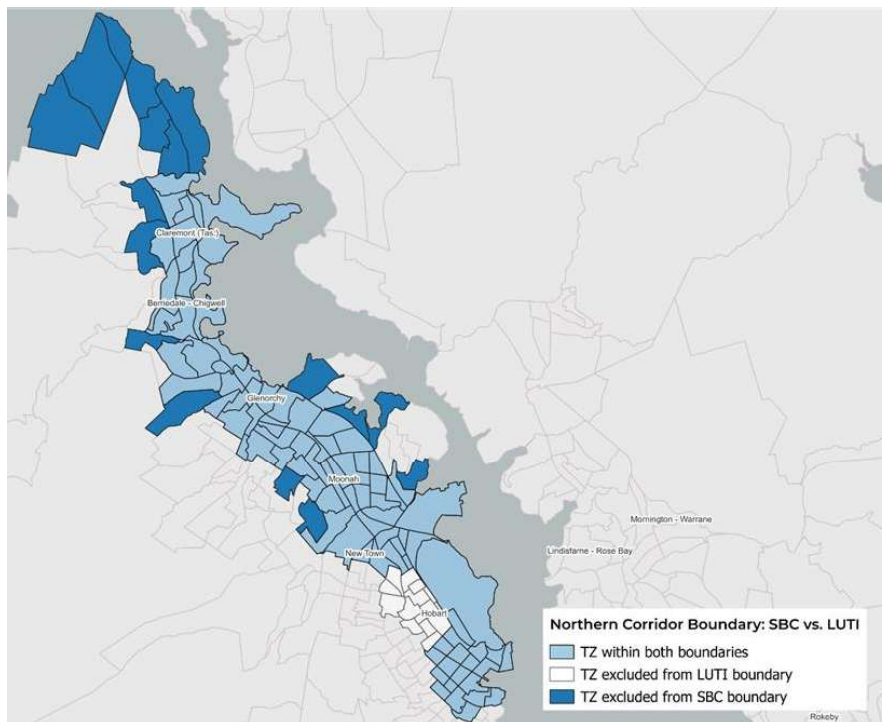


Figure 4.9 Northern corridor boundaries – SBC vs. LUTI Consulting¹¹



¹⁰ WSP of Northern corridor boundary based on; Boundary based on: LUTI Consulting, North Suburbs Transit Corridor Appraisal: Urban Development Benefit MCA Input Report, 2020, 7, Figure 3

¹¹ WSP map based on WSP defined boundaries and LUTI boundaries; LUTI Consulting, North Suburbs Transit Corridor Appraisal: Urban Development Benefit MCA Input Report, 2020, 7, Figure 3



Extrapolation of LUTI Boundaries

The methodology for calculating land value uplift associated with the implementation of the RBN follows a multi-step approach, with assumption that the RBN will be completed by 2040. The land value uplift calculations were based on the projected changes in travel and the proximity of the travel zones to the RBN route. The key steps taken to calculate the uplift in this SBC are as follows:

As outlined in the study area above, travel zones were classified based on distance to the RBN route and location along the travel corridors. A land value uplift weightage factor was applied to each zone according to this classification, reflecting that zones closer to the RBN route would experience the highest uplift, while those outside the corridor were expected to see no significant uplift (Table 4.21).

Table 4.21 Land value uplift weightage factor by distance to travel corridor¹²

Distance to RBN Route	Land Value Uplift Weighting Factor	Land Value Uplift Weighting Factor – LUTI Northern Corridor
400m	1.5	1.5
800m	1.25	1.25
Greater than 800m	0	1

Transport model data, specifically projected trips during the AM peak period, was used to estimate the uplift potential. Being representative of inbound commuting, the AM peak was selected as the most likely period for the majority of uplift to occur. The trip difference for each zone between the base case and RBN options was calculated, and the weightage factor was applied to determine the weighted trip difference, adjusting for proximity to the RBN route (Table 4.22). This ensured that zones closer to the RBN route were given greater weight in the uplift calculations.

Land value uplift was determined by multiplying this weighted trip difference with the land value per trip. This was derived by dividing the Northern Corridor uplift figure of \$68 million from the LUTI Consulting report by the total weighted trip difference for the corridor. The weighted trip difference for the LUTI Northern corridor was calculated separately (Table 4.22) as some zones within the corridor were classified as being located more than 800m from the RBN route proposed in this SBC (Figure 4.9), resulting in a weightage of zero. To account for this discrepancy, the land value uplift weightage parameters were adjusted to ensure that all relevant zones within the LUTI Northern corridor, including those that fall outside the SBC-defined boundaries (i.e., greater than 800m), were incorporated (Table 4.21).

Table 4.22 Weighted trip difference – SBC corridor boundaries and LUTI Northern corridor boundary¹³

Corridor	Trip Difference (daily AM Peak trips)	Weighted Trip Difference	Trip Difference (daily AM Peak trips)– LUTI Northern Corridor	Weighted Trip Difference – LUTI Northern Corridor
Northern	123.25	177.05	109.40	156.13
Eastern	91.01	129.82	-	-
Southern	46.06	63.48	-	-
Total	260.32	370.35	-	-

Once the weighted trip difference for the LUTI Northern Corridor was calculated, land value per trip was derived by dividing the total uplift figure of \$68 million by this figure.

¹² Weightage factors were informed by previous literature. In particular, one study showed 52% of value capture within the first 400m, and 31% within 400 – 800m; C Murray, 'Land Value Uplift from Light Rail 2016', Australasian Transport Research Forum, 2016, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2834855

¹³ WSP analysis of transport model output data (AM peak)



The value per weighted trip was applied to the weighted trip difference calculated for travel zones within the SBC-defined boundaries (Table 4.22), generating uplift values (Table 4.23).

To further refine the results, the ratio of corridor uplift was applied to the Northern corridor uplift figure from the LUTI Consulting report, extrapolating values for the Southern and Eastern corridors (Table 4.23). This approach accounts for the differing methodologies used in the LUTI Consulting report and the SBC, particularly in how the travel corridor boundaries and travel zones were defined. The two sets of uplift values, one based on the LUTI Consulting Northern corridor boundary, and one based on the SBC corridor boundaries, provide a more comprehensive and balanced picture of the potential land value uplift across the corridors

Table 4.23 Land value uplift by travel corridor¹⁴

Travel Corridor	Land Value Uplift – SBC Boundary	Land Value Uplift – LUTI Boundary	Percentage of Total
Northern	\$77,113,705	\$68,000,000	47.8%
Eastern	\$56,543,082	\$49,860,521	35.1%
Southern	\$27,645,994	\$24,378,645	17.1%
Total	\$161,302,781	\$142,239,166	100.0%

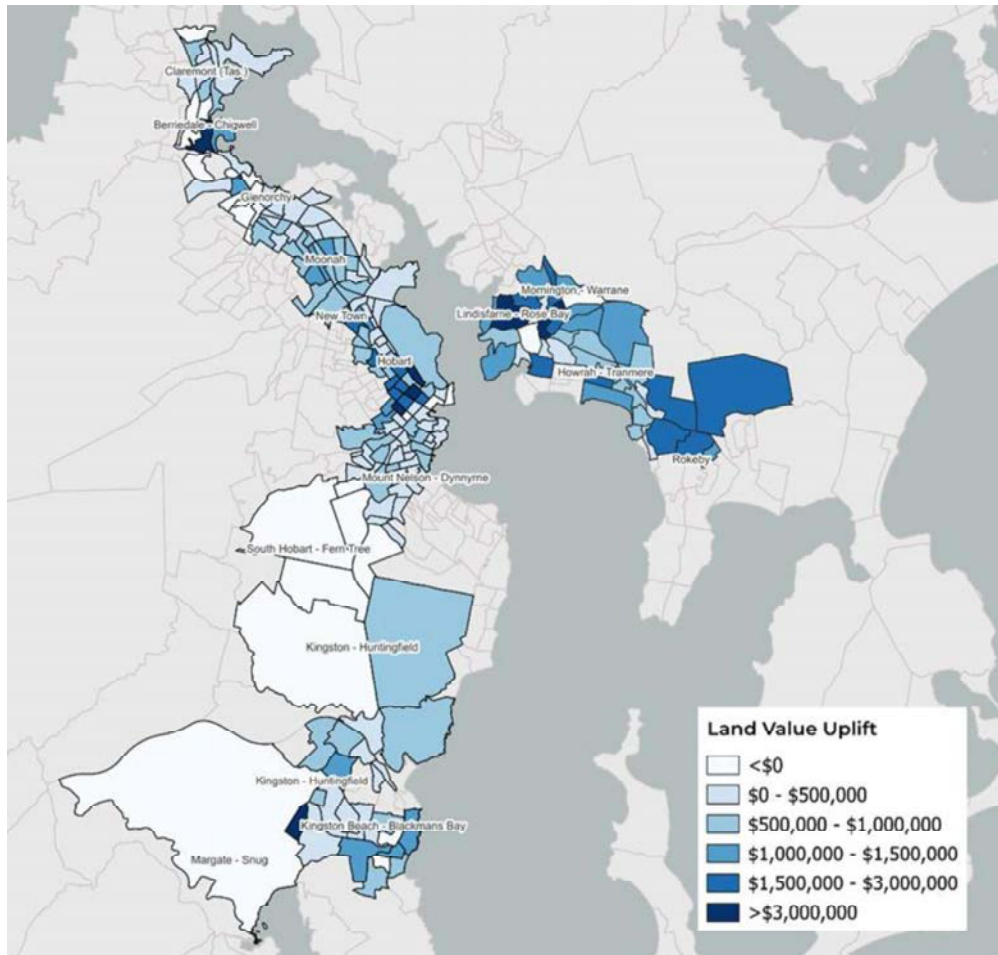
A total land value uplift of \$161.3 million was calculated using the SBC corridor boundaries, while a total land value uplift of \$142.2 million was calculated using the LUTI Consulting Northern corridor boundary. The difference in totals is largely attributed to the different boundaries used in each study, resulting in different weightages (Table 4.21) and different change in trip figures (Table 4.22). A significant amount of the uplift stems from the Northern corridor, as indicated in Figure 4.10, with the Eastern corridor also contributing a notable uplift value. The Southern corridor has a lower land value uplift, particularly within the travel zones with large uninhabited areas, as was expected.

It should be noted that zone land area does not factor into land value uplift, despite zones with larger areas standing out more prominently on Figure 4.10 compared to zones with smaller areas, such as in the CBD area.

¹⁴ WSP calculations based on transport model outputs



Figure 4.10 Land value uplift by travel zone¹⁵



Simplifications

While the methodology used to calculate the land value uplift associated with the RBN provides a comprehensive approach, additional consideration for further context include:

The buffer zones were determined primarily based on geographic proximity to the RBN route, but additional considerations such as the socio-economic characteristics of each zone, existing development patterns, and specific land uses were not fully incorporated into the classification. Zones that are predominantly residential or uninhabited may experience less uplift than areas with higher commercial or business activity, which was not explicitly accounted for in the classification process.

There are inherent differences in how the SBC and the LUTI Consulting report defined their travel corridors and categorised travel zones, which could lead to discrepancies in land value uplift estimates between the two studies. While efforts were made to adjust for these differences (e.g., extending buffer parameters to include zones beyond the 800m threshold), some zones may still be treated differently due to the distinct boundary definitions used in each report. This could impact the accuracy and comparability of uplift estimates across the two methodologies.

The method of extrapolating uplift values for the Eastern and Southern corridors, based on the ratio of uplift in the Northern corridor, introduces a degree of uncertainty. Differences in geography, land use, and transport accessibility between corridors may result in varying levels of uplift that are not fully captured by this extrapolation approach.

¹⁵ WSP map based on land value uplift calculations



4.7.3 Wider Economic Benefit 1 – Agglomeration Effects

Wider Economic Benefit 1 (WEB1), also known as the agglomeration effect, refers to the economic benefits generated from improved access to business, services and workers. The implementation of an RBN is expected to generate substantial WEB1 by improving transportation efficiency, reducing travel times, and enhancing access to key areas for both residents and businesses, addressing problem 3 outlined in the SBC. As a result, businesses can benefit from expanded customer bases, while individuals will experience better access to employment opportunities, education, and essential services. These changes can lead to increased economic activity, higher property values, and greater overall productivity. While these benefits may not be immediately measurable in terms of direct costs or revenues, they contribute significantly to long-term economic growth, making the RBN a key driver in realizing broader economic benefits for Greater Hobart.

WEB1 was calculated using transport model data for RBN options, assuming a completion date of 2040, and is consistent with the ATAP T3 WEBs guidelines. Specifically, WEB1 represents the change in Gross Value Added (GVA) across all industries and all travel zones. The change in GVA is determined by the percentage change in productivity between the base case and the project case, which in turn is calculated according to the rate of change of Effective Density (ED). Effective Density measures the accessibility to economic activities, such as employment, given a travel impedance, such as the generalised cost of travel.

As per the ATAP T3 WEBs guidelines, the generalised cost of travel, or Average Generalised Cost (AGC), can be calculated using the following equations:¹⁶

$$AGC_{ij}^B = \frac{\sum_{m,p,t}(T_{ij}^{B,m,p,t} + T_{ij}^{P,m,p,t})g_{ij}^{B,m,p,t}}{\sum_{m,p,t}T_{ij}^{B,m,p,t} + \sum_{m,p,t}T_{ij}^{P,m,p,t}}$$

$$AGC_{ij}^P = \frac{\sum_{m,p,t}(T_{ij}^{B,m,p,t} + T_{ij}^{P,m,p,t})g_{ij}^{P,m,p,t}}{\sum_{m,p,t}T_{ij}^{B,m,p,t} + \sum_{m,p,t}T_{ij}^{P,m,p,t}}$$

Where:

AGC_{ij} = AGC between origin i and destination j for the base case (B) and project case (P)

T_{ij} = number of trips

g_{ij} = generalised cost of travel

m = transport mode

p = trip purpose

t = time period

The number of trips for the base case and project case (under RBN options) was derived from transport model data for public transport (bus) travel during AM peak hours (7 AM - 9 AM), PM peak hours (4 PM – 6 PM), evening peak hours (6 PM – 7 AM) and off-peak hours (9 AM – 4 PM). Only data for work related purposes, such as commuting and business trips, were considered for the calculations, as economic value for WEB1 is largely generated from work related trips. The generalised cost of travel was calculated using the following equation:¹⁷

$$GT = \sum m_x(\text{travel cost}_i) + IVT + \left(\frac{60}{VOT}\right) * \text{Fare}$$

Where:

IVT = in – vehicle time (mins)

VOT = value of IVT

$Fare$ = bus fare in dollars

m_x = respective multiplier to convert travel costs into equivalent IVT minutes

¹⁶ ATAP, T3 Wider Economic Benefits, 2023, 13

¹⁷ ATAP, M1 Public Transport, 2021, 49



Travel costs include wait time, transfer penalties and boarding penalties, with the transfer and boarding penalties for project case trips being adjusted by a factor of 0.3 to account for the increased efficiency, frequency and reliability of the RBN¹⁸. It should also be noted that walk and drive access and egress times were excluded from GT calculations, considering that this cost would be zero when no public transport alternative is available and passengers are required to use private vehicles, as in the base case. This poses the risk of inflating travel time costs for the project case where the availability of the RBN will result in less private vehicle usage and, consequently, higher walk access and egress time.

The multipliers used to convert the travel time cost components to equivalent IVT minutes are listed in Table 4.24.

Table 4.24 Multipliers for travel time costs¹⁹

Travel time cost	Multiplier
Wait time	1.4
Boarding penalty	1.5
Transfer penalty	1

For economic appraisals of initiatives, such as the implementation of the RBN options, common practice dictates using ‘equity’ VOT across all modes of transport to ensure equitable treatment of people with varying willingness to pay values, which results from differences in income levels.²⁰ The 2013 VOT value for car travel, sourced from PV2 Road Parameter Values 2016 and indexed to 2025 dollar values using Average Weekly Earnings, was applied for all calculations (Table 4.25).

Table 4.25 Equity value of in-vehicle time (IVT)²¹

Type	Value (2013)	Value (2025)
Cars (all types), Business trips	\$48.63	\$65.94
Cars (all types), Personal trips	\$14.99	\$20.33

Once generalised cost and other inputs were used to calculate base case and project AGC, the figures were annualised by a factor of 260, based on a five-day work week for a 52-week period. It should also be noted that the transport model sets intra-zonal costs to zero, consequently resulting in an AGC of zero. To account for this, the AGC for intrazonal travel was substituted with a proportion of the lowest AGC between the origin zone and neighbouring zones. As per ATAP guidelines, this intrazonal factor was set to two-thirds. The annualized adjusted AGC values were input into the following Effective Density formula:²²

$$ED_i = \sum_j \frac{M_j}{(ACG_{ij})^\alpha}$$

Where:

M_j = employment in destination zone j

α = decay rate

A decay rate, alpha, is applied to effective density to account for the impact of distance on accessibility, with closer jobs being assigned high weights, and jobs further away being assigned a low weight. The decay curve parameters are detailed in Table 4.26.

¹⁸ RBN systems have been consistently proven to reduce transfer and boarding time; *Jarrett Walker*. "Portland: Good Outcomes from BRT-Lite." *Human Transit*, October 6, 2023. <https://humantransit.org/2023/10/portland-good-outcomes-from-brt-lite.html>; Manningham City Council, *Bus Rapid Transit (BRT) - Advocacy Factsheet*, October 2022, <https://www.manningham.vic.gov.au/sites/default/files/2022-10/2022%20-%20Bus%20Rapid%20Transit%20%28BRT%29%20-%20Advocacy%20factsheet.PDF>.

¹⁹ ATAP, M1 Public Transport, 2021, 50

²⁰ ATAP, M1 Public Transport, 2021, 47

²¹ ATAP, PV2 Road Parameter Values, 2016, Table 12; indexed with AWE (ABS Catalogue 6302003)

²² ATAP, T3 Wider Economic Benefits, 2023, 14



Table 4.26 Decay curve and productivity elasticity parameters by industry²³

Industry Group	ANZSIC	Decay Rate	Productivity Elasticity
1 – Agriculture, mining, manufacturing and utilities	A,B,C,D	1.1	0.021
2 – Construction, trade and public services	E,F,G,H,I,O,P,Q,R,S	1.8	0.024
3 – Financial, professional and media services	J,K,L,M,N	1.8	0.083

Two effective densities were calculated for the base and project case respectively, one for low distance decay industries, and one for high distance decay industries, as detailed above. The effective density values were then used to calculate the change in productivity between the base case and project case for each zone, as follows:²⁴

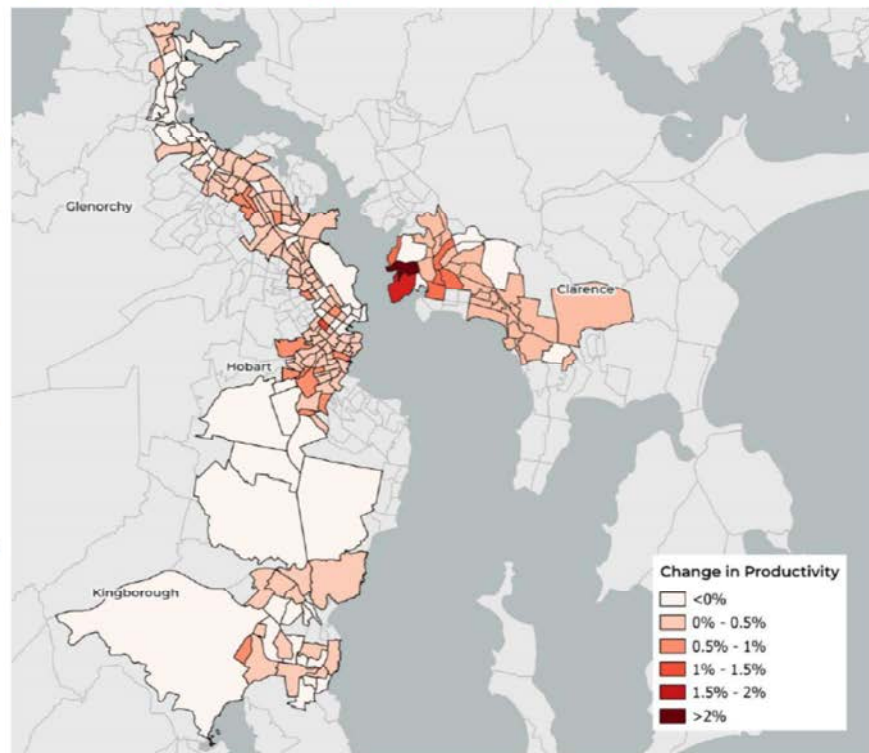
$$\frac{\Delta Productivity_i}{Productivity_i} = \left(\frac{ED_i^P}{ED_i^B} \right)^\rho - 1$$

Where:

ρ = productivity elasticity of industry group

Three productivity change percentages were calculated for all travel zones, depending on the industry group and its sensitivity to productivity, accounted for by three different productivity elasticity values (Table 4.26). Industry group 1 is the least reactive to changes in productivity, while industry group 3 is the most reactive, demonstrated in Figure 4.11, Figure 4.12 and Figure 4.13, where productivity change is noticeably higher across travel zones for industry group 3. It is also apparent that the Northern and Eastern corridors are expected to experience the highest productivity increase across all industry groups, with the Southern corridor trailing behind.

Figure 4.11 Change in productivity by travel zone – industry group 1²⁵



²³ ATAP, T3 Wider Economic Benefits, 2023, 11, Table 2

²⁴ ATAP, T3 Wider Economic Benefits, 2023, 15

²⁵ WSP map based on productivity change calculations



Figure 4.12 Change in productivity by travel zone – industry group 2²⁶

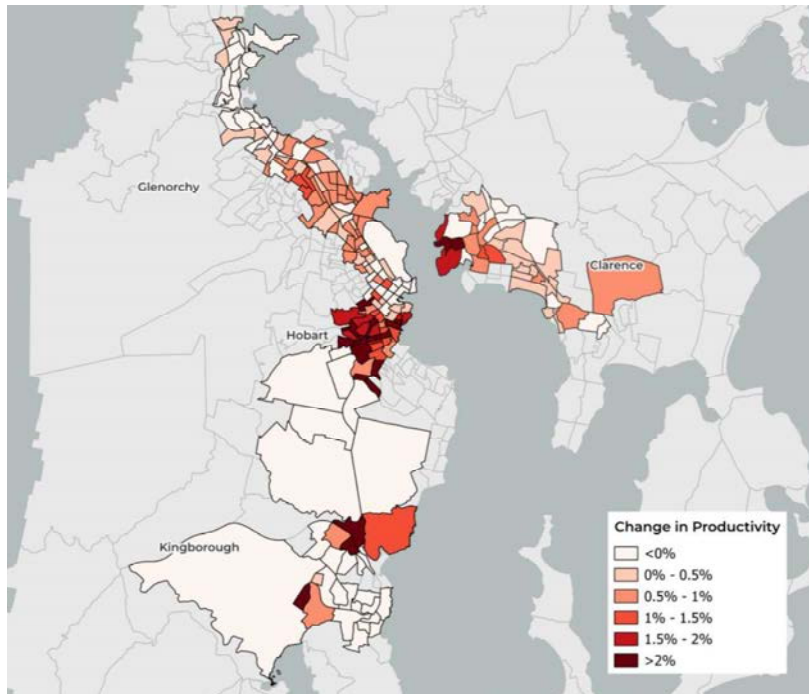
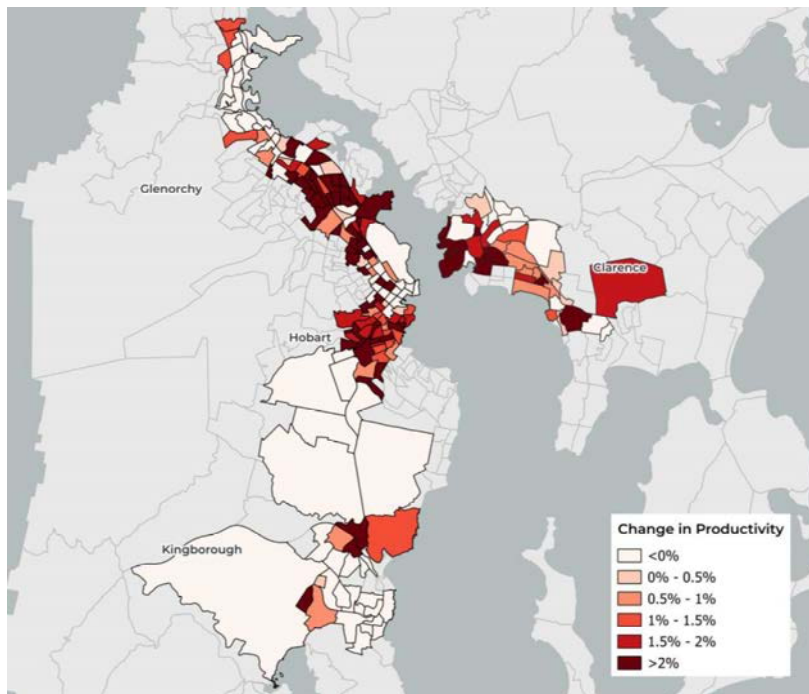


Figure 4.13 Change in productivity by travel zone – industry group 3²⁷



²⁶ WSP map based on productivity change calculations

²⁷ WSP map based on productivity change calculations



These estimates were then turned to dollar figures (change in GVA) using the following formula:²⁸

$$\Delta GVA_i = \frac{\Delta Productivity_i}{Productivity_i} \cdot GVApw_i^B \cdot M_i^B$$

Where:

$GVApw_i^B$ = Base case GVA per worker per industry

GVA per worker per industry was estimated using ABS 2021 census data for income by industry. Average annual income per worker was derived from the census data and indexed to 2025-dollar values using the Wage Price Index (Australia, all industries), and applied to travel zones according to their Local Government Area (LGA). Employment data was sourced from transport model data and allocated to travel zones at the industry level, based on census derived worker-to-industry ratios.

The resulting change in GVA calculations were then summed up to calculate total WEB1 (Table 4.27). The travel corridors defined for land value uplift calculations (Figure 4.7) were used to estimate WEB1 at the corridor level, with the corridor ratios then used to estimate a second WEB1 value based on the LUTI Consulting report Northern corridor boundary (Figure 4.9).

Table 4.27 Total WEB1 by travel corridor²⁹

Corridor	WEB1 – SBC Boundaries	WEB1 – LUTI Boundaries	Percentage of Total
Northern	\$4,465,757	\$4,275,679	75.0%
Eastern	\$611,768	\$585,729	10.3%
Southern	\$874,645	\$837,417	14.7%
Total	\$5,952,169	\$5,698,825	100.0%

A total of \$5.95 million in annual WEB1 benefits was calculated based on the SBC corridor boundaries, while a total of \$5.70 million annual WEB1 benefits was derived using the LUTI Northern corridor ratio. The Northern corridor is expected to generate a substantial portion of the benefits, as indicated in Figure 4.14, with the Eastern and Southern corridors contributing fairly equally.

There is a slight discrepancy between change in productivity and change in GVA, when analysing at the corridor level. While the Eastern corridor is expected to experience a higher change in productivity across industry groups (as visualised in Figure 4.11, Figure 4.12 and Figure 4.13), the Southern corridor has a slightly higher WEB1 benefit overall (Table 4.27). This is a result of WEB1 being calculated as the sum of change in GVA across all travel zones within a corridor. Given that the Southern corridor consists of more travel zones due to the RBN route extending further along the South than the East, the total change in GVA is expected to be higher along the Southern corridor. However, at the travel zone level, change in GVA is slightly higher for the Eastern corridor (Figure 4.14), aligning with productivity change estimates.

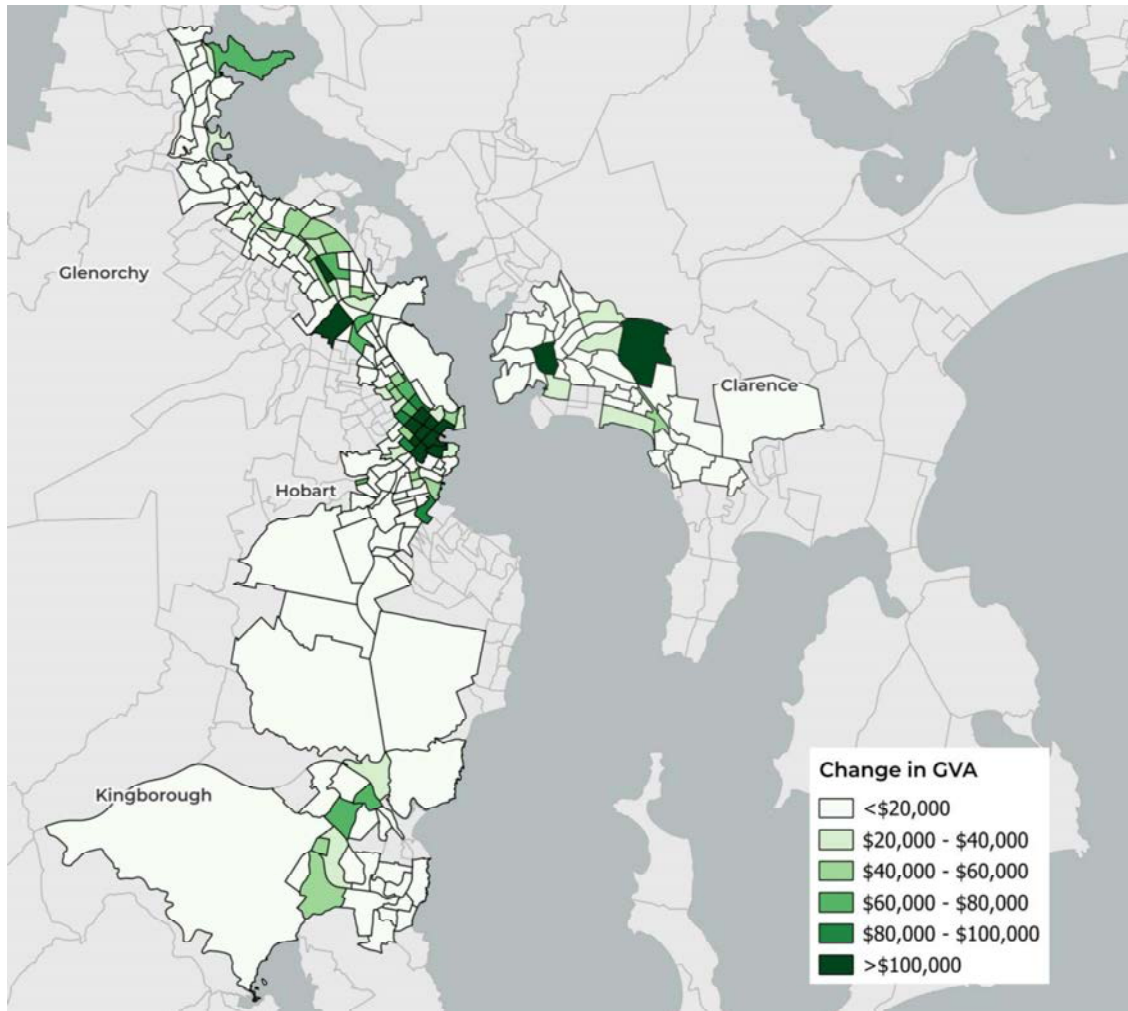
It should be noted that, unlike for land value uplift, both WEB1 benefit results align closely, due in large part to differing methodologies in calculating WEB1 and land value uplift. Land value uplift is based on proximity to the RBN route, with zones within 400m assigned the highest weights, while WEB1 treats all zones within the travel corridor equally and assigns weightage by industry group decay rate and productivity elasticity.

²⁸ ATAP, T3 Wider Economic Benefits, 2023, 15

²⁹ WSP WEB1 calculations; GVA per worker sourced from ABS 2021 Census income and employment data



Figure 4.14 Change in GVA by travel zone³⁰



³⁰ WSP map based on WEB1 calculations



5. Economic appraisal results

5.1 Central economic results

The economic results are presented in Table 5.1. Values are presented as incremental to the Base Case and show that:

- No option considered has a Net Present Value (NPV) above zero or a BCR above one. This means that the present value of costs is greater than the present value of benefits.
- **Options 3 and 4 (Rapid Bus Network options)** have the lowest BCRs due to more extensive capital works and higher upfront costs, while delivering significantly lower levels of mode shift to public transport compared to Options 5 and 6. These options also have a longer implementation timeline, which delays the full realisation of project benefits. Although they achieve high levels of travel time savings for users of the rapid bus infrastructure and public transport mode shift, the relatively lower levels of public transport mode shift limit the associated benefits of reducing private vehicle use, such as vehicle operating cost (VOC) savings, road safety improvements, and emissions reductions.
- **Options 3 and 4 Staging** results indicate that Staging Option A (Northern and Central Corridors first) outperforms Staging Option B (Southern and Central Corridor first). While the discounted total costs are relatively similar between the two staging options, the economic benefits are lower for Staging Option B due to the comparative levels of demand for the Rapid Bus Service. Staging Option A generates 1,135 daily boardings for the Rapid Bus Service, whereas Staging Option B results in only 826 daily boardings. Across Options 3 and 4, the lower patronage in Staging Option B ultimately leads to a reduced BCR (0.19 and 0.26) compared to Staging Option A (0.20 and 0.28).
- **Option 5 (Major PT improvements)** offers the best BCR among the shortlisted options. It achieves significant mode shift to public transport, meeting the 10% target PT mode share for journeys to work by 2040, and results in the largest present value benefits over the appraisal period, driven by strong reductions in vehicle operating costs. It has lower upfront costs compared to Options 3 and 4 but incurs the highest ongoing operational expenditures.
- **Option 5 and 6** include a widespread rollout of active transport improvements, which is expected to increase active transport mode share and related benefits compared to the more targeted rapid bus-related active transport improvements in Options 3 and 4.
- **Option 6 (Minor PT improvements)**, while smaller in scale than Option 5, does not achieve the same level of mode shift to public transport, resulting in lower levels of benefits.
- Inclusion of City Shaping Benefits, specifically Agglomeration (WEB1) and Higher Value Land Use, increases the BCR for **Options 3 and 4 (Rapid Bus Network options)** from between 0.19–0.28 to between 0.51–0.52, with **Option 4 Staging A** ranking highest. These options still have a lower BCR than **Option 5 and Option 6** after accounting for these additional benefits.

Table 5.1: Economic appraisal results (\$m, discounted 7%)

Parameter	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Costs						
Capex	463.4	463.4	472.9	472.9	282.6	231.9
Opex	97.9	97.0	97.9	97.0	357.5	67.2
Total Cost	561.3	560.4	570.7	569.9	640.1	299.1
Benefits						
Travel time savings	62.1	56.4	67.2	61.5	77.4	27.3
VOC savings	9.3	7.3	15.8	13.6	140.9	28.5
Road safety	-2.4	-2.7	-2.1	-2.4	7.5	-4.1
Carbon emissions	-0.4	-0.5	-0.1	-0.2	13.4	-2.5

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Parameter	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Air pollution	-0.1	-0.2	0.0	-0.1	3.7	-0.4
Noise	-0.1	-0.1	0.0	-0.1	2.3	-0.3
Environmental (well-to-tank emissions, biodiversity, soil & water)	-0.1	-0.1	0.0	-0.1	2.5	-0.3
Station quality amenity improvements	12.5	12.4	13.6	13.6	26.9	9.0
Active transport health benefits	18.6	18.6	42.2	42.2	77.2	78.5
Active transport decongestion benefits	3.8	3.8	8.7	8.7	16.0	16.2
Other active transport benefits	1.7	1.7	4.0	4.0	7.3	7.4
Social inclusion benefits	1.3	1.3	1.3	1.3	7.0	1.6
Residual value	7.8	7.8	7.8	7.8	4.7	3.8
Total benefits	114.2	105.8	158.5	150.1	386.7	164.9
NPV	-447.1	-454.6	-412.3	-419.7	-253.4	-134.3
BCR	0.20	0.19	0.28	0.26	0.60	0.55
City Shaping Benefits						
Agglomeration (WEB1)	49.2	43.3	49.2	43.3		
Higher Value Land Use	87.2	81.5	87.2	81.5		
Total city shaping benefits	136.4	124.8	136.4	124.8		
NPV	-310.7	-329.9	-275.9	-329.9		
BCR	0.45	0.41	0.52	0.41		

5.1.1 Sensitivity test results

The table below presents the sensitivity analysis for Options 3 through 6, evaluating how changes in key assumptions impact the BCR ratio.

- Discount rates: Assessing outcomes at 4% and 10% to understand the effect of varying the discount rate.
- Cost variations: Analysing scenarios with costs increased and decreased by 20%.
- Benefit variations: Evaluating the impact of benefits increased and decreased by 20%.
- Best case scenario: Combining a 20% increase in benefits with a 20% decrease in costs to identify optimal outcomes.

The analysis shows that:

- Option 5 consistently shows the highest BCR across most scenarios, indicating robust performance.
- Lower discount rates (4%) generally enhance the BCR for all options, emphasising the value of long-term benefits.
- Reductions in costs significantly improve the BCR, particularly for Options 4 and 5.
- The best-case scenario underscores the potential of Option 5 to achieve the highest impact when benefits are maximised and costs minimised.



Table 5.2 Economic sensitivity test results (BCR)

Sensitivity test	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Central Results (base assumptions)	0.20	0.19	0.28	0.26	0.60	0.55
4% discount rate	0.29	0.28	0.39	0.38	0.74	0.72
10% discount rate	0.15	0.14	0.21	0.19	0.50	0.43
Costs +20%	0.17	0.16	0.23	0.22	0.50	0.46
Costs - 20%	0.25	0.24	0.35	0.33	0.76	0.69
Benefits +20%	0.24	0.23	0.33	0.32	0.72	0.66
Benefits -20%	0.16	0.15	0.22	0.21	0.48	0.44
Best Case Scenario (20% increase in benefits, 20% decrease in costs)	0.31	0.28	0.42	0.40	0.91	0.83

Table 5.3 Economic sensitivity test results with City Shaping Benefits (BCR)

Sensitivity test	Option 3		Option 4		Option 5	Option 6
	Staging A	Staging B	Staging A	Staging B		
Central Results (base assumptions)	0.45	0.41	0.52	0.41	0.60	0.32
4% discount rate	0.56	0.53	0.66	0.53	0.74	0.37
10% discount rate	0.37	0.33	0.43	0.33	0.50	0.27
Costs +20%	0.37	0.34	0.43	0.40	0.50	0.26
Costs - 20%	0.56	0.51	0.65	0.60	0.76	0.40
Benefits +20%	0.54	0.49	0.62	0.58	0.72	0.38
Benefits -20%	0.36	0.33	0.41	0.39	0.48	0.25
Best Case Scenario (20% increase in benefits, 20% decrease in costs)	0.67	0.62	0.77	0.72	0.91	0.47

5.1.2 Economic results commentary

While the economic analysis results provide valuable insights into the relative performance of the options, additional considerations offer further context for interpreting the results:

- Strategic transport models often struggle to capture the full range of improvements related to public transport projects, such as station amenity upgrades, bus priority measures (e.g., bus jumps), minor infrastructure changes, and active transport connections. For this assessment, these benefits were estimated separately and included to supplement the traffic modelling outputs. However, given the strategic nature of the business case, it is challenging to estimate the full extent of these changes.
- Public transport projects in Australia involving buses often have BCRs below 1, as dedicating road space to public transport can disadvantage general traffic. In this project, rather than reallocating space from general traffic, selective widening has been undertaken to introduce additional transit lanes and bus jumps. While this approach increases capital costs, it minimises impacts on other road users.
- There is potential to further refine Option 5 by optimising the doubling of expenditure in public transport to maximise the impact of the investment and improve economic results. Additionally, as the project is still in the strategic stage, there are opportunities to reduce capital costs through value management processes to further improve the merit of this option.

Appendix I

Modelling Reports



Memo

To: [REDACTED]
From: [REDACTED]
Subject: Greater Hobart Rapid Bus Network – Modelling for PT integration strategies
Our ref: PS209713-PAM-MEL-MEM-PT_Integration-001 RevA DRAFT
Date: 25 September 2024

1. Overview

The Department of State Growth (DSG) is currently progressing through a strategic business case for the Greater Hobart Rapid Bus Network (GHRBN). As part of this process, DSG is exploring a series of short list options for the GHRBN that will be assessed in the economic analysis. One of the key components of the short list options for the GHRBN is public transport (PT) integration.

DSG is currently exploring three different PT integration strategies to support the GHRBN. The purpose of this strategic transport modelling exercise is to investigate the three scenarios for PT integration strategies established by DSG. The outcomes of the strategic modelling will help inform DSG to select one PT integration strategy for the GHRBN to take forward to the economic analysis.

2. Methodology

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) has been undertaken to assess the GHRBN as an overlay and with the three PT integration strategies. The proposed GHRBN is composed of three routes operating between Claremont, Glebe Hill and Blackmans Bay running via the Hobart city.

Each scenario has been modelled for the 2030, 2040 and 2050 forecast years adopting the Hobart MetroPlan land use assumptions. The model scenarios are outlined in Table 2.1.

Table 2.1 Modelled scenarios

Scenario	Scenario name	Description
0	No integration	The GHRBN implemented as an overlay on the existing network
1	Simplified network	The GHRBN implemented with a substantial change to the existing bus services. Services truncated/removed in accordance with the proposed networks outlined in <i>Hobart Rapid Bus Service Technical Memo C: Route Assessment</i> (WSP, December 2022) (hereafter referred to as WSP Tech Memo C).
2	Simplified network retaining turn-up-and-go corridors	The GHRBN with truncated/removed services in line with Scenario 1 maintaining existing high frequency corridors on Main Road, Clarence Street and between Kingston Central and the CBD.
3	Additional coverage routes	The GHRBN as an overlay on the existing network with six new additional coverage routes

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The following outputs are provided in this assessment:

- Number of daily trips by mode
- Highway network including VHT and VKT
- PT network statistics including boardings, passenger hours travelled and passenger kilometres travelled
- PT trips per service km
- PT boardings by the following categories:
 - Patronage on existing bus services (includes those services truncated)
 - Patronage on rapid bus services
 - Patronage on the additional coverage services (applies to Scenario 3 only)

3. Network Assumptions

This section details the highway network and public transport network assumptions developed for each scenario.

3.1 Highway network

The highway network used in the modelled scenarios across the three model horizons is shown in Figure 3.1. The highway network has been updated with bus priority corridors to be delivered with the GHRBN as well as some new links for additional coverage routes.

The key highway network updates include:

- Bus priority links to be delivered as part of the GHRBN
 - NSTC bus-only link
 - Tasman Highway T3 lane (Mornington to Rosny Park inbound)
 - Southern Outlet T3 lane (Firthside to Olinda Grove inbound)
- Southern Outlet fifth lane (Olinda Grove to Davey Street inbound) – converted from bus-only link to T3 lane
- Links in Kingston region required for rapid bus and additional coverage route (coded as bus-only links for modelling purposes)
 - Goshawk Way
 - New road between Spring Farm Road and Kingston View Drive

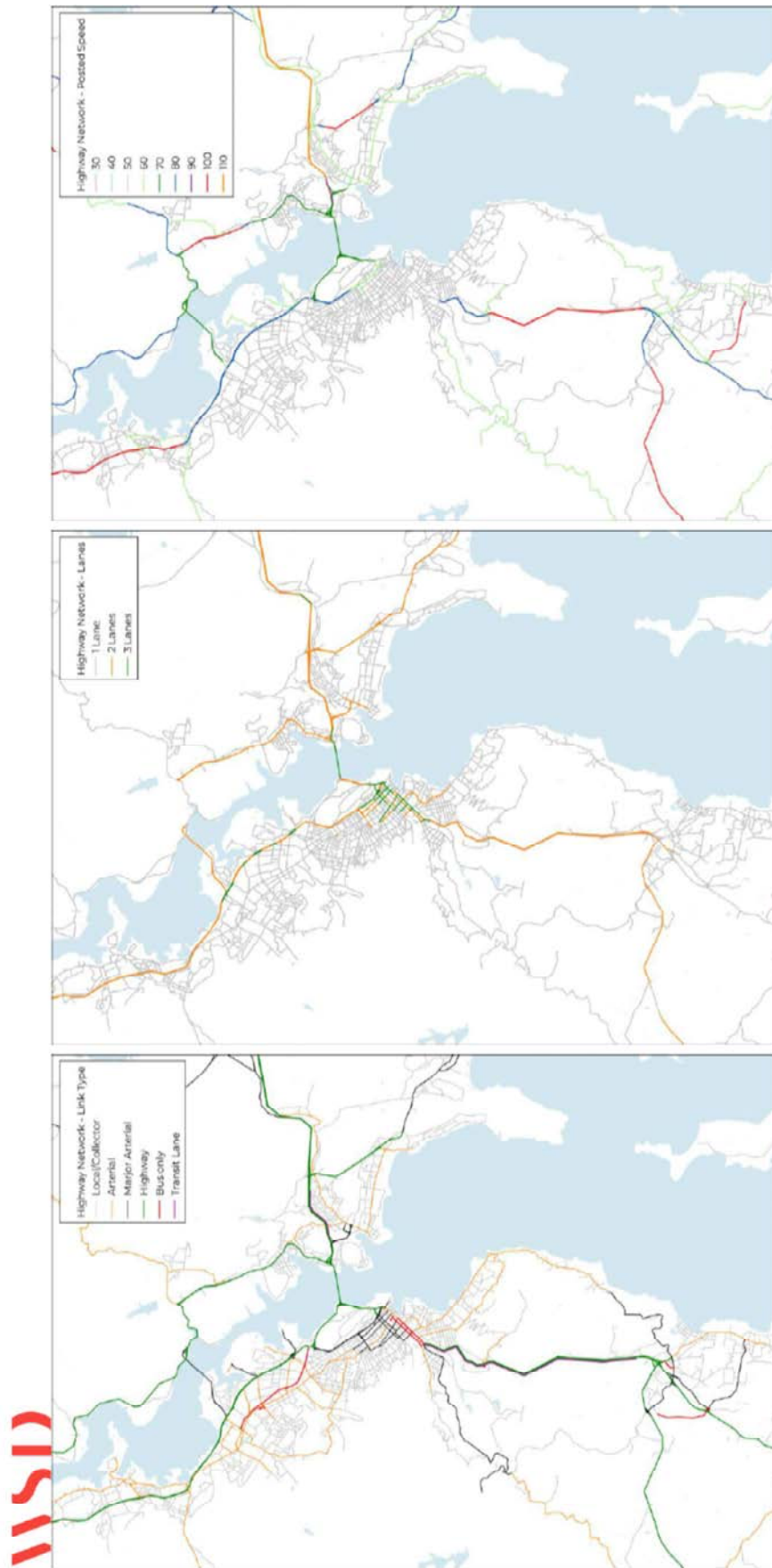
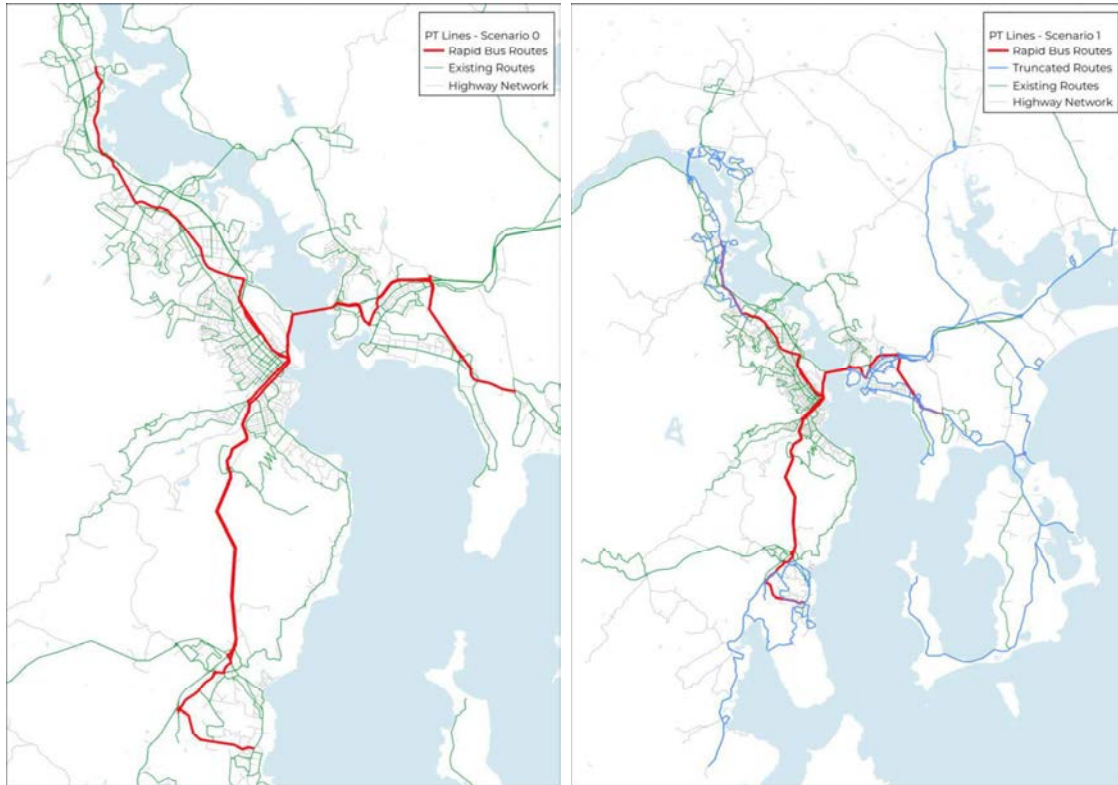


Figure 3.1 Highway network assumptions – link type, lanes, posted speed



3.2 Public Transport Networks

The PT networks for each modelling scenario are presented in



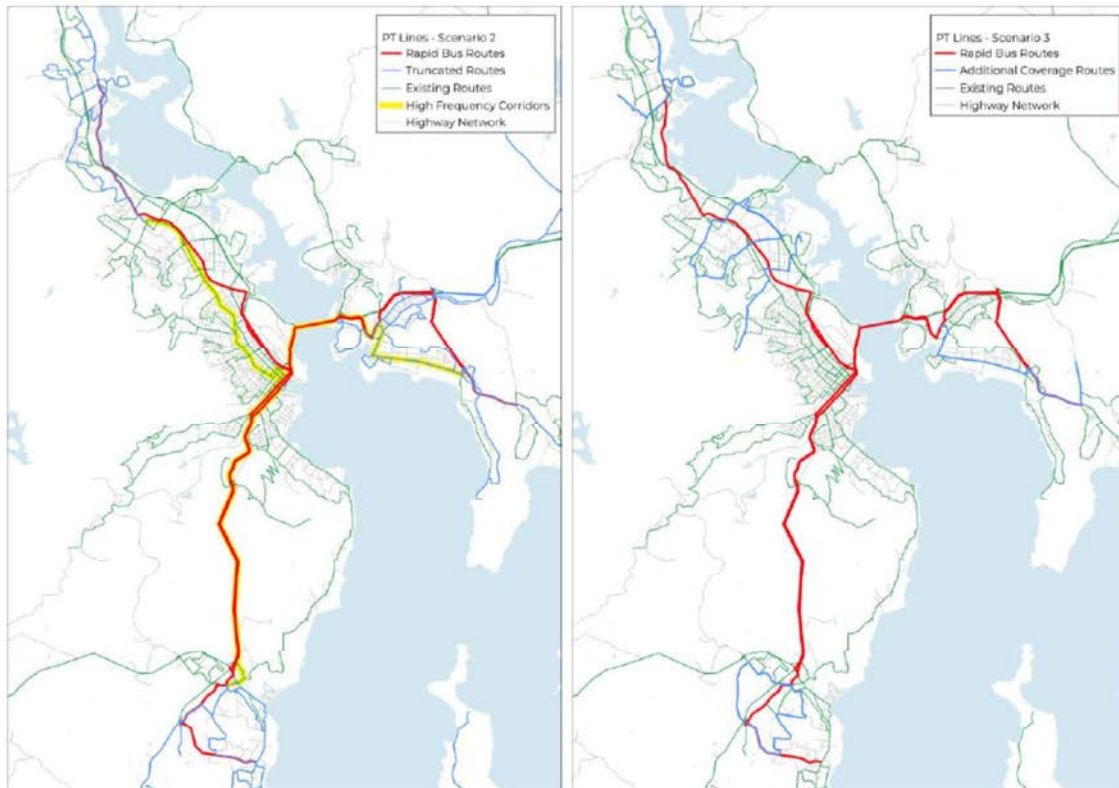


Figure 0.1. The updates and assumptions for the PT networks are outlined in Table 0.1.

Table 0.1 PT network assumptions

Scenario	Assumptions
Scenario 0	<ul style="list-style-type: none"> — The addition of the three GHRBN routes: <ul style="list-style-type: none"> — Claremont to Glebe Hill — Claremont to Blackmans Bay — Blackmans Bay to Glebe Hill — Routes operate in both directions each with a peak headway of 15 minutes and off-peak headway of 30 minutes.
Scenario 1	<ul style="list-style-type: none"> — GHRBN routes as specified in Scenario 0. — The truncation and removal of routes in accordance with the proposed networks in WSP Tech Memo C. The list of truncated and removed routes is provided in Appendix A.
Scenario 2	<ul style="list-style-type: none"> — Addition of GHRBN routes, truncation and removal of existing routes as specified in Scenario 1. — The addition of services to maintain high frequency services along the following existing corridors: <ul style="list-style-type: none"> — Between Glenorchy and Hobart, along Main Road, such that a 10-minute frequency along Main Road is maintained. — Between Shoreline Shopping Centre and Hobart, along Clarence St, such that a 10-minute frequency along Main Road is maintained. — Between Kingston Central (Channel Hwy/Hutchins St) and Hobart, via Southern Outlet, such that a 10-minute frequency is provided between 7-10am and a 15-minute frequency at other times.

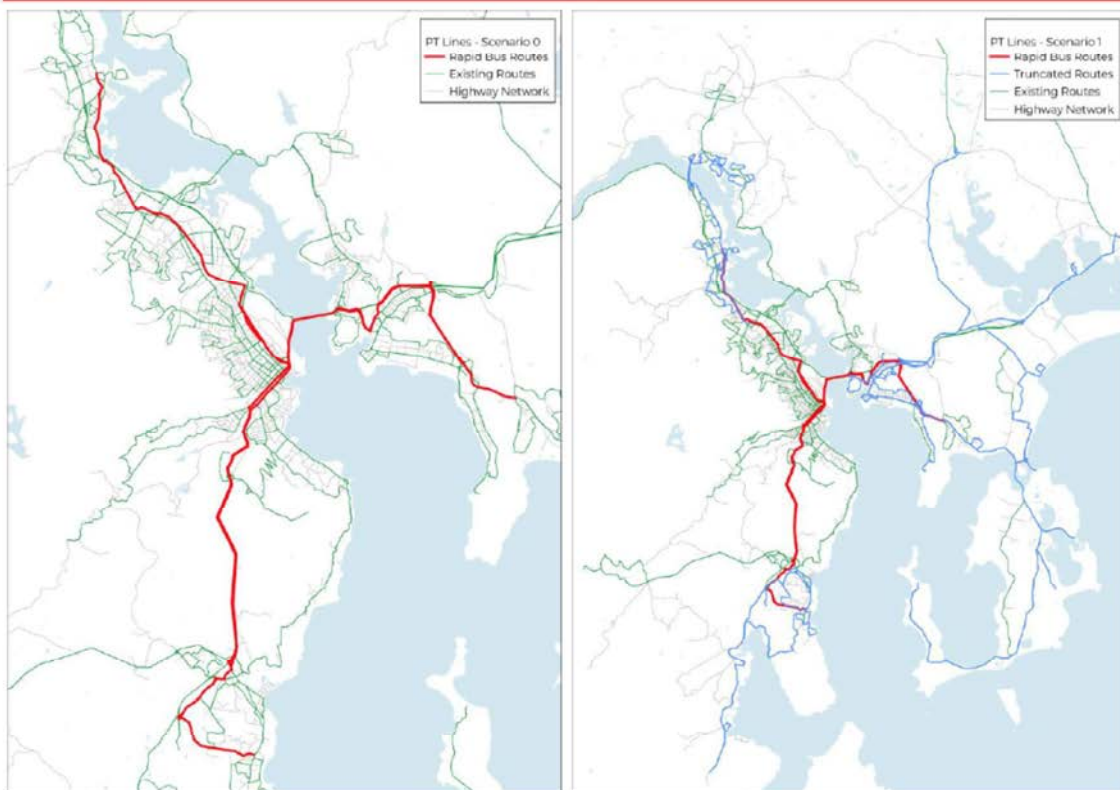


	<ul style="list-style-type: none"> Note that for the evening (EV) period, the number of services along these corridors have been capped at the same level of the base PT network (i.e. there cannot be an increase in service provision along these corridors compared to the base PT network).
Scenario 3	<ul style="list-style-type: none"> GHRBN routes as specified in Scenario 0. Six additional coverage routes as provided by DSG each with a peak headway of 15 minutes and off-peak headway of 30 minutes. Where the additional coverage route road links don't exist in the model (i.e. local roads), the routes have been realigned onto adjacent road links.

The modelled service kilometres for each scenario are presented in Table 0.2. Scenarios 1 and 2 have lower service kilometres compared to Scenario 0 coinciding with the truncation and removal of routes, whilst Scenario 3 has an increase in service kilometres with the introduction of new additional coverage routes.

Table 0.2 Daily public transport service kilometres

Scenario	Daily service kilometres
Scenario 0	34,915
Scenario 1	31,354
Scenario 2	32,993
Scenario 3	38,600



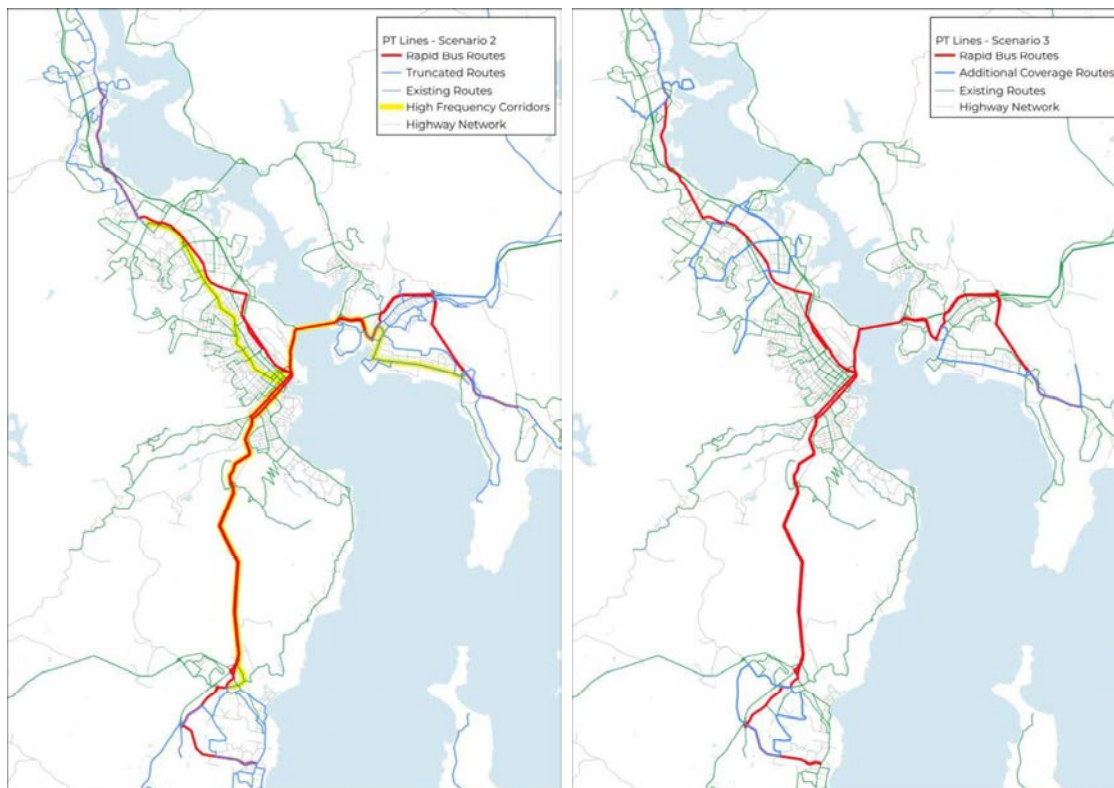


Figure 0.1 Modelled public transport networks

4. Modelling Results

A summary of daily PT trips against service kilometres is presented in Table 4.1, the daily PT boardings categorised by service type is presented in



Table 4.2 and the daily model network statistics for the each scenario is presented in

Table 0.1.

The key findings of the strategic modelling for the GHRBN PT integration strategies include:

- All PT integration strategies (Scenarios 1 to 3) increase overall public transport boardings and rapid bus boardings compared to the No Integration scenario (Scenario 0).
- In most cases, scenarios 1 and 2 produce a higher number of daily PT trips with reduced daily service kilometres.
- Scenario 1 is the most efficient in terms of PT trips per service kilometre.
- Scenario 3, with the additional coverage routes, produces the highest number of PT trips, PT mode share, rapid bus and total boardings, however, is the least efficient when considering trips per service kilometre. In other words, the additional routes are not as effective in attracting PT users as the existing routes.
- Scenarios 1 and 2 have similar levels of daily rapid bus boardings. Scenario 2 produces a higher number of PT trips and PT mode share highlighting the importance of the high frequency corridors.
- At the network wide level, the daily vehicle statistics are relatively similar across all scenarios for each model horizon.

Table 4.1 Summary of daily public transport trips and service kilometres

Year	Scenario	Daily PT Trips	Daily service km	Trips per service km
2030	Scenario 0	27,733	34,915	0.79
	Scenario 1	27,655	31,354	0.88
	Scenario 2	28,104	32,993	0.85
	Scenario 3	28,594	38,600	0.74
2040	Scenario 0	31,027	34,915	0.89
	Scenario 1	31,189	31,354	0.99
	Scenario 2	31,660	32,993	0.96
	Scenario 3	31,964	38,600	0.83
2050	Scenario 0	34,538	34,915	0.99
	Scenario 1	34,743	31,354	1.11
	Scenario 2	35,279	32,993	1.07
	Scenario 3	35,519	38,600	0.92



Table 4.2 Comparison of daily bus boardings by service classification

Year	Scenario	Rapid Bus Services	Existing Bus Services	Additional Coverage Services	Total
2030	Scenario 0	3,877	41,338	-	45,215
	Scenario 1	4,392	42,008	-	46,400
	Scenario 2	4,417	42,726	-	47,143
	Scenario 3	5,039	38,680	4,292	48,011
2040	Scenario 0	4,532	46,247	-	50,779
	Scenario 1	5,027	47,473	-	52,501
	Scenario 2	5,023	48,238	-	53,261
	Scenario 3	5,795	43,226	4,764	53,784
2050	Scenario 0	5,141	51,611	-	56,753
	Scenario 1	5,676	52,970	-	58,646
	Scenario 2	5,649	53,826	-	59,475
	Scenario 3	6,508	48,171	5,296	59,975



Table 0.1 Comparison of network performance indicators between modelled scenarios

Network Performance Indicator		Daily Person Trips				Daily Vehicle Statistics			Daily PT Statistics		
Year	Scenario	Private Vehicle ¹	Public transport	Walk/Cycle	PT mode share	Vehicle hours travelled	Vehicle km travelled	PT Boardings	Passenger km travelled	Passenger hours travelled	
2030	Scenario 0	686,947	27,733	142,449	3.24%	150,755	7,199,965	45,215	238,856	11,244	
	Scenario 1	686,920	27,655	142,495	3.23%	150,767	7,199,981	46,400	238,995	11,086	
	Scenario 2	686,512	28,104	142,407	3.28%	150,523	7,197,617	47,143	242,003	11,233	
	Scenario 3	686,169	28,594	142,208	3.34%	150,692	7,197,890	48,011	248,428	11,391	
2040	Scenario 0	742,118	31,027	159,877	3.33%	167,563	7,816,701	50,779	266,508	12,737	
	Scenario 1	742,100	31,189	159,675	3.34%	167,715	7,817,993	52,501	268,677	12,715	
	Scenario 2	741,585	31,660	159,661	3.39%	167,589	7,817,026	53,261	271,265	12,825	
	Scenario 3	740,889	31,964	160,002	3.43%	167,022	7,801,410	53,784	276,217	12,849	
2050	Scenario 0	795,206	34,538	177,419	3.43%	184,638	8,391,641	56,753	294,706	14,369	
	Scenario 1	795,195	34,743	177,152	3.45%	185,020	8,406,195	58,646	297,605	14,395	
	Scenario 2	794,394	35,279	177,361	3.50%	184,602	8,390,587	59,475	300,011	14,509	
	Scenario 3	794,034	35,519	177,427	3.53%	184,361	8,384,373	59,975	304,911	14,486	

¹Private vehicles include light vehicles and school bus



Appendix A List of truncated and removed routes for Scenario 1

Table A.1 List of truncated and removed routes for Scenario 1

Corridor	Route	Origin	Destination	Action
North	510	Austins Ferry	Hobart City	Truncated to Glenorchy Mall
North	511	Claremont	Hobart City	Truncated to Glenorchy Mall
North	512	Claremont (Cadbury Estate)	Hobart City	Truncated to Glenorchy Mall
North	520	Bridgewater	Hobart City	Truncated to Glenorchy Mall
North	522	Gagebrook	Hobart City	Truncated to Glenorchy Mall
North	722	New Norfolk	Hobart City	Removed - merged services with Route 720
North	X02	Glenorchy	Hobart City	Removed
North	X11	Claremont	Hobart City	Removed - merged services with Route 511
North	X22	New Norfolk	Hobart City	Removed - merged services with Route 720
South	407	Blackmans Bay	Hobart City	Truncated to Kingston Central
South	408	Blackmans Bay	Hobart City	Truncated to Kingston Central
South	409	Blackmans Bay	Hobart City	Truncated to Kingston Central
South	410	Kingston	Hobart City	Removed Retained Hobart College school service
South	411	Howden	Hobart City	Truncated to Kingston Central
South	412	Margate	Hobart City	Truncated to Kingston Central
South	413	Snug	Hobart City	Truncated to Kingston Central Retained Hobart College school service
South	415	Woodbridge	Hobart City	Truncated to Kingston Central Retained Hobart College school service
South	416	Middleton	Hobart City	Truncated to Kingston Central
South	417	Gordon	Hobart City	Truncated to Kingston Central
South	500	Blackmans Bay	Glenorchy	Removed
South	X01	Huntingfield	Hobart City	Removed
South	X08	Huntingfield	Hobart City	Removed



Corridor	Route	Origin	Destination	Action
East	605	Tranmere	Glenorchy (Austins Ferry)	Removed
East	606	Shoreline Plaza	Hobart City	Truncated to Rosny Park
East	616	Tranmere	Hobart City	Truncated to Rosny Park
East	634	Roches Beach	Hobart City	Truncated to Rosny Park
East	635	Seven Mile Beach	Hobart City	Truncated to Rosny Park
East	646	Opossum Bay	Hobart City	Truncated to Rosny Park
East	654	Mornington	Hobart City	Truncated to Rosny Park
East	655	Mornington	Hobart City	Truncated to Rosny Park
East	664	Seven Mile Beach	Hobart City	Truncated to Rosny Park
East	676	Rosny Park	Hobart City	Truncated to Rosny Park
East	725	Richmond	Hobart City	Truncated to Rosny Park
East	731	Sorell	Hobart City	Truncated to Rosny Park
East	732	Carlton	Hobart City	Truncated to Rosny Park



Memo

To: [REDACTED]
From: [REDACTED]
Subject: Greater Hobart Rapid Bus Network – Modelling for short list options
Our ref: PS209713-PAM-MEL-MEM-Short_list_options_modelling-001 RevC
Date: 7 March 2025

Executive Summary

The Department of State Growth (DSG) is currently progressing through a strategic business case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) in CUBE 6.5 has been undertaken to support the economic analysis of four shortlisted options progressed through the MCA process.

Scenario Specifications

Three scenarios (and a Base Case) have been modelled across 2030, 2040 and 2050 forecast horizons:

- **Option 3 and 4:** All day rapid bus service (GHRBN) with new road space allocation, bus priority measures, high PT integration.
- **Option 5:** Travel demand policies (Parking Space Levy and 50% reduction in PT fares) with significant PT uplift (doubling existing service frequency), bus priority infrastructure and park-n-rides.
- **Option 6:** Travel demand policies (Parking Space Levy and 50% reduction in PT fares) with minor PT frequency improvements (addition of 7 PT routes) and bus priority infrastructure.

Whilst the GHUTDM is suitable for modelling changes to public transport services and road infrastructure, the GHUTDM is limited in its capacity to model changes to the active transport network and bus infrastructure such as depots and stop/interchange amenity upgrades. As such, active transport (AT) integration and supporting bus infrastructure interventions have been excluded from the modelling exercise, except for Park and Rides (PnR). As Options 3 and 4 differ only by the degree of AT integration, which are not captured in the modelling, they have been modelled as a single scenario.

Modelling Results

- Modelled PT mode share is greatest under Option 5 (4.46% in 2050 compared with 3.27% in the Base Case in 2050) and is consistently higher than the other modelled scenarios across all forecast horizon years, given this option is characterised by the greatest OPEX. PT mode share under Option 3/4 and Option 6 are comparable, particularly from 2040 and 2050 once the GHRBN is completely operational. Compared with Option 5, the modelled PT mode shares for Options 3/4 and Option 6 represent a modest increase compared with the Base Case (approximately 3.50% compared with 3.27% in the Base Case in 2050).
- The key driver of the difference in modelled PT mode share appears to be the doubling of frequency, which seems to have a significantly larger impact than the Parking Space Levy and reduction in PT fares to overall PT mode share.
- Although all options increase the daily public transport trips, relative to the Base Case, Option 5 has the largest impact on daily PT trips across all modelled time horizons compared to the other options (approximately 36% increase relative to the Base Case). However, it is noted that this increase in daily PT trips in Option 5 is driven by the significant 100% increase in daily service kilometres. This leads to a low trip/service-km ratio for Option 5.

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- PT trip increases are comparable for Option 3/4 and Option 6 and are approximately 7-8% greater than the Base Case in 2040 and 2050.
- Option 5 has the largest increase in daily bus boardings (~+40% across all forecast horizons), whilst Option 3/4 see an increase of 3% in 2030, when the Northern route is introduced, before increasing to 17% above base case boardings in 2040 and 2050 on full operations.
- The AM PT mode share is higher than the daily PT mode share, with HBW trips having a higher PT mode share than the average across all trip purposes. The modelled PT improvements and travel demand policies across the scenarios have a greater influence on HBW trips than other trip purposes.
- Option 5 has the largest increase in PT mode share during the AM period (~+1.5% across all forecast horizons). When considering only HBW trips, Option 5 has ~2.5% increase in PT mode share. When the RBN is fully operationalised, model results indicate the AM PT mode share for Options 3/4 will be comparable to Option 6, at approximately 0.4% above base case across all trip purposes and approximately 0.6% above base case for HBW trips.



1. Overview

The Department of State Growth (DSG) is currently progressing through a strategic business case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). In this process, four options for infrastructure investment have been shortlisted through a MCA process. Strategic modelling has been undertaken to support the economic analysis of the shortlisted options for the SBC.

2. Methodology and Scenarios

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) in CUBE 6.5 has been undertaken to assess the shortlisted options. The shortlisted options and their respective option inclusions are presented in Table 2.1. The option specifications relate to the following areas:

- Rapid bus network
- Transit lanes
- Policy measures
- Regular bus OPEX
- Active transport (AT) integration
- Supporting bus infrastructure.

Whilst the GHUTDM is suitable for modelling changes to public transport services and road infrastructure, the GHUTDM is limited in its capacity to model changes to the active transport network and bus infrastructure such as depots and stop/interchange amenity upgrades. As such, AT integration and supporting bus infrastructure interventions have been excluded from the modelling exercise, except for Park and Rides (PnR). The impacts of these interventions will be captured elsewhere as part of the SBC.



Table 2.1 Shortlisted options

Option ID	Project description	Option Inclusions						
		Rapid Bus Network	Transit Lanes	Policy Measures	Regular bus OPEX	AT integration	Supporting bus infrastructure	
3	All day rapid bus service with new road space allocation, bus priority measures, high PT integration and minor AT integration.	Yes, all day, with PT integration	Yes	No	Increased spending to integrate with rapid bus services	Improve station connections - smaller catchment & limited pedestrian improvements	Rapid bus network only	
4	All day rapid bus service with new road space allocation, bus priority measures, and high AT & PT integration.	Yes, all day, with PT integration	Yes	No	Increased spending to integrate with rapid bus services	Improve station connections - large catchment & Pedestrian improvements	Rapid bus network only	
5	Travel demand policies with Significant PT uplift, all AT improvements, bus priority infrastructure plus capital for bus depots, interchange, bus stops and park-n-rides.	No	Yes	Yes	Double OPEX for significant frequency and coverage uplift	Council permeability grants + Full GH Cycling Plan 2022	Additional bus depots, improved interchanges, improved bus stops & additional Park n Rides.	
6	Travel demand policies with Minor PT frequency improvements, all AT improvements and doesn't include bus jumps, bus interchange upgrades nor additional park-n-rides.	No	Yes	Yes	Minor PT frequency improvements	Council permeability grants + Full GH Cycling Plan 2022	Additional bus depots & improved bus stops	



Table 2.2 presents the list of modelled scenarios. Each scenario has been modelled for the 2030, 2040 and 2050 forecast years and adopting the Hobart MetroPlan land use assumptions.

Table 2.2 *Modelled scenarios*

Scenario	Scenario name	Description
0	Base Case	Base Case adopting the Reference Case assumptions with the addition of existing and funded Park and Rides that were not present in the Reference Case.
1	Options 3 and 4	All day rapid bus service with new road space allocation, bus priority measures, high PT integration. Note: Options 3 and 4 differ only by the degree of AT integration, which will not be captured in the modelling, hence, has been modelled as a single scenario.
2	Option 5	Travel demand policies with significant PT uplift, bus priority infrastructure and park-n-rides.
3	Option 6	Travel demand policies with minor PT frequency improvements and bus priority infrastructure.

The following outputs are provided in this assessment:

- Number of daily trips by mode
- Highway network including VHT and VKT
- PT network statistics including boardings, passenger hours travelled and passenger kilometres travelled
- PT trips per service km
- PT boardings by the following categories:
 - Patronage on existing bus services (includes those services truncated)
 - Patronage on rapid bus services
 - Patronage on the new services introduced under Option 6.



3. Scenario Specifications

3.1 Overview

This section details the assumptions developed for the modelling of the short list options. These include assumptions relating to highway networks, public transport networks, park and rides and travel demand policies. Table 3.1 presents an overview of the option inclusions incorporated in the modelling for each Scenario, as well as the option inclusions not incorporated in the modelling.

Table 3.1 Overview of model assumptions and specifications

Scenario	Option inclusions incorporated in modelling	Option inclusions not incorporated in modelling
Option 3 / 4	<ul style="list-style-type: none"> — GHRBN services — 2030: Northern corridor (Claremont – Hobart CBD) — From 2040: Full GHRBN operations — PT network integration (refer to Section 3.3) — Inclusion of funded PnR to be completed by 2030 (Claremont, Rokeby and Midway Point), as well as PnR from Base Case (refer to Section 3.4). 	<ul style="list-style-type: none"> — Active transport integration interventions
Option 5	<ul style="list-style-type: none"> — Travel demand policies (refer to Section 3.5): — Parking space levy — PT fare reduction (half PT fares) — Double PT spending (double frequencies on all existing bus routes) — Bus priority measures: <ul style="list-style-type: none"> — Southern Outlet (2030), Tasman Highway (2040) and Brooker Highway between Glenorchy and the CBD (2040) — Inclusion of funded PnR to be completed by 2030 (Claremont, Rokeby and Midway Point), as well as PnR from Base Case (refer to Section 3.4). 	<ul style="list-style-type: none"> — Active transport integration interventions — Policy interventions including e-bike grants, government worker PT pass and transit-oriented development policies. — Bus queue jumps — Bus infrastructure to support OPEX, including additional bus depots, improved bus interchanges and funding for amenity, safety and DDA compliance.
Option 6	<ul style="list-style-type: none"> — Travel demand policies: — Parking space levy — PT fare reduction (half PT fares) — Provision of seven (7) additional bus routes — Bus priority measures: <ul style="list-style-type: none"> — Southern Outlet (2030), Tasman Highway (2040) and Brooker Highway between Glenorchy and the CBD (2040) — Inclusion of funded PnR to be completed by 2030 (Claremont, Rokeby and Midway Point), as well as new PnR locations applicable to Option 6 (Bridgewater, Wilkinson Point and Geilston Bay) and PnR from Base Case (refer to Section 3.4). 	<ul style="list-style-type: none"> — Active transport integration interventions — Policy interventions including e-bike grants, government worker PT pass and transit-oriented development policies. — Bus infrastructure to support OPEX, including additional bus depots and funding for amenity, safety and DDA compliance.



3.2 Highway network

The key infrastructure changes to the highway network include the staged delivery of bus priority corridors to be implemented under each option. Table 3.2 provides an outline of the new bus priority infrastructure provided in each scenario.

Table 3.2 Bus priority infrastructure for modelled scenarios

Year	Scenario	NSTC	Southern Outlet T3	Tasman Highway T3	Brooker Highway T3
2030	Base Case	-	-	-	-
	Option 3/4	✓	-	-	-
	Option 5	-	✓	-	-
	Option 6	-	✓	-	-
2040	Base Case	-	-	-	-
	Option 3/4	✓	✓	✓	-
	Option 5	-	✓	✓	✓
	Option 6	-	✓	✓	✓
2050	Base Case	-	-	-	-
	Option 3/4	✓	✓	✓	-
	Option 5	-	✓	✓	✓
	Option 6	-	✓	✓	✓

The highway networks used in the modelled scenarios across the three model horizons is shown in Figure 3.1 to Figure 3.5 and provide detail on the link class, lane configuration and posted speed assumptions input into the modelling.

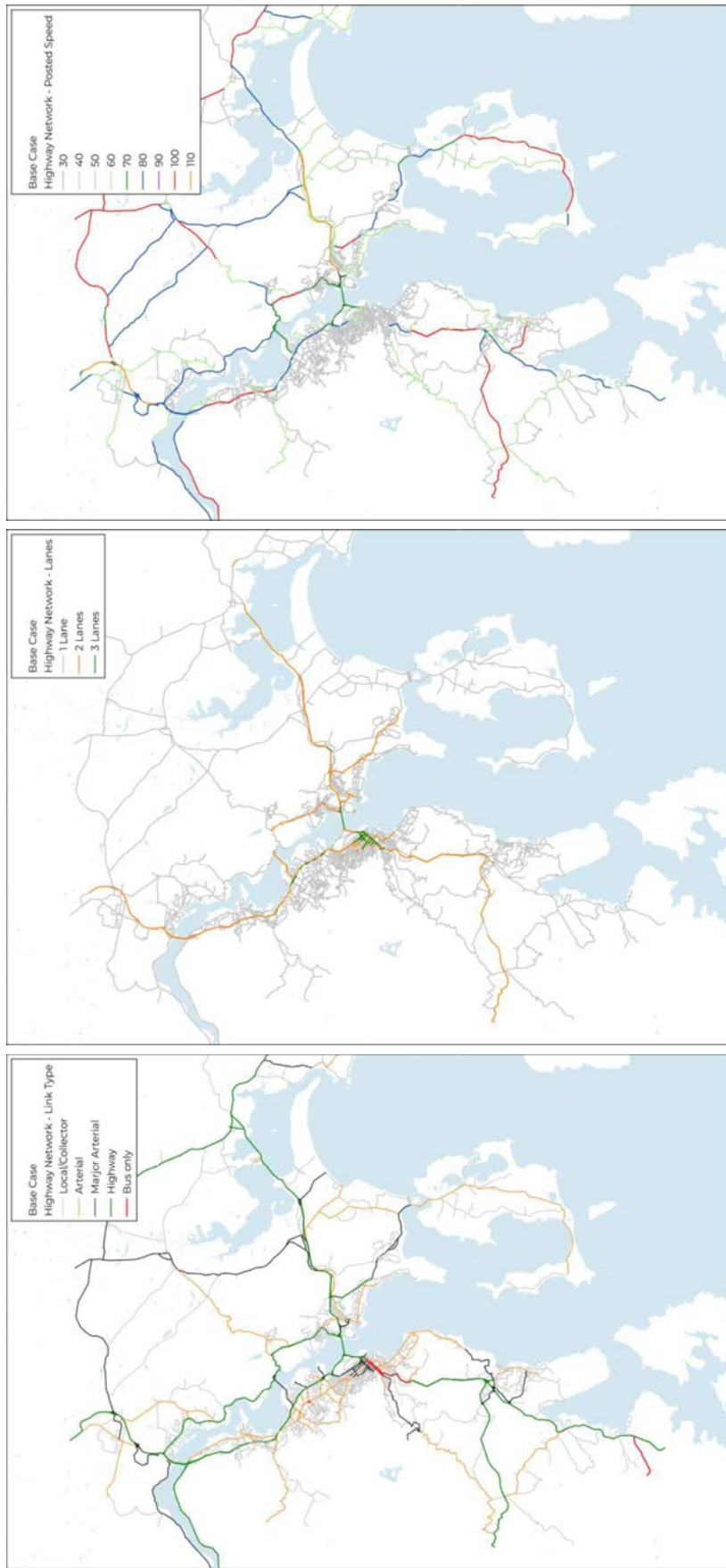


Figure 3.1 Base Case highway network assumptions – link type, lanes, posted speed (2030, 2040, 2050)

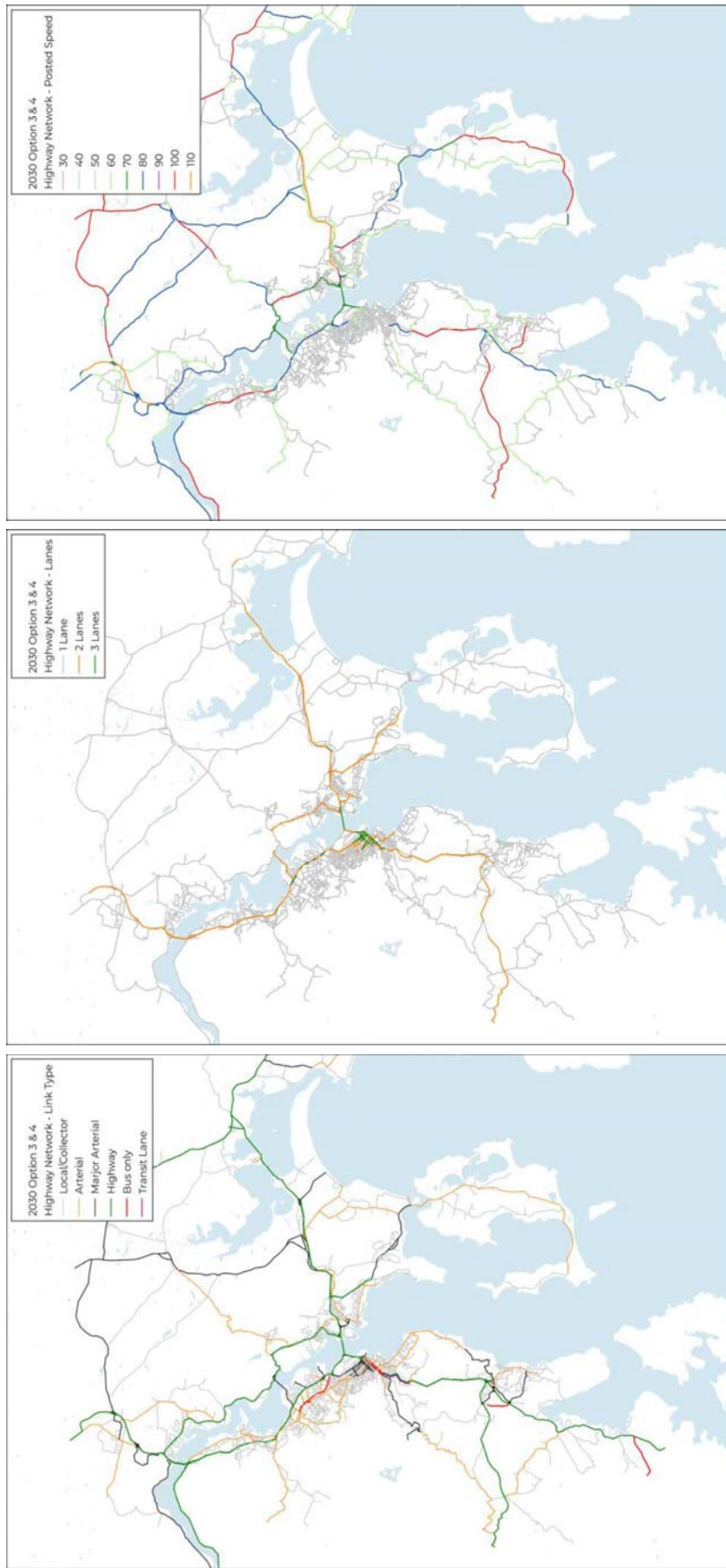


Figure 3.2 2030 Highway network assumptions for Option 3 and 4 – link type, lanes, posted speed

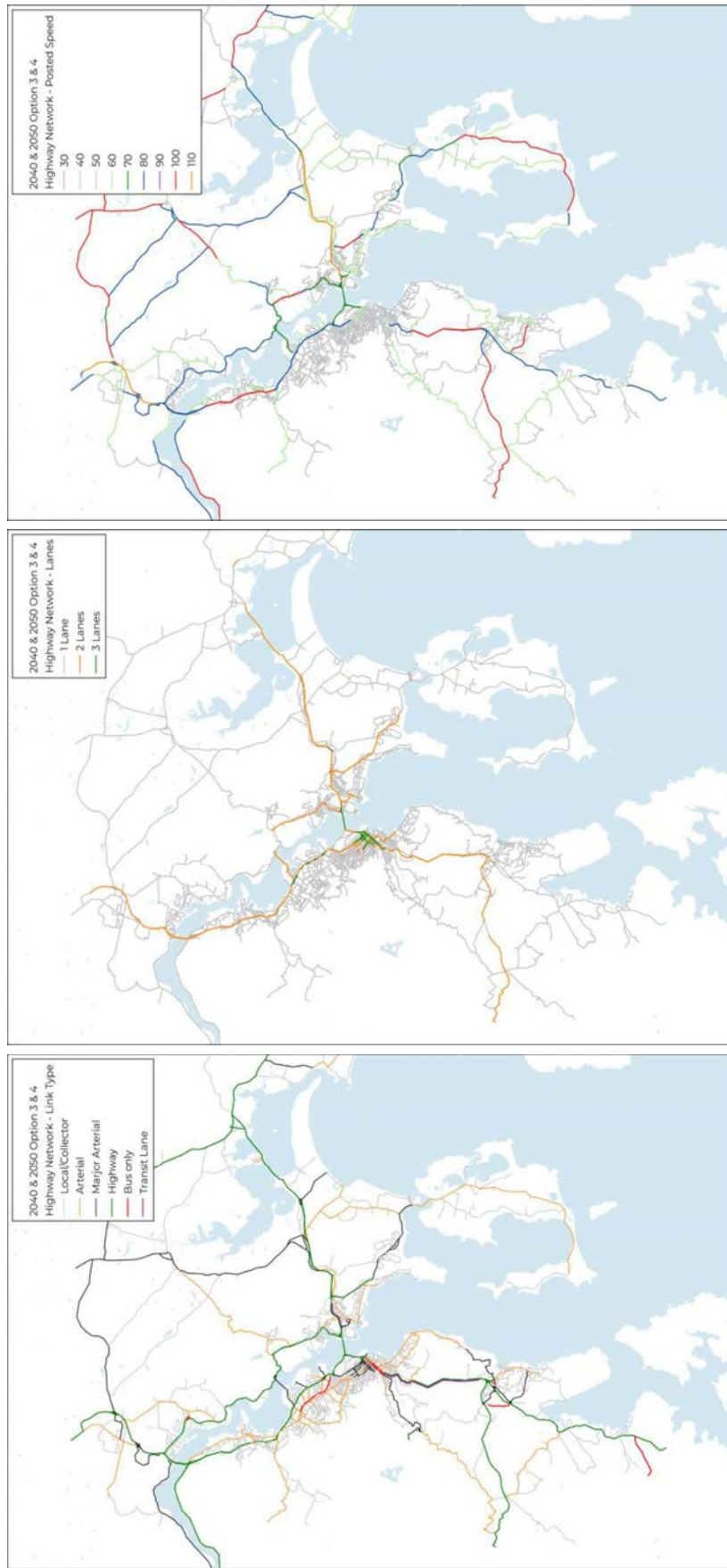


Figure 3.3 2040 and 2050 Highway network assumptions for Option 3 and 4 – link type, lanes, posted speed

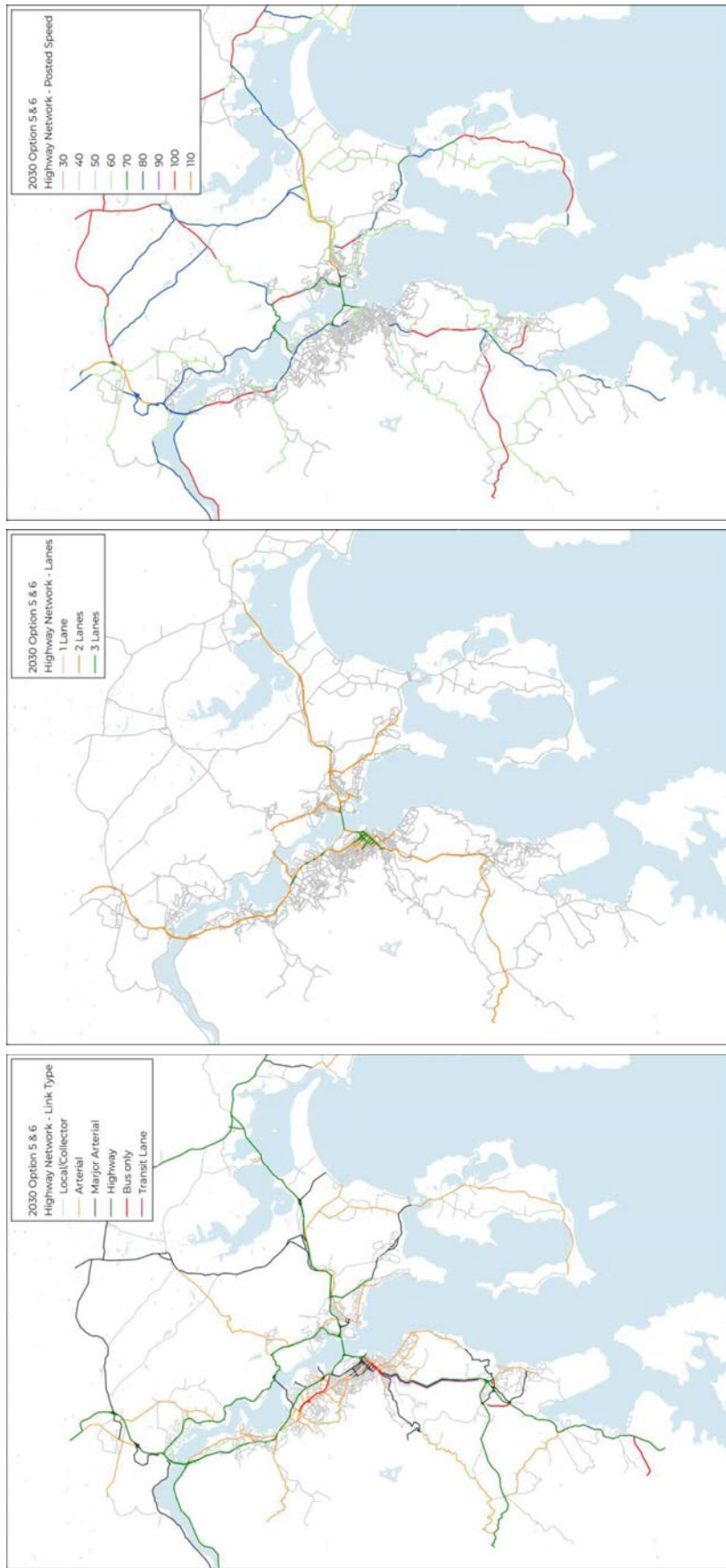


Figure 3.4 2030 Highway network assumptions for Option 5 and 6 – link type, lanes, posted speed

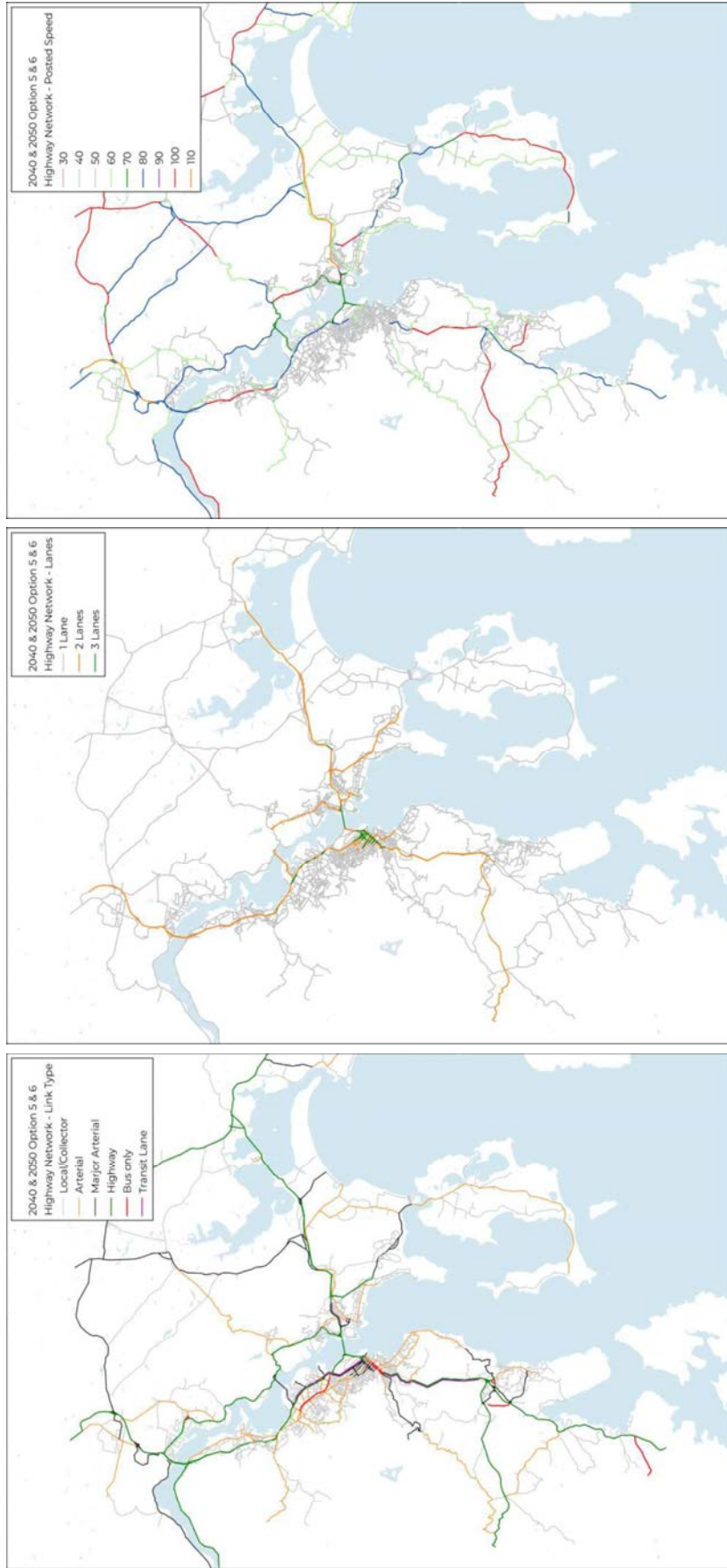


Figure 3.5 2040 and 2050 Highway network assumptions for Option 5 and 6 – link type, lanes, posted speed



3.3 Public Transport Networks

The PT network assumptions for each modelling scenario are outlined in Table 3.3.

Table 3.3 PT network assumptions

Scenario	Assumptions
Base Case	<ul style="list-style-type: none"> — No changes to the existing Reference Case network.
Option 3 and 4	<ul style="list-style-type: none"> — The proposed three GHRBN routes: <ul style="list-style-type: none"> — Claremont to Glebe Hill — Claremont to Blackmans Bay — Blackmans Bay to Glebe Hill — GHRBN routes operate in both directions each with a peak headway of 15 minutes and off-peak headway of 30 minutes. — The GHRBN will be staged with the northern corridor operational between Claremont and Hobart CBD by 2030 and the full GHRBN network by 2040. — Public transport integration strategies will be implemented in line with the full GHRBN network delivery by 2040 and includes: <ul style="list-style-type: none"> — Truncating/removing routes in accordance with the proposed networks in WSP Tech Memo C. — The addition of services to maintain high frequency services along the following existing corridors: <ul style="list-style-type: none"> — Between Glenorchy and Hobart, along Main Road, such that a 10-minute frequency along Main Road is maintained. — Between Shoreline Shopping Centre and Hobart, along Clarence St, such that a 10-minute frequency along Main Road is maintained. — Between Kingston Central (Channel Hwy/Hutchins St) and Hobart, via Southern Outlet, such that a 10-minute frequency is provided between 7-10am and a 15-minute frequency at other times.
Option 5	<ul style="list-style-type: none"> — This scenario assumes double PT spending. This has been modelled as doubling all PT services from the Base Case.
Option 6	<ul style="list-style-type: none"> — This scenario assumes an increase in PT spending equivalent to the amount raised by the Parking Space Levy. — This consists of seven additional routes to the Base Case PT network, provided by DSG, operating in each direction between: <ul style="list-style-type: none"> — Hobart CBD to Austins Ferry — Hobart CBD to Shoreline — Hobart CBD to Kingston central — Hobart CBD to lower Sandy Bay — Hobart CBD to Bridgewater — Hobart CBD to Risdon Vale, via EDH — Hobart CBD to Rokeby — The route service structure provided by DSG consists of 23 services in each direction and is assumed to operate at a 15 minutes headway in the peaks (8 services in each of the AM and PM peak), 60 minutes headway in the off-peak period (6 services) and one service in the evening period.



The modelled service kilometres for each scenario are presented in Table 3.4. The public transport network proposed under option 5 has the highest daily service kilometres. Once the full GHRBN is introduced from 2040, Options 3/4 and 6 would operate similar daily service kilometres.

Table 3.4 Daily public transport service kilometres

Scenario	Daily service kilometres	
	2030	2040 to 2050
Base Case	27,283	27,283
Option 3 / 4	28,508	32,992
Option 5	54,615	54,622
Option 6	32,311	32,321

Figure 3.6 to Figure 3.8 show the public transport network coverage for the modelled scenarios.

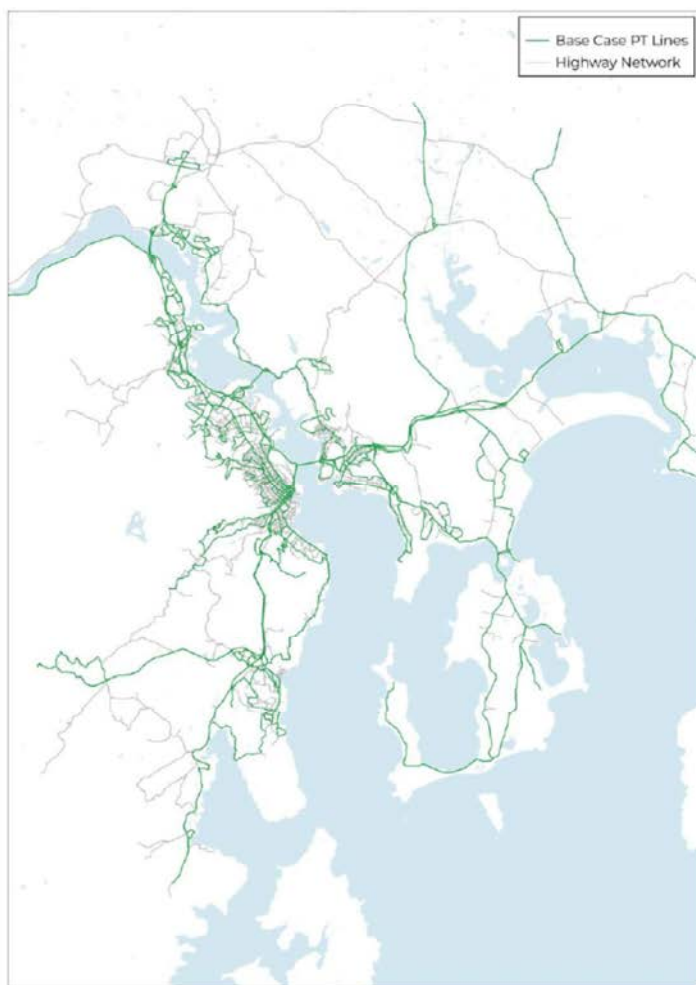


Figure 3.6 Base Case and Option 5 public transport network route coverage (2030, 2040 and 2050)

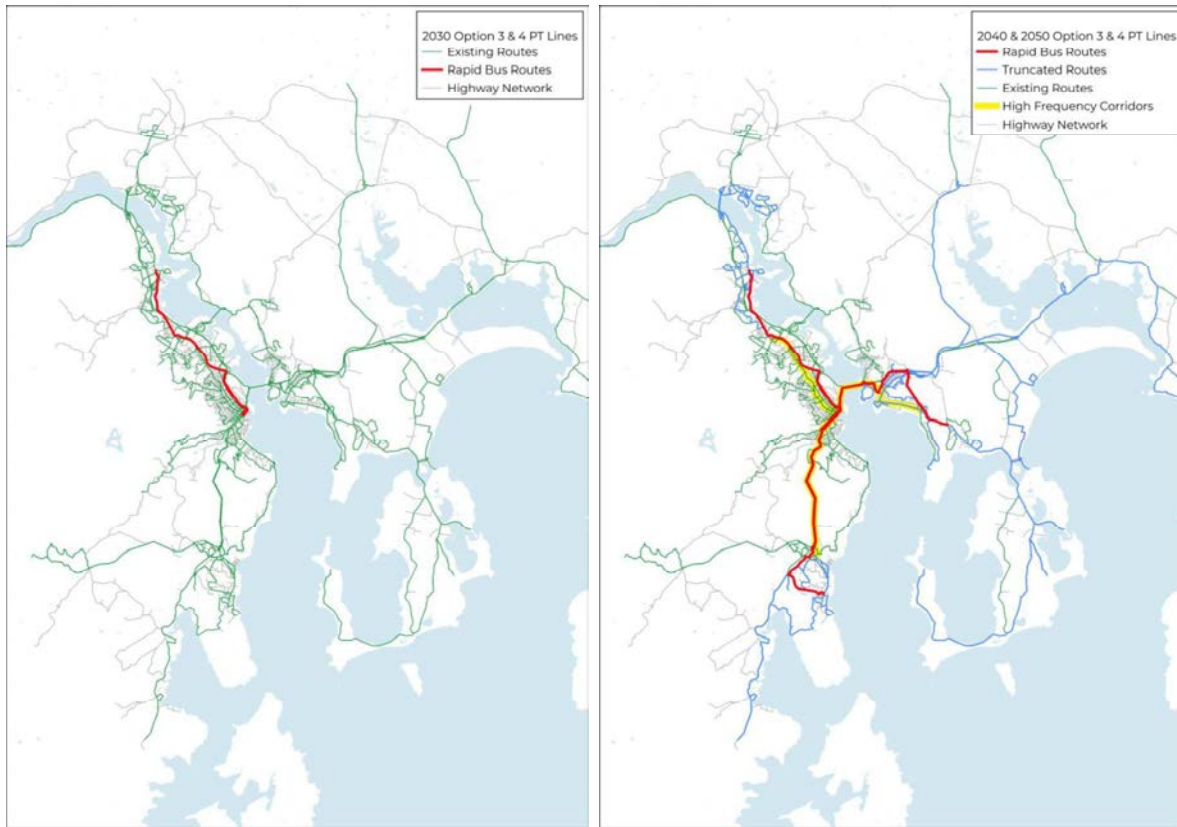


Figure 3.7 Option 3 & 4 public transport coverage



Figure 3.8 Option 6 public transport coverage

3.4 Park and Ride

The park and ride locations within GHUTDM are presented in Figure 3.9. The park and ride locations in the model were updated to include the following for the Base Case and all options across all horizon years:

- 3 existing park and ride locations not included in the Reference Case model (New Norfolk, Richmond, Sorell)
- 3 funded park and ride locations (Rokeby, Claremont, Midway Point)

As part of Option 5, a further 3 new park and ride locations are introduced at Bridgewater, Wilkinsons Point and Geilston Bay from 2030 onwards.



Figure 3.9 Modelled park and ride locations

3.5 Travel Demand Policies

The following travel demand policies have been modelled for Option 5 and Option 6:

- **Parking Space Levy** that equates to a \$3 increase in one-way trip cost for HBW trips and a \$1.5 increase in one-way trip cost for other trip purposes¹.
- **Halved public transport fares**

¹ The GHUTDM adopts daily parking costs for home-based work (HBW) trips and 2-hour parking costs for other trip purposes. As advised by DSG, the Parking Space Levy will approximately equal a daily parking cost increase of \$6 and a short-term parking cost increase of \$1.5 per hour. This is implemented in the model as a \$3 increase in one-way trip costs for HBW trips and a \$1.5 increase in one-way trip costs for other trip purposes. Currently parking costs are only applied on CBD zones, this is assumed to remain unchanged.



4. Modelling Results

4.1 Summary Statistics

Tabulated network summary statistics at the person, vehicle and public transport level are provided in Table 4.1, whilst Figure 4.1 to Figure 4.3 present the public transport mode share and network vehicle kilometres travelled (VKT) and passenger kilometres travelled (PKT) for the modelled scenarios. Key findings are as follows:

- PT mode share is greatest under Option 5 (4.46% in 2050 compared with 3.27% in the Base Case in 2050) and is consistently higher than the other modelled scenarios across all forecast horizon years.
- PT mode share under Option 3/4 and Option 6 are comparable, particularly from 2040 and 2050 once the GHRBN is completely operational. Compared with Option 5, the PT mode shares for Options 3/4 and Option 6 represent a modest difference compared with the Base Case (approximately 3.5% compared with 3.27% in the Base Case in 2050).
- Given the main difference between Option 5 and Option 6 is the PT service uplift (i.e. doubling service frequency under Option 5 compared with 7 additional routes in Option 6) and policy interventions are the same (Parking Space Levy and reduction in PT fares), the key driver of the difference in PT mode share appears to be the doubling of frequency, which seems to have a significantly larger impact than the Parking Space Levy and reduction in PT fares to overall PT mode share.
- At the overall network level, modelled VKT are quite similar across the modelled options and Base Case. Option 5 modelled VKT are marginally lower than the Base Case (-1.0% in 2030 and -0.4% in 2050 compared with the Base Case).
- The relatively large reduction in PT mode share in Option 5 results in the largest increase in PKT relative to the Base Case (+42% in 2050). This compared with approximately an increase of approximately 9-10% in 2050 for Option 3/4 and Option 6.

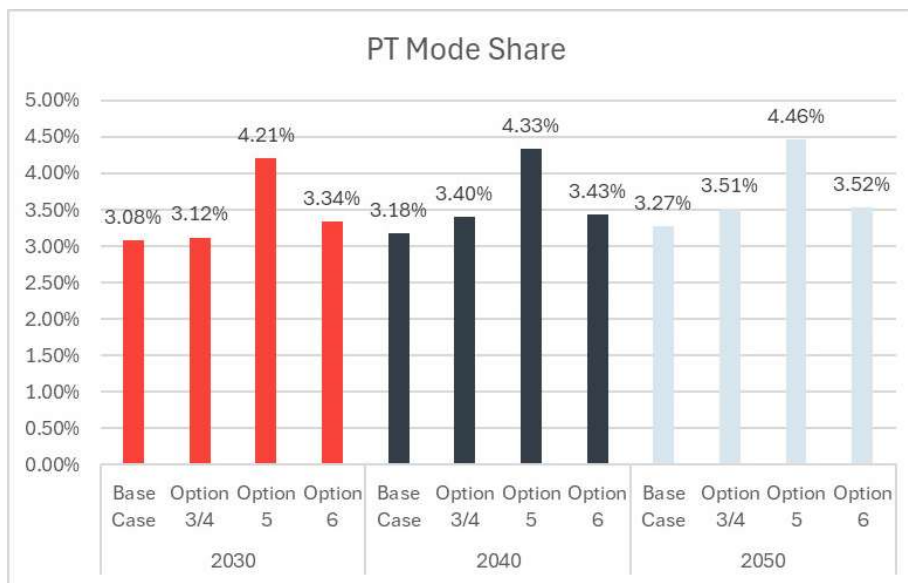


Figure 4.1 Public transport mode share

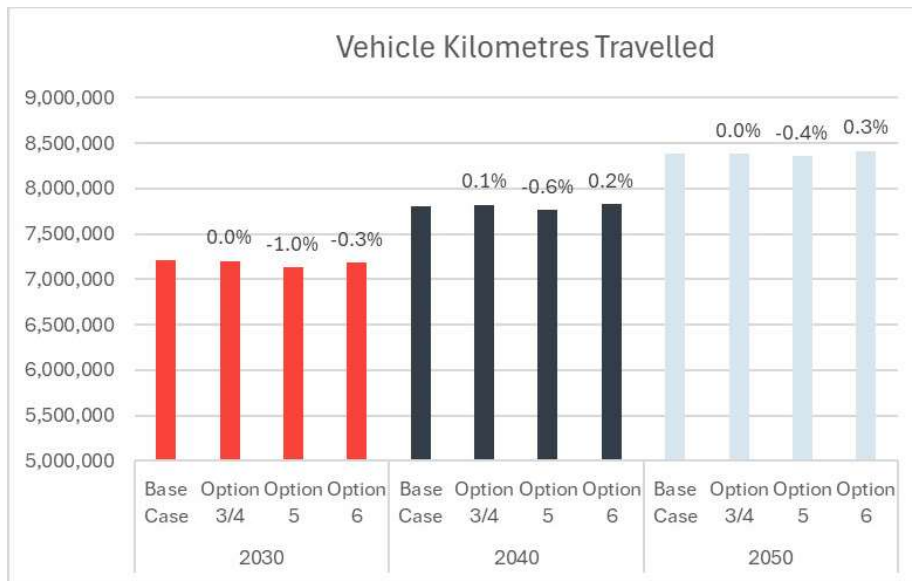


Figure 4.2 Vehicle kilometres travelled and percentage difference relative to Base Case

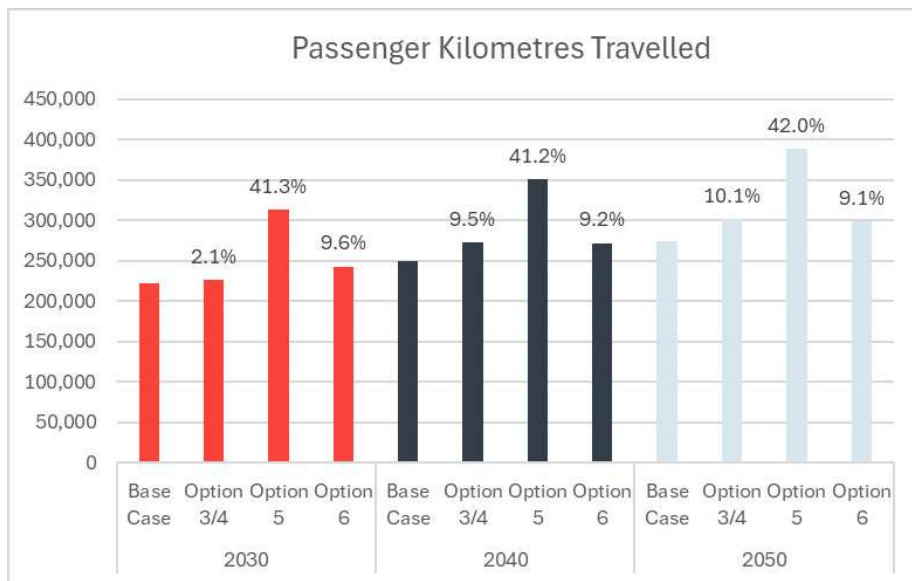


Figure 4.3 Passenger Kilometres Travelled and percentage difference relative to Base Case



Table 4.1 Comparison of network performance indicators between modelled scenarios

Network Performance Indicator		Daily Person Trips				Daily Vehicle Statistics			Daily PT Statistics		
Year	Scenario	Private Vehicle ¹	Public transport	Non-PT Trips ²	PT mode share	Vehicle hours travelled	Vehicle km travelled	PT Boardings	Passenger km travelled	Passenger hours travelled	
2030	Base Case	688,368	26,372	831,012	3.08%	151,124	7,205,548	40,614	221,485	11,549	
	Option 3/4	687,895	26,731	830,573	3.12%	150,815	7,202,612	41,813	226,210	11,495	
	Option 5	678,390	36,025	820,074	4.21%	148,509	7,134,221	57,255	312,946	16,079	
	Option 6	685,069	28,639	828,378	3.34%	150,176	7,183,063	44,240	242,732	12,425	
	Base Case	743,251	29,656	903,633	3.18%	168,011	7,809,899	45,797	248,865	13,282	
	Option 3/4	741,872	31,718	901,156	3.40%	167,864	7,821,475	53,469	272,588	12,878	
2050	Option 5	733,218	40,379	891,448	4.33%	165,301	7,765,424	64,352	351,402	18,317	
	Option 6	740,732	32,016	900,839	3.43%	167,403	7,826,729	49,619	271,837	14,094	
	Base Case	796,456	32,938	974,511	3.27%	185,113	8,387,947	50,833	274,035	15,000	
	Option 3/4	794,291	35,383	971,618	3.51%	184,649	8,387,465	59,743	301,766	14,589	
	Option 5	785,801	44,893	960,926	4.46%	182,331	8,352,003	71,652	389,078	20,693	
	Option 6	793,983	35,489	971,467	3.52%	184,828	8,414,683	54,992	298,937	15,876	

¹Private vehicles include light vehicles and school bus

²Non-PT trips include private vehicles and walk/cycle trips



4.2 Public Transport Trips

Table 4.2 presents a summary of the modelled public transport trips across the scenarios. Key findings are as follows:

- All options increase the daily public transport trips, although to varying degrees.
- Relative to the Base Case, Option 5 has the largest impact on daily PT trips across all modelled time horizons compared to the other options (approximately 36% increase relative to the Base Case). However, it is noted that this increase in daily PT trips in Option 5 is driven by the significant 100% increase in daily service kilometres. This leads to a low trip/service-km ratio for Option 5.
- PT trip increases are comparable for Option 3/4 and Option 6 and are approximately 7-8% greater than the Base Case in 2040 and 2050.

Table 4.2 Summary of daily public transport trips and service kilometres

Year	Scenario	Daily PT Trips	Daily service km	Trips per service km
2030	Base Case	26,372	27,283	0.97
	Option 3/4	26,731 (+1.4%)	28,508 (+4.5%)	0.94 (-3.0%)
	Option 5	36,025 (+36.6%)	54,615 (+100%)	0.66 (-31.8%)
	Option 6	28,639 (+8.6%)	32,311 (+18.4%)	0.89 (-8.3%)
2040	Base Case	29,656	27,283	1.09
	Option 3/4	31,718 (+7.0%)	32,992 (+20.9%)	0.96 (-11.6%)
	Option 5	40,379 (+36.2%)	54,622 (+100%)	0.74 (-32.0%)
	Option 6	32,016 (+8.0%)	32,321 (+18.5%)	0.99 (-8.9%)
2050	Base Case	32,938	27,283	1.21
	Option 3/4	35,383 (+7.4%)	32,992 (+20.9%)	1.07 (-11.2%)
	Option 5	44,893 (+36.3%)	54,622 (+100%)	0.82 (-31.9%)
	Option 6	35,489 (+7.7%)	32,321 (+18.5%)	1.10 (-9.1%)



4.3 Public Transport Boardings

Table 4.3 and Figure 4.4 provides a summary of the bus boardings for each of the modelled options. Key findings are as follows:

- Option 5 has the largest increase in daily bus boardings (~+40% across all forecast horizons), whilst Options 3 / 4 see an increase of 3% in 2030, when the Northern route is introduced, before increasing to 17% above base case boardings in 2040 and 2050 on full operations.
- Option 6 sees an increase in bus boardings of approximately 8-9% in bus boardings relative to the Base Case
- When the RBN is fully operationalised, model results indicate that just under 10% of daily bus boardings will be from the rapid bus routes.

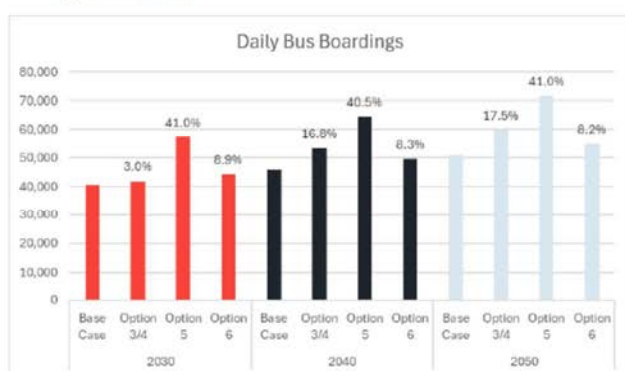


Figure 4.4 Daily bus boardings and percentage increase relative to Base Case

Table 4.3 Comparison of daily bus boardings by service classification

Year	Scenario	Existing Bus Routes	Rapid Bus Routes (% of total)	New Routes Under Option 6 (% of total)	Total
2030	Base Case	40,614	-	-	40,614
	Option 3/4	40,678	1,135 (2.7%)	-	41,813
	Option 5	57,255	-	-	57,255
	Option 6	41,878	-	2,363 (5.3%)	44,240
2040	Base Case	45,797	-	-	45,797
	Option 3/4	48,398	5,070 (9.5%)	-	53,469
	Option 5	64,352	-	-	64,352
	Option 6	46,873	-	2,745 (5.5%)	49,619
2050	Base Case	50,833	-	-	50,833
	Option 3/4	54,045	5,698 (9.5%)	-	59,743
	Option 5	71,652	-	-	71,652
	Option 6	51,996	-	2,996 (5.4%)	54,992



4.4 AM Trips

Table 4.4 and Figure 4.5 provides a summary of the mode split in the AM period for each of the modelled options. Table 4.5 and Figure 4.6 provides a summary of the mode split in the AM period for home-based work (HBW) trips for each of the modelled options. Key findings are as follows²:

- The AM PT mode share is higher than the daily PT mode share. Furthermore, HBW trips have a higher PT mode share than the average across all trip purposes. This aligns with expectations, as people have a higher likelihood of using public transport to travel to the CBD for work in the AM period
- The relative increase in PT mode share for HBW trips is greater than across all trip purposes in the AM period. The modelled PT improvements and travel demand policies across the scenarios have a greater influence on HBW trips than other trip purposes.
- Option 5 has the largest increase in PT mode share during the AM period (~+1.5% across all forecast horizons). When considering only HBW trips, Option 5 has ~2.5% increase in PT mode share.
- When the RBN is fully operationalised, model results indicate the AM PT mode share for Options 3/4 will be comparable to Option 6, at approximately 0.4% above base case across all trip purposes and approximately 0.6% above base case for HBW trips.

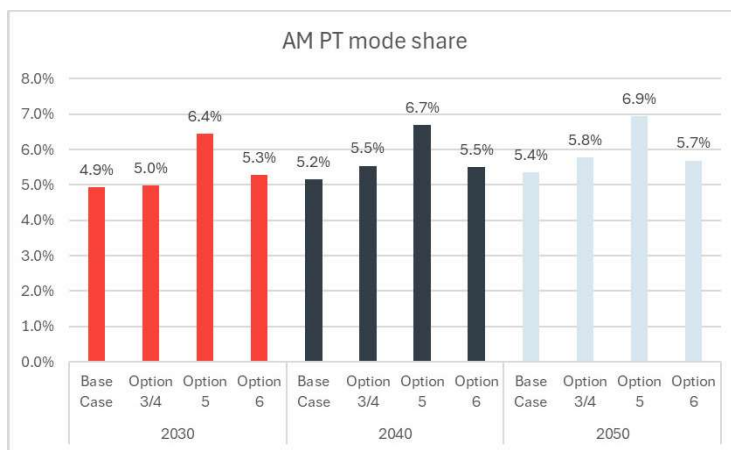


Figure 4.5 Public transport mode share for the AM period for all trip purposes

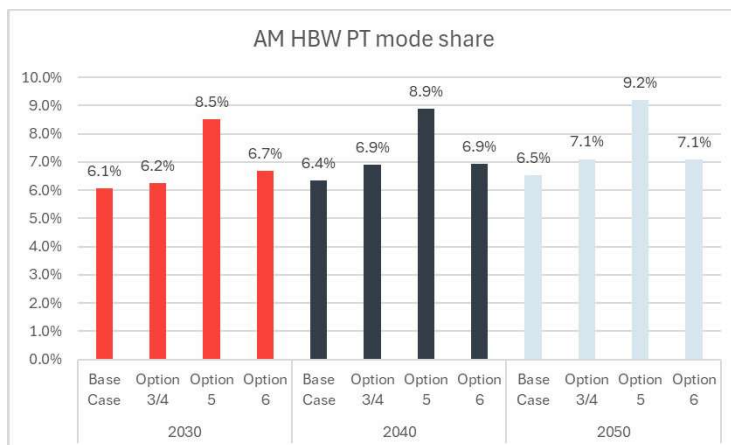


Figure 4.6 Public transport mode share for the AM period for HBW trips

² The GHUTDM generates walk/cycle trips at the daily level and does not distribute these trips into time periods. As a result, walk/cycle trips are not presented in this section and not included in the PT mode share calculation.



Table 4.4 Comparison of private vehicle and public transport trips for the AM period for all trip purposes

Year	Scenario	Private Vehicle ¹	Public transport	PT mode share
2030	Base Case	118,696	6,150	4.9%
	Option 3/4	118,623	6,213	5.0%
	Option 5	116,709	8,032	6.4%
	Option 6	118,050	6,589	5.3%
2040	Base Case	128,121	6,966	5.2%
	Option 3/4	127,694	7,489	5.5%
	Option 5	126,120	9,054	6.7%
	Option 6	127,611	7,426	5.5%
2050	Base Case	137,346	7,764	5.4%
	Option 3/4	136,809	8,382	5.8%
	Option 5	135,201	10,093	6.9%
	Option 6	136,859	8,254	5.7%

¹Private vehicles include light vehicles and school bus

Table 4.5 Comparison of private vehicle and public transport trips for the AM period for HBW trips

Year	Scenario	Private Vehicle	Public transport	PT mode share
2030	Base Case	33,365	2,157	6.1%
	Option 3/4	33,299	2,216	6.2%
	Option 5	32,402	3,015	8.5%
	Option 6	33,020	2,365	6.7%
2040	Base Case	35,396	2,400	6.4%
	Option 3/4	35,177	2,607	6.9%
	Option 5	34,372	3,354	8.9%
	Option 6	35,066	2,613	6.9%
2050	Base Case	37,122	2,588	6.5%
	Option 3/4	36,895	2,820	7.1%
	Option 5	36,019	3,644	9.2%
	Option 6	36,797	2,806	7.1%



Memo

To: [REDACTED]
From: [REDACTED]
Subject: Parking Space Levy Modelling
Our ref: PS209713-PAM-MEL-MEM-Parking_space_levy_modelling-001 RevC
Date: 7 March 2025

Executive Summary

The Department of State Growth (DSG) is currently exploring several travel demand policy interventions to encourage mode shift which include a Parking Space Levy (PSL). Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) in CUBE 6.5 has been undertaken to assess the impact of the PSL.

A parking space levy that will approximately equal a daily parking cost increase of \$6 and a short-term parking cost increase of \$1.5 per hour has been modelled across 2030, 2040 and 2050 forecast horizons.

Key findings of the modelling are:

- The PSL results in a reduction of over 1,400 daily private vehicle trips at the overall network level relative to the Base Case across all forecast horizon years. This is supplemented by an increase in approximately 300 public transport trips and over 1,000 active transport (walk/cycle) trips.
- The difference in private vehicle, PT and walk/cycle trips to the CBD is approximately equal to the overall change in trips at the network level. As expected, the PSL is impacting on trips to the CBD where the levy is applied.
- The PSL has a greater impact on short distance trips to the CBD, reducing short distance private vehicle trips to the CBD and resulting in a higher magnitude shift to active transport trips than to public transport trips.
- PT mode share for HBW trips to the Hobart CBD in the AM period is increased by 1.2-1.3% relative to the Base Case.



1. Overview

The Department of State Growth (DSG) is currently exploring several travel demand policy interventions to encourage mode shift which include a Parking Space Levy (PSL). Strategic modelling is being undertaken to understand the impact of the PSL on trip mode choice in Hobart.

2. Methodology and Scenarios

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) in CUBE 6.5 has been undertaken to assess the impact of the PSL.

Table 2.1 presents the list of modelled scenarios. Each scenario has been modelled for the 2030, 2040 and 2050 forecast years and adopting the Hobart MetroPlan land use assumptions.

Table 2.1 *Modelled scenarios*

Scenario name	Description
Base Case	Base Case adopting the Reference Case assumptions with the addition of existing and funded Park and Rides that were not present in the Reference Case. Detailed assumptions have been documented in the <i>Greater Hobart Rapid Bus Network – Modelling for short list options</i> memo.
Parking Space Levy (PSL)	Base Case assumptions with the Parking Space Levy applied. Assumptions on the levy are outlined in Section 2.1.

The following outputs are provided in this assessment:

- Number of daily trips by mode
- Highway network including VHT and VKT
- PT network statistics including boardings, passenger hours travelled and passenger kilometres travelled
- Trips to Hobart CBD by mode



2.1 Parking Space Levy

DSG are considering introducing a PSL that will approximately equal a daily parking cost increase of \$6 and a short-term parking cost increase of \$1.5 per hour.

The GHUTDM adopts daily parking costs for home-based work (HBW) trips and 2-hour parking costs for other trip purposes. For the purposes of modelling under the PSL scenario, the levy equates to a \$3 increase in one-way trip cost for HBW trips and a \$1.5 increase in one-way trip cost for other trip purposes.

The GHUTDM parking model specifications are shown in Table 2.2. Currently parking costs are only applied on the CBD sector, shown in Figure 2.1, this is assumed to remain unchanged.

Table 2.2 GHUTDM parking model specification

Parking Sector	Parking Supply (No. of spaces)	Parking cost
Hobart CBD	10,000	✓
Hobart Fringe	8,600	✗



Figure 2.1 GHUTDM parking sectors



3. Modelling Results

3.1 Summary Statistics

Tabulated network summary statistics at the person, vehicle and public transport level are provided in Table 3.1. Key findings are as follows:

- The PSL results in a reduction of over 1,400 daily private vehicle trips at the overall network level relative to the Base Case across all forecast horizon years. This is supplemented by an increase in approximately 300 public transport trips and over 1,000 active transport (walk/cycle) trips.
- The PSL has a modest impact on PT mode share at the overall network level which increases by 0.3-0.4% relative to the Base Case across all forecast horizon years.
- At the overall network level, the modelled VKT and VHT are similar between the PSL and Base Case. The PSL scenario reduces VKT by 0.1% and VHT by up to 0.3% across the forecasted horizons.
- The increase in PT trips due to the PSL results in an increase in PKT and PHT by up to 1.7%.



Table 3.1 Comparison of network performance indicators between modelled scenarios

Network Performance Indicator		Daily Person Trips				Daily Vehicle Statistics			Daily PT Statistics		
Year	Scenario	Private Vehicle ¹	Public transport	Walk/Cycle Trips	PT mode share	Vehicle hours travelled	Vehicle km travelled	PT Boardings	Passenger km travelled	Passenger hours travelled	
2030	Base Case	688,368	26,372	142,644	3.08%	151,124	7,205,548	40,614	221,485	11,549	
	PSL	686,944	26,710	143,723	3.12%	150,774	7,195,386	41,088	224,961	11,741	
2040	Base Case	743,251	29,656	160,382	3.18%	168,011	7,809,899	45,797	248,865	13,282	
	PSL	741,835	29,964	161,497	3.21%	167,424	7,801,061	46,222	252,233	13,433	
2050	Base Case	796,456	32,938	178,055	3.27%	185,113	8,387,947	50,833	274,035	15,000	
	PSL	794,945	33,231	179,273	3.30%	185,017	8,381,567	51,206	277,081	15,156	

¹Private vehicles include light vehicles and school bus



3.2 CBD Trips

Table 3.2 and Figure 3.1 present a summary of the modelled trips to the Hobart CBD zones where the PSL is applied (shown previously in Figure 2.1). Table 3.3 and Figure 3.2 provides a summary of the mode split in the AM period for home-based work (HBW) trips to the Hobart CBD for the modelled scenarios¹. Figure 3.3 presents the overall PT mode share for AM HBW trips with a comparison to the scenarios documented in the *Greater Hobart Rapid Bus Network – Modelling for short list options* memo. Key findings are as follows:

- Daily private vehicle trips to the CBD are reduced by approximately 2% relative to the Base Case across all forecast horizon years. Public transport trips to the CBD increase by 6-8% and active transport trips increase by approximately 5% relative to the Base Case across the forecasted horizons.
- The difference in private vehicle, PT and walk/cycle trips to the CBD is approximately equal to the overall change in trips at the network level. As expected, the PSL is impacting on trips to the CBD where the levy is applied.
- The PSL has a greater impact on short distance trips to the CBD, reducing short distance private vehicle trips to the CBD and resulting in a higher magnitude shift to active transport trips than to public transport trips.
- PT mode share for HBW trips to the Hobart CBD in the AM period is increased by 1.2-1.3% relative to the Base Case.
- The GHRBN short list options, which provide improved PT accessibility at a wider network level, have a greater influence on PT mode share for HBW trips in the AM period. The impact of the PSL is largely limited to trips to the CBD zones.

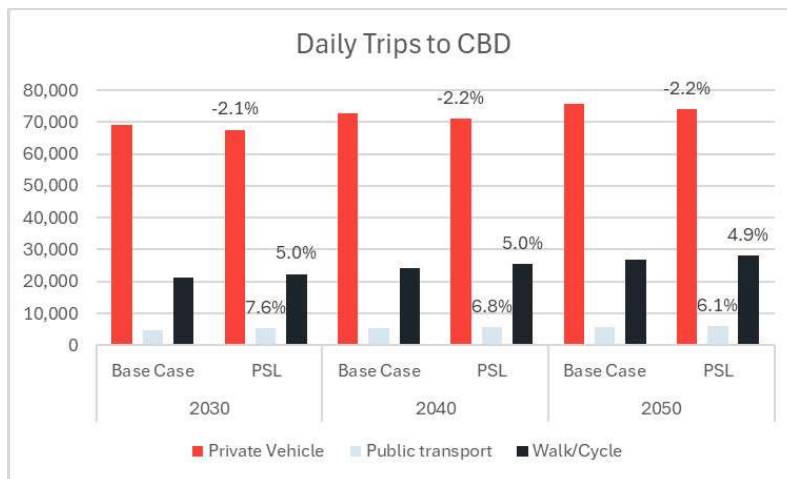


Figure 3.1 Daily trips to Hobart CBD and percentage difference relative to Base Case

¹ The GHUTDM generates walk/cycle trips at the daily level and does not distribute these trips into time periods. As a result, walk/cycle trips are not presented in this section and not included in the PT mode share calculation.

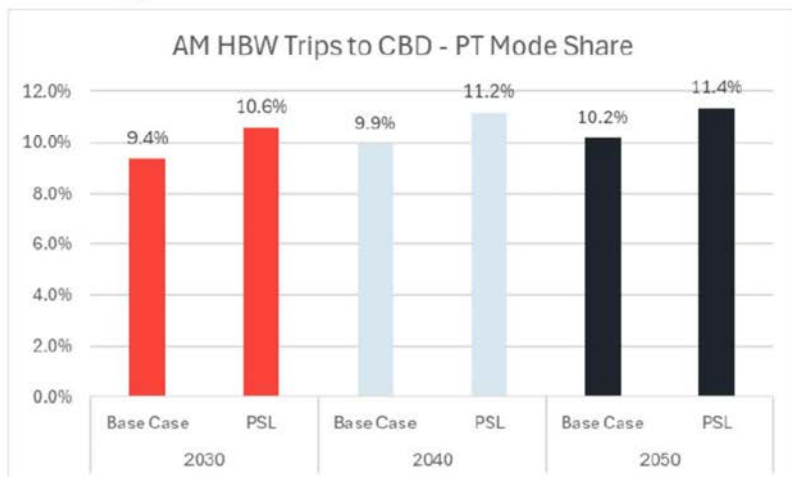


Figure 3.2 PT mode share for AM HBW Trips to Hobart CBD

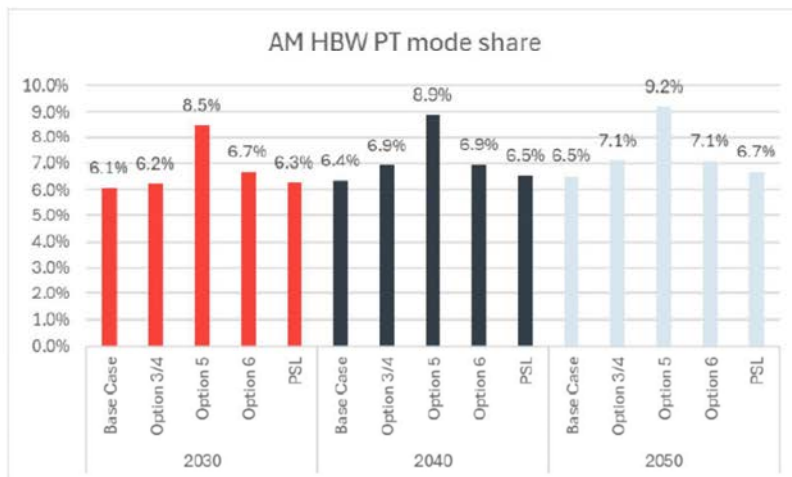


Figure 3.3 PT mode share for AM HBW Trips with comparison to GHRBN short list options (includes non-CBD trips)

Table 3.2 Summary of daily trips to Hobart CBD

Year	Scenario	Private Vehicle	Public transport	Walk/Cycle
2030	Base Case	69,047	4,888	21,332
	PSL	67,616	5,259	22,395
2040	Base Case	72,672	5,378	24,288
	PSL	71,087	5,741	25,513
2050	Base Case	75,672	5,789	26,903
	PSL	74,022	6,143	28,216



Table 3.3 Summary of AM HBW trips to Hobart CBD

Year	Scenario	Private Vehicle	Public Transport	PT Mode Share
2030	Base Case	5,612	579	9.4%
	PSL	5,428	644	10.6%
2040	Base Case	5,787	637	9.9%
	PSL	5,581	702	11.2%
2050	Base Case	5,914	670	10.2%
	PSL	5,700	730	11.4%



Memo

To: [REDACTED]
From: [REDACTED]
Subject: Greater Hobart Rapid Bus Network – Modelling for medium land-use sensitivity
Our ref: PS209713-PAM-MEL-MEM-medium_landuse_sensitivity-001 RevB
Date: 15 April 2025

Executive Summary

Strategic modelling has been undertaken for the strategic business case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). In the modelling completed to date, the MetroPlan land use assumptions were adopted. It is understood, the MetroPlan land use projections have higher forecasts than current growth trends in Hobart. As such, a sensitivity test on the GHRBN short list options is being undertaken using the Medium land use forecasts that were developed as part of the 2020 GHUTDM update.

Scenario Specifications

Three scenarios (and a Base Case) have been modelled across 2030, 2040 and 2050 forecast horizons:

- **Option 3 and 4:** All day rapid bus service (GHRBN) with new road space allocation, bus priority measures, high PT integration.
- **Option 5:** Travel demand policies (Parking Space Levy and 50% reduction in PT fares) with significant PT uplift (doubling existing service frequency), bus priority infrastructure and park-and-ride facilities.
- **Option 6:** Travel demand policies (Parking Space Levy and 50% reduction in PT fares) with minor PT frequency improvements (addition of 7 PT routes) and bus priority infrastructure.

Modelling Results

- Outcomes of the transport modelling under the Medium land use assumptions are similar in relativity to the scenario modelling under the MetroPlan land use assumptions.
- PT mode share is highest under Option 5 (4.62% in 2050 compared with 3.35% in the Base Case in 2050) and remains higher than all options across all forecast horizons. PT mode share under Option 3/4 and Option 6 are comparable, particularly from 2040 and 2050 once the GHRBN is completely operational (approximately 3.6%).
- PT mode share is slightly higher under the Medium land use across all scenarios (4.62% for Option 5 compared to 4.46% under MetroPlan).
- Option 5 has the largest impact on daily PT trips across all modelled time horizons compared to the other options (approximately 37% increase relative to the Base Case). The increase in daily PT trips in Option 5 is largely driven by the significant 100% increase in daily service kilometres, leading to a lower trip/service-km ratio for Option 5. PT trip increases are comparable for Option 3/4 and Option 6 and are approximately 7-8% greater than the Base Case in 2040 and 2050.
- Overall PT trips are lower (approximately 3%) under the Medium land use compared to the MetroPlan, this is largely due to the lower overall population and employment.

Economic Analysis

The economic results are presented in Table 1.1. Values are presented as incremental to the Base Case and show that:

- The economic results are broadly similar across the MetroPlan and Medium land use forecasts developed as part of the 2020 GHUTDM update. Costs are also unchanged under the two land use scenarios.
- The BCRs for Options 3, 4, 5, and 6 shift marginally, from 0.20, 0.28, 0.60, and 0.55 under MetroPlan to 0.23, 0.31, 0.56, and 0.54 under the Medium land use forecast. The scale of these differences are minor and reflect that the transport model produces similar outputs under both land use scenarios, and the strategic economic appraisal approach does not fully capture all subtle differences in performance.



Table 1.1 Economic appraisal results (\$m, discounted 7%)

	Option 3	Option 4	Option 5	Option 6
Benefits	130.9	174.4	357.1	163.0
Travel time savings	76.7	81.5	46.8	26.1
VOC Savings	9.5	16.7	144.8	29.0
Road safety benefits	-0.9	-0.5	8.1	-2.6
Carbon emission benefits	0.8	1.1	14.6	-1.1
Air Pollution Benefit	0.2	0.3	3.8	-0.1
Well-to-Tank Emissions Savings	0.1	0.1	1.1	0.0
Noise Benefits	0.1	0.2	2.4	-0.1
Biodiversity, soil and water	0.1	0.1	1.5	0.0
Station quality amenity improvements	12.1	13.1	26.5	8.8
Active Transport - Health Benefits	17.6	40.1	73.1	74.4
Active Transport - Other Benefits	3.8	8.6	15.6	15.9
Active Transport - Decongestion Benefits	1.7	3.9	7.1	7.3
Social Inclusion	1.3	1.3	7.0	1.6
Residual value	7.8	7.8	4.7	3.8
Capex	463.4	472.9	282.6	231.9
Opex	97.9	97.9	357.5	67.2
Total Cost	561.3	570.7	640.1	299.1
NPV	-430.4	-396.4	-283.0	-136.1
BCR	0.23	0.31	0.56	0.54



1. Overview

Strategic modelling has been undertaken for the strategic business case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). In the modelling completed to date, the MetroPlan land use assumptions were adopted. The MetroPlan land use assumptions forecast a more centralised growth in the inner corridors and with less growth in the fringes. It is understood that the overall population growth rates in the MetroPlan are now higher than current growth trends in Hobart. As such, the Department of State Growth (DSG) has requested additional modelling as a sensitivity test using the Medium land use forecasts that were developed as part of the 2020 GHUTDM update. This memo details the strategic modelling results and updated benefit-cost analysis using the Medium land use forecasts.

2. Scenarios

Three scenarios (and a Base Case) have been modelled. Table 2.1 presents the list of modelled scenarios. Each scenario has been modelled for the 2030, 2040 and 2050 forecast years. The detailed assumptions encompassing each scenario have been outlined in the *Greater Hobart Rapid Bus Network – Modelling for short list options memo*.

Table 2.1 Modelled scenarios

Scenario	Scenario name	Description
0	Base Case	Base Case adopting the Reference Case assumptions with the addition of existing and funded Park and Rides that were not present in the Reference Case.
1	Options 3 and 4	All day rapid bus service with new road space allocation, bus priority measures, high PT integration. Note: Options 3 and 4 differ only by the degree of AT integration, which will not be captured in the modelling, hence, has been modelled as a single scenario.
2	Option 5	Travel demand policies with significant PT uplift, bus priority infrastructure and park-n-rides.
3	Option 6	Travel demand policies with minor PT frequency improvements and bus priority infrastructure.

3. Land use assumptions

Figure 3.1 and Figure 3.2 present the overall population and employment forecasts for the MetroPlan and Medium land use assumptions. Figure 3.3 and Figure 3.4 present the population and employment differences between the MetroPlan and Medium land use assumptions for forecast year 2050. Key differences between the land use assumptions include:

- Population forecasts are higher under MetroPlan across all forecast horizon years (up to 8% higher in 2050), particularly around central Hobart, Glenorchy and Rokeby.
- Employment forecasts are higher under MetroPlan across all forecast horizon years (up to 9% higher in 2050), particularly around central Hobart and Cambridge.

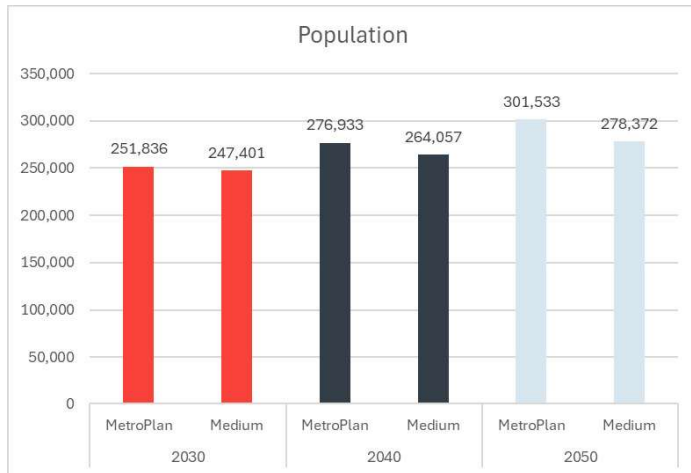


Figure 3.1 Population forecasts – MetroPlan vs. Medium

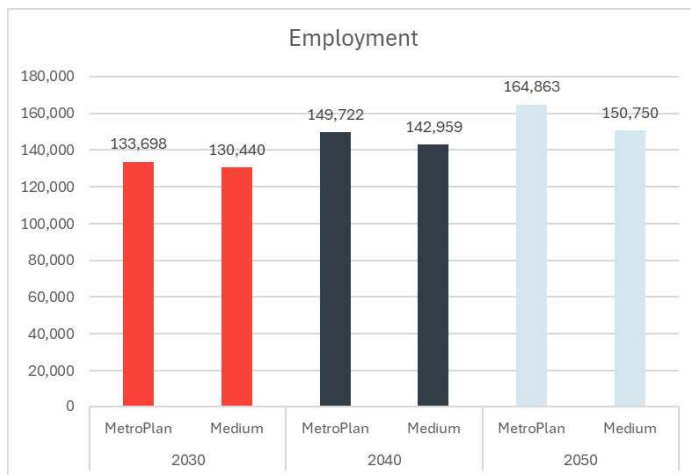


Figure 3.2 Employment forecasts – MetroPlan vs. Medium

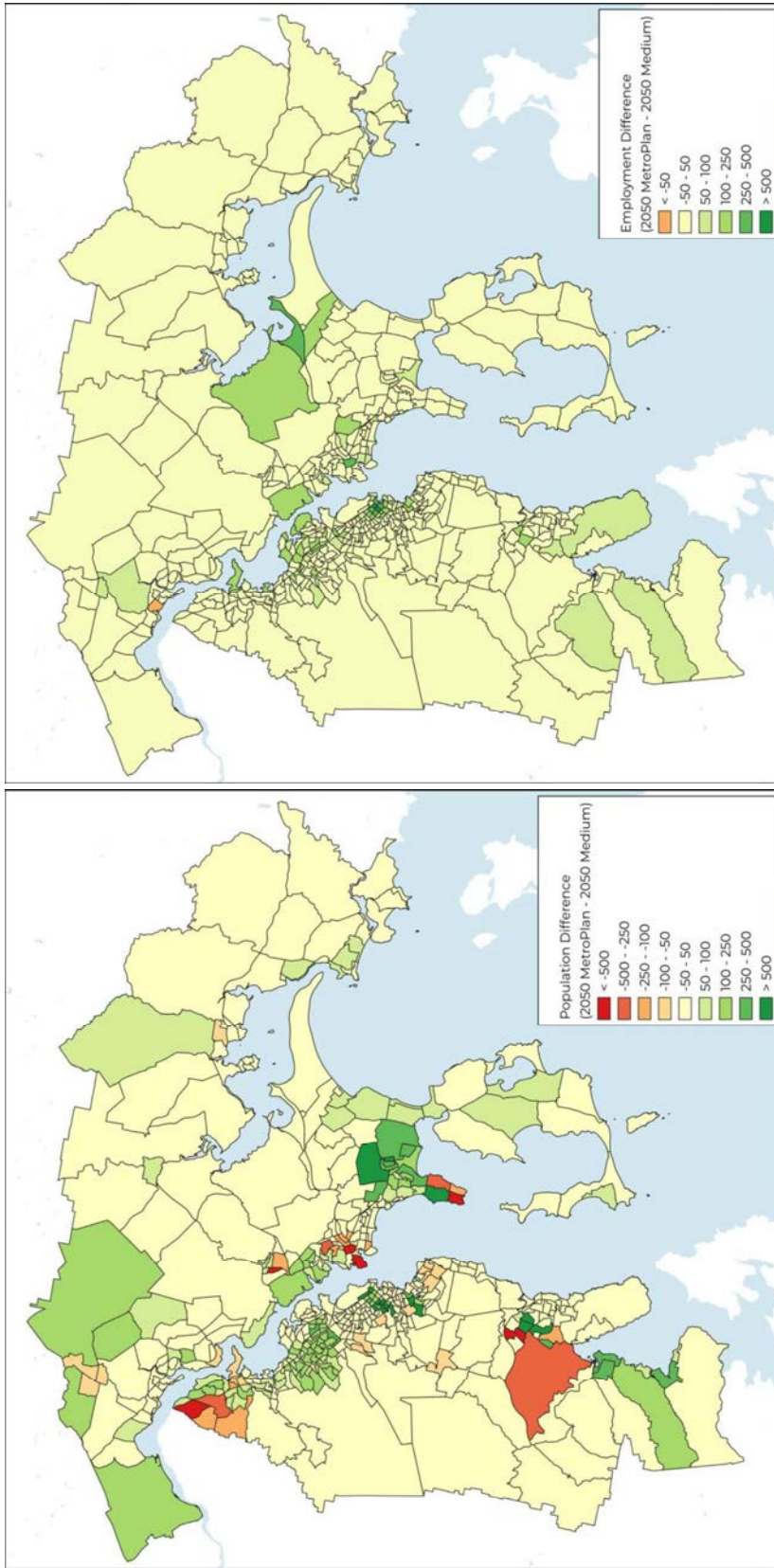


Figure 3.4 2050 Employment Difference (MetroPlan minus Medium)

Figure 3.3 2050 Population Difference (MetroPlan minus Medium)



4. Modelling Results

4.1 Summary Statistics

Tabulated network summary statistics at the person, vehicle and public transport level are provided in Table 4.1, whilst Figure 4.1 to Figure 4.3 present the public transport mode share and network vehicle kilometres travelled (VKT) and passenger kilometres travelled (PKT) for the modelled scenarios. Key findings are as follows:

- Outcomes of the transport modelling under the Medium land use assumptions are similar in relativity to the scenario modelling under the MetroPlan land use assumptions.
- PT mode share is highest under Option 5 (4.62% in 2050 compared with 3.35% in the Base Case in 2050) and remains higher than all options across all forecast horizons.
- PT mode share under Option 3/4 and Option 6 are comparable, particularly from 2040 and 2050 once the GHRBN is completely operational. Compared with Option 5, the PT mode shares for Options 3/4 and Option 6 represent a modest difference compared with the Base Case (approximately 3.6% compared with 3.35% in the Base Case in 2050).
- PT mode share is slightly higher under the Medium land use across all scenarios (4.62% for Option 5 compared to 4.46% under MetroPlan).
- At the overall network level, modelled VKT are quite similar across the modelled options and Base Case. Option 5 modelled VKT are marginally lower than the Base Case (-0.6% in 2050 compared with the Base Case).
- The relatively large increase in PT mode share in Option 5 results in the largest increase in PKT relative to the Base Case (+43.8% in 2050). This compared with approximately an increase of approximately 10% in 2050 for Option 3/4 and Option 6.

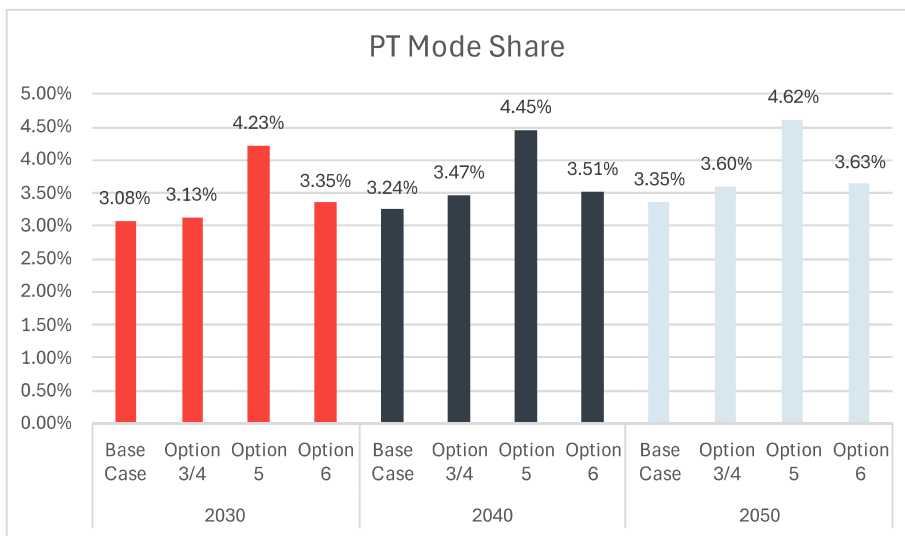


Figure 4.1 Public transport mode share

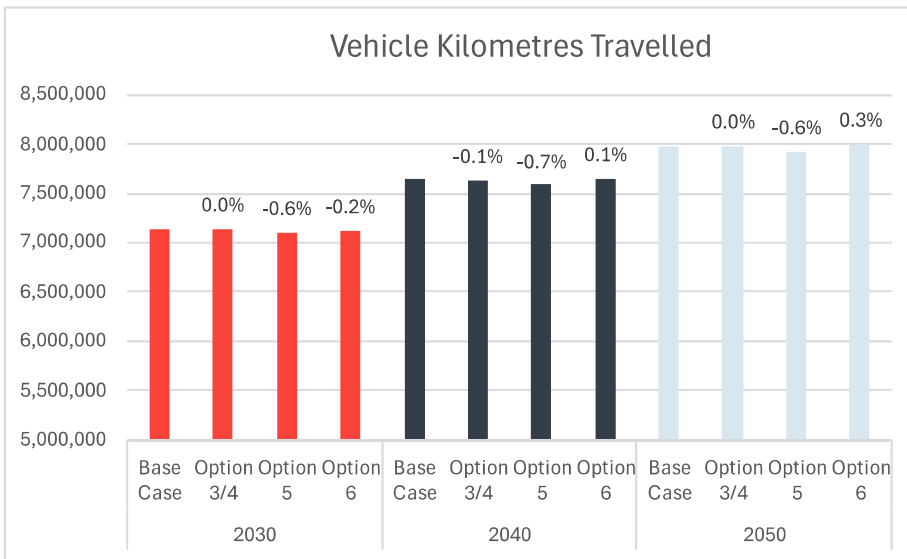


Figure 4.2 Vehicle kilometres travelled and percentage difference relative to Base Case

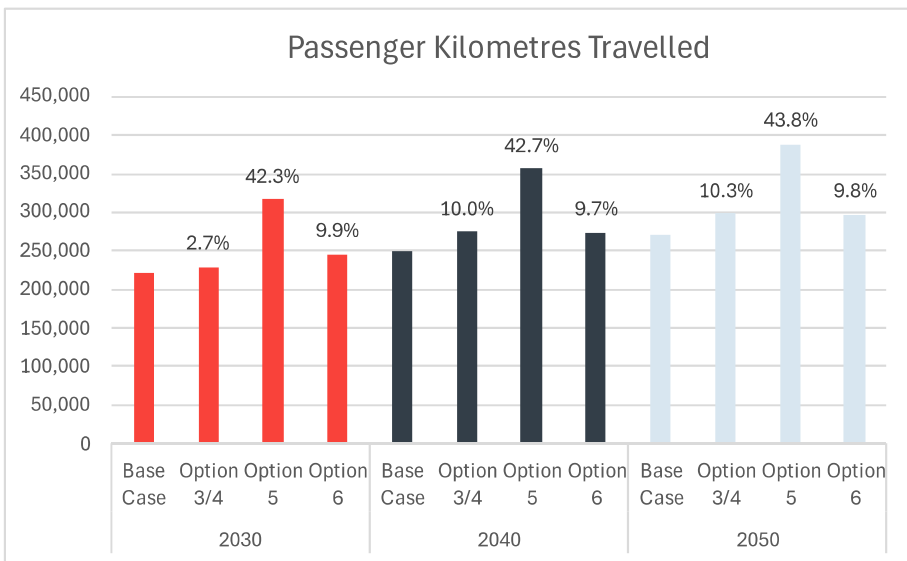


Figure 4.3 Passenger Kilometres Travelled and percentage difference relative to Base Case



Table 4.1 Comparison of network performance indicators between modelled scenarios

Network Performance Indicator		Daily Person Trips				Daily Vehicle Statistics			Daily PT Statistics		
Year	Scenario	Private Vehicle ¹	Public transport	Non-PT Trips ²	PT mode share	Vehicle hours travelled	Vehicle km travelled	PT Boardings	Passenger km travelled	Passenger hours travelled	
2030	Base Case	682,085	26,152	822,867	3.08%	149,761	7,143,553	40,168	222,620	11,586	
	Option 3/4	681,590	26,597	822,347	3.13%	149,358	7,143,787	41,603	228,714	11,588	
	Option 5	673,110	35,840	811,875	4.23%	148,174	7,098,407	57,012	316,839	16,287	
	Option 6	678,881	28,451	820,210	3.35%	148,908	7,126,814	43,941	244,763	12,501	
	Base Case	720,967	29,320	874,611	3.24%	163,585	7,639,215	45,305	249,850	13,253	
	Option 3/4	719,010	31,391	872,111	3.47%	163,215	7,634,503	52,985	274,835	12,961	
2050	Option 5	710,748	40,190	862,166	4.45%	160,858	7,588,903	64,310	356,535	18,506	
	Option 6	718,256	31,734	871,715	3.51%	163,075	7,646,132	49,200	274,002	14,132	
	Base Case	753,328	31,838	917,368	3.35%	173,764	7,974,108	49,155	269,937	14,582	
	Option 3/4	751,194	34,125	914,595	3.60%	173,148	7,975,113	57,613	297,621	14,241	
	Option 5	742,460	43,735	903,715	4.62%	171,064	7,929,124	70,095	388,079	20,433	
	Option 6	750,601	34,482	914,205	3.63%	173,279	7,994,495	53,483	296,471	15,510	

¹Private vehicles include light vehicles and school bus

²Non-PT trips include private vehicles and walk/cycle trips



4.2 Public Transport Trips

Table 4.2 presents a summary of the modelled public transport trips across the scenarios. Key findings are as follows:

- All options increase the daily public transport trips compared to the Base Case. Overall PT trips are lower (approximately 3%) under the Medium land use compared to the MetroPlan, this is largely due to the lower overall population and employment. As a result, trips/service-km are also lower under the Medium land use assumptions.
- Relative to the Base Case, Option 5 has the largest impact on daily PT trips across all modelled time horizons compared to the other options (approximately 37% increase relative to the Base Case). The increase in daily PT trips in Option 5 is largely driven by the significant 100% increase in daily service kilometres, leading to a lower trip/service-km ratio for Option 5.
- PT trip increases are comparable for Option 3/4 and Option 6 and are approximately 7-8% greater than the Base Case in 2040 and 2050.

Table 4.2 Summary of daily public transport trips and service kilometres

Year	Scenario	Daily PT Trips	Daily service km	Trips per service km
2030	Base Case	26,152	27,283	0.96
	Option 3/4	26,597 (+1.7%)	28,508 (+4.5%)	0.93 (-2.7%)
	Option 5	35,840 (+37.0%)	54,615 (+100%)	0.66 (-31.5%)
	Option 6	28,451 (+8.8%)	32,311 (+18.4%)	0.88 (-8.1%)
2040	Base Case	29,320	27,283	1.07
	Option 3/4	31,391 (+7.1%)	32,992 (+20.9%)	0.95 (-11.5%)
	Option 5	40,190 (+37.1%)	54,622 (+100%)	0.74 (-31.5%)
	Option 6	31,734 (+8.2%)	32,321 (+18.5%)	0.98 (-8.6%)
2050	Base Case	31,838	27,283	1.17
	Option 3/4	34,125 (+7.2%)	32,992 (+20.9%)	1.03 (-11.4%)
	Option 5	43,735 (+37.4%)	54,622 (+100%)	0.80 (-31.4%)
	Option 6	34,482 (+8.3%)	32,321 (+18.5%)	1.07 (-8.6%)



4.3 Public Transport Boardings

Table 4.3 and Figure 4.4 provides a summary of the bus boardings for each of the modelled options. Key findings are as follows:

- Option 5 has the largest increase in daily bus boardings (~+42% across all forecast horizons), whilst Options 3 / 4 see an increase of 3.6% in 2030, when the Northern route is introduced, before increasing to 17% above base case boardings in 2040 and 2050 on full operations.
- Option 6 sees an increase in bus boardings of approximately 9% in bus boardings relative to the Base Case.
- Total boardings for rapid bus routes are slightly lower and boardings on new routes introduced in Option 6 are slightly higher under the Medium land use assumptions compared with modelling under the MetroPlan assumptions.

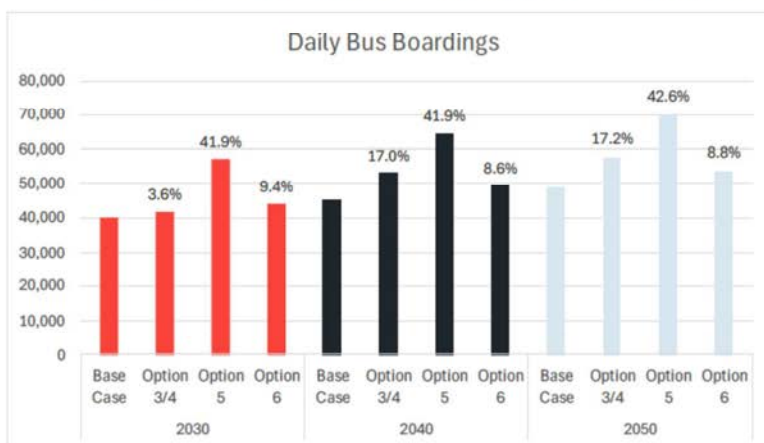


Figure 4.4 Daily bus boardings and percentage increase relative to Base Case

Table 4.3 Comparison of daily bus boardings by service classification

Year	Scenario	Existing Bus Routes	Rapid Bus Routes (% of total)	New Routes Under Option 6 (% of total)	Total
2030	Base Case	40,168	-	-	40,168
	Option 3/4	40,481	1,123 (2.7%)	-	41,603
	Option 5	57,012	-	-	57,012
	Option 6	41,559	-	2,382 (5.4%)	43,941
2040	Base Case	45,305	-	-	45,305
	Option 3/4	47,997	4,988 (9.4%)	-	52,985
	Option 5	64,310	-	-	64,310
	Option 6	46,405	-	2,795 (5.7%)	49,200
2050	Base Case	49,155	-	-	49,155
	Option 3/4	52,252	5,361 (9.3%)	-	57,613
	Option 5	70,095	-	-	70,095
	Option 6	50,441	-	3,041 (5.7%)	53,483



4.4 AM Trips

Table 4.4 and Figure 4.5 provides a summary of the mode split in the AM period for each of the modelled options. Table 4.5 and Figure 4.6 provides a summary of the mode split in the AM period for home-based work (HBW) trips for each of the modelled options. Key findings are as follows¹:

- Option 5 has the largest increase in PT mode share during the AM period (+1.6% across all forecast horizons). When considering only HBW trips, Option 5 has approximately 2.6% increase in PT mode share.
- When the RBN is fully operationalised, model results indicate the AM PT mode share for Options 3/4 will be comparable to Option 6, at approximately 0.4% above base case across all trip purposes and approximately 0.6% above base case for HBW trips.

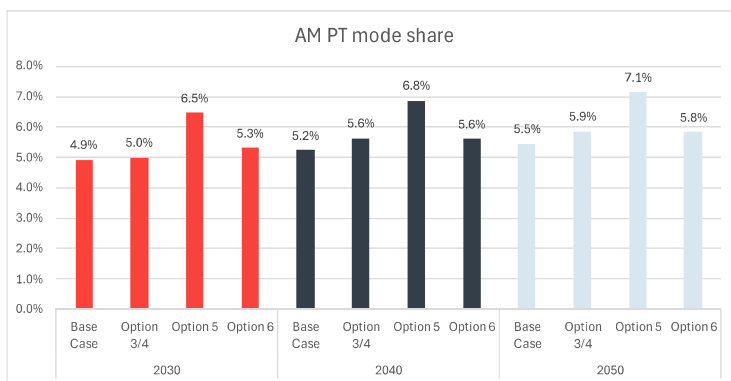


Figure 4.5 Public transport mode share for the AM period for all trip purposes

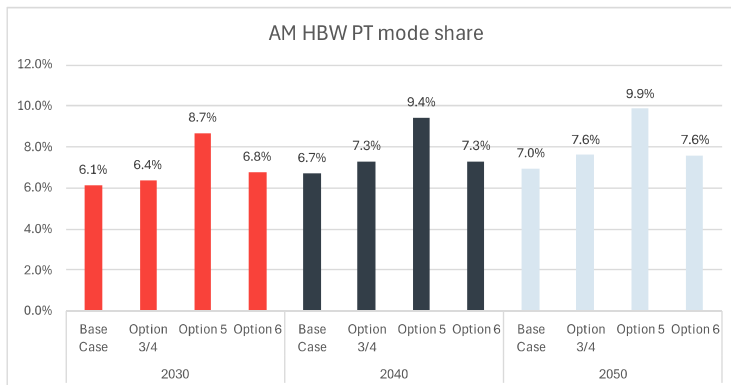


Figure 4.6 Public transport mode share for the AM period for HBW trips

¹ The GHUTDM generates walk/cycle trips at the daily level and does not distribute these trips into time periods. As a result, walk/cycle trips are not presented in this section and not included in the PT mode share calculation.



Table 4.4 Comparison of private vehicle and public transport trips for the AM period for all trip purposes

Year	Scenario	Private Vehicle ¹	Public transport	PT mode share
2030	Base Case	117,668	6,098	4.9%
	Option 3/4	117,585	6,185	5.0%
	Option 5	115,772	8,001	6.5%
	Option 6	117,030	6,553	5.3%
2040	Base Case	124,327	6,866	5.2%
	Option 3/4	123,861	7,377	5.6%
	Option 5	122,288	8,991	6.8%
	Option 6	123,791	7,345	5.6%
2050	Base Case	130,043	7,496	5.5%
	Option 3/4	129,535	8,061	5.9%
	Option 5	127,859	9,825	7.1%
	Option 6	129,500	8,015	5.8%

¹Private vehicles include light vehicles and school bus

Table 4.5 Comparison of private vehicle and public transport trips for the AM period for HBW trips

Year	Scenario	Private Vehicle	Public transport	PT mode share
2030	Base Case	34,130	2,234	6.1%
	Option 3/4	34,054	2,314	6.4%
	Option 5	33,130	3,147	8.7%
	Option 6	33,783	2,461	6.8%
2040	Base Case	36,924	2,653	6.7%
	Option 3/4	36,677	2,888	7.3%
	Option 5	35,800	3,728	9.4%
	Option 6	36,589	2,876	7.3%
2050	Base Case	38,631	2,889	7.0%
	Option 3/4	38,359	3,159	7.6%
	Option 5	37,399	4,090	9.9%
	Option 6	38,281	3,142	7.6%



5. Economic Analysis

The economic results are presented in Table 5.1. Values are presented as incremental to the Base Case and show that:

- The economic results are broadly similar across the MetroPlan and Medium land use forecasts developed as part of the 2020 GHUTDM update. Costs are also unchanged under the two land use scenarios.
- The BCRs for Options 3, 4, 5, and 6 shift marginally under the Medium land use forecast — from 0.20, 0.28, 0.60, and 0.55 under MetroPlan to 0.23, 0.31, 0.56, and 0.54, respectively.
- These changes are minor and reflect that the transport model produces similar outputs under both land use scenarios, and the strategic economic appraisal approach does not fully capture all subtle differences in performance.

Table 5.1 Economic appraisal results (\$m, discounted 7%)

	Option 3	Option 4	Option 5	Option 6
Benefits	130.9	174.4	357.1	163.0
Travel time savings	76.7	81.5	46.8	26.1
VOC Savings	9.5	16.7	144.8	29.0
Road safety benefits	-0.9	-0.5	8.1	-2.6
Carbon emission benefits	0.8	1.1	14.6	-1.1
Air Pollution Benefit	0.2	0.3	3.8	-0.1
Well-to-Tank Emissions Savings	0.1	0.1	1.1	0.0
Noise Benefits	0.1	0.2	2.4	-0.1
Biodiversity, soil and water	0.1	0.1	1.5	0.0
Station quality amenity improvements	12.1	13.1	26.5	8.8
Active Transport - Health Benefits	17.6	40.1	73.1	74.4
Active Transport - Other Benefits	3.8	8.6	15.6	15.9
Active Transport - Decongestion Benefits	1.7	3.9	7.1	7.3
Social Inclusion	1.3	1.3	7.0	1.6
Residual value	7.8	7.8	4.7	3.8
Capex	463.4	472.9	282.6	231.9
Opex	97.9	97.9	357.5	67.2
Total Cost	561.3	570.7	640.1	299.1
NPV	-430.4	-396.4	-283.0	-136.1
BCR	0.23	0.31	0.56	0.54



Memo

To: [REDACTED]
From: [REDACTED]
Subject: Greater Hobart Rapid Bus Network – Northern Corridor BRT BCR Analysis
Our ref: PS209713-PAM-MEL-MEM-Northern_Corridor_BRT RevB.docx
Date: 5 June 2025

Executive Summary

The Department of State Growth (DSG) is currently progressing through a strategic business case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). Whilst the proposed rapid bus network consists of three cross-city routes, DSG is seeking to understand the benefit-cost ratio for a single rapid bus route operating in the northern corridor.

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) has been undertaken modelling the Northern corridor BRT route across 2030, 2040 and 2050 forecast horizons.

Modelling Results

- The northern corridor BRT is planned to operate parallel to the existing high frequency corridor on Main Road and many express services along the Brooker Highway. As such, a significant proportion of patronage along the BRT corridor are existing PT users and the northern corridor BRT route generates a small increase in total PT trips across all forecast horizons.
- Boardings on the northern corridor BRT route account for approximately 3% of public transport boardings across the three forecast horizons.
- A single northern corridor BRT route has a limited impact in improving PT mode share in the AM period. Changes in AM PT trips are marginal and by 2040 the BRT route is approaching capacity. A higher frequency BRT service operating along the northern corridor and integration of existing services with the BRT could increase mode shift towards PT.

Economic Analysis

The economic results are presented in Table ES.1. Values are presented as incremental to the Base Case and show that the Northern Corridor only option delivers a greater economic return per dollar spent than Option 4, with a BCR [REDACTED] compared to 0.28. With the inclusion of City Shaping Benefits, specifically Agglomeration (WEB1) and Higher Value Land Use the BCR increases from [REDACTED]. The Eastern and Southern routes when included within the scope of Option 4 add relatively small amount of additional overall benefits, despite achieving higher levels of mode shift.

Table ES.1 Economic appraisal results (\$m, discounted 7%)

	Option 4 - Northern Corridor Only	Option 4
Benefits	[REDACTED]	158.5
Total Cost	[REDACTED]	570.7
NPV	[REDACTED]	-412.3
BCR	[REDACTED]	0.28
City Shaping Benefits	[REDACTED]	
City Shaping Benefits Total	[REDACTED]	136.4
NPV (with city shaping benefits)	[REDACTED]	-275.9
BCR (with city shaping benefits)	[REDACTED]	0.52



1. Overview

The Department of State Growth (DSG) is currently progressing through a strategic business case (SBC) for the Greater Hobart Rapid Bus Network (GHRBN). Whilst the proposed rapid bus network consists of three cross-city routes, DSG is seeking to understand the benefit-cost ratio for a single rapid bus route operating in the northern corridor.

This memo documents the strategic modelling and economic analysis undertaken to assess the benefit-cost ratio (BCR) of a northern corridor only BRT option.

2. Scenarios

Strategic modelling using the Greater Hobart Urban Travel Demand Model (GHUTDM) has been undertaken to support the economic analysis in this process.

Table 2.1 provides an outline of the modelled scenarios. The scenarios are modelled for forecast years 2030, 2040 and 2050. The highway network for the Northern Corridor BRT equivalent to the Base Case network with the addition of the Northern Suburbs Transit Corridor (NSTC). The MetroPlan land use assumptions are adopted for the modelling.

Detailed transport modelling assumptions for Base Case have been documented in the *Greater Hobart Rapid Bus Network – Modelling for short list options* memo and detailed economics assumptions have been documented in the *Greater Hobart Rapid Bus Network – Strategic Business Case*.

Table 2.1 *Modelled scenarios*

Scenario name	Description
Base Case	Base Case adopting the Reference Case assumptions with the addition of existing and funded Park and Rides that were not present in the Reference Case.
Northern Corridor BRT	<p>Northern corridor BRT route operating between Claremont and Hobart CBD using the NSTC.</p> <ul style="list-style-type: none"> — 15mins peak headway in the AM and PM periods — 30min headway in the OP and EV periods <p>The route is coded to operate as an overlay on the existing bus network.</p>

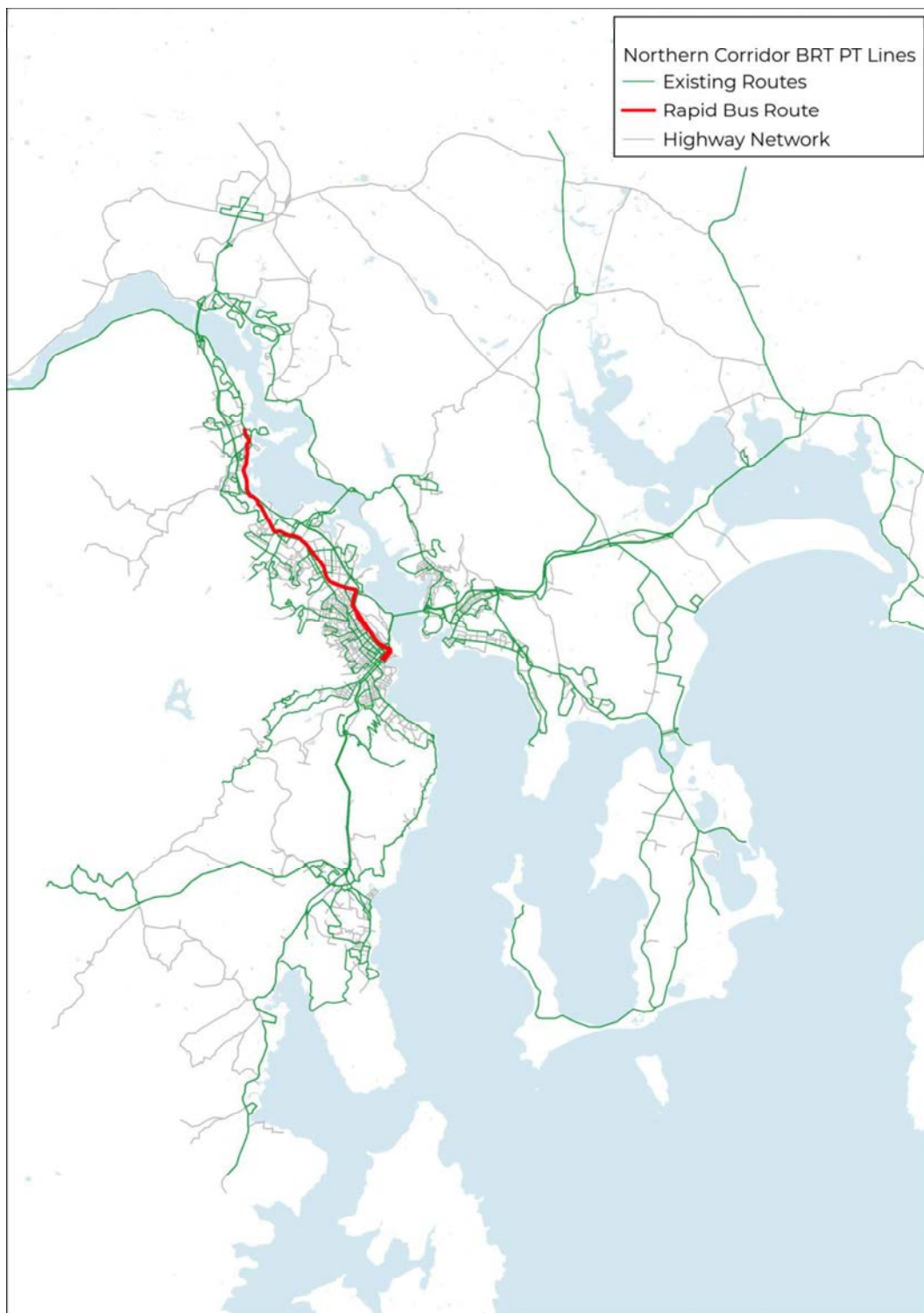


Figure 2.1 Northern corridor BRT route



3. Transport Modelling Results

3.1 Summary Statistics

Tabulated network summary statistics at the person, vehicle and public transport level are provided in Table 3.1, whilst Figure 3.1 presents the public transport mode share for the sensitivity test scenarios. Key findings are as follows:

- The northern corridor BRT is planned to operate parallel to the existing high frequency corridor on Main Road and many express services along the Brooker Highway. As such, a significant proportion of patronage along the BRT corridor are existing PT users and the northern corridor BRT route generates a small increase in total PT trips across all forecast horizons.
- With the small increase in PT trips, PT mode share is forecasted to marginally increase across all forecast horizons.
- At the overall network level, the VHT and VKT are comparable between the northern corridor BRT and Base Case across all forecast horizons. With a higher number of PT trips, PKT increases relative to the Base Case and PHT reduces with some journey time reduction offered by the northern corridor BRT route.

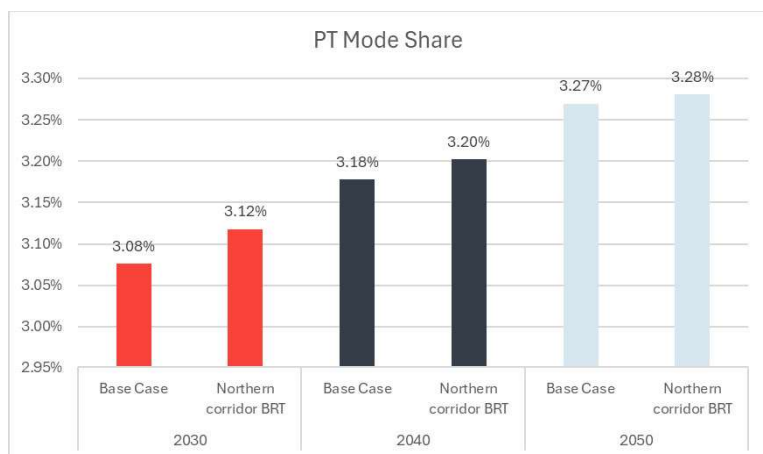


Figure 3.1 Northern corridor BRT - Public transport mode share



Table 3.1 Northern corridor BRT - network performance indicators

Network Performance Indicator		Daily Person Trips				Daily Vehicle Statistics				Daily PT Statistics			
Year	Scenario	Private Vehicle ¹	Public transport	Non-PT Trips ²	PT mode share	Vehicle hours travelled	Vehicle km travelled	PT Boardings	Passenger km travelled	Passenger hours travelled			
2030	Base Case	688,368	26,372	831,012	3.08%	151,124	7,205,548	40,614	221,485	11,549			
	Northern corridor BRT	687,895	26,731	830,573	3.12%	150,815	7,202,612	41,813	226,210	11,495			
2040	Base Case	743,251	29,656	903,633	3.18%	168,011	7,809,899	45,797	248,865	13,282			
	Northern corridor BRT	742,863	29,887	903,327	3.20%	167,494	7,802,893	46,936	251,483	13,006			
2050	Base Case	796,456	32,938	974,511	3.27%	185,113	8,387,947	50,833	274,035	15,000			
	Northern corridor BRT	796,166	33,045	974,335	3.28%	184,836	8,381,342	51,755	274,441	14,522			

¹Private vehicles include light vehicles and school bus

²Non-PT trips include private vehicles and walk/cycle trips



3.2 Public Transport Boardings

Table 3.2 presents a summary of the modelled public transport boardings for the northern corridor BRT scenarios. Key findings are as follows:

- Boardings on the northern corridor BRT route account for approximately 3% of public transport boardings across the three forecast horizons.
- In 2040, the northern corridor BRT inbound route is forecasted to carry approximately 300 passengers in the AM 2-hour peak. In 2050, the inbound route is forecasted to carry approximately 400 passengers in the AM 2-hour peak.
- Overall bus boardings increase by between approximately 2% to 3% relative to the Base Case across the forecasted horizons.

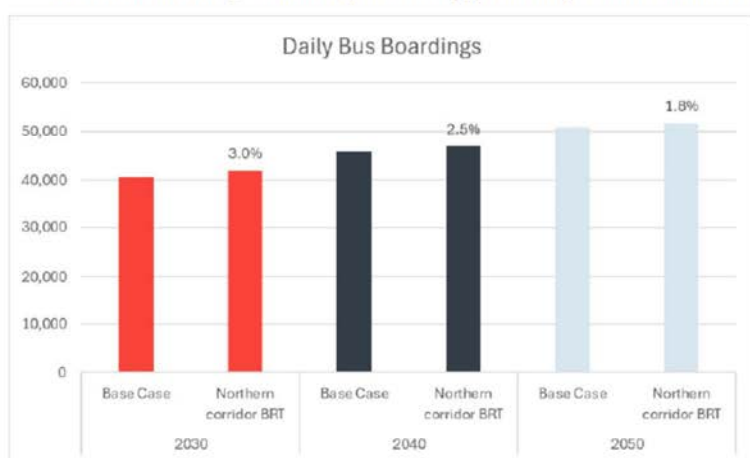


Figure 3.2 Northern corridor BRT – Public transport boardings and relative difference to Base Case

Table 3.2 Northern corridor BRT - Daily public transport boardings

Year	Scenario	Existing services	Rapid Bus	Total
2030	Base Case	40,614	-	40,614
	Northern corridor BRT	40,678	1,135	41,813 (+3%)
2040	Base Case	45,797	-	45,797
	Northern corridor BRT	45,501	1,435	46,936 (+2.5%)
2050	Base Case	50,833	-	50,833
	Northern corridor BRT	50,148	1,607	51,755 (+1.8%)



3.3 AM Trips

Table 3.3 and Figure 3.3 provides a summary of the mode split in the AM period for the northern corridor BRT option. Table 3.4 and Figure 3.4 provides a summary of the mode split in the AM period for home-based work (HBW) trips for the scenarios. Key findings are as follows¹:

- A single northern corridor BRT route has a limited impact in improving PT mode share in the AM period. Changes in AM PT trips are marginal and by 2040 the BRT route is approaching capacity. A higher frequency BRT service operating along the northern corridor and integration of existing services with the BRT could increase mode shift towards PT.
- In 2030 and 2040, the northern corridor BRT route results in an increase in HBW PT trips during the AM period by 2-3%. In 2050, there is a marginal increase in PT trips forecasted. This may be due to capacity constraints on the northern corridor.

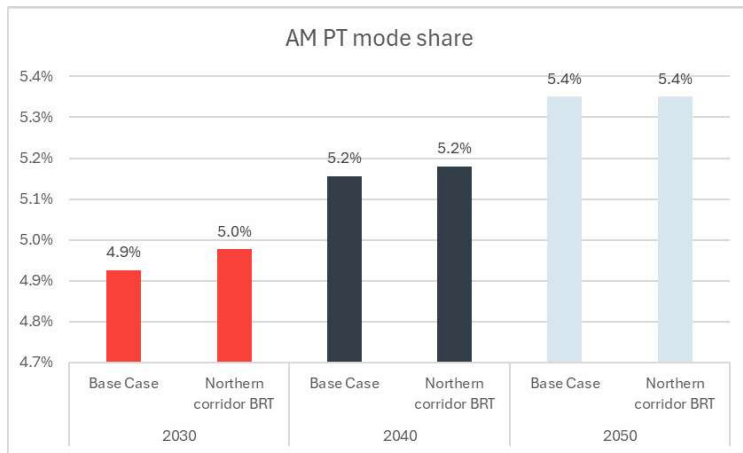


Figure 3.3 Northern corridor BRT – Public transport mode share for the AM period for all trip purposes

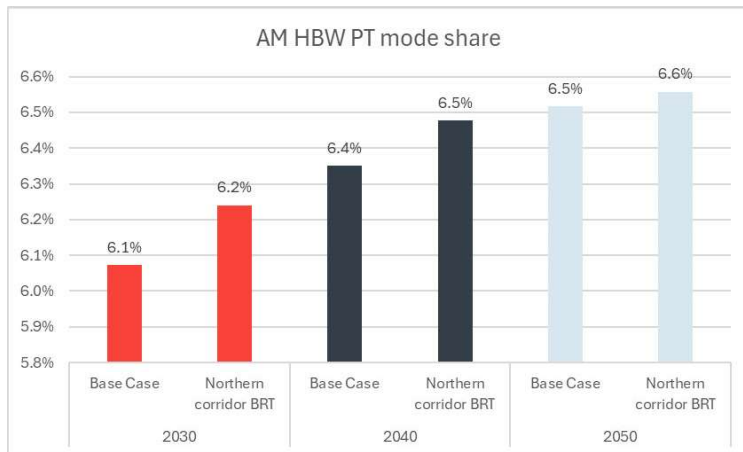


Figure 3.4 Northern corridor BRT – Public transport mode share for the AM period for HBW trips

¹ The GHUTDM generates walk/cycle trips at the daily level and does not distribute these trips into time periods. As a result, walk/cycle trips are not presented in this section and not included in the PT mode share calculation.



Table 3.3 Northern corridor BRT – Private vehicle and public transport trips for the AM period for all trip purposes

Year	Scenario	Private Vehicle ¹	Public transport	PT mode share
2030	Base Case	118,696	6,150	4.9%
	Northern corridor BRT	118,623	6,213	5.0%
2040	Base Case	128,121	6,966	5.2%
	Northern corridor BRT	128,061	6,996	5.2%
2050	Base Case	137,346	7,764	5.4%
	Northern corridor BRT	137,316	7,762	5.4%

¹Private vehicles include light vehicles and school bus

Table 3.4 Northern corridor BRT – Private vehicle and public transport trips for the AM period for HBW trips

Year	Scenario	Private Vehicle	Public transport	PT mode share
2030	Base Case	33,365	2,157	6.1%
	Northern corridor BRT	33,299	2,216	6.2%
2040	Base Case	35,396	2,400	6.4%
	Northern corridor BRT	35,327	2,447	6.5%
2050	Base Case	37,122	2,588	6.5%
	Northern corridor BRT	37,071	2,602	6.6%



4. Economic Analysis

The economic results are presented in Table 4.1. Values are presented as incremental to the Base Case and show that:

- The Northern Corridor only option delivers a greater economic return per dollar spent than Option 4, with a BCR [redacted] compared to 0.28. With the inclusion of City Shaping Benefits, specifically Agglomeration (WEB1) and Higher Value Land Use the BCR increases from [redacted]
- The Eastern and Southern routes when included within the scope of Option 4 add relatively small amount of additional overall benefits, despite achieving higher levels of mode shift. This is particularly evident in the 2040 transport model results, which show larger reductions in VHT and VKT for private vehicle users in the Northern Corridor only option compared to the base case (a reduction of 517 hours and 7,006 kilometres travelled), compared to Option 4 (a reduction of 147 hours and an increase of 11,576 kilometres travelled).

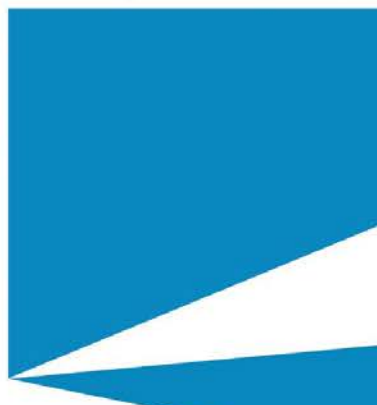
Table 4.1 Economic appraisal results (\$m, discounted 7%)

	Option 4 - Northern Corridor Only	Option 4
Benefits	[redacted]	158.5
Travel time savings	[redacted]	67.2
VOC Savings	[redacted]	15.8
Road safety benefits	[redacted]	-2.1
Carbon emission benefits	[redacted]	-0.1
Air Pollution Benefit	[redacted]	0.0
Well-to-Tank Emissions Savings	[redacted]	0.0
Noise Benefits	[redacted]	0.0
Biodiversity, soil and water	[redacted]	0.0
Station quality amenity improvements	[redacted]	13.6
Active Transport - Health Benefits	[redacted]	42.2
Active Transport - Other Benefits	[redacted]	8.7
Active Transport - Decongestion Benefits	[redacted]	4.0
Social Inclusion	[redacted]	1.3
Residual value	[redacted]	7.8
Capex	[redacted]	472.9
Opex	[redacted]	97.9
Total Cost	[redacted]	570.7
NPV	[redacted]	-412.3
BCR	[redacted]	0.28
City Shaping Benefits	[redacted]	
Higher Value Land Use	[redacted]	87.2
Agglomeration Effects (WEB1)	[redacted]	49.2
City Shaping Benefits Total	[redacted]	136.4
NPV	[redacted]	-275.9
BCR	[redacted]	0.52

Greater Hobart rapid bus network

Summary

February 2026



Transport Policy and Planning
Department of State Growth



Introduction

Greater Hobart's growth means more people are moving across the city each day for work, school and services. With this increased activity, travel times during peak periods can lengthen, and our existing bus service may experience delays in higher-traffic sections. For some parts of the city, this can result in longer or less direct public transport trips.

The strategic business case (SBC) reviewed these issues and tested a range of transport options. After assessing multiple options, the SBC concludes that a **three-corridor bus rapid transit (BRT) network** is the most effective and city-shaping investment Greater Hobart can make.

Greater Hobart's transport challenges demand a step-change solution

The SBC identifies three core problems we need to address if Greater Hobart's transport challenges are to be overcome:

1. Congestion and inefficient arterial corridors

Our three major road corridors to the north, south and east were never designed for current traffic volumes, let alone future demand. Today, most vehicles carry just one person, yet they occupy the overwhelming majority of road space. With the city channelling most commuter traffic into the CBD, bottlenecks are unavoidable. Without a transformative intervention, congestion will worsen, undermining productivity and eroding Greater Hobart's liveability.

2. High car dependency

Greater Hobart's unique topography and dispersed suburbs make travel difficult without a car. But car dependency comes with a cost: higher household expenses, increased emissions, growing congestion, and limited mobility for people who cannot or prefer not to drive. The existing bus network simply cannot provide the speed, reliability or frequency needed to compete with private vehicles.

3. Poor access to jobs and services

For many residents—particularly those in outer suburbs, students, low-income households and older Tasmanians—reaching jobs, education and health services requires long, complex or unreliable bus journeys. This entrenches disadvantage and limits economic participation.

Together, these issues demonstrate the need for a transport solution that is **fast, efficient, scalable, equitable and city-shaping**.

A vision for a more connected and sustainable Hobart

The Greater Hobart 30-Year Plan sets a clear direction: encourage more housing near transport corridors, support medium-density development, and create a transport system that is integrated, sustainable and resilient. Rapid, high-quality public transport is essential to achieving that vision.

The SBC assessed six options, ranging from minor enhancements to the current bus network, traditional bus services, light rail, and various network combinations.

Two options were shortlisted: a BRT network and a package of major public transport upgrades supported by a parking levy.

Why bus rapid transit is the best fit for Greater Hobart

1. BRT delivers fast, reliable, high-frequency service

A well-designed BRT system combines the speed and reliability of rail with the flexibility and cost-efficiency of buses. Features such as dedicated lanes, priority at intersections, high-quality stations, and turn-up-and-go frequency dramatically reduce travel times.

In Greater Hobart's case, this would include:

- a dedicated northern corridor busway
- inbound transit lanes on the Southern Outlet and Tasman Highway
- approximately 30 modern, accessible stations
- integrated feeder services
- an electric, zero-emissions fleet.

For thousands of daily commuters, this means travel that is **quicker, more predictable and far more convenient**.

2. It is the fastest and most affordable option to deliver

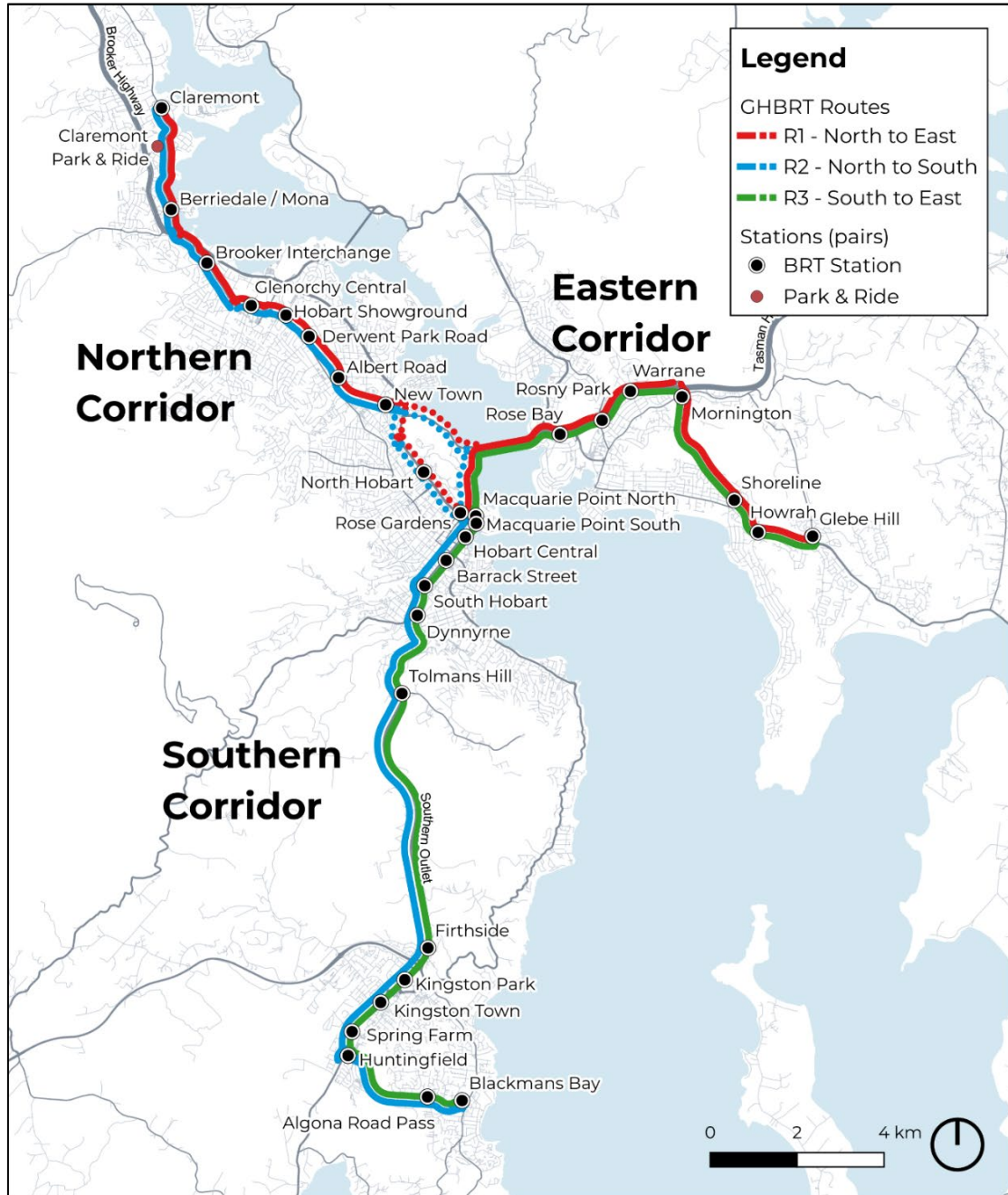
The SBC makes a crucial point: **rail-based options would cost significantly more and serve fewer people** because they would only operate in the northern corridor. In contrast, BRT provides a unified system across all three major corridors—north, east and south—connecting Glenorchy, Rosny Park and the Eastern Shore, Kingston, major employment hubs, and the CBD.

This is a *Greater Hobart solution*, not a corridor-specific solution.

Moreover, BRT can be built in stages, beginning with the northern corridor by 2032. Staging reduces risk, spreads investment over time and ensures benefits are delivered sooner.

Figure 1 shows the proposed BRT network across the north, east and south of Greater Hobart.

Figure 1 Indicative BRT network plan



The proposed Great Hobart rapid bus network would have a P50 outturn capital cost of \$860 million.

Costs were based on delivery of a northern corridor by 2032, a southern corridor by 2034 and an eastern corridor by 2036.

3. BRT supports city-shaping and urban renewal

Transport is more than movement; it shapes cities. High-capacity transit corridors attract investment, support higher-density housing and help revitalise local centres. The SBC highlights the city-shaping benefits provided by effective public transport, including:

- uplifts in land value near stations
- increased business activity
- greater housing diversity and supply
- higher productivity from improved accessibility.

These outcomes are not achievable through traditional bus network upgrades alone. BRT creates the conditions for **transit-oriented development**, making it a cornerstone of a more sustainable Greater Hobart.

4. It enhances social equity and access

Better mobility unlocks access to jobs, education and essential services. BRT shortens travel times for people who currently face long or unreliable journeys—particularly students, older residents and lower-income households.

By providing a genuine alternative to private vehicles, BRT reduces cost-of-living pressures and improves economic participation across the whole region.

5. It aligns with Tasmania's climate and transport policy commitments

Electric BRT vehicles reduce transport emissions immediately and at scale. The network will also be designed to integrate seamlessly with active transport improvements, enabling easy walking and cycling connections to stations. This aligns with State Growth's broader objective to build an efficient, low-emissions, high-capacity transport system that supports Tasmania's long-term sustainability goals.

The best path forward for Greater Hobart

The bus rapid transit network best meets Greater Hobart's transport, economic, social, environmental and urban development objectives as the:

- most equitable way to connect people to jobs and services
- only solution capable of serving *all three* major Transport corridors across Greater Hobart
- most powerful tool for shaping a more compact and liveable city
- quickest and most flexible option to deliver.

The recommended next step—progressing to a detailed business case for the northern corridor—sets the foundation for a transformational three-corridor network that will redefine how Greater Hobart grows.

Conclusion

Greater Hobart needs a transport solution that improves travel times, reduces pressure on the road network, stimulates urban renewal and densification, and gives more people a practical alternative to driving. The strategic business case shows that bus rapid transit delivers these benefits more effectively and more affordably than the other options tested and provides city-shaping benefits across all three major corridors.

The next step—developing a detailed business case for the northern corridor—will allow State Growth to test design options, confirm costs and refine the staging plan. This is a necessary step to achieve future additional government funding of such a large-scale project, and is an opportunity to set the foundation for a network that improves transport for the whole of Greater Hobart.

10. ENVIRONMENT

Community Goal – Valuing our Environment

No reports on the agenda for this item.

11. GOVERNANCE

Community Goal – Leading our Community

11.1 POLICY UPDATE: INFORMATION MANAGEMENT

Author: Acting Manager (Paul Miree)
Governance Officer (Poorni Wanigasekara)

Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)

File Reference: Policies by Directorate

Executive Summary

This report presents the outcome of the scheduled four-year review of Council's Information Management Policy, last adopted in November 2021. The review has been undertaken in accordance with Council's policy review cycle, and the revised policy supersedes the previous version. Since 2021, information management practices and requirements have continued to evolve; as a result, the updated policy includes significant changes.

The revised policy significantly strengthens governance, compliance, and accountability for information and records management across Council, reflecting legislative changes, contemporary digital recordkeeping practices, and increased risk and regulatory expectations. Adoption will ensure Council meets its statutory obligations, better manages information related risk, and supports transparency and community trust.

The revised policy was circulated to all Managers and Coordinators for consultation. Four responses were received and incorporated where appropriate. Most feedback related to grammar and wording, with some suggestions to reword specific parts of the policy. These were considered and adopted where appropriate.

The updated Information Management Policy is now presented for Council consideration, together with a tracked-changes version for transparency.

Recommendation

That Council:

1. **APPROVE** the revised Information Management Policy, as contained in **Attachment 2**.

Community Plan Reference	Transparent and accountable government.
Strategic Plan Reference	Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/Engagement	All Director, Managers and Coordinators
Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	<p>Adopting the policy: Low risk. The updated policy strengthens controls and clarifies obligations.</p> <p>Not adopting the policy: Moderate to high risk, including increased legal non-compliance, audit findings, privacy and cybersecurity exposure, and significant risk associated with child-safety records and unlawful disposal.</p>
25/26 Budget Allocation	Not applicable
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Proposal in Detail

1. All policies adopted by Council are reviewed cyclically. The ordinary review period for Council policies is four years after adoption. However, policies may be reviewed earlier if it is appropriate to do so, for example if there are changes to a relevant governing act.
2. The Council's Information Management Policy was last adopted at its meeting in November 2021. Following the completion of its four-year review cycle, the Acting Manager Information and Communications Technology has reviewed the policy and made necessary amendments.
3. Additionally, the Policy was circulated for consultation among all managers and coordinators for a 14 day period.

4. The consultation process demonstrated Council's commitment to reviewing the policy, with four responses received containing recommendations.
 5. All recommendations have been taken into account, and the policy has been revised accordingly.
 6. The amendments to the Information Management Policy includes:
 - Clarifies Council's existing information management framework across the full information lifecycle, improving consistency and usability without introducing new policy settings.
 - Explicitly references contemporary information systems and formats already in use, including Microsoft 365, Teams, SharePoint, email, social media, SMS, audio-visual material and cloud-based records.
 - Clarifies information management obligations for employees, contractors, volunteers, students and elected members in relation to creating, capturing and managing Council information.
 - Updates and streamlines statutory references to reflect current legislative obligations affecting information and records management, including the *Child and Youth Safe Organisations Act 2023*.
 - Aligns the policy with current State Archivist standards, guidance, disposal schedules and digitisation requirements.
 7. Retains alignment with ISO 15489 Records Management with clearer articulation of expectations for digital recordkeeping.
 - Provides clearer guidance on capturing key decisions and business evidence from email, Microsoft Teams, SMS and social media into approved corporate records systems.
 - Clarifies metadata, retention and disposal requirements to support evidentiary integrity, accountability and lawful destruction of records.
 - Clarifies mandatory retention and non-destruction requirements for records relating to child safety, safeguarding and reportable conduct matters.
 - Formally recognises disposal freezes and other directions issued by the Office of the State Archivist.
 - Clarifies information ownership, recordkeeping responsibilities and exit requirements for information held by outsourced or cloud-based service providers.
 - Confirms the Chief Executive Officer as the accountable authority for information management governance, supported through existing governance and records management functions.
 8. The updated policy has been reviewed under the new format according to the new corporate Style Guide template.
-

9. **Attachment 1** is a copy of the Policy showing the original version with track changes, and **Attachment 2** is a copy of the recommended updated final version of the Policy.

Attachments

1. Information Management Policy - Tracked changes [**11.1.1** - 8 pages]
2. Information Management Policy - Clean Version [**11.1.2** - 6 pages]

INFORMATION MANAGEMENT

1. Purpose

This ~~policy~~ Policy explains how Council creates, protects, uses, shares, retains, and lawfully disposes of information and records to support service delivery, accountability, transparency and community trust. It gives effect to Council's obligations under the Archives Act 1983 (Tas), Right to Information Act 2009 (Tas), Personal Information Protection Act 2004 (Tas), and the Tasmanian Government Information & Records Management Standard.

2. Scope

This ~~policy~~ Policy applies to all information and records created, received or held by Council, and by any person acting on its behalf in the course of ~~official~~ ^{TE1} duties.

~~Employees~~ This Policy applies to ~~E~~mployees Employees, contractors, volunteers, students and elected members.

It covers all formats and systems, including but not limited to email, Microsoft 365 (SharePoint/Teams/OneDrive), line-of-business systems and databases, websites and open data portals, social media, SMS/instant messaging, paper, images, audio and video.

3. Related Documents

[ICT Security Policy](#)

[Privacy Policy](#)

[Open Data Policy](#)



29 November 2021

4. Statutory Requirements

<p>Acts</p>	<p>Archives Act 1983 Local Government Act 1993 Right to Information Act 2009 Personal Information Protection Act 2004 Evidence Act 2001 Electronic Transaction Act 2000 Child and Youth Safe Organisations Act 2023</p>
<p>Regulations</p>	<p>Right to Information Regulations 2021 Archives Regulation 2004</p>
<p>Australian/ International Standards</p>	<p>ISO 15489 Records Management ISO 16175 Functional Requirements for Records In Electronic Office Environments Information and Records Management Standard - Office of the State Archivist Tasmanian Digitisation Standard & Digitisation Toolkit - Office of the State Archivist Appraisal for State Records - Office of the State Archivist Tasmania's Protective Security Policy Framework (TAS-PSPF)^[RS2]</p>

The purpose of this policy is to set out how Council manages information in its possession, to provide guidance and direction on the management of information, and to clarify Council staff responsibilities.

SCOPE

This policy applies to:

- The management and maintenance of corporate information through its life cycle from creation, receipt or capture to preservation and disposal under the provision of the Archives Act 1983. It includes information in any format.
- Employees, contractors, and elected members of Council.

STRATEGIC PLAN ALIGNMENT

Information Management

Community and Customer



29 November 2021

[Leading Our Community](#)

Objective 4.1 — Govern in the best interests of our community

RELATED DOCUMENTS

N/A



STATUTORY REQUIREMENTS

<p>Acts</p>	<p><i>Archives Act 1983</i> <i>Local Government Act 1993</i> <i>Right to Information Act 2009</i> <i>Personal Information Protection Act 2004</i> <i>Evidence Act 2001</i> <i>Electronic Transaction Act 2000</i></p>
<p>Regulations</p>	<p><i>Right to Information Regulations 2010</i> <i>Archives Regulation 2004</i></p>
<p>Guidelines</p>	<p><i>State Records Guidelines</i></p>
<p>Australian/International Standards</p>	<p><i>ISO 15489 Records Management</i></p>

DEFINITIONS

5. Definitions

Corporate Information means ~~information~~ ~~information~~ ~~information~~ created, received, and maintained as records and /or evidence for Council in pursuance of legal obligations or in the transaction of business by Council:

Information means:

- a) anything by which words, figures, letters, or symbols are recorded and includes a map, plan, graph, drawing, painting, recording and photograph, ~~and~~

Information Management

[Community and Customer](#)



29 November 2021

and

b) anything in which information is embodied so as to be capable of being reproduced;

State Records Guidelines means Mandatory guidelines periodically issued by the Office of the State Archivist (OSA), who are the State Government agency responsible for overseeing information management at State government agencies and statutory authorities.

6. Policy Statement

Background

Glenorchy City Council's Councils information is a corporate asset, vital for both ongoing operations and providing valuable evidence of business decisions, activities and transactions.

As a responsible and accountable local government, it is essential that Council ensures its information is managed in accordance with legislative and regulatory requirements.

POLICY STATEMENT

Information creation and capture

Everyone subject to this ~~policy~~ **Policy** is responsible for creating or capturing corporate information ~~records which provide a correct reflection of what was done, communicated, or decided that accurately reflects Council business.~~ Information must be created or captured at the time, or as soon as practicable after the event to which it relates.

Information ~~must~~ ~~is to~~ ~~must~~ be ~~repeatedly~~ captured into an approved **Council** information system. ~~Information must be associated with its and linked to the relevant~~ business function or activity ~~with and descriptive~~ with appropriate metadata ~~applied in accordance with the~~ Tasmanian Government Information & Records Management Standard.

Where business is conducted using email, Microsoft Teams, SMS, or social media, key decisions and evidence of business activity must be captured into the corporate record in line

Information Management

Community and Customer



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with contemporary digital recordkeeping practices and ISO 15489-1:2016 principles.

Information access and use

Council information systems are designed and implemented to protect records from unauthorised access, alteration, deletion, or loss. Unauthorised access, alteration, disclosure, or destruction of information is strictly prohibited by Council.

Everyone subject to this policy must only access and use information required to perform their position responsibilities. Confidential, personal, or private information must not be released unless it is a statutory requirement to do so.

Confidential, personal, or private information must not be released unless required by law. This includes mandatory information sharing and reporting obligations relating to child safety, reportable conduct, and safeguarding matters. Council will protect personal information in accordance with the Personal Information Protection Act 2004 (Tas) and Council's Privacy Statement, including supporting the rights of individuals to access and correct their personal information.

Council supports an open and transparent government. Information will be published proactively where lawful and practicable, and Council will respond to informal and formal requests for information under the Right to Information Act 2009 (Tas).)

Information security

Council will protect information using appropriate classification, access controls, cyber security safeguards and incident management processes. Council aligns its security practices with relevant elements of the Tasmanian Protective Security Policy Framework (TAS-PSPF) where appropriate. Noting that the TAS-PSPF formally applies to Tasmanian Government agencies and may apply to councils only when handling Tasmanian Government security-classified Information or under specific Information-sharing agreements.

Any suspected security incident, breach, loss or unauthorised disclosure must be reported immediately.

Information Management

Community and Customer



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Information retention and disposal and transfer

Information must only be retained and disposed of in accordance with State Records Guidelines issued by the Office of the State Archivist.

Permanent records will be preserved and transferred to the Tasmanian Archives as required under the Archives Act 1983 (Tas).)

Council will not destroy or dispose of information or records that relate to child safety matters, reportable conduct, safeguarding concerns, investigations or proceedings involving children or young people, regardless of authorised retention and disposal schedules. Such records are subject to disposal freezes issued by the Office of the State Archivist and must be retained until lawful authority to dispose is confirmed. Further information is available from the Office of the State Archivist:

<https://osa.tas.gov.au/retention-and-disposal>

Where digital copies are intended to replace paper, Council will comply with the Tasmanian Digitisation Standard and Digitisation Toolkit issued by the Office of the State Archivist before destroying any source records.

Any digitisation undertaken by Council must be supported by documented processes that comply with approved digitisation standards and address retention and disposal requirements.

Cloud services and third-party systems

All cloud, software-as-a-service and outsourced providers handling Council information must meet Council's information and records management requirements, including contractual controls for data ownership, security, retention/disposal, audit, breach notification and exit/transition arrangements.

Information Management Directive and Guidelines

Council will ~~implement~~implement~~implement~~implement an Information Management

Information Management

Community and Customer



29 November 2021

Directive and Guidelines to support this ~~policy~~Policy:

Background

~~Glenorchy City Council's information is a corporate asset, vital for both ongoing operations and providing valuable evidence of business decisions, activities, and transactions.~~



~~As a responsible and accountable local government, it is essential that Council ensures its information is managed in accordance with legislative and regulatory requirements.~~

DOCUMENT CONTROL

Version:	2.0	Adopted	29 November 2021	Commencement Date	30 November 2021
Minutes Reference	Item 16			Review Period	4 Years from adoption
Previous Versions:	1.0 adopted 7 August 2017 (Council meeting, Item 13)				
Responsible Directorate	Community and Customer Service	Controller:	Manager Customer Service		
ECM Document No.:	Policies by Directorate				

Roles and responsibilities

Everyone subject to this ~~policy~~Policy has recordkeeping responsibilities.

Elected Members must create and capture records of Council business in approved systems and must not use personal email or storage for Council business consistent with best-practice councillor recordkeeping guidance from Tasmanian local government bodies.

The CFO (Principal Officer) is overall accountable for information management governance.

The Information Management Team provides frameworks, standards, training, disposal processes and oversight.

Information Management

Community and Customer



29 November 2021

Continuous improvement

Council will ensure training, monitoring and regular reviews of information management practices in alignment with the Office of the State Archivist Standard's capability and model of quality standards.



This policy will be reviewed every four years or earlier if legislation, standards, information systems or risks change.

7. Version Control

Version	<u>V.3.0</u>	Adopted	<u>DD.MM.YYYY</u>	Commencement date	<u>DD.MM.YYYY</u>
Minutes reference	<u>Item 01</u>			Review period	<u>4 years from adoption</u>
Previous versions	<u>V2.0 adopted DD.MM.YYYY (Council meeting, Item 10.5)</u> <u>V.1.0 adopted DD.MM.YYYY (Council meeting, Item 10.5)</u>				
Responsible Directorate	<u>Corporate and Community Services</u>	Controller			
ECM Document no	<u>Policies by Directorate</u>				

COUNCIL POLICY



INFORMATION MANAGEMENT

1. Purpose

This Policy explains how Council creates, protects, uses, shares, retains, and lawfully disposes of information and records to support service delivery, accountability, transparency and community trust. It gives effect to Council’s obligations under the *Archives Act 1983* (Tas), *Right to Information Act 2009* (Tas), *Personal Information Protection Act 2004* (Tas), and the Tasmanian Government Information and Records Management Standard.

2. Scope

This Policy applies to all information and records created, received or held by Council, and by any person acting on its behalf in the course of their duties.

This Policy applies to employees, contractors, volunteers, students and elected members.

It covers all formats and systems, including but not limited to email, Microsoft 365 (SharePoint/Teams/OneDrive), line-of-business systems and databases, websites and open data portals, social media, SMS/instant messaging, paper, images, audio and video.

3. Related Documents

- ICT Security Policy
- Privacy Policy
- Open Data Policy

4. Statutory Requirements

Acts	<p><i>Archives Act 1983</i></p> <p><i>Local Government Act 1993</i></p> <p><i>Right to Information Act 2009</i></p> <p><i>Personal Information Protection Act 2004</i></p> <p><i>Evidence Act 2001</i></p>
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COUNCIL POLICY



	<i>Electronic Transaction Act 2000</i> <i>Child and Youth Safe Organisations Act 2023</i>
Regulations	Right to Information Regulations 2021 Archives Regulation 2004
Australian/ International Standards	<ul style="list-style-type: none"> • ISO 15489 Records Management • ISO 16175 Functional Requirements for Records in Electronic Office Environments • Information and Records Management Standard - Office of the State Archivist • Disposal Schedule for the Records of Local Government Councils (DA2200), issued by the State Archivist under the Archives Act 1983 • Tasmanian Digitisation Standard & Digitisation Toolkit - Office of the State Archivist • Appraisal for State Records - Office of the State Archivist • Tasmania's Protective Security Policy Framework (TAS-PSPF)

5. Definitions

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- a) anything by which words, figures, letters, or symbols are recorded and includes a map, plan, graph, drawing, painting, recording and photograph, and
- b) anything in which information is embodied so as to be capable of being reproduced.

State Records Guidelines means Mandatory guidelines periodically issued by the Office of the State Archivist (OSA), who are the State Government agency responsible for overseeing information management at State government agencies and statutory authorities.

COUNCIL POLICY



6. Policy Statement

Background

Glenorchy City Council's information is a corporate asset, vital for both ongoing operations and providing valuable evidence of business decisions, activities, and transactions.

As a responsible and accountable local government, it is essential that Council ensures its information is managed in accordance with legislative and regulatory requirements.

Information creation and capture

Everyone subject to this Policy is responsible for creating or capturing corporate information that accurately reflects Council business. Information must be created or captured at the time, or as soon as practicable after the event to which it relates.

Information must be captured into an approved Council information system and linked to the relevant business function or activity with appropriate metadata in accordance with the Tasmanian Government Information and Records Management Standard.

Where business is conducted using email, Microsoft Teams, SMS, or social media, key decisions and evidence of business activity must be captured into the corporate record in line with contemporary digital recordkeeping practices and ISO 15489-1:2016 principles.

Information access and use

Council information systems are designed and implemented to protect records from unauthorised access, alteration, deletion, or loss. Unauthorised access, alteration, disclosure, or destruction of information is strictly prohibited.

Everyone subject to this Policy must only access and use information required to perform their position responsibilities.

Confidential, personal, or private information must not be released unless required by law. This includes mandatory information sharing and reporting obligations relating to child safety, reportable conduct, and safeguarding matters. Council will protect personal information in accordance with the *Personal Information Protection Act 2004* (Tas) and

COUNCIL POLICY



Council's Privacy Statement, including supporting the rights of individuals to access and correct their personal information.

Council supports an open and transparent government. Information will be published proactively where lawful and practicable, and Council will respond to informal and formal requests for information under the *Right to Information Act 2009* (Tas).

Information security

Council will protect information using appropriate classification, access controls, cyber security safeguards and incident management processes. Council aligns its security practices with relevant elements of the Tasmanian Protective Security Policy Framework (TAS-PSPF) where appropriate. Noting that the TAS-PSPF formally applies to Tasmanian Government agencies and may apply to councils only when handling Tasmanian Government security-classified Information or under specific Information-sharing agreements.

Any suspected security incident, breach, loss or unauthorised disclosure must be reported immediately.

Information retention, disposal and transfer

Information must only be retained and disposed of in accordance with State Records Guidelines and authorised disposal schedules issued by the Office of the State Archivist.

Permanent records will be preserved and transferred to the Tasmanian Archives as required under the *Archives Act 1983* (Tas).

Council will not destroy or dispose of information or records that relate to child safety matters, reportable conduct, safeguarding concerns, investigations or proceedings involving children or young people, regardless of authorised retention and disposal schedules. Such records are subject to disposal freezes issued by the Office of the State Archivist and must be retained until lawful authority to dispose is confirmed. Further information is available from the Office of the State Archivist: <https://osa.tas.gov.au/retention-and-disposal>

Where digital copies are intended to replace paper, Council will comply with the Tasmanian

COUNCIL POLICY



Digitisation Standard and Digitisation Toolkit issued by the Office of the State Archivist before destroying any source records.

Any digitisation undertaken by Council must be supported by documented processes that comply with approved digitisation standards and address retention and disposal requirements.

Cloud services and third-party systems

All cloud, software-as-a-service and outsourced providers handling Council information must meet Council's information and records management requirements, including contractual controls for data ownership, security, retention/disposal, audit, breach notification, and exit/transition arrangements.

Information Management Directive Guidelines

Council will implement an Information Management Directive and Guidelines to support this, Policy.

Roles and responsibilities

Everyone subject to this Policy has recordkeeping responsibilities.

Elected Members must create and capture records of Council business in approved systems and must not use personal email or storage for Council business, consistent with best-practice councillor recordkeeping guidance from Tasmanian local government bodies.

The CEO (Principal Officer) is overall accountable for information management governance.

The Information Management Team provides frameworks, standards, training, disposal processes and oversight.

Continuous improvement

Council will ensure training, monitoring and regular reviews of information management practices in alignment with the Office of the State Archivist Standard's capability and monitoring requirements.

This Policy will be reviewed every four years or earlier if legislation, standards, Information

COUNCIL POLICY



systems or risks change.

7. Version Control

Version	V 3.0	Adopted	27 April 2026	Commencement date	28 April 2026
Minutes reference	Item			Review period	4 years from adoption
Previous versions	V3.0 Supersedes previous versions V2.0 adopted 29 November 2021 (Council meeting, Item 16) V 1.0 adopted 07 August 2017 (Council meeting, Item 13)				
Responsible Directorate	Corporate and Community Services	Controller	Manager ICT		
ECM Document no	Policies by Directorate				

11.2 QUARTERLY REPORT - Q3 - PERIOD ENDING 31 MARCH 2026

Author:	Chief Financial Officer (Michael Sokulski) Coordinator Strategy and Executive (Tim Douglass)
Qualified Person:	Chief Executive Officer (Emilio Reale)
File Reference:	Corporate Reporting

Executive Summary

This report provides Council with the Quarterly Report for the period ending 31 March 2026, outlining key financial and operational performance results for the third quarter of the 2025/26 financial year.

The Quarterly Report includes:

- The Chief Executive Officer's Summary of Strategic and Operational Highlights
- Council's Quarterly Financial Performance Report
- Budget Variation Proposals
- Progress Reporting Against Annual Plan Measures

Financial Performance

Council's operating result at the end of quarter three is \$542,000 favourable to budget. The result is the combination of marginally lower revenue inflows offset by lower expenditure outflows.

Overall, the financial performance is representative of sound financial management practices across the organisation.

- Operating Revenue: \$76.813 million which is \$200,000 (0.3%) below the year-to-date budget, within an annual budget of \$84.113 million. All revenue streams are within variation tolerances. The proposed \$250,000 budget variation for the partial carry forward the Northern Suburbs Transport Corridor Strategic Plan grant to 2026/27 will eliminate the current overall reported variation.
- Operating Expenditure: \$58.811 million which is \$742,000 (1.2%) below the year-to-date budget, within an annual budget of \$83.611 million. All expenditure obligations are within variation tolerances.
- Capital Grant Revenue: \$6.451 million which is \$692,000 above the year-to-date budget, within an annual budget of \$5.966 million. This largely reflects \$4.698 million grant funding carried forward for the Glenorchy Pool Reopening project and final payment for Local Roads & Community Infrastructure Phase 4 in the sum of \$365,000.
- Capital Works: Actual expenditure of \$16.384 million against the nominated year-to-date budget of \$17.512 million, within an annual program of \$31.899

million. A separate capital works status update report is being presented to Council at this meeting.

A review of the 2025/26 results has identified a variation is required to align reporting with actual financial outcomes. Council received a \$500,000 State Government grant to undertake the Northern Suburbs Transport Corridor Strategic Plan. This grant will be expended 50% in this financial year and 50% next financial year. There is a proposed budget variation to reduce operational grant revenue and contractor expenditure this year by \$250,000.

This budget variation is will not impact the budgeted result.

Overall, Council's financial position at the end of the March 2026 quarter is favourable, with stable revenue performance, controlled expenditure, and continued delivery of capital works largely in line with the adopted budget.

Recommendation

That Council:

1. RECEIVE and NOTE Council's Quarterly Report (**Attachment 1**) and Quarterly Annual Plan Progress Report (**Attachment 2**) for the quarter ending 31 March 2026.
2. APPROVE an alteration to the 2025/26 Budget Estimates pursuant to section 82(4) of the Local Government Act 1993 by decreasing operational Grant revenue by \$250,000 to \$7.648 million.
3. APPROVE an alteration to the 2025/26 Budget Estimates pursuant to section 82(4) of the Local Government Act 1993 by decreasing operational Materials & Services expenditure by \$250,000 to \$22.558 million.

Community Plan Reference	<p>Leading Our Community</p> <p>We responsibly manage our community's resources to deliver what matters most.</p>
Strategic Plan Reference	<p>Communicate effectively with our community and stakeholders about what Council is doing.</p> <p>Manage the City's assets responsibly for the long-term benefit and growth of our community.</p> <p>Deploy the Council's resources effectively to deliver value while being financially responsible.</p> <p>Manage compliance and risk in Council and our community through effective systems and processes.</p>
Consultation/Engagement	<p>Executive Leadership Team</p> <p>All Managers</p>
Resources	Not applicable
Risk/Legal/Legislative/Reputational	<p>1. Financial Risk</p> <p>While the March quarter results show a favourable position, there is an ongoing risk of revenue or expenditure variations through to 30 June 2026 due to volatile economic conditions. Continuous monitoring of Council's financial position is a key focus for the remainder of this financial year and in the development of the 2026/27 budget.</p> <p>2. Budget Management Risk</p> <p>If budget variations are not appropriately approved or reflected in future reporting, Council may lose visibility over true financial performance. Regular review and alignment of budget estimates, as proposed in this report, reduces this risk.</p> <p>3. Capital Delivery Risk</p> <p>Delays in the delivery of capital works or the use of carried-forward grant funds (e.g. Glenorchy Pool Repairs) may result in project underspend or deferred community benefits. This risk is mitigated through project monitoring and separate Capital Works reporting.</p> <p>4. Compliance Risk</p> <p>Failure to report or approve budget adjustments in accordance with Section 82(4) of the Local Government Act 1993 could lead to non-compliance with legislative requirements. This is mitigated by ensuring Council approval of all budget variations.</p>

	<p>5. Operational Risk</p> <p>Timing differences in expenditure recognition, staff vacancies, and supplier delays can create short-term fluctuations in reported results. These are managed through quarterly reviews and adjustments to ensure reports reflect the true financial position.</p> <p>6. Reputational Risk</p> <p>Inaccurate or inconsistent financial reporting may undermine public confidence in Council's financial management. Transparent financial reporting and the inclusion of explanatory notes help maintain community trust and accountability.</p>
25/26 Budget Allocation	The Financial Performance Report details actual results against budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	The Financial Performance Report proposes alterations to the 2025/26 budget.
Ongoing Costs (e.g. maintenance, operational)	There are no proposals in this report that affect ongoing costs.
Other Funding Sources	Not applicable

Report in Detail

- The Quarterly Report contains a comprehensive summary of Council's performance to 31 March 2026. The report consists of the:
 - Chief Executive Officer's Summary of Strategic and Operational Highlights
 - Council's Quarterly Financial Performance Report
 - Budget Variation Proposals
 - Reporting against Annual Plan Measures

Financial Performance

- Council's operating result at the end of the March 2026 quarter is \$542,000 better than the budgeted position.

3. The reported financial results for quarter three of the 2025/26 financial year show a favourable position, although revenue is marginally below budget, but this is offset by lower than budget expenditure.
4. A review of the quarter three financial result has identified a budget variation is required so that future reporting is representative of actual financial outcomes, thus minimising the potential for unnecessary variations.
5. The proposed budget variation detailed in this report will move grant revenue and associated expenditure into the 2026/27 year. The variation will not impact the budgeted surplus.

Revenue

6. Year-to-date operational revenue is \$76.813 million compared to budgeted operational revenue of \$77.013 million. This represents an unfavourable result of \$200,000 or 0.3% against budget.
7. Key revenue sources are showing stable results with no variations requiring investigation or remedial action.

Expenditure

8. Year-to-date operational expenditure is \$58.811 million compared to budgeted expenditure of \$59.553 million. This represents a favourable result of \$742,000 or 1.2% against budget.
9. Key expenditure sources are showing stable results with no variations requiring investigation or remedial action.

Non-operating – Capital Grant Revenue

10. Capital grant revenue is \$6.451 million against the annual \$5.966 million budget.
11. The Glenorchy Pool Reopening project is the major financial component of capital grant funding with \$4.698 million carried forward into this financial year.
12. Additionally, there is \$365,000 received from the Federal Government for final payment of the Local Roads & Community Infrastructure Phase 4 program. Smaller grants for blackspot safety improvements and recreation initiatives also form part of capital grant revenue.

Non-operating – Monetary Contributions

13. No contributions have been received, and no budget is provided.
14. These are primarily tied to development permits which require the applicant to contribute to necessary capital works undertaken by Council. A budget is not provided due to the infrequent nature of this revenue.

Non-Operating – Net Gain/(Loss) on Disposal / Derecognition of Assets

15. Loss on disposal of assets is \$650,000 against the annual \$1.375 million budget loss.
16. Activities in this area are disposal of obsolete computer equipment, minor plant and vehicle changeovers. Land sales also contribute to the monthly result. The reported loss is not a “cash” loss but mostly made up of the movement in asset values.
17. The cash sale price of disposed assets is tempered by the expense in writing down the book value of those assets. There is also an allowance for derecognised assets where it is found the physical asset is no longer in accordance with the asset register.

Non-Operating – Contributions Non-Monetary Assets

18. Non-monetary assets of \$1.405 million have been received against an annual budget of \$3.675 million. Typically, these are donated/gifted assets received from subdivisions and like developments, as well as assets found not to be currently recorded in the asset register.

Non-Operating – Assets Written Off

19. Assets of \$1.112 million have been written off against an annual budget of \$700,000.
20. Typically, this relates to the residual value of assets that have reached the end of their useful lives and have been replaced. It is difficult to budget for this expense in advance as the capital program is constantly reviewed and projects substituted in and out during the year.

Capital Works

21. Year-to-date Capital Works actual expenditure is \$16.384 million against the nominated year-to-date budgeted expenditure of \$17.512 million. The annual budget is \$31.899 million. The expenditure split is \$12.901 million for recurrent projects and \$3.483 million for major projects.
22. A separate Capital Works Status Report will be presented to this Council meeting.

Glenorchy War Memorial Pool Update

23. Expenditure at 31 March 2026 is \$3.303 million against the \$6.500 million budget, including minor contractual variations of \$60,765.

24. Works on the repairs and upgrade of the pool are making good progress.
- Change room building:
 - Plastering completed
 - Floor drain works completed
 - Epoxy floor compound finish completed
 - Vinyl sheet flooring, shower partitions and wall lining completed
 - Glazing works completed – translucent film installation completed
 - External painting completed
 - Roof sheeting to be painted
 - Hydraulic and Electrical completed
 - Joinery installation completed
 - Building Surveyor undertaking Certificate of Occupancy Inspection
 - Estimated completion by 24 April 2026
 - Pool Structure:
 - Pool accessible ramp works on-going, base and first wall pours completed
 - Handrail shop drawings approved for fabrication
 - Base of existing pool grinding and water blasting preparation for painting complete
 - Hydrostatic Testing temporary bund wall to be signed off prior to testing
 - Site works:
 - Grandstand stair works completed
 - Installation of new pool water heating system
 - Services tunnel from Plant Room to Pool slab over removed and maintenance work underway
 - New filtered water supply pipe installed to Toddlers Pool
 - Plant room:
 - Screed to plant room floor completed
 - Sewer tank instal
 - Rising main connection complete
 - Existing main switchboard removed and new switchboard installed
 - Mechanical ventilation installed
 - Chemical bund spill tank excavation completed
-

- Changing Places POD:
 - Deed received
 - Temporary Occupancy Permit approved
 - POD delivery completed 7 April 2026 – currently undertaking final positioning, services connections and ramp access construction
25. Works remain on track with the program to be completed this financial year. Approximately 69% of the physical contract works have been completed as at 2 April 2026.

Budget Variation

26. Council may alter the Budget Estimates during the year pursuant to section 82(4) of the Local Government Act 1993 as follows:

82(4) A council may alter by absolute majority any estimate referred to in subsection (2) during the financial year.

27. A review of the 2025/26 budget has identified an alteration is required to record unspent grant revenue in 2025/26 to be carried forward into 2026/27 along with a corresponding reduction in expenditure:

Source	Budget Alteration	Notes
Operational Grant Revenue	\$250,000	Northern Suburbs Transport Corridor Strategic Plan – partial carry forward to 2026/27
Materials and Services	(\$250,000)	Northern Suburbs Transport Corridor Strategic Plan – partial carry forward to 2026/27

Annual Plan Progress

28. The attached Annual Plan Progress Report (**Attachment 2**) records the status and commentary on the nine priority actions and the Annual Plan actions, including business as usual items.

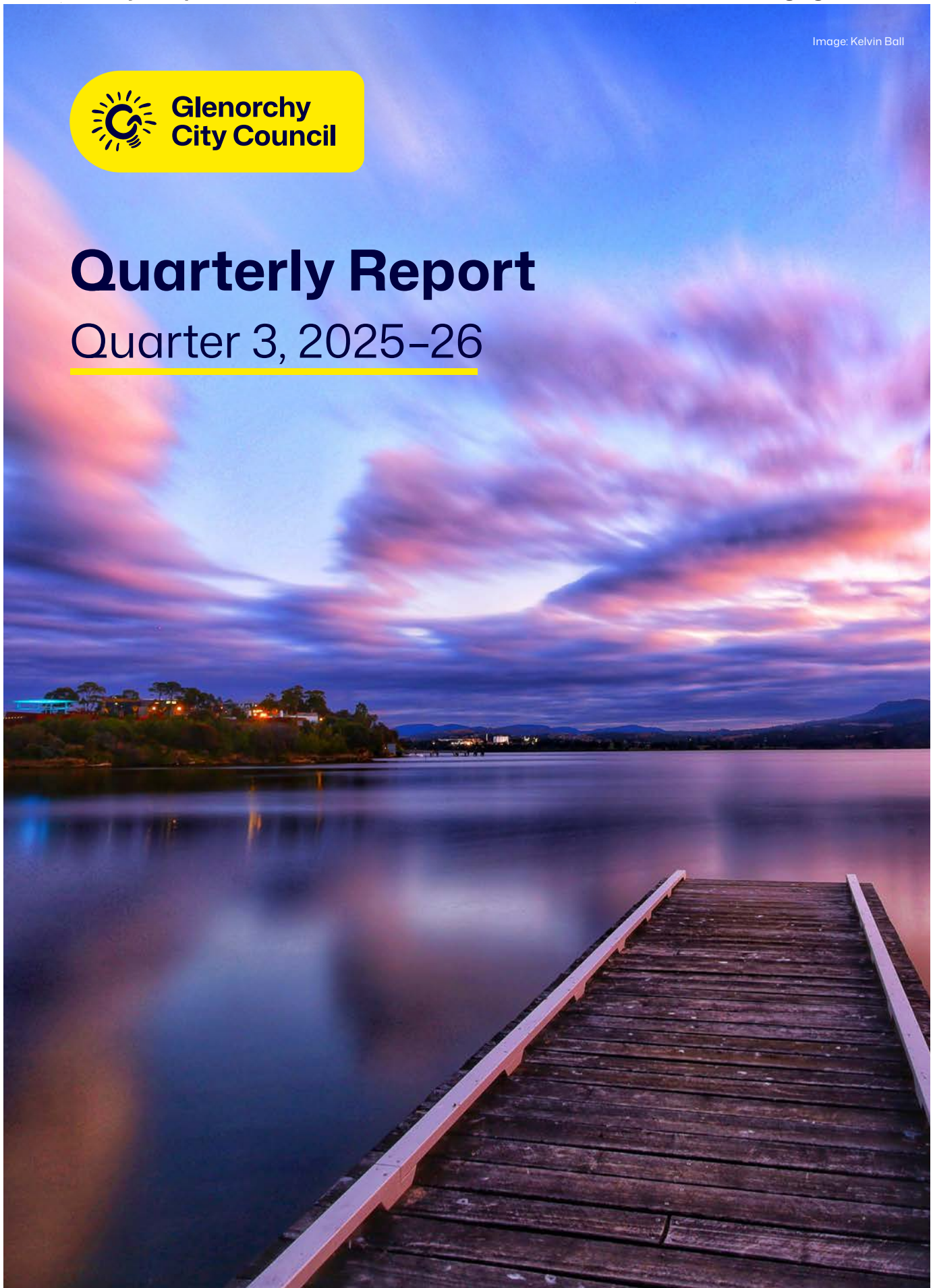
Attachments

1. GCC Quarterly Report Q 3 2025–26 [**11.2.1** - 37 pages]
2. Measure Reporting - Progress Attachment Quarter 3 [**11.2.2** - 8 pages]



Quarterly Report

Quarter 3, 2025-26





ACKNOWLEDGEMENT OF ABORIGINAL PEOPLE AND COUNTRY

Glenorchy City Council acknowledges the muwinina people as the traditional owners of this land. We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, Lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working in a way that welcomes and respects all Aboriginal and Torres Strait Islander people.

Image: Kelvin Ball

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Image: Kelvin Ball

STRATEGIC AND OPERATIONAL HIGHLIGHTS FOR THE QUARTER

During the third quarter of the 2025/26 financial year, Council continued to progress its priorities with a strong focus on financial discipline, delivery of essential infrastructure and services, and support for community wellbeing. This period was characterised by steady operational delivery, important project milestones, and continued attention to governance and transparency.

FINANCIAL POSITION

Council's Quarter 3 operating result was \$542,000 favourable to budget. This outcome was the result of marginally lower operating revenue inflows, offset by lower operating expenditure outflows. Overall performance indicated effective financial management and active monitoring of movements.

Year-to-date operating revenue was \$76.813 million, \$200,000 (0.3%) below budget and operating expenditure was \$58.811 million, \$742,000 (1.2%) below budget. Capital grant revenue totalled \$6.451 million, \$692,000 above budget, largely due to grant funding carried forward for the Glenorchy Pool Reopening project and the final Local Roads and Community Infrastructure Phase 4 payment (\$365,000).

Capital works expenditure was \$16.384 million against a year-to-date budget of \$17.512 million, within an annual program of \$31.899 million.

In reviewing the 2025/26 year-to-date results, Council identified a timing adjustment to better match the way a State Government grant was to be delivered across two years. Council received \$500,000 to undertake the Northern Suburbs Transport Corridor Strategic Plan, and the work was planned to be delivered evenly, 50% in 2025/26 and 50% in 2026/27. To reflect this, a \$250,000 budget variation is proposed this year to reduce both operational grant revenue and contractor expenditure, with the remaining \$250,000 to be carried forward to 2026/27.

At the end of the quarter, Council's finances remained in a favourable position. Revenue generally tracked close to budget, expenditure continued to be carefully managed, and the capital works program progressed largely in line with the adopted budget.

ESTABLISHMENT OF A GLENORCHY YOUTH HUB

Planning for the establishment of a Glenorchy Youth Hub continued to progress. The Youth Hub is intended to provide a safe, inclusive and welcoming space for young people, supporting early intervention, skill development, connection to services and positive participation in community life.

Important steps were taken to advance the project, including finalising the project plan and consulting and collaborating with young people and partner organisations. These conversations shaped both the service model and the physical design of the facility, ensuring it will meet real needs and complement existing youth services across the municipality.

Council also finalised its grant deed from the Tasmanian Community Fund, which is a \$1 million grant spanning five years of operational service delivery. Council received an initial \$300,000 payment enabling it to finalise the fit out and commence staff recruitment for the Youth Hub.

The opening of the Glenorchy Youth Hub commenced with a soft launch event during Youth Week, with further milestones scheduled later in the year. Council remains committed to delivering this important community asset in a considered and collaborative manner.

GLENORCHY WAR MEMORIAL POOL

A significant milestone was reached in the repair works at the Glenorchy War Memorial Pool this quarter, with 69% of the project completed. Construction activities continued steadily, progressing pool structure works, plant upgrades, changeroom refurbishment and accessibility improvements, including the new ramp.

Monthly updates throughout the quarter reported steady progress across the changeroom building, pool structure, plant room and site works. Works remained on track to be completed within the 2025/26 financial year, moving from approximately 42% complete as at 30 December 2025 to 69% complete as at 31 March 2026. Expenditure also remained on track, with minor variations recorded to date.

In January 2026, Council confirmed the reengagement of Belgravia Leisure as operator of the Pool for the next two seasons ahead of its reopening. Making this decision early will support workforce planning and event and program preparations, such as school learn to swim and carnivals.

CAPITAL WORKS

Council's capital works program continued to progress during Quarter 3, supporting improved amenity, accessibility and safety across the municipality. Year-to-date expenditure remained broadly in line with forecasts, with delivery of the recurrent and major capital works programs expected to continue through the remainder of the financial year.

At Apex Park Playground in Lutana, work was completed on the planned playspace upgrade. The project forms part of Council's ongoing investment in the renewal of parks and recreational infrastructure across the Glenorchy municipality.

Construction works also continued with the road renewal project at Renfrew Circle (Stage 2), with the project progressing in accordance with the approved scope and program.

Across the broader capital works program, project progress and expenditure continued to be actively monitored through established governance and reporting processes to manage delivery timing and financial pressures, including supply chain availability and cost volatility.

COMMITMENT TO LGBTIQA+ INCLUSION

During Quarter 3, Council progressed its commitment to foster an inclusive and welcoming community. This includes initiatives supporting LGBTIQA+ inclusion across Council services and community programs. Training and awareness-raising activities were delivered in partnership with community organisations, strengthening internal capability and supporting broader community understanding.

This work culminated in Council's formal adoption of a Statement of Commitment to LGBTIQA+ inclusion. The Statement was developed with extensive community consultation, and with LGBTIQA+ community members using a community development framework known as 'codesign'. It affirms Council's intention to foster a safe and inclusive city, strengthen visibility and community connection, support equal access to services and opportunities, and promote an inclusive workplace. A five year action plan was noted alongside the decision, providing a structured framework to guide implementation and embed inclusive practice across Council policies, services and partnerships over time.

SERVICE LEVEL MANUALS

Work progressed on the updating and implementation of revised service level manuals, and these were adopted by Council at the March Council meeting. These documents define the services Council delivers, the standards that apply and the expected timeframes for responses. The manuals support a consistent, organisation-wide approach to service delivery and provide greater clarity for both the community and Council officers.

The adoption of the revised service level manuals strengthens transparency and accountability by improving how service performance is defined, monitored and reported. The updated manuals also support stronger alignment between service delivery, asset management and customer request systems, helping to manage community expectations and inform ongoing performance oversight.

LOOKING AHEAD

As Council moves into the final quarter of the 2025/26 financial year, it remains focused on delivering planned projects that Council has committed to delivering for the community and maintaining strong financial and operational management.

Priorities for the coming quarter include continuing progress on the Glenorchy War Memorial Pool repair works, advancing the establishment of the Glenorchy Youth Hub, and implementing the revised service level manuals. Council will also continue to advocate for external funding to support priority infrastructure and community projects, and to progress statutory processes in a transparent and timely manner.

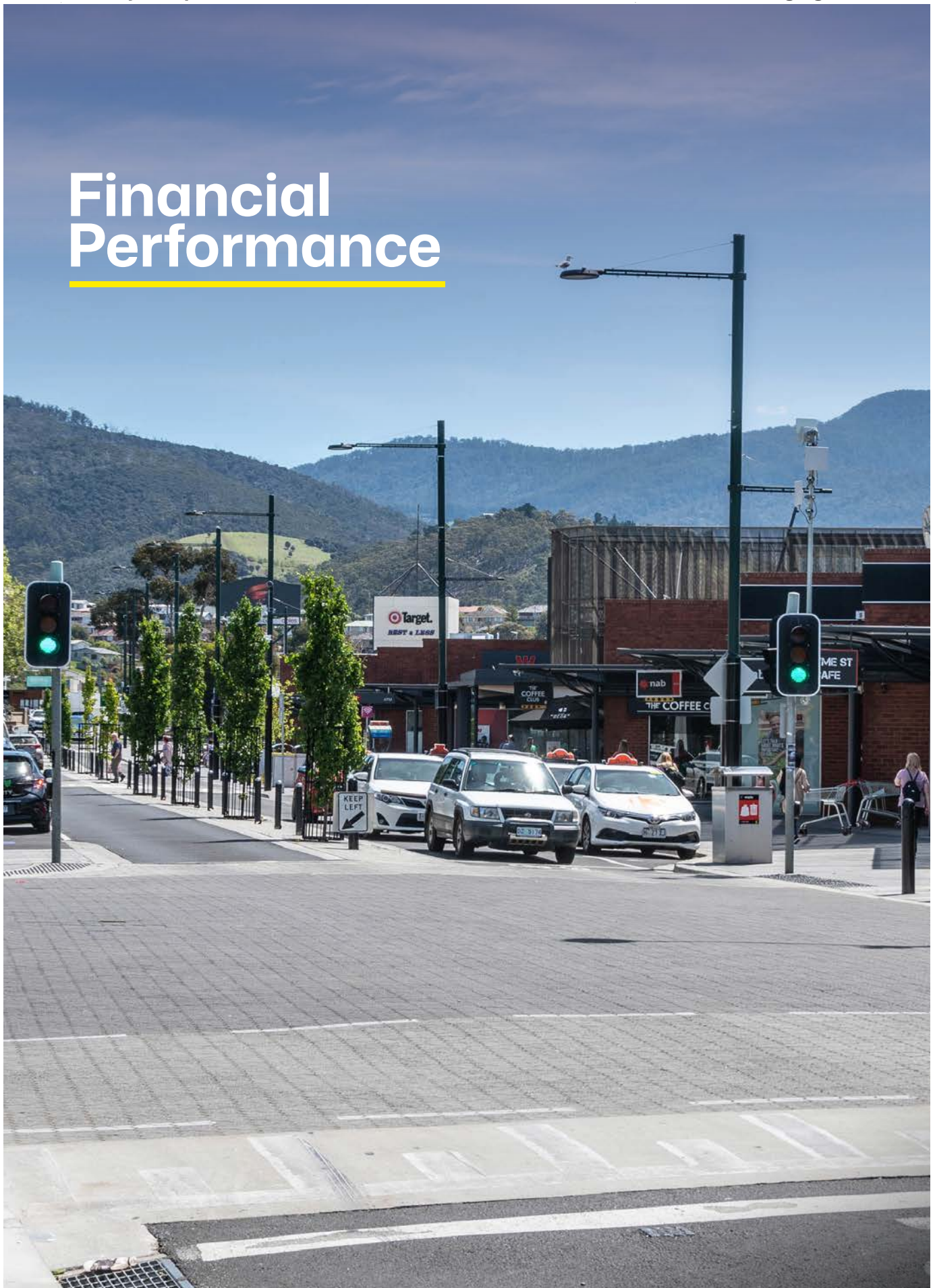
Looking ahead, Council will also continue to invest in initiatives that enhance the urban environment, including the delivery of additional trees and murals. These projects will contribute to building image and pride, supporting local artists and activating public spaces.

I thank Council staff, Elected Members and community partners for their continued commitment and collaboration in serving the community of Glenorchy. The work undertaken this quarter reflects the dedication to our community and professionalism across the organisation.



Emilio Reale
Chief Executive Officer

Financial Performance



Quarterly Financial Performance Report

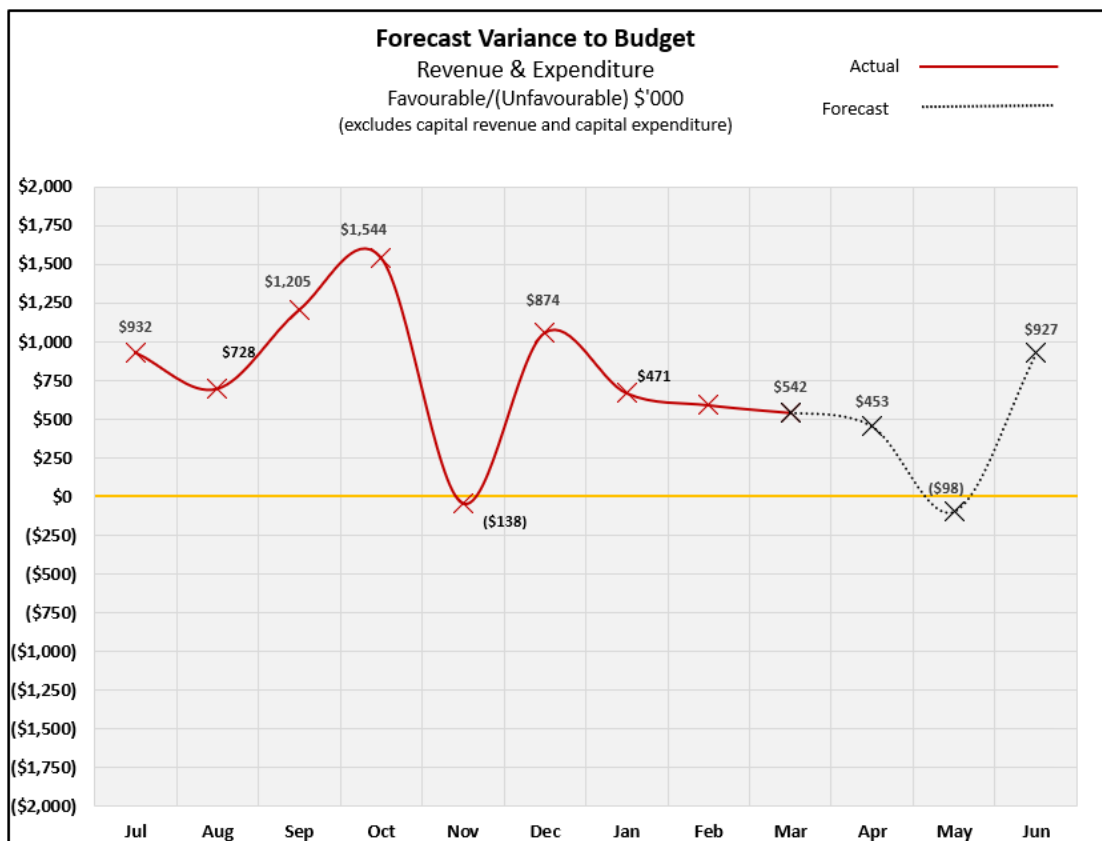
For the quarter ending 31 March 2026

OPERATING SUMMARY

Council’s operating result as at the end of the March 2026 quarter is \$542k better than the budgeted position. The favourable variance is the combined result of \$200k less revenue than budgeted and \$742k less expenditure than budgeted.

OPERATING FORECAST TO 30 JUNE 2026

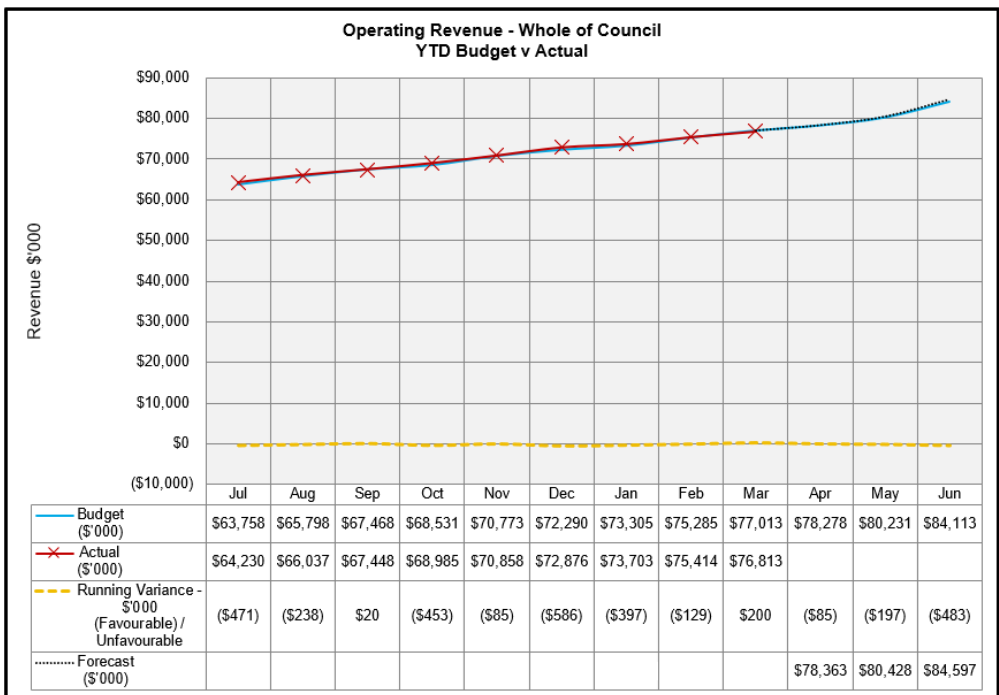
The forecast through to 30 June 2026 is currently showing a favourable end of year result of \$927k based upon (a) the actual variation reported year to date to 31 March 2026 and (b) all remaining months achieving forecast.



Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

OPERATING REVENUE

Year-to-date operational revenue is \$76.813m compared to budgeted operational revenue of \$77.013m. This represents an unfavourable result of \$200k or 0.3% against budget.



Notes:

- I. Operational revenue does not include capital revenue or gain/loss on sale or disposal of assets.
- II. All noted amounts are reported as variance to budget as at 31 March 2026.

NOTE 1 – RATES REVENUE

Unfavourable against the year-to-date \$54.995m budget by \$108k, noting new charitable remissions (\$140k), offset by penalty and interest gains (\$33k).

NOTE 2 – USER CHARGES AND LICENCES REVENUE

Favourable against the year-to-date \$14.162m budget by \$11k, noting favourable higher development application fees (\$162k) and building & plumbing application fees (\$125k), offset by lower landfill fees (\$244k) and compliance fines and other revenue (\$64k).

NOTE 3 – INTEREST ON INVESTMENTS

Interest on cash and investments is \$940k against an annual budget of \$1.750m. Interest received from at-call accounts is \$303k. Interest received from reserve accounts is \$65k. Interest reinvested on term deposits is \$648k. Accrued interest on term deposits before 1 July is \$77k.

NOTE 4 – OPERATING GRANTS

Unfavourable against the year-to-date \$4.765m budget by \$252k*, noting federal government childcare subsidy shortfall (\$314k) and landfill infrastructure yet to receive (\$50k), offset by gains in childcare working together (\$244k) and MRC Jobs Hub Partnership (\$60k).

*There is a \$250k budget variation proposed in this report for the carry forward of the Northern Suburbs Transport Corridor Strategy grant.

NOTE 5 – CONTRIBUTIONS – CASH

Unfavourable against the year-to-date \$34k budget by \$31k, noting this budget covers planning cash-in-lieu (\$13k budget \$0 received) and private stormwater connection permits (\$21k budget \$3k received) which are customer driven and not guaranteed revenue.

NOTE 6 – TAS WATER INCOME

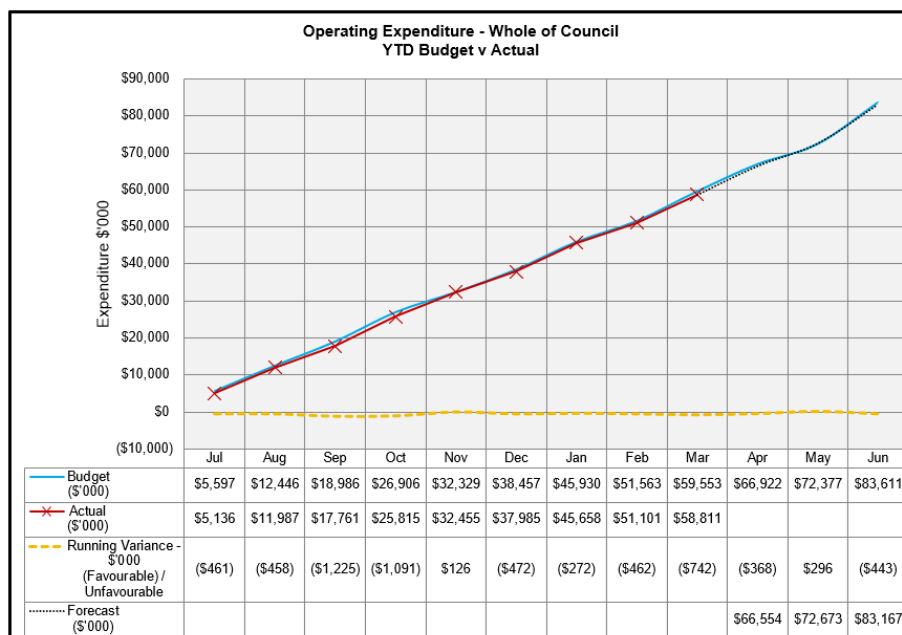
On target against the year-to-date \$1.792m budget with \$1.792m received.

NOTE 7 – OTHER INCOME

Favourable against the year-to-date \$396k budget by \$108k, noting favourable multi-year recovery of gas royalties from the Jackson Street landfill (\$99k), insurance claim reimbursements (\$35k) and miscellaneous revenue (\$22k), offset by heavy vehicle motor tax refund yet to receive (\$34k) and reduced fuel tax credits (\$10k).

OPERATING EXPENDITURE

Year-to-date operational expenditure is \$58.811m compared to budgeted expenditure of \$59.553m. This represents a favourable result of \$742k or 1.2% against budget.



Notes:

- I. Operational revenue does not include capital revenue or gain/loss on sale or disposal of assets.
- II. All noted amounts are reported as variance to budget as at 31 March 2026.

NOTE 8 – EMPLOYMENT COSTS

Favourable against the revised year-to-date \$24.598m budget by \$105k, with a reduced favourable result in March due to additional insurance payments. Noting position vacancies and lead-times in recruitment will result in reduced employee expenses across the organisation.

NOTE 9 – MATERIALS AND SERVICES EXPENDITURE

Favourable against the year-to-date \$15.368m budget by \$6k, noting primarily budget / payment timing in waste management recycling for March (\$196k), landfill waste levy for February & March (\$349k) and public street lighting for March (\$127k), offset by information technology software paid in advance (\$460k) and above expenditure in the works area (\$118k).

NOTE 10 – DEPRECIATION AND AMORTISATION

Unfavourable against the year-to-date \$13.741m budget by \$60k, noting capitalisation effects of the large works program undertaken in recent years and amortisation variations for formerly leased fleet now Council owned.

NOTE 11 – FINANCE COSTS

Unfavourable against the year-to-date \$11k budget by \$58k, noting the \$146k annual budget is primarily allocated to June for end of year amortisation reconciliations.

NOTE 13 – BAD AND DOUBTFUL DEBTS

No bad or doubtful debts identified to date.

NOTE 14 – OTHER EXPENSES

Favourable against the year-to-date \$5.834m budget by \$749k, noting budget timing variations (\$628k), lease payment yet to pay (\$57k) and lower land tax (\$69k).

NON-OPERATING REVENUE**NOTE 15 – CONTRIBUTIONS – NON-MONETARY ASSETS**

Non-monetary assets to the value of \$1.405m have been received against an annual budget of \$3.675m.

NOTE 16 – GAIN OR LOSS ON DISPOSAL OF ASSETS / DERECOGNITION OF ASSETS

Loss on disposal of assets is \$650k against the budgeted annual loss of \$1.375m, noting disposal costs and book value write offs (\$734k) and land sale expenses (\$5k), offset by sale proceeds received from the public auction of changeover fleet and obsolete plant / equipment (\$89k).

NOTE 17 – CAPITAL GRANTS

Capital grant revenue is \$6.451m against the annual \$5.966m budget, noting \$4.698m is the Glenorchy Pool grant. Remaining favourable capital grant variations include LRCI phase 4 (\$365k), Glenorchy pool changing places (\$130k) and Abbotsfield park lighting (\$111k).

NOTE 18 – CONTRIBUTIONS – MONETARY

No contributions - monetary capital revenue has been received, and no budget is provided.

NON-OPERATING EXPENDITURE

NOTE 12 – ASSETS WRITTEN OFF

Assets to the value of \$1.112m have been written off against an annual budget of \$700k.

CAPITAL WORKS

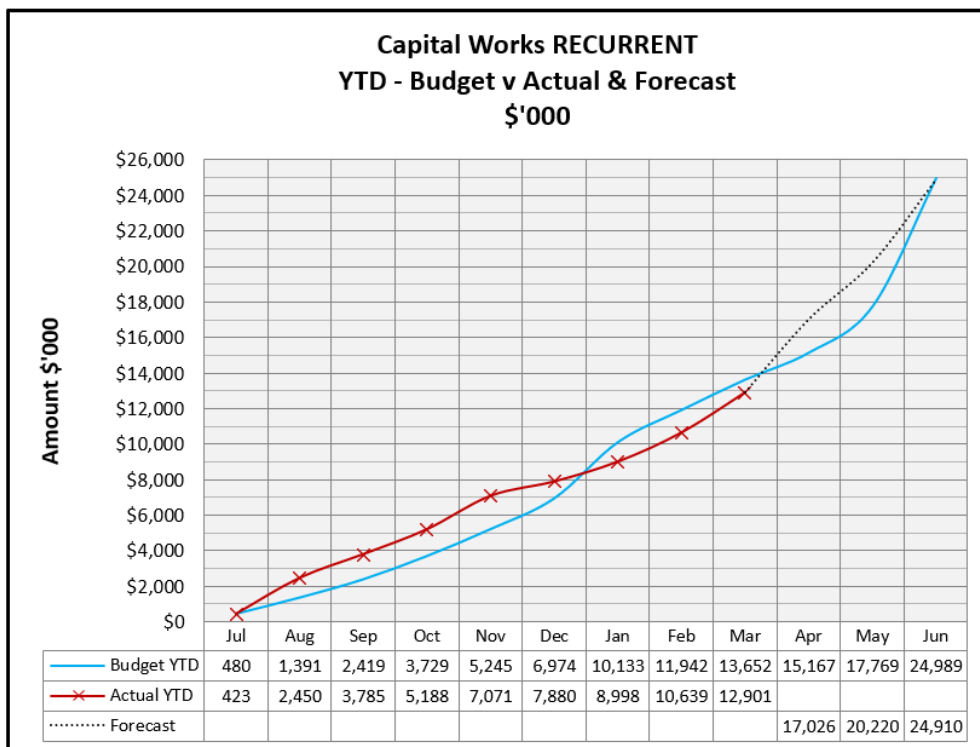
Year-to-date Capital Works expenditure is \$16.384m against the nominated year-to-date budget of \$17.512m with the expenditure split between Recurrent and Major projects being:

- RECURRENT: \$12.901m has been expended against a budget of \$13.652m
- MAJOR PROJECTS: \$3.483m has been expended against a budget of \$3.859m

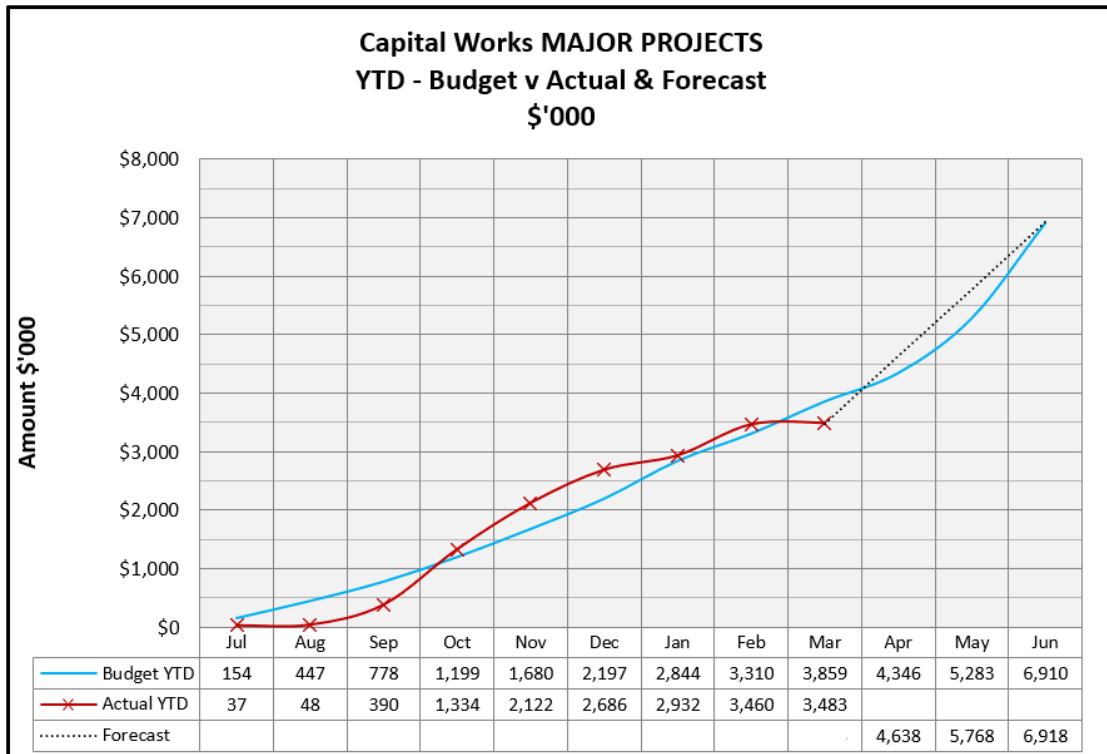
The Infrastructure Management Group (IMG) actively monitors project progress and expenditure. In the event forecast trends suggest budget might not be achieved, funds will be redirected to other capital projects.

A separate quarterly Capital Works Status Update Report is presented to Council in which IMG approved budget variations are detailed.

CAPITAL PROGRAM – RECURRENT



CAPITAL PROGRAM - MAJOR PROJECTS



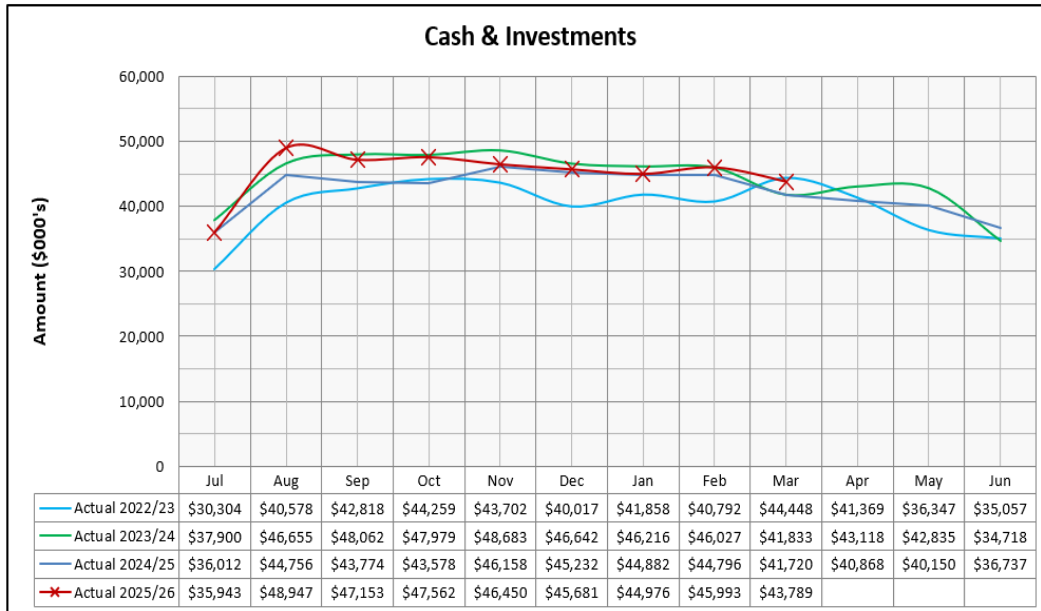
The following projects form the Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
102231 - Glenorchy Pool Reopening Repairs	\$3,302,768	\$6,500,000	\$6,502,768
102312 - Glenorchy Pool Changing Places Facility	\$105,032	\$105,032	\$135,032
102489 - Humphreys Rivulet Rehabilitation	\$10,605	\$104,620	\$60,605
102522 - Youth Hub Fitout	\$20,232	\$200,000	\$175,232
Various Unbudgeted Expenditure on Carryover Projects	\$44,442	\$0	\$44,442
TOTALS	\$3,483,080	\$6,909,652	\$6,918,080



CASH AND INVESTMENTS

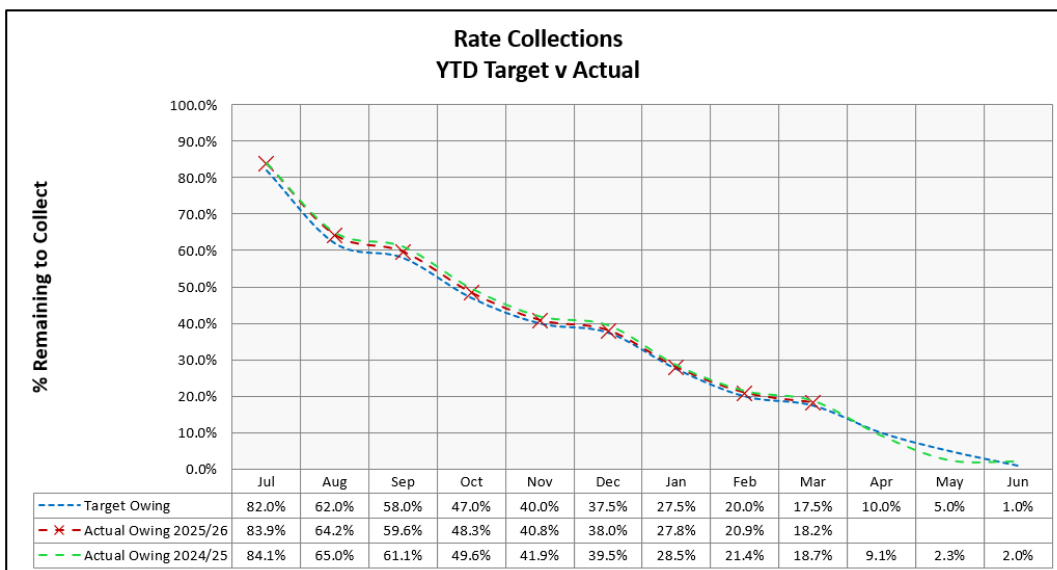
At 31 March 2026, cash and investments totalled \$43.789m compared to \$41.720m for the same period last year. There is \$3.197m yet to be expended on the \$6.500m Glenorchy Pool project, of which the State Government contributed a \$5.000m grant and Council \$1.500m of its own funds.



Note: total cash and investments includes non-restricted operating funds and funds restricted by policy and standards

RATES COLLECTIONS

At 31 March 2026, rates collected totalled 81.8% marginally lower than last year at 81.3%. The nominated collection target for this period is 82.5%. The comparative result and target are within a reasonable tolerance having regard to the effect of recent interest rate increases and overseas events. Having noted external pressures affecting our ratepaying community, there has been no appreciable increase in the number of hardship applications received.



STATEMENT OF COMPREHENSIVE INCOME TO 31 MARCH 2026

Year-to-Date (YTD)	Note	2026 Budget \$'000	2026 Actual \$'000	2025 Actual \$'000	2026 Variance Actual to Budget
Operating Revenue					
Rates	1	54,995	54,887	52,160	▼
User charges and licences	2	14,162	14,173	13,232	▲
Interest	3	868	940	1,101	▲
Grants	4	4,765	4,513	3,285	▼
Contributions – cash	5	34	3	57	▼
Investment income from Tas Water	6	1,792	1,792	1,629	↔
Other income	7	396	505	295	▲
Total Operating Revenue		77,013	76,813	71,759	▼
Operating Expenditure					
Employment costs	8	24,598	24,494	21,435	▼
Materials and services	9	15,368	15,362	14,102	▼
Depreciation and amortisation	10	13,741	13,801	12,932	▲
Finance costs	11	11	69	90	▲
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	5,834	5,086	4,907	▼
Total Operating Expenditure		59,553	58,811	53,467	▼
Total Operating Surplus/(Deficit)		17,459	18,002	18,292	▲
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	1,405	7,897	▲
Net gain/(loss) on disposal of property, infrastructure, plant, and equipment	16	(8)	(650)	(2,881)	▼
Capital grants received specifically for new or upgraded assets	17	5,758	6,451	7,110	▲
Contributions – Monetary	18	-	-	-	↔
Total Non-Operating Revenue		5,750	7,206	12,126	▲
Non-Operating Expense					
Assets written off	12	-	1,112	201	▲
Total Non-Operating Expense		-	1,112	201	
Total Surplus/(Deficit)		23,210	25,208	30,418	▼

STATEMENT OF FINANCIAL POSITION TO 31 MARCH 2026

	31 Mar 2026 \$'000	31 Mar 2025 \$'000
Assets		
Current assets		
Cash and Cash Equivalents	8,938	9,468
Trade and Other Receivables	12,279	12,166
Inventories	124	189
Assets Classified as Held for Sale	3,820	1,183
Contract Assets	-	-
Current Investments	34,852	32,252
Other Current Assets	14	648
Total Current Assets	60,026	55,906
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	1,282,306	1,224,443
Investment in Water Corporation	180,686	177,228
Right of Use Assets	1,321	1,637
Other Non-Current Assets	12,970	23,554
Total Non-Current Assets	1,477,284	1,426,862
Total Assets	1,537,310	1,482,768
Liabilities		
Current Liabilities		
Trade & Other Payables	1,100	1,550
Provisions	5,504	5,511
Borrowings	-	169
Trust Funds and Deposits	1,061	761
Lease Liabilities	272	686
Contract Liabilities	1,142	-
Other Liabilities	(19)	44
Total Current Liabilities	9,059	8,720
Non-Current Liabilities		
Provisions	13,079	12,615
Borrowings	-	182
Lease Liabilities	1,052	1,020
Total Non-Current Liabilities	14,131	13,818
Total Liabilities	23,190	22,538
Net Position	1,514,120	1,460,230

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. These adjustments will be visible when comparing this report against previously presented Financial Performance Reports.

Measures



Image: Irish indie-folk duo, twin brothers Ashley and Brandon Watson AKA The Ocelots playing live to a sold-out crowd at Moonah Arts Centre as part of their Australian Tour.

Annual Plan Measures

MAKING LIVES BETTER

We continue to be a safe, inclusive, active, healthy and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture.

PERCENTAGE OF DIRECT COUNCIL OPERATIONAL EXPENDITURE ON PRIORITY COMMUNITY SERVICES COMMUNITY DEVELOPMENT AND WELLBEING PROGRAMS

Program	Targeted Expenditure	Employee Effort	Total Expenditure on Priority Community Services	Program Consumption of Total Expenditure	Annual Budget for Priority Community Services	Percentage of Program Annual Budget Spent
Bushfire Mitigation	\$107,769	\$2,330,829	\$2,438,598	19.5%	\$3,428,642	71.1%
Childcare	\$264,834	\$606,038	\$870,872	7.0%	\$1,413,326	61.6%
Community Development	\$179,817	\$262,819	\$442,637	3.5%	\$631,547	70.1%
Community Engagement	\$74,704	\$371,851	\$446,555	3.6%	\$848,463	52.6%
Community Recognition	\$146,384	\$406,224	\$552,608	4.4%	\$1,030,917	53.6%
Environment	\$107,986	\$453,918	\$561,903	4.5%	\$800,210	70.2%
Glenorchy Jobs Hub	\$621,220	\$1,053,162	\$1,674,382	13.4%	\$2,702,687	62.0%
Moonah Arts Centre	\$1,152,647	\$1,162,847	\$2,315,494	18.5%	\$3,659,236	63.3%
Parks & Recreation	\$941,675	\$1,127,521	\$2,069,196	16.5%	\$2,750,230	75.2%
Roads & Stormwater	\$382,750	\$377,303	\$760,054	6.1%	\$1,105,453	68.8%
Urban Services	\$99,352	\$224,263	\$323,615	2.6%	\$641,171	50.5%
Vegetation Control	\$6,869	\$41,749	\$48,618	0.4%	\$77,199	63.0%
Total Direct Expenditure - Priority Community Services	\$4,086,007	\$8,418,524	\$12,504,532	100%	\$19,089,080	Average 63.5%

IMPLEMENTAION OF THE MOONAH ARTS CENTRE BUSINESS PLAN

An audit of the Moonah Arts Centre business plan was completed. Council's leadership team reviewed the recommendations. Updates to the plan will be made in future quarters.

NUMBER AND TYPE OF GRANT FUNDED SERVICES AND NUMBER OF COMMUNITY MEMBERS RECEIVING SERVICES THROUGH COUNCIL PARTNERS

Council officers coordinated six grant-funded services, with approximately 830 participants.

Moonah Arts Centre delivered three Moonah Music events during Quarter 3 with project grant funding from Arts Tasmania. These events supported 26 paid artist opportunities and attracted 210 audience members.

Service	Type of service or program	Participants
Grant funded Community Events	<ul style="list-style-type: none"> • Music events at Moonah Arts Centre • International Women’s Day event • Multicultural Hub Harmony Day • Woolworths Community BBQ 	26 artists 210 audience 79 70 85
LGBTIQA+ Inclusion Training	<ul style="list-style-type: none"> • Two workshops in Quarter 3 at Moonah Arts Centre and Bucaan Community House (6 of 7 sessions complete). 	27
Full Gear	<ul style="list-style-type: none"> • Youth motorcycle safety program held at Bucaan House and Karadi Aboriginal Corporation. 	5
Walking Groups	<ul style="list-style-type: none"> • Regular walking groups in Claremont and Glenorchy. 	Regular
School for Seniors	<ul style="list-style-type: none"> • Weekly gathering that includes a guest speaker, tea, coffee, snacks and conversations. Located at Goodwood Community Centre. 	Regular
Dementia Friendship Hub	<ul style="list-style-type: none"> • A safe, accessible space for seniors in the community to gather, socialize and share friendships. 	Up to 16 weekly

AMOUNT OF ADVOCACY UNDERTAKEN ON COMMUNITY PRIORITIES

At the start of the quarter, Council developed four new or revised priority project prospectuses, bringing the total to five:

- Pool redevelopment (\$83.8 million)
- Tolosa Park projects (total \$9.36 million)
- Berriedale Foreshore Destination Playspace (\$1.2 million)
- Humphreys Rivulet Path detailed design phase (\$250,000)
- Glenorchy Street Art Program (\$150,000).

Council approved the prospectuses at the 27 January Council meeting. They were then sent to the Australian Government for consideration in the 2026/27 Budget process, and to state and federal members for consideration in future funding decisions.



BUILDING IMAGE AND PRIDE

We will show our pride as a city and others will see it.

NUMBER OF PROGRAMS DEVELOPED AND RUN IN PARTNERSHIP WITH GOVERNMENT AND COMMUNITY ORGANISATIONS THAT IMPROVE COMMUNITY SAFETY AND INCLUSION

Moonah Arts Centre continued its partnership with The Kinsey Scales, Nipaluna/Hobart's inclusive choir for the LGBTIQ+ community and allies, by providing a fortnightly rehearsal space throughout Quarter 3.

Moonah Arts Centre remained a venue of choice for a wide range of community events and celebrations. During the quarter, the venue hosted the Vietnamese Lunar New Year Celebration, coordinated by the Vietnamese Community Association, which attracted strong community attendance.

Three community barbeques were delivered for people experiencing homelessness and other community members in need, with approximately 220 attendees in total. Two Northgate Crime Prevention pop-up stalls were also delivered in partnership with Tasmania Police.

PROGRESS ON DEVELOPMENT OF PROJECT PLAN FOR A GLENORCHY YOUTH HUB

Council submitted a five-year project plan for the Youth Hub to the Tasmanian Community Fund. Grant funding of \$1 million was received, and planning for a soft launch of the Youth Hub commenced. The soft launch is scheduled for 17 April 2026 during Youth Week, with the official opening planned for 1 July 2026.

PROGRESS ON DEVELOPMENT AND IMPLEMENTATION OF ENGAGEMENT PLAN TO HEAR THE VOICES OF HARDER TO REACH COMMUNITY MEMBERS

In Quarter 3 Council completed a review of its current engagement framework and drafted an engagement action plan. The plan aims to ensure Council consistently engages with the community, particularly people who face barriers to participation. The review findings and draft action plan will be presented to Council for endorsement at the April 2026 meeting.

VISITATION AT THE MOONAH ARTS CENTRE

Visitation

In Quarter 3 of the 2025/26 financial year, 7,079 people visited Moonah Arts Centre, representing an average of 545 people per week.

During Quarter 3, the online audience totalled 29,307 people across five platforms: 9,710 Facebook followers, 7,373 Instagram followers, 3,304 email subscribers, 625 Humanitix followers and 8,295 unique website visitors.

Events

Five events were delivered during the quarter, including two live ticketed shows and three free community events, featuring 34 performers (26 Tasmanian and eight international). These events attracted 502 attendees and resulted in the sale of 284 tickets.

A highlight of the program was NACHT II, which featured three international sound and visual artists alongside a local emerging support act. Audience feedback indicated a strong emotional response to the performance.

Moonah Music continued to play an important role in the community and Moonah Arts Centre's programming. The program provides local musicians with a platform to share their work and offers the community a free monthly live music event suitable for all ages.

In addition to public-facing events, the performance studio was utilised on 11 days during the quarter for creative development, including use as a rehearsal and workshop space by the Lutruwita Art Orchestra and The Kinsey Scales, Nipaluna's Queer Choir.

Exhibitions

Seven exhibitions were presented during the quarter, featuring 69 artists. Of these artists, three were based in Glenorchy, 22 in Tasmania, 24 elsewhere in Australia and 20 internationally.

The International Art and Textile Biennale was presented at Moonah Arts Centre from January to March and was the only Tasmanian venue included in its Australian touring schedule.

Moonah Arts Centre also hosted Fighting Spirit: The Art of Boxing. This exhibition toured to Lutruwita/Tasmania from the collections of the National Film and Sound Archive and the National Portrait Gallery and was co-presented by Moonah Arts Centre and Rosny Farm. The exhibition explored the history of boxing in Australia through art and screen, from the early 1900s to the present day, highlighting the sport's influence on Australian society and culture.

Venue Hire

Moonah Arts Centre recorded 42 venue hires during Quarter 3 across the Performance Studio and Makers Workshop spaces. These hires included 26 arts organisations, nine community groups and seven corporate businesses.

Hire activity during the quarter included art workshops, concerts, theatre, community events, corporate training and events, and creative development for new theatre work. A highlight was the Performing Lines Tas Sector Day, a conference-style event attended by performers, arts professionals and leaders from across Tasmania's performing arts sector to reflect, share insights and contribute to shaping the future of the industry.

PROGRESS ON REFLECT RECONCILIATION ACTION PLAN DELIVERY

Council continued to implement its Reconciliation Action Plan to strengthen relationships and create opportunities for Aboriginal and Torres Strait Islander peoples, including improved cultural safety for staff and the community. The Reflect Action Plan has been completed.

In October, the Executive Leadership Team agreed that in 2026 Council would partner with Reconciliation Tasmania to implement a tailored Reconciliation Commitment Process. This process will result in a Glenorchy-specific strategy and action plan. This partnership will provide Council with access to a local service provider with strong connections to palawa (Tasmanian Aboriginal people), Tasmanian service providers and other relevant partners.

Next steps will include Reconciliation Tasmania and Mina Nina – palawa Business Hub meeting with Council to plan the next stage of Council’s reconciliation commitment.

OVERALL ESTIMATED ATTENDANCE AT CIVIC EVENTS

During Quarter 3, Council hosted one Citizenship Ceremony in January. At this ceremony, 76 conferees from 29 countries became Australian citizens. Approximately 220 guests attended, including friends and family of new citizens, elected members and special guests.

FREQUENCY OF PRINCIPAL ACTIVITY CENTRE CLEANING ACTIVITIES AND MUNICIPAL STREET SWEEPING

The updated service levels clearly outline the work delivered, the condition standards applied and the timeframes for addressing issues. They improve response times for priority matters and better integrate with Council’s asset management and customer request systems. The service levels will be made publicly available to improve transparency and help manage community expectations.

NUMBER OF COMPLETED MAINTENANCE ACTIVITIES (SERVICE REQUESTS) FOR DIFFERENT ASSET CLASSES

During Quarter 3, Operations and Maintenance received 859 customer requests, with the following breakdown.

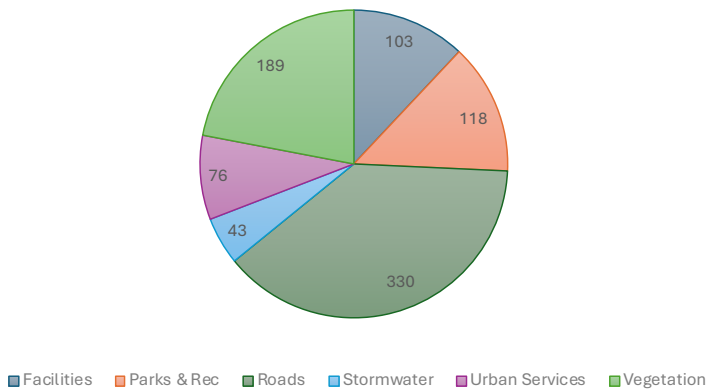
Team	Requests Created	Percentage of Total Requests Created
Facilities	103	12.0%
Parks and Recreation	118	13.7%
Roads	330	38.5%
Stormwater	43	5.0%
Urban Services	76	8.8%
Vegetation	189	22.0%

724 requests were completed during the quarter, resulting in a clearance rate of 84.3%.

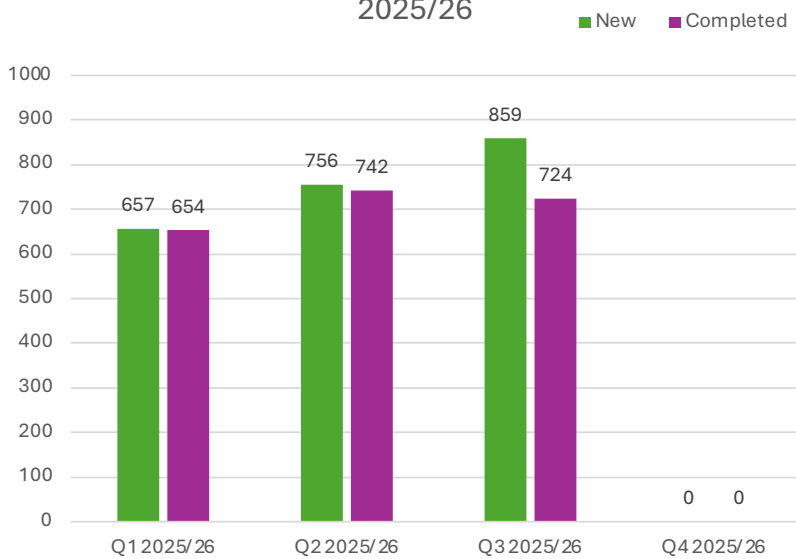
Roads requests remained consistent, while vegetation requests increased over the summer period. This increase was partly attributable to seasonal weather conditions and contractor availability.

CUSTOMER REQUESTS CLOSED IN QUARTER 3 2025/26							
	Total Closed	Facilities	Parks and Rec	Roads	Stormwater	Urban Services	Vegetation
Jan	333	28	64	118	16	26	81
Feb	235	31	25	103	11	13	52
Mar	156	41	16	72	9	1	17
Total	724	100	105	293	36	40	150

Customer Requests Created Q3 2025/26



Customer Service Requests 2025/26



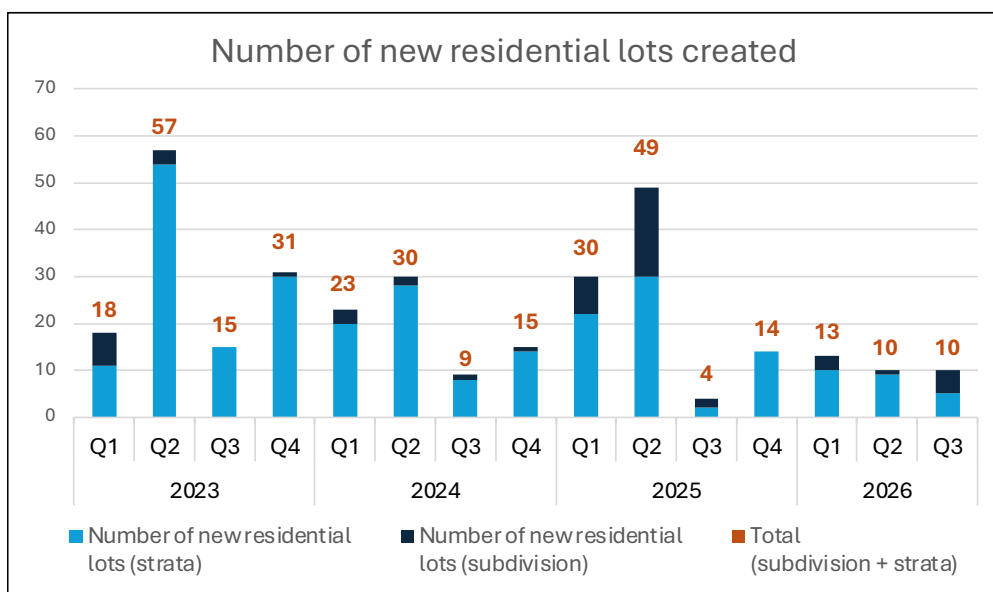
OPEN FOR BUSINESS

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

GLENORCHY ECONOMIC DEVELOPMENT STRATEGY REVIEW PROGRESS

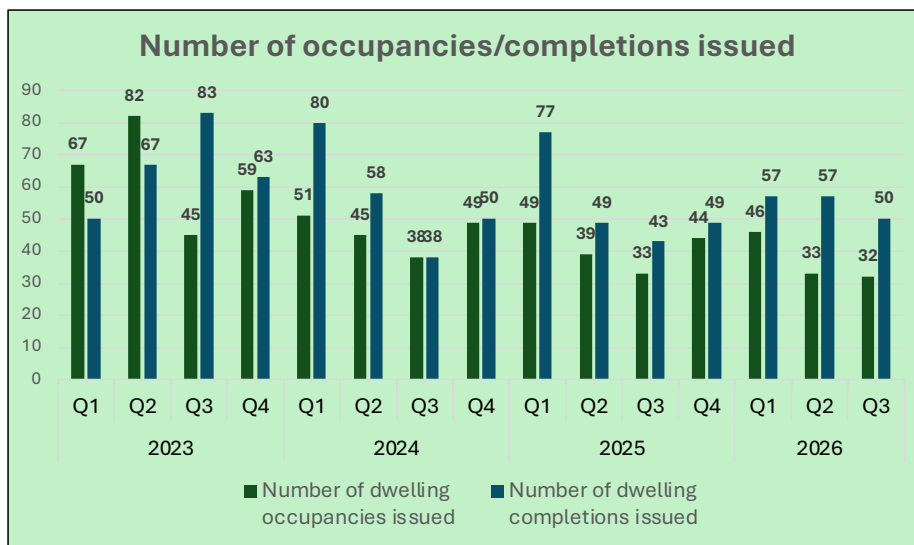
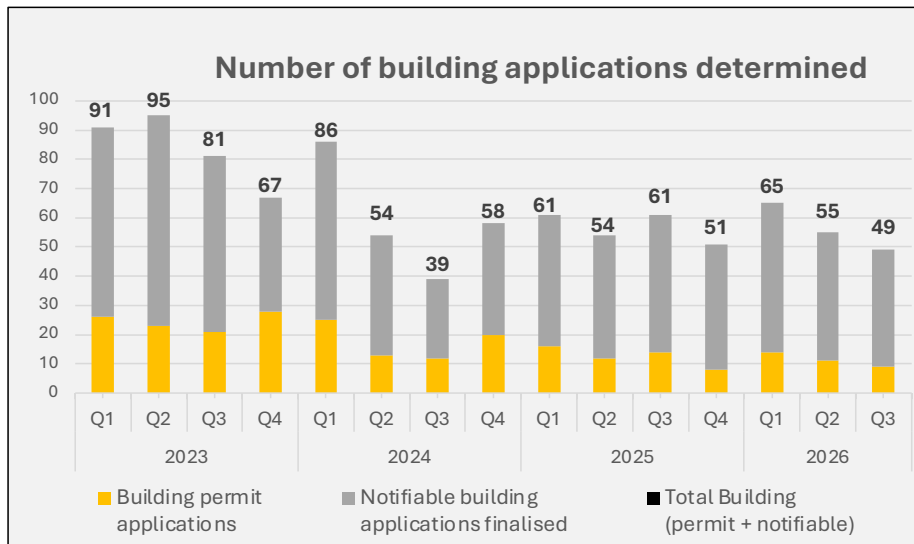
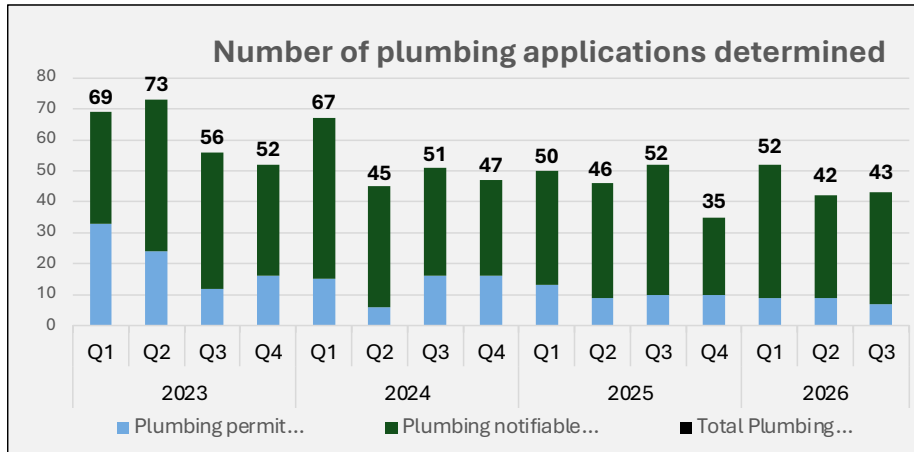
By the end of the quarter, the draft Economic Development Plan A Prosperous Glenorchy was aligned with related Council plans and strategies to support a coordinated, whole-of-Council approach. In parallel, work commenced on a draft action plan to support delivery of the plan’s economic development priorities and strategies.

NUMBER OF PLANNING PERMIT APPLICATIONS DETERMINED WITHIN STATUTORY TIMEFRAMES



The number of new lots created by either subdivision or strata has remained consistently low since the quarter ending 30 June 2025. It is expected that this number will increase over time toward the longer-term average of 25 per quarter, reflecting more recent planning approvals.

NUMBER OF BUILDING AND PLUMBING APPLICATIONS DETERMINED WITHIN STATUTORY TIMEFRAME



There has been a decline in building and plumbing application numbers compared with the previous period. While the reduction is slight, it is likely attributable to recent increases in interest rates, which have raised the cost of borrowing for both developers and homeowners. This has contributed to a slowdown in new construction activity and the deferral of some renovation projects, resulting in fewer applications being lodged.

CSAT SCORE (>75%)

Council's Customer Satisfaction (CSAT) Score for Quarter 3 of 2025/26 was 88.6%. This score was calculated from 817 responses received via after-call, email signature and tablet surveys.

PERCENTAGE OF CALLS ANSWERED WITHIN 60 SECONDS (>80%)

During Quarter 3, the Customer Service Centre answered 84% of the 7,600 calls received within one minute.

PERCENTAGE OF FRONT COUNTER VISITS COMPLETED WITHIN 5 MINUTES

During Quarter 3, the Customer Service Centre completed 91% of the 2,960 enquiries at the front counter within five minutes.

PERCENTAGE OF CALL-BACK REQUESTS COMPLETED WITHIN SERVICE LEVEL AGREEMENT

According to current data, 50% of the 882 call-back requests received during Quarter 3 were returned by the end of the next business day. Reporting accuracy is constrained by limitations within the current core system. Once the corporate system review project is complete and a more reliable call-back process is implemented, this measure is expected to improve and be reported more accurately.

PERCENTAGE OF COMPLAINTS COMPLETED WITHIN SERVICE LEVEL AGREEMENT

Council responded to two (50%) of the four complaints received during Quarter 3 within 10 days.

PROGRESS OF GLENORCHY CUSTOMER SERVICE STRATEGY REVIEW

Development and updates to the framework have continued in Quarter 3. Primary changes relate to the format of the documentation. The updated strategy will be completed in Quarter 4.



NUMBER OF JOB PLACEMENTS THROUGH THE GLENORCHY JOB HUBS BY TYPE (CASUAL, PERMANENT ETC.)

During Quarter 3, the Glenorchy Jobs Hub (GJH) continued to support local workforce development despite operational challenges, including staff leave, recruitment activity and temporary facility renovations. Up to 20 March, the Hub supported 30 job placements and recorded 109 new registrations, confirming ongoing strong demand for employment assistance across the municipality.

Planning progressed on several strategic initiatives to strengthen workforce readiness and inclusion. Preparatory work advanced for a Digital Inclusion Project, scheduled to launch in April 2026, aimed at improving digital literacy, access to technology and job readiness for participants.

Youth workforce development remained a focus during the quarter, with initiatives aligned to state workforce priorities in advanced manufacturing, clean energy, hospitality and childcare. A pilot training activity delivered in February engaged five young participants, and further industry-based engagement is planned, including a school-focused program involving four local schools scheduled for June.

GJH maintained a strong emphasis on outreach and inclusion, providing tailored employment support to First Nations community members and culturally diverse jobseekers, alongside targeted employer engagement activity.

The 2026 Career Expo was delivered in March, with more than 140 exhibitors and 1,400 students registered. School-based training initiatives also progressed, supporting early exposure to local career pathways and employment opportunities. Employer partnerships continued to strengthen, creating additional opportunities for pre-employment training and industry-aligned pathways.

PROGRESS OF COUNCIL LED PLANNING SCHEME AMENDMENTS

A planning scheme amendment was lodged in February 2024 for the Royal Agricultural Society of Tasmania Showgrounds to facilitate redevelopment of the site to accommodate residential development. The application was made valid on 14 May 2025, and a request for further information was issued on 3 June 2025. Officers are preparing a response to the request for further information lodged on 31 March 2026.

A separate planning scheme amendment to rezone land at 271, 293 and 263 Main Road, Austins Ferry, from Rural Living to General Residential, and to apply a specific area plan control to manage residential and industrial land interfaces, is currently on public exhibition. The amendment includes an application for 42 multiple dwellings at 271 Main Road. A similar proposal was rejected by the Tasmanian Planning Commission in February 2023. The current proposal is scheduled for public hearings before the Tasmanian Planning Commission on 8 and 11 May 2026.

The draft Southern Tasmania Regional Land Use Strategy was on exhibition from 19 November 2025 to 22 February 2026. Following approval of the expansion of the Urban Growth Boundary by the Minister for Planning in May 2025, leadership of the project was transferred to the State Planning Office. Officers raised concerns regarding the potential impacts of the Urban Growth Boundary expansion on Glenorchy's ability to achieve urban infill. Council endorsed a submission on the draft strategy at its 23 February 2026 meeting, outlining concerns particularly relating to the lack of developer contributions and policy support for infill and medium-density housing.

NUMBER OF ACTIONS IMPLEMENTED FROM THE GLENORCHY PARKING STRATEGY

The Parking Plan, which includes provision for cash-in-lieu of parking spaces, was endorsed by Council following a comprehensive public consultation process and a workshop with elected members. The plan came into effect on 2 January 2026.

LEADING OUR COMMUNITY

We will be a progressive, positive community with strong Council leadership, striving to make Our Community's Vision a reality.

NUMBER AND TYPE OF COMMUNITY ENGAGEMENTS COMPLETED

During Quarter 3, Council continued to engage with the community through the Let's Talk, Glenorchy platform. One new registration was recorded, bringing the total to 1,789, with 2,745 site visits and 13 contributions to active projects. No new Council-led engagements were commenced during the quarter. Ongoing initiatives included *Thrive to 25* (closed to the T25 group) and the *Crime Prevention Awareness survey*.

The platform also supported promotion of the *Glenorchy Community and Volunteer Awards* and the *2026 Careers Expo*, alongside GPA sessions, open workshops, Council meetings and pop-ups. Non-Council engagements promoted through the platform included the Brooker Highway–Montrose Foreshore Intersection Upgrade, a university-led dementia consultation and the Southern Regional Land Use Strategy.

Council received and responded to six public questions through the *Let's Talk, Glenorchy* platform during the quarter.

In-person engagement activities included a community pop-up on the Council Lawns during an International Women's Day event and the *Wish and Wing It* paper plane activity delivered at Goodwood Family Fun Day at Giblin's Reserve.

FINANCIAL HARDSHIP APPLICATIONS PROCESSED IN ACCORDANCE WITH THE POLICY

During Quarter 3, Council received two new financial hardship applications. Six active hardship programs remain in place. Rates debt recovery is tracking in line with established trends.

NUMBER AND TYPE OF COMMUNICATIONS WITH COMMUNITY, INCLUDING SOCIAL MEDIA AND WEBSITE ANALYTICS

Council's communication channels delivered stable reach with growing engagement across digital, print and broadcast platforms during the quarter.

On social media, Council surpassed 10,000 followers for the first time. Total content views reached 968,129, remaining consistent with the previous quarter. While short-form video views declined following a prior peak, total watch time remained strong at 10 days and 15 hours. Content interactions increased to 7,405, representing growth of 6.8%.

Website performance remained strong, with more than 36,000 active users, including over 33,000 new users. Thirteen newsfeed posts and six media releases were published during the quarter.

Traditional media continued to complement digital channels, with five media statements issued and Council initiatives featured regularly in local print and broadcast media.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES ON THE TOPIC OF GAMBLING MACHINE HARM REDUCTION

Council progressed communication of its Statement of Commitment on gambling harm reduction, supported by in-person discussions at events and meetings. Further materials are being prepared for distribution.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES ON THE TOPIC OF HOUSING

Council participated in regional homelessness forums, continued piloting a cross-department response to homelessness, attended inter-Council coordination meetings and maintained sector information subscriptions. During the quarter, referrals were made in response to 11 reports of people sleeping rough or residing in vehicles.

PERCENTAGE OF COUNCIL DECISIONS MADE IN OPEN MEETINGS

During Quarter 3, Elected Member made 92 decisions, of which 87% were made in open meetings.

PERCENTAGE OF COUNCIL MEETING AGENDAS AND MINUTES WITHIN STATUTORY TIMEFRAMES

All Council agendas and minutes were prepared and released within statutory timeframes.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES

Senior leaders continued participation in inter-Council and intergovernmental committees and forums to represent Glenorchy's interests at a regional and state level.

COMPLETE FUEL REDUCTION BURNS

No prescribed burns were completed during Quarter 3, which is typical for the summer period. Planning and approvals progressed in preparation for burns scheduled in Quarter 4. Two Total Fire Bans occurred during the quarter. A precautionary closure of Wellington Park was enacted on 4 December due to bushfire risk at Glenlusk, with the park reopening the following day without incident.

Approximately 45 kilometres of Council-managed fire trails were inspected and maintained during Quarter 3, including vegetation management, culvert maintenance and surface reprofiling. Cross-organisational bushfire risk management continued in collaboration with emergency services and regional partners.

METRES OF FIRE TRACKS MAINTAINED

Fire trail inspection and maintenance activities continued throughout Quarter 3, with works completed across the full 45 kilometre Council fire trail network. Planning and preparatory works for prescribed burning scheduled in Quarter 4 progressed as expected.

NUMBER OF ACTIONS DELIVERED FROM THE STORMWATER SYSTEM MANAGEMENT PLAN

Budget allocations for works at Redlands Drive were rescheduled to 2026/27, with procurement planned to enable delivery in that financial year. Initial procurement for the Little John Creek flood mitigation project was unsuccessful due to no submissions. A direct invitation approach will be pursued, with construction expected in 2026/27.



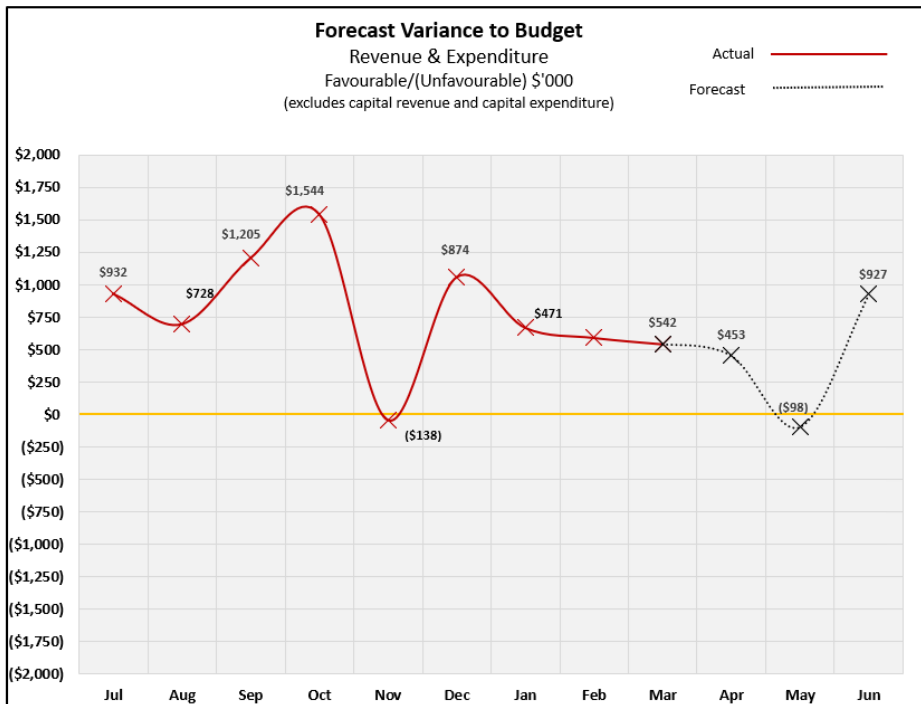
Image: Kelvin Ball

PERCENTAGE OF RECURRENT CAPITAL WORK PROGRAM DELIVERED AGAINST ASSET MANAGEMENT PLANS

Delivery of the recurrent capital works program remains on track, with expected completion by the end of the financial year.

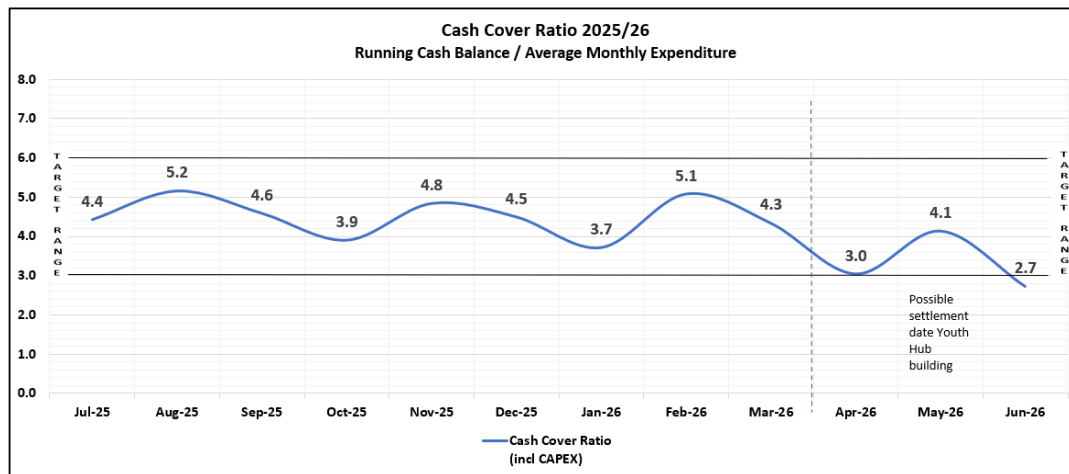
FINANCIAL PERFORMANCE AGAINST BUDGET REPORTED MONTHLY, QUARTERLY AND ANNUALLY

Council received two monthly and one quarterly financial performance reports. The mid-year budget review was approved by Council at the 23 February 2026 meeting. Year-to-date results have mostly been near budget forecasts.



Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

CASH COVER RATIO IN MONTHS



DELIVER ANNUAL, QUARTERLY AND MONTHLY REPORTS ON TIME

Annual Plan actions continued to be monitored through Council’s reporting system in preparation for end-of-Quarter 3 reporting to Council and the community.

NUMBER, TYPE, AND NET VALUE OF GRANTS SOUGHT AND WON

The \$1 million Tasmanian Community Fund grant for establishment of a youth hub in Glenorchy was confirmed through execution of the grant deed during the quarter.

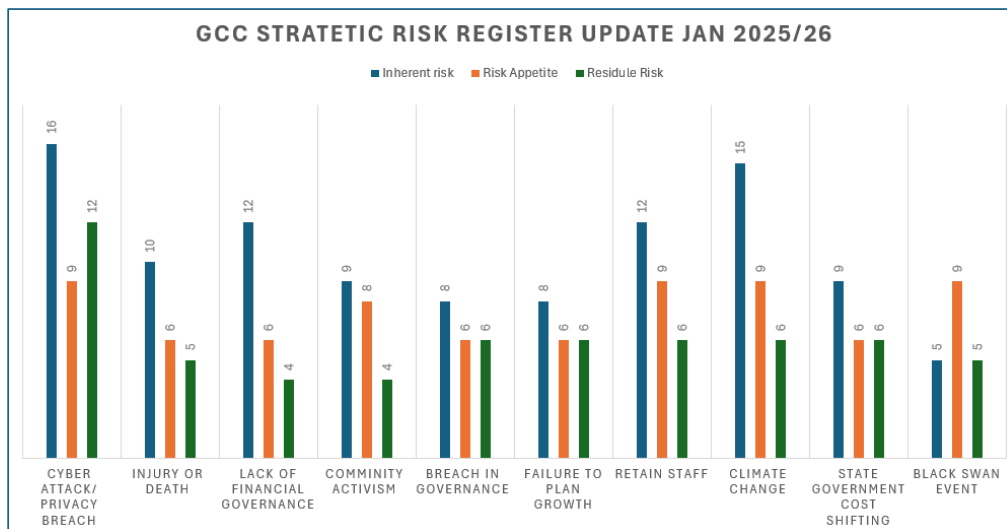
PERCENTAGE OF STRATEGIC RISKS WITHIN AGREED RISK APPETITE

The Strategic Risk Register has been presented to the Executive Leadership Team for review. A business-as-usual process for ongoing risk review with the Executive Leadership Team and managers will be implemented, supported by additional training and review reminders for departmental operational risk registers.

The clustered three-bar chart presents the results of the risk assurance mapping process for Council’s ten strategic risks. It shows the inherent risk, risk appetite and residual risk levels for each risk category.

Where the residual risk shows a downward trend from the inherent risk, or where residual risk aligns with the stated risk appetite, the risk is considered to be operating within the defined appetite.

One risk, “Failure of third-party and/or Council controls leading to Council being impacted by a cyber-attack or privacy breach,” remains outside the accepted appetite. While the residual risk remains above appetite, new controls are being implemented and are expected to reduce the risk level.



PERCENTAGE OF INTERNAL AUDIT RECOMMENDATIONS COMPLETED

Review of the Strategic Risk Register informed ongoing internal audit follow-up and integration into business-as-usual risk management processes.

NUMBER OF COUNCIL DOCUMENTS ADDED TO COUNCIL'S DOCUMENT MANAGEMENT SYSTEM

During the reporting period 23,334 documents were registered within the ECM Document Management System.

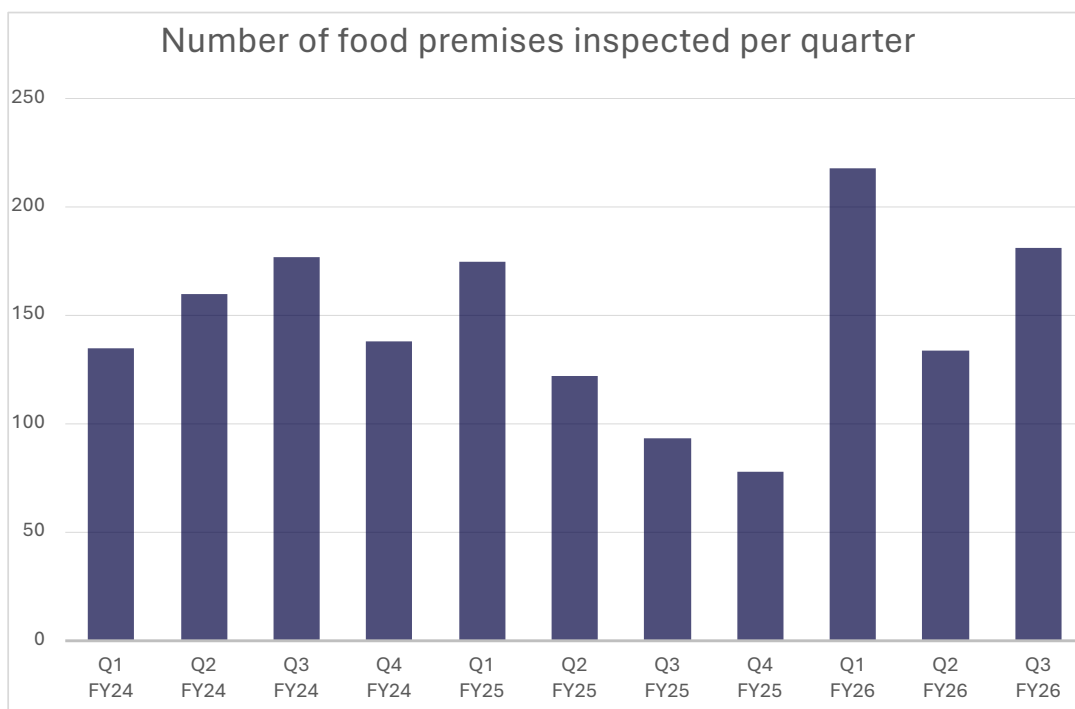
NUMBER OF PROPERTIES INSPECTED FOR FIRE RISK AND NUMBER OF ABATEMENT NOTICES ISSUED FOR FIRE RISK

During the reporting period, a total of 298 properties were inspected in relation to potential fire risk nuisances under the Local Government Act 1993. Of these, 94 properties were identified as requiring formal intervention, resulting in the issuance of Abatement Notices to reduce hazardous vegetation and fuel loads. In 8 cases where required works were not completed within the prescribed timeframe, Council engaged a contractor to undertake the works in accordance with the Act. Overall, activity levels remain consistent with seasonal expectations, with proactive inspections and enforcement supporting a reduction in fire risk across the municipality.

NUMBER OF FOOD PREMISES INSPECTED

181 food premises inspections (including re-inspections) were conducted in the quarter. The Environmental Health Services team also responded to at least 176 customer requests during the period.

During Quarter 3 one prohibition order was issued to a food business within the municipality to mitigate a serious danger to public health. The order will prohibit the business from using areas (i.e. office space) not suitable for food preparation or storage unless works are undertaken to ensure they are compliant with the National Construction Code, Tas Part I4 Food Premises.



NUMBER OF PARKING TICKETS ISSUED

Council officers completed 1,572 parking patrols over 137 staff days, issuing 1,592 infringements. Enforcement focused on the Glenorchy and Moonah CBDs, safety-related offences and customer requests.

NUMBER OF PATROLS CONDUCTED

Parking patrol activity during Quarter 3 remained consistent with operational priorities, supporting access, turnover and compliance across the municipality.

NUMBER OF DOGS REGISTERED

During Quarter 3, 285 dogs were registered with Council. 134 infringements were issued for non-compliance with the Dog Control Act 2000. Engagement and follow-up activities remain ongoing.

NUMBER OF INFRINGEMENTS ISSUED FOR NON-COMPLIANCE OF THE DOG CONTROL ACT 2000 AND COUNCIL'S ANIMAL MANAGEMENT BY-LAW

During the quarter, 134 infringements were issued, primarily for unregistered dogs. Compliance activity remains focused on education and enforcement.

COMPENSATION INCIDENT RATE BELOW 20 BENCHMARK

The March WHS Quarterly Report has not yet been finalised. Preliminary results identified few serious incidents, aside from one notifiable incident that remains under investigation. The Safety unit consulted with departments to support return-to-work arrangements and commenced a review of WHMS forms and procedures, with improvement milestones set for June 2026.

NUMBER OF STAFF PARTICIPATING IN TRAINING

Training activity increased during Quarter 3, with a strong focus on mandatory compliance. All staff completed required training, including the revised Code of Conduct and Child and Youth Safety course. Additional safety and skills-based training was delivered to support capability and compliance.

Training Delivered:

- WHS Due Diligence
- Before You Dig Australia (BYDA)
- AHCSSS00074 Agricultural Chemical Skill Set course
- MSMSS00017 - Use High Pressure Water Jetting Equipment Training
- AES: Spotter Training
- Working Safely at Heights
- UETDREL006 Work safely in the vicinity of live electrical apparatus as a non-electrical worker
- Medium Rigid Course; First Aid & CPR; Fire Warden and Chief Warden

Leadership Development Course/Training

- Certificate IV in Community Services
- Diploma in Leadership and Management (Boardroom Program)
- Certificate IV in Leadership and Management

In-House Training

Code of Conduct and Child and Youth Safety Course (Standards, Policy and Directive) for Work Centre Staff.

VALUING OUR ENVIRONMENT

We will value and enhance our natural and built environment. Our CBD areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.

PROGRESS OF ENVIRONMENTAL PROJECTS AND NUMBER OF WATER SAMPLES PROVIDED TO THE DERWENT ESTUARY PROGRAM

The Derwent Estuary sampling program commenced in the first week of December 2025 and concluded on 31 March 2026. Samples were collected at Windermere Beach (primary water contact) and Elwick Bay (environmental sample). Only two samples failed during the sampling period. Windermere Beach was resampled due to its primary contact classification, with follow-up results passing and no public health advisory required. The failed sample recorded on 24 March 2026 coincided with a major rain event.

During Quarter 3, three immunisation clinics were delivered, resulting in 40 appointments and 90 vaccines administered. Public clinics are currently fully booked through to June 2026.

Council staff undertook the majority of School-based Immunisation Program visits during Quarter 3, resulting in 498 children being vaccinated at Glenorchy City Council schools and Southern Midlands Council schools. The resource sharing agreement with Southern Midlands Council concluded in October 2025, with Council now providing immunisation services only for the School-based Immunisation Program.

During the quarter, Council entered into a new resource sharing agreement with Glamorgan Spring Bay Council to provide School-based Immunisation Program services. Delivery under this agreement will commence in the next quarter.

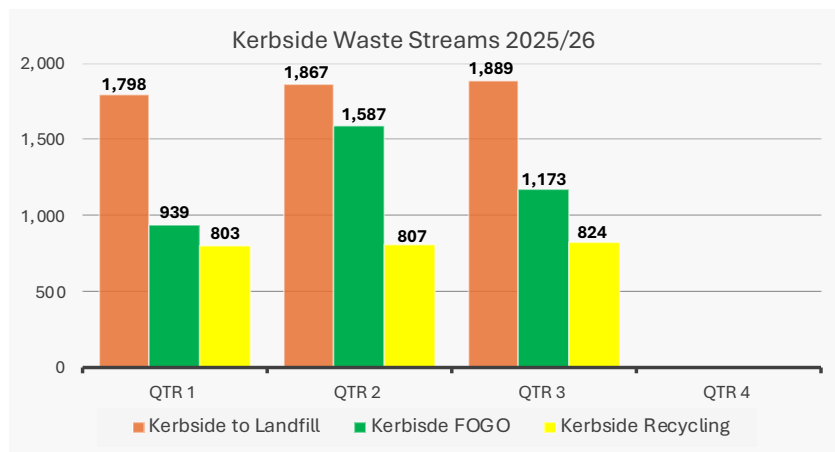
NUMBER OF NATURAL ENVIRONMENT ENGAGEMENT EVENTS

Council supported 38 care group events during Quarter 3.

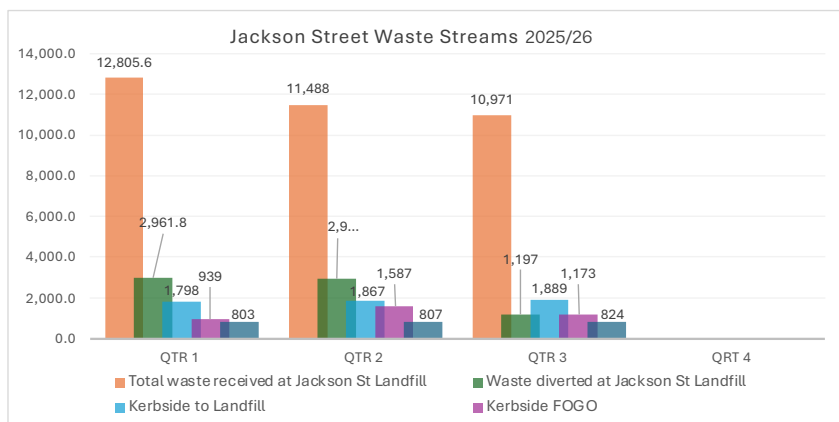
PROGRESS ON WASTE MANAGEMENT STRATEGY ACTIONS

The Waste Management Strategy has been endorsed and is available on Council’s website.

QUARTERLY KERBSIDE WASTE STREAMS



QUARTERLY JACKSON STREET WASTE STREAMS



ACTIONS PROGRESSED ON THE COUNCIL'S CLIMATE CHANGE MITIGATION ACTION PLAN

Works orders were issued for installation of an electric vehicle charger at the Work Centre, scheduled for Quarter 4, to support the transition of Council's fleet. A Grow It Local workshop was delivered with elected members, and Council will proceed with membership of the program. Investigations into solar power opportunities for additional Council buildings continued. Home Energy Audit Toolkits were redesigned, with updated information sheets prepared and equipment to be purchased in Quarter 4.

POIMENA RESERVE TOILET DELIVERED AS AN ACTION UNDER THE PUBLIC TOILET STRATEGY

Works were underway and on schedule.

PROGRESS ON PLAYGROUND UPGRADE AT APEX PARK LUTANA

Works were underway and progressing as planned.

PROJECT MILESTONES COMPLETED FOR ABBOTSFIELD PARK FOOTBALL GROUND

Works commenced in late March and were on schedule.

PERCENTAGE OF CAPITAL WORKS PROGRAM DELIVERED- RECURRENT AND MAJOR WORKS

Council's recurrent (normal) Capital Works Program has an approved annual budget of \$24.99 million (excluding major grant funded projects).

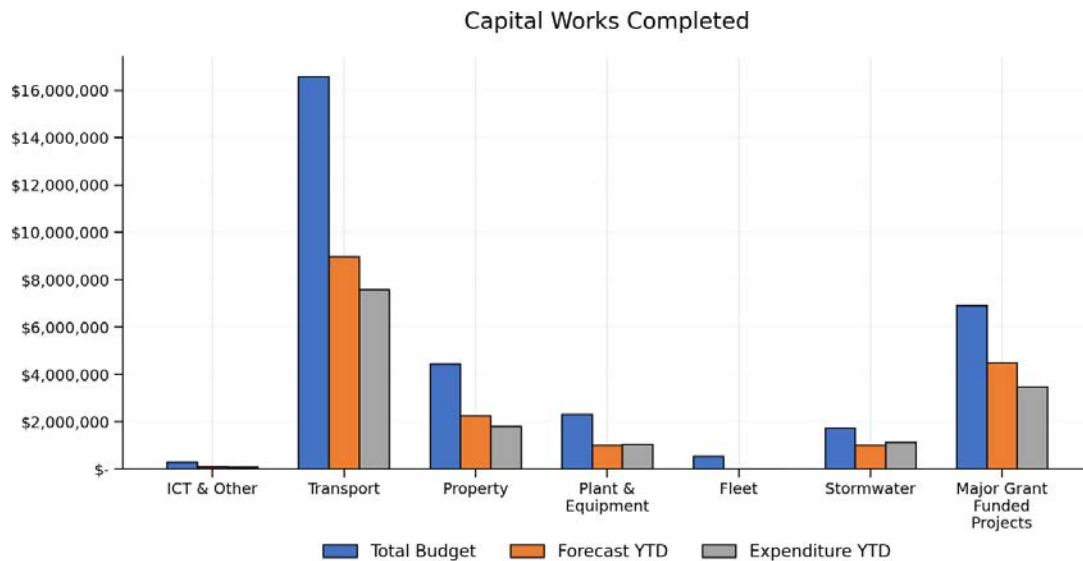
At the end of Quarter 3, the program's full-year forecast is \$25.06 million, representing a forecast delivery of 100.3% of the approved budget. The program remains on track to be substantially delivered, with minor forecast pressure continuing to be actively managed within the program.

Council's major grant funded Capital Works Program has an approved annual budget of \$6.91 million.

The full-year forecast is \$6.97 million, representing a forecast delivery of 100.9% of the approved budget. The forecast reflects the scale and timing of major works, particularly the Glenorchy War Memorial Pool project, and is subject to ongoing financial and delivery monitoring.

Overall, the combined recurrent and major capital works program is forecast to deliver at approximately 100.4% of budget for the 2025/26 financial year, based on current information at Quarter 3.

As expected at this stage of the year, a significant proportion of physical delivery and expenditure is forecast to occur in the final quarter, as works are completed and final claims processed.



NUMBER OF IMPROVEMENT PLAN ACTIONS DELIVERED FROM COUNCIL'S STRATEGIC ASSET MANAGEMENT PLAN

Progress was limited compared with Quarter 2 due to priorities associated with the Enterprise Asset Management implementation and the approaching end-of-financial-year deadline.

REPAIR AND REOPEN THE GLENORCHY WAR MEMORIAL POOL PROJECT MILESTONES COMPLETE

Works continued to progress well and remained on schedule for completion within the financial year. Changeroom refurbishment works were nearing completion, the accessible pool entry ramp was complete, and the "Changing Places" pod was scheduled for delivery and installation. A new main switchboard was installed, with works continuing on pool drainage, sealing and plant room upgrades.

ALTERNATIVE TRANSPORT PROJECTS COMPLETED

Works remained on track for completion by the end of the financial year. Potential cost escalation continues to be monitored due to volatility in bitumen and fuel pricing.

NUMBER OF FEDERAL GOVERNMENT FUNDED BLACK SPOT PROJECTS DELIVERED

The remaining two Black Spot projects, including high-friction sealing at Fourth Avenue and anti-hooning surface treatment in Sunmont Street, are on track for completion in Quarter 4. Potential cost escalation remains subject to fuel and bitumen pricing fluctuations.

NUMBER OF VULNERABLE ROAD USERS PROJECTS DELIVERED

Procurement works were finalised for the Bilton Street project, with delivery progressing and completion forecast for Quarter 4.



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GCC Annual Plan Measures 2025/26 - Progress													
Community Goals	Objectives	Strategies	Actions	Lead	Responsible Officer	Outcomes	Deliverables	Measure	Reporting	Q1 Per cent Complete	Q2 Per cent Complete	Q3 Per cent Complete	Q4 Per cent Complete
Making lives better	We deliver services to meet our community's needs	Deliver services to our community at defined service levels.	1.1.1.1 Implement the Moonah Arts Centre Business Plan	Community and Corporate Services	Manager Community	Services delivered meet community needs	Services delivered by council	Percentage of direct Council operational expenditure on priority community services community development and wellbeing programs	Quarterly reporting	25%	50%	75%	
Making lives better	We deliver services to meet our community's needs	Deliver services to our community at defined service levels.	1.1.1.2 Provide quality, sustainable, compliant childcare services	Community and Corporate Services	Manager Community	Services delivered meet community needs	Services delivered by council	Percentage of direct Council operational expenditure on priority community services community development and wellbeing programs	Quarterly reporting	25%	50%	75%	
Making lives better	We deliver services to meet our community's needs	In partnership with others, advocate for and facilitate a welcoming, inclusive, healthy and learning community.	1.1.2.1 Coordinate grant funded community activities and services	Community and Corporate Services	Manager Community	Services delivered meet community needs	Services delivered with partners	Number and type of grant funded services and number of community members receiving services through Council partners	Quarterly reporting	25%	50%	75%	
Making lives better	We deliver services to meet our community's needs	We champion greater opportunities for our community.	1.2.1.1 Advocate for key community priorities	Executive Office	Manager Stakeholder and Executive	Advocacy undertaken	Amount of advocacy undertaken on community priorities	Amount of advocacy undertaken on community priorities	Quarterly reporting	25%	50%	75%	
Making lives better	We champion greater opportunities for our community.	Work with others to improve access to housing and transport choices for our community.	1.2.2.1 Support increased housing supply in the City through land release, proactive planning and advocacy	Infrastructure & Development	Manager Development	Work with others to improve access to housing for our community	Support increased housing supply	Council land released for housing development and social housing projects (number of lots) Status of the NSTC project	Quarterly reporting	25%	50%	75%	
Building image and pride	We work for a safe and clean city	Work proactively with other governments, service providers and the community to improve public safety in our City.	2.1.1.1 Deliver programs to improve opportunities for our young people	Community and Corporate Services	Manager Community	A safe and clean city	Youth engagement Improved public safety	Number of youth employment, training and referrals Number of programs developed and run Number and variety of partner organisations	Quarterly reporting	25%	50%	75%	
Building image and pride	We work for a safe and clean city	Work proactively with other governments, service providers and the community to improve public safety in our City.	2.1.1.2 Seek funding and develop project plan for a Glenorchy Youth Hub	Community and Corporate Services	Manager Community	A safe and clean city	Youth engagement Improved public safety	Number of funding bids made Progress on development of project plan	Quarterly reporting	25%	50%	75%	
Building image and pride	We work for a safe and clean city	Work proactively with other governments, service providers and the community to improve public safety in our City.	2.1.1.3 Develop and implement an engagement plan to hear the voices of harder to reach community members.	Executive Office	Manager Stakeholder and Executive	A safe and clean city	Youth engagement Improved public safety	Progress on development and implementation of engagement plan Number and type of engagement events	Quarterly reporting	25%	50%	80%	
Building image and pride	We work for a safe and clean city	Work proactively with other governments, service providers and the community to improve public safety in our City.	2.1.1.4 Partner with government and community organisations to deliver programs that improve community safety and inclusion	Community and Corporate Services	Manager Community	A safe and clean city	Youth engagement Improved public safety	Number of programs developed and run in partnership with government and community organisations that improve community safety and inclusion	Quarterly reporting	25%	50%	75%	

Building image and pride	We work for a safe and clean city	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.	2.1.2.1 Implement the upgraded city cleansing program including targeted graffiti management	Infrastructure and Development	Manager Works	A safe and clean city	Community Infrastructure in functional, safe, and clean	Frequency of principal activity centre cleaning activities and municipal street sweeping	Quarterly reporting	25%	50%	75%	
Building image and pride	We work for a safe and clean city	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.	2.1.2.2 Maintain the City's infrastructure within defined service levels so that it is in good condition for our community	Infrastructure and Development	Manager Works	A safe and clean city	Community Infrastructure in functional, safe, and clean	Number of completed maintenance activities (service requests) for different asset classes: - roads - Parks and recreation - footpaths - stormwater - building	Quarterly reporting	25%	50%	75%	
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Encourage creative expression and participation in our community.	2.2.1.1 Plan, promote, and present an annual	Community and Corporate Services	Manager Community	A proud city with increased sense of belonging	Create expression in our community A welcoming and connected community	Visitation at the Moonah Arts Centre Attendance at other Council-run events	Quarterly reporting	25%	50%	75%	
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.	2.2.2.1 Continue to deliver the Reconciliation Action Plan to strengthen relationships with and opportunities for Aboriginal and Torres Strait Islander peoples including staff and community cultural safety.	Community and Corporate Services	Manager Community	A proud city with increased sense of belonging	A welcoming and connected community	Progress on Reflect Reconciliation Action Plan delivery	Quarterly reporting	25%	50%	75%	
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.	2.2.3.1 Plan and support the delivery of civic events and awards programs	Executive Office	Manager Stakeholder and Executive	Positive relationships and interactions	A welcoming and connected community	Overall estimated attendance at civic events	Quarterly reporting	25%	50%	75%	
Open for Business	We value our community by delivering positive experiences	Build and maintain relationships with government and the private sector that creates job opportunities and help our City to prosper.	3.1.1.1 Review of the Glenorchy Economic Development Strategy	Executive Office	Manager Stakeholder and Executive	Positive relationships and interactions	Connection to local Business and industry	Glenorchy Economic Development Strategy review progress	Quarterly reporting	50%	65%	80%	
Open for Business	We value our community by delivering positive experiences	Work constructively with the development sector and the community to enable acceptable development opportunities.	3.1.2.1 Assess planning permit applications against the Tasmanian Planning Scheme, working constructively with parties through the process	Infrastructure and Development	Manager Development	Positive relationships and interactions	High standard of customer service	Number of applications determined within statutory timeframes	Quarterly reporting	25%	50%	75%	
Open for Business	We value our community by delivering positive experiences	Work constructively with the development sector and the community to enable acceptable development opportunities.	3.1.2.2 Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process	Infrastructure and Development	Manager Development	Positive relationships and interactions	High standard of customer service	Number of applications determined within statutory timeframes Number of new residential lots created Number of dwelling completions	Quarterly reporting	25%	50%	75%	

Open for Business	We value our community by delivering positive experiences	Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.	3.1.3.1. Provide a high standard of customer service by meeting or exceeding service levels in our Customer Service Charter	Community and Corporate Services	Chief Financial Officer	High standard of customer service High standard of customer service	High standard of customer service	CSAT Score (>75%) Percentage of calls answered within 60 seconds (>80%) Percentage of front counter visits completed within 5 minutes Percentage of call back requests completed within Service Level Agreement Percentage of complaints completed within Service Level Agreement	Quarterly reporting	25%	50%	75%	
Open for Business	We value our community by delivering positive experiences	Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.	3.1.3.2. Review the Glenorchy Customer Service Strategy	Community and Corporate Services	Chief Financial Officer	High standard of customer service High standard of customer service	High standard of customer service	Progress of Glenorchy Customer Service Strategy Review	Quarterly reporting	25%	50%	75%	
Open for Business	We value our community by delivering positive experiences	Maintain a progressive approach that encourages investment and jobs.	3.2.1.1 Operate the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs	Executive Office	Manager Stakeholder and Executive	Well- managed growth encouraged	Investment in job creation	Number of job placements through the Glenorchy job Hubs by type (casual, permanent etc.)	Quarterly reporting Monthly reporting to the Jobs Hub Steering Committee and Jobs Tasmania (Grantor)	25%	50%	75%	
Open for Business	We encourage responsible growth for our City	Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.	3.2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth	Infrastructure and Development	Manager Development	Well- managed growth encouraged	Future growth planned for	Progress of Council led amendments Number of rezoning amendments prepared to increase capacity for housing	Quarterly reporting	25%	50%	75%	
Open for Business	We encourage responsible growth for our City	Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.	3.2.2.2 Implement the Glenorchy Parking Strategy 2017/2027 to include the development of parking plans and cash-in-lieu of car parking policy	Infrastructure and Development	Manager Development	Well- managed growth encouraged	Future growth planned for	Number of actions implemented from the Glenorchy Parking Strategy	Quarterly reporting	75%	100%	Complete	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Listen to our community to understand their needs and priorities.	4.1.1.1 Actively listen to and include community feedback in our decision-making	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Engagement with the community using the Community Engagement Framework	Number and type of community engagements completed Number of community feedback insights shared across council	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Listen to our community to understand their needs and priorities.	4.1.1.2 Assist people in financial hardship by reviewing applications in a timely and sensitive manner	Community and Corporate Services	Chief Financial Officer	Leadership in the community's best interests	Good decision-making	Applications are processed in accordance with the policy	Quarterly reporting	25%	50%	75%	

Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Communicate effectively with our community & stakeholders about what Council is doing.	4.1.2.1 Keep the community up to date about what Council is doing and the decisions that are being made	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Engagement with the community using the Community Engagement Framework	Number and type of communications with community, including social media and website analytics	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Champion and work together to address our community's needs and priorities.	4.1.3.1 Advocate for the reduction of harm caused to our community by gaming machines in our City and seek opportunities to support Council's Statement of Commitment on Gambling including contributing to State Government policy development.	Community and Corporate Services	Manager Community	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies on the topic of Gambling machine harm reduction	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Champion and work together to address our community's needs and priorities.	4.1.3.2 Seek opportunities to support Council's Statement of Commitment on Housing including contributing to State Government policy development.	Community and Corporate Services	Manager Community	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies on the topic of housing	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Make informed decisions that are open and transparent and in the best interests of our community.	4.1.4.1 Ensure high quality Officer Council reports, agendas and minutes to assist Elected Member decision-making	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Good decision-making	Percentage of Council decisions made in open meetings Percentage of Council meeting agendas and minutes within statutory timeframes	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes.	4.1.5.1 Participate in interCouncil and intergovernmental committees, groups, and associations to advocate for the interests of the Glenorchy and wider southern Tasmanian community.	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Effective management of assets, resources, compliance, risk and WHS.	4.1.6.1 Implement the Bushfire Mitigation program to manage the risk of bushfire.	Infrastructure and Development	Manager Works	Leadership in the community's best interests	Prepared for emergency events	Complete fuel reduction burns Metres of fire tracks maintained Number and type cross organisational collaborations	Quarterly reporting	25%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Manage the city's assets responsibly for the long-term benefit and growth of the community.	4.2.1.1 Maintain and upgrade stormwater infrastructure with priority on reducing flood risk	Infrastructure and Development	Manager Assets, Engineering, and Design	Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Number of Actions delivered from the Stormwater System Management Plan	Quarterly reporting	33%	50%	75%	
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Manage the city's assets responsibly for the long-term benefit and growth of the community.	4.2.1.2 Manage the city's property, parks and recreation facilities for the long term benefit of the community through effective asset management	Environmental Services	Manager Property, Environment, and Waste	Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Percentage of recurrent capital work program delivered against asset management plans	Quarterly reporting	25%	50%	75%	

Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.1 Produce and monitor the Annual Budget in line with the long term financial management plan	Community and Corporate Services	Chief Financial Officer	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually Cash cover ratio in months	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.2 Prepare Council's Annual Plan and monitor the progress of actions	Executive Office	Manager Stakeholder and Executive	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.3 Actively pursue external grant funding to support and deliver on strategic priority projects included in Council's Priority Projects Prospectus	Executive Office	Manager Stakeholder and Executive	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Number, type, and net value of grants sought and won	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.1 Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports	Community and Corporate Services	Manager Governance and Risk	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Percentage of strategic risks within agreed risk appetite Percentage of internal audit recommendations completed	Quarterly reporting	25%	75%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.2 Manage Council's information assets within statutory requirements	Community and Corporate Services	Chief Financial Officer	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of Council documents added to Council's document management system	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.3 Undertake property inspections to address possible fire abatement risks	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of properties inspected for fire risk. Number of abatement notices issued for fire risk.	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.4 Assist businesses to comply with public health requirements	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of food premises inspected.	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.5 Manage compliance with parking regulations	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of parking tickets issued. Number of patrols conducted.	Quarterly reporting	25%	50%	75%	

Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.6 Assist residents to comply with animal management requirements	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of dogs registered. Number of infringements issued for non-compliance of the Dog Control Act 2000 and Council's Animal Management By-Law	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.1 Support staff to deliver services in a safe workplace through the Work Health and Safety Framework	Community and Corporate Services	Manager Governance and Risk	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Compensation incident rate below 20 benchmark Number of WHS incident actions outstanding	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.2 Support staff to continuously improve service delivery by implementing the Workforce Development Framework 2023-2026	Community and Corporate Services	Manager People & Culture	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Number of staff participating in training	Quarterly reporting	25%	50%	75%	
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.3 Deliver Council's core technology project upgrade to enhance customer and user experience and productivity	Community and Corporate Services	Chief Information Officer	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Project milestone completed	Quarterly reporting (resumed)	(currently suspended)	(currently suspended)	75% (resumed)	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Identify and protect our natural values and special places including Wellington Park and River Derwent foreshore.	5.1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring, reporting, and participating in environmental projects.	Environmental Services	Manager City Compliance	Natural environment protected	Increased access to natural areas	Number of water samples provided to the Derwent Estuary Program Progress of environmental projects	Quarterly reporting	25%	50%	75%	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Encourage access to and appreciation of natural areas.	5.1.2.1 Support stewardship of our natural environment through education programs and volunteer events in natural reserves	Environmental Services	Manager Property, Environment, and Waste	Natural environment protected	Increased access to natural areas	Number of natural environment engagement events	Quarterly reporting	25%	50%	75%	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Manage waste responsibility and innovate to reduce waste to landfill.	5.1.3.1 Implement the Waste Management Strategy to reduce waste to landfill and identify preferred waste management arrangements beyond the life of the landfill	Environmental Services	Manager Property, Environment, and Waste	Natural environment protected	Responsible waste management	Percentage of waste diverted from landfill. Progress on actions.	Quarterly reporting	25%	50%	75%	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a change climate.	5.1.4.1 Implement and report on the climate change mitigation and adaptation action plans	Environmental Services	Manager Property, Environment, and Waste	Natural environment protected	Reduced carbon emissions and adaptation to climate change	Council's Climate Change Mitigation Action Plan - actions progressed.	Quarterly reporting	25%	50%	75%	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together.	5.2.1.1 Implement and update the Public Toilet Strategy	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Poimena Reserve Toilet delivered as an action under the Public Toilet Strategy	Quarterly reporting	25%	50%	75%	

Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together.	5.2.1.2 Progress Council's Playground Strategy and complete the Playground upgrade at Apex Park Lutana	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Playgroup upgrade complete	Quarterly reporting	25%	50%	75%	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together.	5.2.1.3 Complete Abbotsfield Park Football Ground upgrades to wickets and lighting	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Project milestones complete	Quarterly reporting	25%	50%	75%	
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Make our city more liveable by investing in our City's infrastructure.	5.2.2.1 Deliver the capital works program to renew and upgrade Council infrastructure	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Percentage of Capital Works Program delivered- recurrent and major works	Quarterly reporting	25%	50%	75%	
		Make our city more liveable by investing in our City's infrastructure.	5.2.2.2 Deliver Council's Strategic Asset Management Plan	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Number of Improvement Plan actions delivered from Council's Strategic Asset Management Plan	Quarterly reporting	25%	50%	75%	
Valuing our environment	We responsibly manage our community's resources to deliver what matters most	Make our city more liveable by investing in our City's infrastructure.	5.2.2.3 Repair and reopen the Glenorchy War Memorial Pool	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Project milestones complete	Quarterly reporting	25%	50%	75%	
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community.	5.2.3.1 Provide road network infrastructure that supports alternative transport modes and meets the needs of the community	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Alternative transport projects completed	Quarterly reporting	25%	50%	75%	
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community.	5.2.3.2 Review Urban Road Network to prioritise blackspot funding addressing identified safety issues	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Number of federal Government Funded Black Spot projects delivered	Quarterly reporting	25%	50%	75%	

Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community.	5.2.3.3 Provide a network of shared paths, footpaths and trails that is safe and provides access to people of all abilities	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Number of Vulnerable Road Users projects delivered	Quarterly reporting	25%	50%	75%	
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11.3 CAPITAL WORKS STATUS REPORT Q3

Author: Director Infrastructure and Development (Patrick Marshall)
Qualified Person: Chief Executive Officer (Emilio Reale)
File Reference: Capital Works Program

Executive Summary

This report provides Council with a progress update on the 2025/26 Capital Works Program as at 31 March 2026.

Council has expended \$16.46 million, representing 52 per cent of the annual capital budget, reflecting steady delivery across transport, stormwater, property, plant and community infrastructure programs. Key projects continue to progress in line with expectations, supported by stable contractor availability and sound governance arrangements.

Delivery during the quarter has occurred in a more volatile construction market, with sharp increases in fuel costs and uncertainty in the pricing and supply of petroleum based materials, including bitumen. These pressures are particularly relevant to road and civil works. Council continues to actively manage these risks through procurement, contract management and financial controls, with cost escalation remaining a key consideration in forward planning.

Significant works completed or advanced include extensive road resealing and footpath renewals, stormwater upgrades at several locations, and major reconstruction works at Renfrew Circle, now approximately 80 per cent complete. Community infrastructure projects continue to progress, including completion of the Apex Park play space and advancement of the Tolosa Park Lagoon Boardwalk.

Major grant-funded projects are currently underspent due to delays in the Federal Government finalising grant deeds, with expenditure expected to shift into future financial years. The Glenorchy War Memorial Pool Reopening Repairs project remains a priority, with works approximately 69 per cent complete.

While the recurrent capital program is currently tracking slightly behind budget, expenditure is expected to accelerate over the final quarter as scheduled works progress. The program is forecast to finish the financial year close to budget, with the Infrastructure Management Group (IMG) continuing to actively manage expenditure to ensure delivery of the overall capital program within approved financial limits.

Overall, Council remains well positioned to deliver a substantial and well-governed capital works program that maintains essential assets, enhances community infrastructure and supports the long-term liveability and growth of Glenorchy.

Recommendation

That Council:

1. RECEIVE AND NOTE the Capital Works Status Report as of 31 March 2026.
2. APPROVE the proposed capital works budget adjustments detailed in this report:

Program	Project Number	Project Name	Budget	Estimate	Variation	Comment
Property	102528	Tolosa Park Fence & Path Upgrades	\$0	\$65,740	\$65,740	IMG Approved 29/1/2026
Property	102508	Landfill Resource Recovery Shed & Upgrades	\$0	\$150,000	\$150,000	IMG Approved 26/2/2026
Property	102540	Landfill Weighbridge Replacement	\$0	\$100,000	\$100,000	IMG Approved 26/2/2026
Property	102522	Youth Hub Fitout / Development	\$0	\$200,000	\$200,000	IMG Approved 26/2/2026
Property	102551	Berriedale Bowls Club - Perimeter Fencing	\$0	\$60,000	\$60,000	IMG Approved 11/3/2026
Property	102552	Tolosa Waterline Renewals	\$0	\$100,000	\$100,000	IMG Approved 11/3/2026
Property	102553	Tolosa Chain Mesh Fence - Tolosa St Boundary	\$0	\$120,000	\$120,000	IMG Approved 11/3/2026
Property	102554	Switchboard Repairs and Replacement	\$0	\$20,000	\$20,000	DES Approved 12/3/2026
Property		Heritage conservation and remedial works to Chigwell Barn	\$0	\$18,500	\$18,500	IMG Approved 26/3/2026
Property		CCTV Upgrades in CBD	\$0	\$18,956	\$18,956	IMG Approved 26/3/2026
Property	102410	Moonah Arts Centre - HVAC	\$35,000	\$60,000	\$25,000	IMG Approved 26/3/2026

Community Plan Reference	<p>Making Lives Better We deliver services to meet our community's needs.</p> <p>Valuing Our Environment We improve the quality of our urban and rural areas as places to live, work and play.</p> <p>Investment in infrastructure to achieve our community's vision.</p>
Strategic Plan Reference	<p>Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.</p> <p>Deliver services to our community at defined levels. Make our City more liveable by providing and upgrading public places and facilities for people to come together.</p> <p>Make our City more liveable by investing in our City's infrastructure.</p> <p>Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.</p> <p>Manage the City's assets responsibly for the long-term benefit and growth of our community.</p>
Consultation/Engagement	<p>Consultation has been undertaken with:</p> <ul style="list-style-type: none"> • Chief Executive Officer • Executive Leadership Team • Managers and Coordinators within the relevant Departments • External agencies such as TasWater, TasNetworks, Community Sport and Recreation and numerous sporting clubs. <p>Community consultation is undertaken on specific projects as required. There are several projects included in this report where specific community engagements have been undertaken to determine the final outcomes to be achieved.</p>
Resources	<p>The delivery of the capital works program (including project management of outsourced works) is managed within Council's existing resources.</p>
Risk/Legal/Legislative/Reputational	<p>Council plans and delivers a suitable capital works program to ensure that its assets are able to service the needs of the community. Council's reputation and the community's amenity would suffer if assets and service levels are not maintained at necessary standards. The consequence of inadequate</p>

	maintenance and upgrade of capital assets would be increased costs in the future.
25/26 Budget Allocation	Not applicable
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	<p>It is important to note that for every new asset created by Council there will be additional, ongoing operational costs. New assets should therefore be treated as a new service to the community which incurs additional cost.</p> <p>On current estimates and experience, the cost of new assets to Council's ongoing operational budget over the life if the asset is around 2.5% of the capital cost for maintenance and 2.5% for depreciation. Budgets are allocated to keep new assets in a good state of repair and renewed when they reach the end of their useful life.</p> <p>Delivery of a capital works program is essential to ensure that Council is financially sustainable, and that Council's assets are being renewed, maintained, and developed to meet the current and future needs of the Glenorchy community. Failing to maintain and renew assets can lead to environmental impacts and assets not delivering the required level of service to the community.</p>
Other Funding Sources	Not applicable

Proposal in Detail

1. The delivery of the capital works program directly supports Council's Community Plan objectives of making lives better, valuing the environment and investing in infrastructure to achieve the community's vision. The program also aligns with Council's Strategic Plan by maintaining and upgrading roads, footpaths, parks, stormwater systems and buildings, improving public spaces, and responsibly managing Council's asset base for the long-term benefit of the community.
2. Council remains committed to delivering high value infrastructure projects that enhance community wellbeing, promote sustainable development, and ensure

responsible asset management. This report outlines key achievements in the capital program, addresses budget adjustments, and details the status of major projects, underscoring Council's commitment to transparency and accountability.

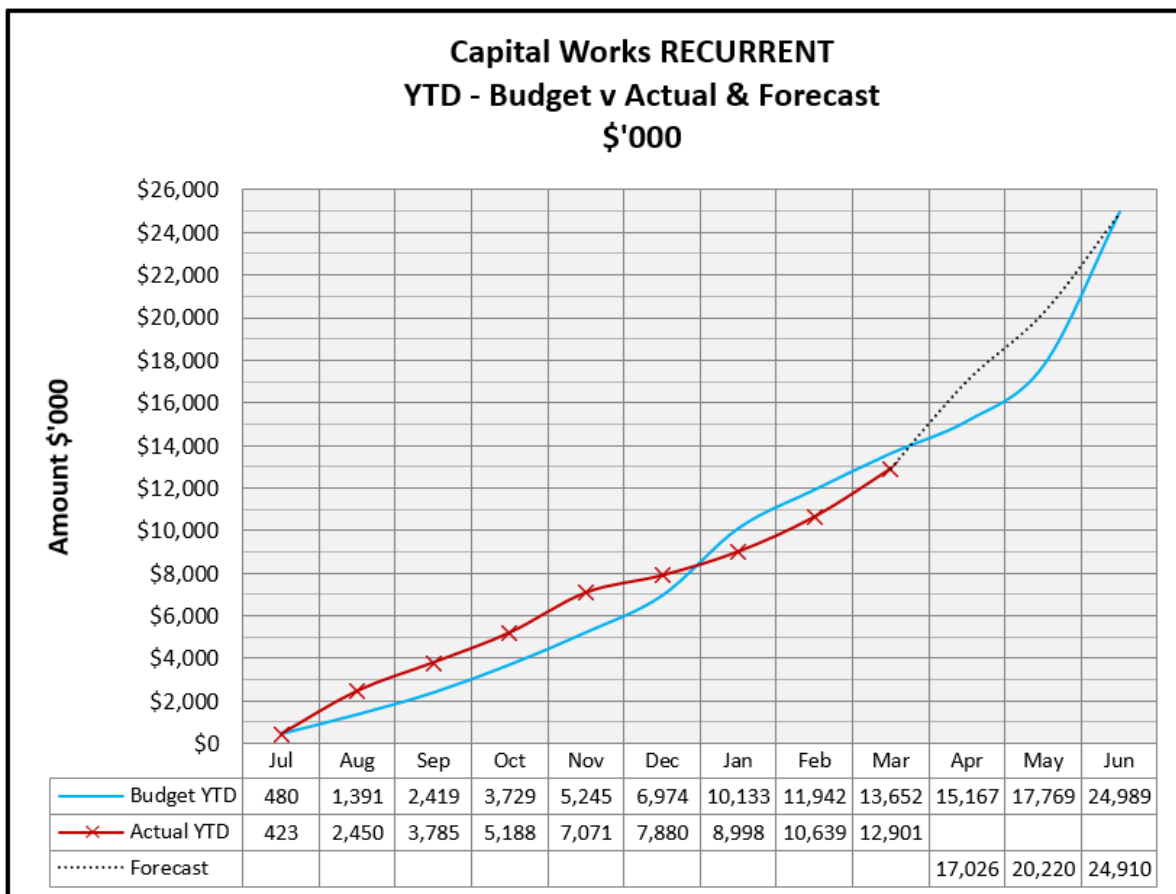
Program Context and Market Conditions

3. Council continues to deliver its capital works program within a construction and infrastructure market that is experiencing renewed volatility. While general supply-chain conditions have stabilised compared to the immediate post-COVID period, recent global disruptions have led to sharp increases in fuel costs and uncertainty in the supply and pricing of petroleum based construction materials, including bitumen, plastics, pipe products and earth moving/transport related tasks. These factors are particularly relevant to roadworks and civil infrastructure projects with high reliance on diesel and asphalt products.
4. The escalation in fuel prices during the quarter has increased construction input costs and, in some cases, placed pressure on contractor pricing and delivery timeframes. Industry bodies have warned of material price increases and the potential for short-term supply constraints, particularly for bitumen, where price increases in excess of 50 per cent have been flagged nationally. Council is continuing to closely monitor contract performance, market responses and supplier availability to manage delivery risks across the program
5. Notwithstanding these pressures, contractor availability remains relatively stable, and tender participation for Council projects has generally remained sound. However, cost escalation remains a material consideration for forward planning. Independent industry forecasts continue to indicate construction cost increases in the order of approximately 5 per cent for building works and around 6 per cent for civil and infrastructure projects over the medium term, with fuel and energy-related inputs now a more significant driver of risk than in previous quarters. These trends are actively monitored by the Infrastructure Management Group (IMG) to inform project scoping, timing and budget management decisions.

Financial Performance and Budget Adjustments

6. As of 31 March 2026, total capital expenditure of \$16.46 million reflects a balanced delivery profile across programs. Transport projects have progressed steadily, while stormwater, property and plant and equipment programs are tracking well against expectations. Major grant-funded projects are currently below forecast expenditure due to delays in the Federal Government's finalisation of grant deeds, particularly for the Humphreys Rivulet Rehabilitation and the International Food Garden. Expenditure on these projects is expected to shift into next financial year once funding agreements are finalised.
7. The recurrent capital program is being carefully monitored, with budget variations managed through approved internal processes. Where expenditure exceeds original allocations, this is largely attributable to extended scopes, improved levels of service, or updated cost estimates, and is intended to be balanced through savings elsewhere in the capital program year to date (YTD) Expenditure.

- 8. As at the end of March 2026, the recurrent capital works program is reporting actual expenditure slightly behind budget. In light of current market conditions and the scheduling of works, the rate of expenditure is expected to increase over the final quarter, with the program forecast to finish the financial year close to budget.

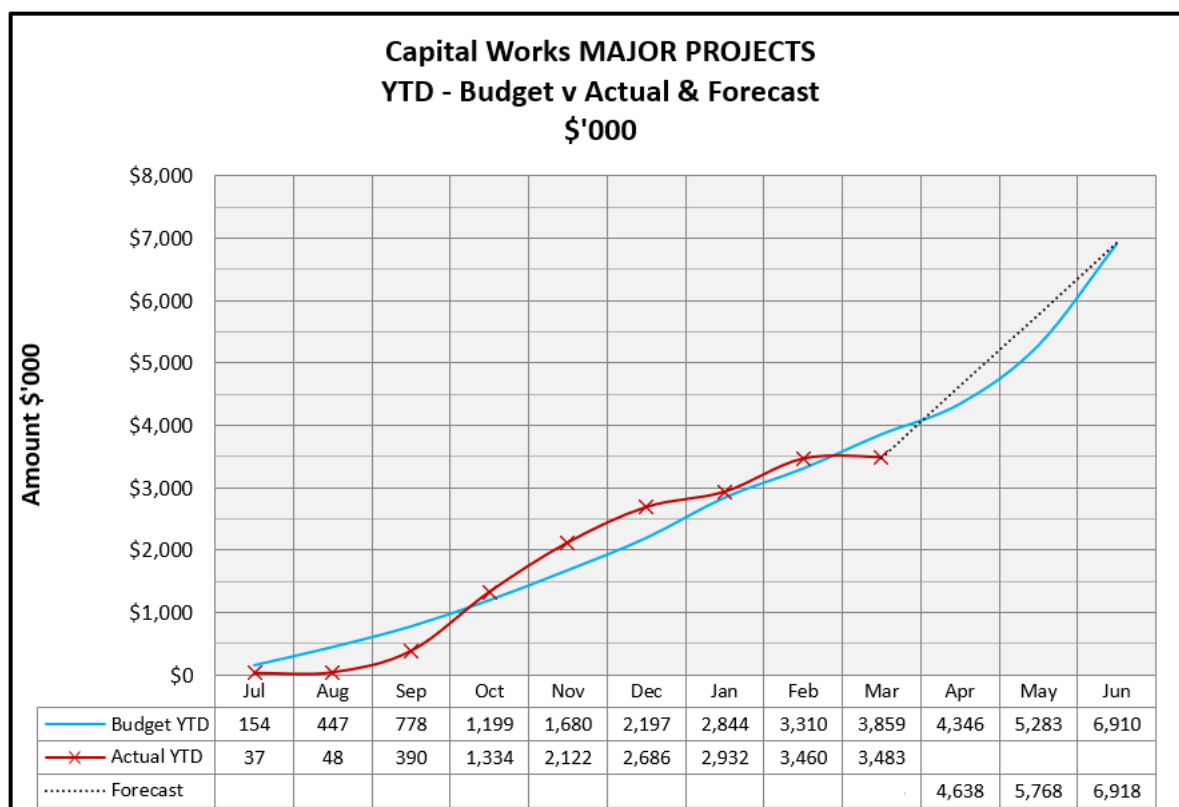


- 9. The expenditure per program is shown in the table below:

Program	Total Budget	Expenditure YTD	vs Budget
ICT & Other	\$ 293,980	\$ 78,668	27%
Transport	\$ 16,583,546	\$ 8,585,389	52%
Property	\$ 4,440,123	\$ 2,050,912	46%
Plant & Equipment	\$ 2,308,312	\$ 1,034,483	45%
Fleet	\$ 535,000	\$ -	0%
Stormwater	\$ 1,722,200	\$ 1,213,796	70%
Major Grant Funded Projects	\$ 6,909,652	\$ 3,492,076	51%
Total	\$ 31,898,565	\$ 16,455,324	52%

- 10. Expenditure on major and grant-funded projects is currently tracking below budget, primarily due to delays in the Humphreys Rivulet Rehabilitation project resulting from the Federal Government’s grant deeds not yet being finalised. As a result, the majority of funding for this project is now expected to be expended across the 2026/27 and 2027/28 financial years.

11. Grant deeds have also not yet been received for the International Food Garden project, and accordingly, expenditure is now expected to commence in the 2026/27 financial year. These timing changes have been reflected in budget adjustments following the Q2 Capital Works Report.
12. Expenditure within this category is anticipated to increase during the final quarter as the Glenorchy War Memorial Pool project reaches key construction milestones and associated progress payments.



Account	Project	ANNUAL Budget	YTD Actual	ANNUAL Forecast
101250	Grant - North Chigwell Football and Community Facility	0	4,597	4,597
102176	Chambers Renovations and Accommodation - Stage 2	0	5,252	5,252
101536	Tolosa Park Dam Rehabilitation	0	178	178
102173	Landfill Lift	0	34,316	34,316
102231	Glenorchy Pool Reopening Repairs	6,500,000	3,308,579	6,571,648
102312	Glenorchy Pool Changing Places Facility	0	105,032	135,032
102489	Humphreys Rivulet Rehabilitation	104,620	10,605	104,620
102490	International Food Garden	0	0	0
102522	Youth Hub Fit Out	200,000	23,417	190,047
	Totals	6,909,652	3,492,076	7,045,789

Budget Adjustments

13. Adjustments are made during the year through the Infrastructure Management Group (IMG). Some budget variations are funded through grants and existing reserves, with no impact on Council's general funds.
14. The current Budget Adjustments for the December quarter are listed below:

Program	Project Number	Project Name	Budget	Estimate	Variation	Comment
Property	102528	Tolosa Park Fence & Path Upgrades	\$0	\$65,740	\$65,740	IMG Approved 29/1/2026
Property	102508	Landfill Resource Recovery Shed & Upgrades	\$0	\$150,000	\$150,000	IMG Approved 26/2/2026
Property	102540	Landfill Weighbridge Replacement	\$0	\$100,000	\$100,000	IMG Approved 26/2/2026
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Property	102553	Tolosa Chain Mesh Fence - Tolosa St Boundary	\$0	\$120,000	\$120,000	IMG Approved 11/3/2026
Property	102554	Switchboard Repairs and Replacement	\$0	\$20,000	\$20,000	DES Approved 12/3/2026
Property		Heritage conservation and remedial works to Chigwell Barn	\$0	\$18,500	\$18,500	IMG Approved 26/3/2026
Property		CCTV Upgrades in CBD	\$0	\$18,956	\$18,956	IMG Approved 26/3/2026
Property	102410	Moonah Arts Centre - HVAC	\$35,000	\$60,000	\$25,000	IMG Approved 26/3/2026

15. The current variations are showing an overspend of the recurrent Capital Works Program, however the program will continue to be monitored through the financial year with the aim of covering the additional expenditure from savings within the overall capital program and finishing the financial year within budget.

Key Project Progress

16. Significant progress has been achieved across the footpath renewal program during the quarter, contributing to improved pedestrian safety, accessibility and neighbourhood connectivity. Priority footpath works have now been completed along key residential corridors, including:
- Kilpa Street between Allunga Road and Junee Street (both sides)
 - Grove Road between Anfield Street and Penguin Drive
 - Grove Road between Roseville Place and Main Road

- Grove Road between Penguin Drive and Roseville Place (both sides)
 - Footpath upgrades have also been completed along the eastern side of Hamel Street between Gatehouse Street and the end of the road
17. The road resealing program has continued to deliver extensive improvements across the local road network, extending pavement life, improving ride quality and safeguarding Council's road assets. Completed resealing works include:
- Sections of Main Road between Johnston Street and Lampton Avenue, and between Pascoe Avenue and Box Hill Road
 - Cadbury Road between Box Hill Road and Bilton Street.
- Resealing has also been completed along
- Derwent Park Road (between O'Grady Avenue and Bowen Road)
 - Jackson Street
 - Devines Road
 - Brent Street
 - Kanella Avenue
 - Walker Street Katoomba Crescent loop
18. Major reconstruction works at Renfrew Circle continue to progress well and are now approximately 80 per cent complete. The project includes kerb and channel replacement, new footpaths, traffic calming treatments and drainage upgrades, and will deliver significant improvements to road safety, functionality and amenity within the local precinct.
19. A number of stormwater improvement projects were completed during the quarter, delivering improved drainage performance and reduced flood risk in several locations. These works include the Riverview Parade stormwater extension, roadside drainage upgrades along Richards Road and Kalang Avenue, the Stage 1 DN300 replacement within Chapel Street Reserve, and pipe repair and embankment rehabilitation works in Hamel Street.
20. Progress has also been made across several community infrastructure projects. Construction of the new play space at Apex Park has been completed and the facility is now open for community use.
21. Works have commenced on the Tolosa Park Lagoon Boardwalk, with the boardwalk structure installed and handrail construction underway.
22. The Windermere Walking Track upgrade is programmed to commence shortly and is scheduled for completion in June.
23. The Landfill Office Accommodation Project has also been completed.
24. Delivery of public amenities and recreational facilities continues, with works progressing on the new public toilets at Poimena Reserve, which are expected to be completed in May.

25. Lighting upgrades at Abbotsfield Park are nearing completion, while works to upgrade lighting at the AYC Netball Centre are scheduled to continue through May.
26. The Glenorchy War Memorial Pool Reopening Repairs project remains a key priority for Council and is progressing steadily, with works currently 69 per cent complete. This project is critical to enabling the safe reopening of the facility and includes substantial accessibility enhancements, including a compliant ramp into the main pool and delivery of a Changing Places facility.
27. Within the change room building, internal finishes, services, glazing, joinery and painting have largely been completed, with final roof sheeting works outstanding. Hydraulic and electrical installations are complete, and the Building Surveyor is undertaking inspections in preparation for a Certificate of Occupancy, with completion targeted for 24 April.
28. Pool structure works continue, with construction of the accessible ramp well advanced and base and first wall pours completed. Handrail shop drawings have been approved for fabrication, and preparation works to the pool base, including grinding and water-blasting, have been completed ahead of painting. Hydrostatic testing is pending final sign-off of temporary bund works.
29. Significant progress has also been achieved within the plant room and surrounding site works, including completion of floor screeding, installation of the sewer tank and rising main connection, replacement of the main switchboard, installation of mechanical ventilation, and completion of chemical bund spill tank excavation. Site works have included completion of grandstand stair works, installation of a new pool water heating system, maintenance works to the services tunnel, and installation of a new filtered water supply to the toddlers' pool.
30. Delivery of the Changing Places facility is underway, with the POD delivered on 7 April and service connections and accessible ramp construction currently in progress.

Resourcing and Asset Sustainability

31. The capital works program is delivered within Council's existing resourcing structure, including internal project management and external contractors where required. Council recognises that the creation of new or upgraded assets carries ongoing maintenance and depreciation costs, which are incorporated into long-term asset and financial planning.
32. The timely delivery of the capital works program is essential to maintaining service levels, managing long-term costs and protecting Council's reputation. Failure to adequately renew and upgrade assets would result in higher future costs, reduced service levels and potential environmental impacts.
33. Glenorchy City Council's capital works program delivers safe, reliable and accessible infrastructure that supports community wellbeing, protects long term asset value and provides value for money for ratepayers.

Conclusion

34. Council's 2025/26 Capital Works Program continues to progress and deliver tangible improvements across the City. While the program is being implemented in an environment of increased cost volatility, particularly associated with fuel prices and petroleum-based materials such as bitumen, any resulting budget and timing pressures are being actively managed through established governance, procurement and financial controls.
35. Council is maintaining a strong focus on project prioritisation, quality, safety and value for money, and remains well positioned to deliver its capital works commitments for the year. This approach supports the ongoing sustainability of Council's asset base, maintains a high asset sustainability ratio, and continues to underpin the liveability and growth of Glenorchy despite prevailing market challenges.

Attachments

Nil

11.4 NOTICES OF MOTION - QUESTIONS ON NOTICE / WITHOUT NOTICE

The meeting be closed to the public to allow discussion of matters that are described in Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2025*.

The meeting was closed to members of the public and the live stream was terminated at [TIME]

The Chair adjourned the meeting for a 5-minute recess.

12. CLOSED TO MEMBERS OF THE PUBLIC

The closed session commenced at [TIME]

12.1 CONFIRMATION OF MINUTES (CLOSED MEETING)

12.2 APPLICATIONS FOR LEAVE OF ABSENCE

12.3 AUDIT PANEL MINUTES

This item is to be considered at a Closed Meeting of Council by authority of the Local Government (Meeting Procedures) Regulations 2025, in accordance with the following reason(s):

15(2)(g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential)

12.4 ACQUISITION OF MICROSOFT 365 SOFTWARE

This item is to be considered at a Closed Meeting of Council by authority of the Local Government (Meeting Procedures) Regulations 2025, in accordance with the following reason(s):

15(2)(d) (Contracts and tenders, for the supply and purchase of goods and services and their terms, conditions, approval and renewal)

12.5 NOTICES OF MOTION - QUESTIONS ON NOTICE/ WITHOUT NOTICE