

# Launceston Central Area Development Strategy

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Study for Launceston City Council

DRAFT FOR PUBLIC REVIEW

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# Table of Contents

<b>1. INTRODUCTION.....</b>	<b>1</b>
1.1 PURPOSE AND PRINCIPAL OBJECTIVES.....	1
1.2 STUDY AREA.....	2
<b>2. SETTING AND CONTEXT .....</b>	<b>3</b>
2.1 FOUNDATION AND HISTORY OF THE CITY.....	3
2.2 THE STRUCTURE AND FUNCTION OF THE LAUNCESTON CENTRAL AREA.....	4
2.2.1 <i>Physical setting of the Launceston Central Area</i> .....	4
2.2.2 <i>Land Use Structure and Functional Analysis</i> .....	4
2.2.3 <i>Physical Environment Synthesis</i> .....	6
2.2.4 <i>Social and Cultural Synthesis</i> .....	8
2.2.5 <i>Circulation and Access Synthesis</i> .....	9
<b>3. LAUNCESTON CENTRAL AREA DEVELOPMENT STRATEGY PRINCIPAL ELEMENTS.....</b>	<b>12</b>
<b>4. THE CITY VISION .....</b>	<b>14</b>
<b>5. CITY CONTEXT STATEMENT .....</b>	<b>15</b>
5.1 COUNCIL LEADERSHIP AND COMMITMENT.....	15
5.2 COMMUNITY VALUES.....	15
5.3 HERITAGE AND SETTING.....	16
5.4 RESOURCES.....	16
5.5 CHALLENGES FOR THE LAUNCESTON CENTRAL AREA.....	18
<b>6. FUTURE DIRECTIONS.....</b>	<b>19</b>
<i>Governance</i> .....	19
<i>Livable City</i> .....	19
<i>Business &amp; Employment</i> .....	20
<i>Young People</i> .....	20
<i>Recreation, Culture &amp; Lifestyle</i> .....	21
<i>Rivers</i> .....	21
<i>Transport</i> .....	21
<i>Education &amp; Research</i> .....	22
<b>7. STRATEGIC PRINCIPLES.....</b>	<b>23</b>
<b>8. STRATEGIC FRAMEWORK PLAN.....</b>	<b>26</b>
<b>9. CITY MANAGEMENT PRECINCTS.....</b>	<b>28</b>
9.1 THE CITY CENTRE PRECINCT.....	28
9.2 THE RIVER EDGE PRECINCT.....	29
9.3 INVERESK CULTURAL PRECINCT.....	29
9.4 THE RESIDENTIAL PRECINCT.....	31
9.5 EDUCATIONAL PRECINCT.....	33
9.6 GLEBE FARM PRECINCT.....	33
9.7 BOLAND STREET COMMERCIAL PRECINCT.....	34
9.8 INVERMAY MIXED USE PRECINCT.....	34
9.9 KINGS WHARF INDUSTRIAL PRECINCT.....	35

<b>10. KEY CITY PROJECTS.....</b>	<b>37</b>
10.1 CITY CENTRE PRECINCT.....	37
10.1.1 <i>Strategic Objectives for the City Centre Precinct.....</i>	37
10.1.2 <i>Projects.....</i>	38
10.2 RIVER EDGE PRECINCT.....	47
10.2.1 <i>Strategic Objectives for the River Edge Precinct.....</i>	47
10.2.2 <i>Projects.....</i>	48
10.3 INVERESK CULTURAL PRECINCT.....	59
10.3.1 <i>Strategic Objectives for the Inveresk Cultural Precinct.....</i>	59
10.3.2 <i>Projects.....</i>	60
10.4 RESIDENTIAL PRECINCT.....	60
10.4.1 <i>Strategic Objectives for the Residential Precinct.....</i>	60
10.4.2 <i>Projects.....</i>	61
10.5 EDUCATIONAL PRECINCT.....	61
10.5.1 <i>Strategic Objectives for the Educational Precinct.....</i>	61
10.5.2 <i>Projects.....</i>	62
10.6 GLEBE FARM PRECINCT.....	62
10.6.1 <i>Strategic Objectives for the Glebe Farm Precinct.....</i>	62
10.6.2 <i>Projects.....</i>	62
10.7 BOLAND STREET COMMERCIAL PRECINCT.....	63
10.7.1 <i>Strategic Objectives for the Boland Street Commercial Precinct.....</i>	63
10.7.2 <i>Projects.....</i>	63
10.8 INVERMAY MIXED USE PRECINCT.....	64
10.8.1 <i>Strategic Objectives for the Invermay Mixed Use Precinct.....</i>	64
10.8.2 <i>Projects.....</i>	64
10.9 KINGS WHARF INDUSTRIAL PRECINCT.....	65
10.9.1 <i>Strategic Objectives for the Kings Wharf Industrial Precinct.....</i>	65
10.9.2 <i>Projects.....</i>	65
10.10 KEY CITY EVENTS PROJECTS.....	67
10.11 URBAN DESIGN DIRECTIONS.....	68
10.12 CIRCULATION AND ACCESS DIRECTIONS.....	69
<b>11. IMPLEMENTATION FRAMEWORK.....</b>	<b>70</b>

Appendix A: Foundation and History of the City

# Executive Summary

## Study Area

For the purposes of the strategy two study areas have been defined, and these have been illustrated in Figure 1. The Primary Study area is defined by Cimitero St to the north, Tamar Street to the east, York Street and Elizabeth Street to the south and Wellington Street to the west.

A secondary study area has also been defined in recognition of the close relationship and interdependencies between the central area and the surrounding area. The secondary study area encompasses the Launceston Central Business District and immediate surrounds and is generally bounded as follows:-

- to the north by Forster Street, encompassing the southern areas of Inveresk Railyards Site Railyards Site;
- to the north-east by the North Esk River (to the Henry Street Bridge);
- to the east by Henry Street, Dowling Street, Elphin Road, Claremont Street, Clarence Street, Littleton Street (south to Arthur Street);
- to the south by Arthur Street, High Street, Balfour Street;
- to the west by Margaret Street, Kings Park and Home Reach waters of the Tamar River.

## Launceston Central Area Development Strategy : Principal Elements

The Launceston Central Area Development Strategy is an integrated physical framework plan designed to achieve community development objectives and contribute to the “City Vision and Future Directions” which have been established by Council in its 2020 Strategic Plan.

The Launceston Central Area (LCA) Development Strategy provides a clear strategic direction and focus for future public investment and for the identification and development of key city projects.

The Development Strategy comprises the following elements (refer Figure 6):

- **a City Vision statement** which establishes the scope and direction of the Strategy to best reflect community needs and aspirations for the Centre;
- **City Context** encompassing community values and Council leadership and commitment;
- **Future Directions** which have been established by Council in its Launceston 2010 Strategic Plan (1999)
- **Strategic Principles** which underlie the Vision and reflect the key values and planning issues which have guided the development of the Strategy;
- **City Management Precincts** which identify areas of homogenous management objectives.
- **Key City Projects** - These are the major components of the Strategy and comprise the Central Areas key areas for management including the events program, River Edge projects, retail core projects and residential/western precinct projects;
- **Implementation Framework**– The Strategy has identified policies for precinct management, together with proposed works for improvements, an investment facilitation program and urban design concepts.

## The City Vision

The Vision Statement provides the fundamental basis for the development of the Central Area strategy, and for the future development of Launceston. It is designed to reflect community values and aspirations and Council's leadership role in its development.

The City's vision was identified through the Launceston 2010 Community Search Conference held in 1998. The Community Search Conference involved the participation of many prominent people within the Launceston community. The vision has been defined as:-

***Launceston: Our City of Learning and Innovation Open to the World.***

There are three central components to the vision statement. These are:-

- ***Launceston, Our City***

*The word 'our' creates a sense of working together, ownership and responsibility.*

- ***Learning and Innovation***

*Learning is lifelong and the intellectual capital of a community is a key strength for future growth and development. Launceston has a history of innovation which is a strong foundation. Looking for new and creative ways of doing things must be part of the future.*

- ***Open to the World***

*Launceston needs to be outgoing, confident and welcoming – part of the global community.*

The City Vision has been adopted within the Strategy as the central pervading influence on the key new directions and focus of the strategy.

## City Context Statement

The delivery of an effective LCA Development Strategy needs to take realistic account of the current political, social, economic and built form context of the Launceston Central Area. A City Context Statement has been prepared which provides a summary of the key significant issues which influence the scope, direction and ability to effectively deliver the LCA Development Strategy. The City Context Statement encompasses:-

- Council leadership and commitment;
- Need for a strong partnership approach between Council, the community and business stakeholders;
- Community values;
- Heritage and setting;
- Resources;
- Challenges for the Launceston Central Area.

### **Council Leadership and Commitment**

The importance of **Council leadership and commitment** for a successful Strategy. It is important that future actions by Council demonstrate a consistent and sustained commitment to building support for the Strategy; and in particular the championing of key City projects identified in the Strategy.

**A strong partnership approach between Council and community and business stakeholders.**

### **Community Values**

The evolution of Launceston to date and priorities for future planning and development have taken account of community values reflected in workshops undertaken for the Development Strategy (March 2000) and in search conferences which provided the basis for the Launceston 2010 City Council Strategic Plan (November 26-28, 1998).

In the context of the LCA Development Strategy, the most significant community values relate to:

- the need to protect the heritage values of the City;
- the need to advance Launceston as a quality liveable city;
- the need to improve riverine areas and link the City Centre precinct to the River Edge precinct;
- the need to foster an attractive recreational and educational environment;

- the need to maintain quality parks and gardens;
- the need to provide opportunities for inner city living.

### ▪ **Heritage and Setting**

The Launceston Central Area (LCA) is characterised by extensive heritage buildings and streetscapes and a consistent low rise built form. These characteristics provide a clear focus for the character of any proposed new or redevelopment within the LCA, and highlight the importance of the reuse of existing heritage buildings.

A key characteristic of the LCA is its river valley setting, with views to surrounding hills. A number of significant parks and the Tamar and North Esk river system clearly define the City Centre precinct and adjoining LCA precincts.

### ▪ **Resources**

The LCA contains a number of important resources which provide an important foundation for future planning and development. These include:-

- the relatively compact City Centre precinct and extant heritage streetscapes;
- the City's established role as a regional service centre;
- The City's recognized role as an important education and health services centre for the State;
- A range of hospitality and tourism facilities;
- extensive high quality parks and open space areas close to the City Centre precinct;
- the potentials offered by the River-Edge precinct for a wide range of hospitality, commercial and retail development;
- a well established public transport system focused on the LCA, with extensive connections to suburbs in the wider urban area and other regional towns.

### ▪ **Challenges for the Launceston Central Area**

The Launceston Central Area and the wider urban area is facing a number of challenges in the immediate future. These include:-

- a static and ageing population;
- limited new or reinvestment;
- a historic separation between the City Centre precinct and the river;
- the need to effectively facilitate reuse of heritage buildings.



## Future Directions

The Launceston City Council 2010 Strategic Plan identified a set of **future directions** for the community. These set out the major priority areas for Council and key objectives and actions within these priority areas. The LCA Development Strategy seeks to build on these future directions. It is useful therefore to re-state the directions as set out in the Launceston City Council Strategic Plan, as a context for the Development Strategy.

The future directions identified in the Launceston City Council 2010 Strategic Plan addressed:-

- Governance;
- Livable City;
- Business & Employment;
- Young People;
- Recreation, Culture & Lifestyle;
- Rivers;
- Transport;
- Education & Research.

### **Governance**

*“Involving the community, regaining local control over our future and regional co-operation are the key governance issues. Launceston City Council is well placed to lead and advocate change in this area.”*

*Major Objectives:*

- Promote regional teamwork and co-operation.
- Encourage community participation and consultation in decision making.
- Development partnerships with government to increase local autonomy.
- Foster community leadership.
- Plan the management of our resources.

### **Livable City**

*“A livable city is clean, safe, vibrant, attractive and accessible. Launceston also has an environment and heritage that needs to be respected. Launceston City Council has a key role providing and maintaining many of the essential services needed for daily life. Council also works with other organizations and Government to make Launceston livable.”*

*Major Objectives*

- Provide the infrastructure for water and waste management.
- Build and maintain a safe and healthy city.
- Conserve our natural environment.
- Maintain an attractive, vibrant and accessible city.
- Protect the heritage strengths of the city.
- Plan for community emergency and risk management.

## **Business & Employment**

*“Launceston faces the challenge of global business competition. Growth in the economy is needed to increase employment and consolidate Launceston’s position as the regional centre for Northern Tasmania. Launceston City Council will support the work of business, community and regional organizations.”*

### *Major Objectives*

- Encourage employment opportunities.
- Attract business investment.
- Encourage opportunities through technology.
- Increase Launceston’s share of the tourism and visitor market.
- Work in partnership with Australian Pacific Airports Launceston to maintain and improve Launceston Airport.

## **Young People**

*“Launceston’s future rests with its young people. Lack of employment opportunities and migration from the State are key issues requiring everyone’s attention. Young people want to have their views heard by Governments. Launceston City Council will support the work of young people and their organizations.”*

### *Major Objectives*

- Consult with young people on matters which affect them.
- Promote and help create employment opportunities.
- Facilitate opportunities to help develop self-reliance.

## **Recreation, Culture & Lifestyle**

*“Launceston has many recreational and cultural opportunities that can be developed to build our identity as a great place to live, work and play. Launceston City Council provides and maintains the City’s parklands and a range of cultural and recreational facilities. It also supports many community associations whose actions are developing our culture and lifestyle.”*

### *Major Objectives*

- Support major festivals and events that build our cultural identity and community.
- Develop the Queen Victoria Museum and Art Gallery as a national cultural and visitor attraction.
- Promote services and programmes to encourage a healthy lifestyle.
- Help develop the Inveresk precinct as an international centre for art, education, tourism and recreation.
- Develop and maintain well-utilised regional recreational and cultural facilities.

## Rivers

*“Launceston and its rivers are intertwined. Healthy river systems add to the City’s amenity, prosperity and lifestyle. Launceston City Council will support and work with the community and Government to bring our rivers into the life of the City.”*

### Major Objectives

- Manage the river environment and water quality.
- Develop the rivers as a focus for business and leisure.

## Transport

*“Launceston is geographically a central hub for State transport. An efficient transport system is necessary for commercial investment and our quality of life. Launceston City Council has a key role in providing and managing local roads and traffic. Partnerships are needed with the State and Federal Governments for funding and planning.”*

### Major Objectives

- Promote the Launceston region as the transport hub for Tasmania.
- Work in partnership to provide an efficient roadway and transport network.
- Review Council’s involvement<sup>6</sup> in off-street car parking.
- Explore transport alternatives for the City.

## Education & Research

*“Launceston has a wealth of intellectual capital and education providers – primary and secondary schools, TAFE, the University of Tasmania, the Australian Maritime College, community and private providers. Education can equip the community with the skills needed for the future. It is also a key industry bringing wealth and employment. Launceston City Council will support the education sector and help realize our potential to be an **Education City**.”*

### Major Objectives

- Assist in the development and expansion of education and research.
- Encourage co-operation amongst education sectors.
- Help promote education and training opportunities for all age groups.
- Help develop Launceston as a City of Learning.

## Strategic Principles

Consistent with the City Vision and appreciation of the City Context, a set of strategic principles has been developed which provide the key planning objectives for the longer term management, conservation and renewal of the Launceston Central Area. The strategic principles are set out below.

### ▪ **Arts, Education and Tourism**

- The development of the former Inveresk railway yards site to form the Inveresk Cultural Precinct is an important initiative which has been developed by Council in cooperation with the State and Federal Governments.

The Strategy seeks to add value to this initiative by linking the Inveresk Cultural Precinct the south bank of the North Esk River via:-

- a series of improvements to the pedestrian space system;
- several potential recreational, hospitality, commercial, educational and residential projects located in the River Edge precinct which connects the Inveresk Cultural Precinct to the City Centre precinct and the former port area (north of Cleaver Parade);
- the identification and trial of new arts and cultural events of national and international significance designed to promote the City as a focus for innovation and creativity; and to utilise the significant investment made in cultural, education and health facilities in the LCA and wider region.

### ▪ **Consolidation of the City Centre Precinct**

An important aim of the Strategy is to facilitate the consolidation and improvement of a consistent and compact central shopping area with high quality urban design and a high level of activity. Application of this principle will be achieved through:-

- substantial improvements to urban design and pedestrian spaces in the City Centre precinct;
- identification of a limited number of projects which may meet retailing and car parking objectives, or provide opportunities for inner-City residential living;
- provision of landscape, urban design and activity linkages between the City Centre precinct and the River Edge precinct.

### ▪ **Central Area Circulation and Access**

One of the principles which underlies the Strategy is directed to the improvement of an efficient circulation and access system for motor vehicles, public transport and pedestrians. In particular, transport planning for the Central Area seeks to provide:-

- maintenance of a City bypass system;
- recognition of the distributor road system;

- the introduction of a transit centre;
- opportunities for new car parking areas for both shoppers and other short-stay visitors and for City workers and other long-stay visitors.

#### ▪ **Projects Management Based Approach**

A key principle underlying the Strategy is that new investment in both public and private sector projects and the advancement of the LCA is best facilitated through a project management approach. In particular, the principle requires that:-

- a selected number of key City projects or projects deemed to be of City or State significance, are identified and broadly evaluated;
- the projects should be consistent with the City Vision, City Context and Future Directions for the City and should meet the requirements of the Strategic Principles;
- each Key City project adopted by Council should have an implementation plan setting out key actions required and assigning responsibilities. Optimally, each Key City project should have a project champion or support group.

#### ▪ **Urban Design and Pedestrian Space Improvements**

The improvement of the quality and range of activities provided within and adjoining pedestrian spaces is an important principle of the Strategy. The application of the principle is focused on:-

- improvements to the range of street activities in the most intensively used pedestrian areas (Brisbane Street Mall);
- provision of a consistent design standard for street furniture to be applied in the Launceston Central Area;
- incorporation of the recommendations of the lighting strategy for the Launceston Central Business District;
- urban design, landscape and activity improvements to provide linkages from the City Centre precinct to the River Edge precinct.

#### ▪ **River Edge Focus**

The River Edge precinct contains a significant set of resources offering potentials for new activities to revitalise this historic precinct and provide new generators for the City's economy in hospitality, commercial development, education, recreation and culture. The development of the precinct, together with the linkages which have been proposed, will transform the riverine areas of the LCA from its historic port and manufacturing role to an attractive cultural and tourism precinct.

## Strategic Framework Plan

The Strategic Framework Plan provides the overall physical framework for the planning and management of the Launceston Central Area. The principal elements of the Strategy Framework Plan are shown in Figure 7 and include:-

- Consolidation of the Historic City Centre Precinct. The retail business and services core of the LCA is a remarkably compact and attractive business area. The Strategy seeks to provide opportunities to reinforce this area as an attractive and accessible focus for the City and its region through:-
  - Improvements to urban design to provide for a wider range of street activities in the Mall.
  - Adoption of the Paterson Street project to facilitate new retail and improved car parking facilities north of the Brisbane Street Mall.
- Refurbishment, activity changes and selective redevelopment of the River Edge precinct. It is proposed that the area will be transformed from a former port and industrial area to a tourism and hospitality, business services and residential precinct. Within this context the pivotal precinct is seen as the area within approximately 150 metres of the Cornwall Square site.
- Establishment of improved pedestrian and activity linkages across the River Edge precinct eastwards towards the Willis Street site and links across the North Esk River to the Inveresk Cultural precinct.
- Consolidation of the established residential areas to the east and south of the City Centre precinct.
- Identification of and progressive acquisition of sites for long term parking in areas adjoining the City Centre precinct.
- Facilitation of a central city public transport loop to be common for all suburban bus routes and focusing on the proposed transit centre to be located on Cimitero Street.
- Completion of a quality pedestrian promenade system linking Launceston College at Royal Park along the river edge to the Inveresk Cultural precinct.
- A long term decision to limit future industrial development in the Kings Wharf area due to the exposure of the precinct to possible future flooding. Associated with this objective is a long term objective to progressively acquire land for open space development, south and west of Lindsay Street.
- Provision of strong attractive urban design linkages between the River Edge precinct and the City Centre precinct, with particular emphasis along St John Street.

## City Management Precincts

As part of the provision of a physical framework for the future planning and development of the Launceston Central Area, a number of management precincts have been derived from the land use and functional analysis. These precincts are intended to identify areas of similar patterns of use and/or areas where policies and specific key City projects are to be applied.

The precincts which are identified are (refer Figure 8):-

- City Centre precinct
- River Edge precinct
- Inveresk Cultural precinct
- Residential precinct
- Education precinct
- Glebe Farm precinct
- Boland Street Commercial precinct
- Invermay Mixed Use precinct
- Kings Wharf Industrial precinct

## The City Centre Precinct

The City Centre has a long record of providing quality service to the region. However the Precinct needs to be refocused to maintain and extend its services for the 21<sup>st</sup> century. The key resources offered by the Precinct include the following:-

- it comprises the historic commercial and retail core of the city and region;
- it provides the most significant retail, commercial and services centre in northern Tasmania;
- the City Centre has an attractive and historic physical environment. It contains one of the most extensive areas of intact Victorian streetscapes of any Australian provincial City;
- the precinct offers a variety of retail stores and outlets including department stores, discount department stores, major national specialty stores, and a number of 'home grown' regional stores;
- the retail offering is well supported with the provision of an extensive range of professional services, medical and commercial services;
- the precinct is the pedestrian focus of Launceston, with the highest pedestrian flows and the highest quality pedestrian spaces
- the City Centre is the focus of an extensive suburban bus system

## The River Edge Precinct

The River Edge precinct has played an important role in Launceston's history and development as an industrial, storage and port area. The area is in a state of transition and presents significant opportunities for its transformation to an arts/culture/leisure precinct, to link and open the heart of the city to the River.

The precinct also presents a number of key resources. These include: -

- the precinct presents a consistent and largely intact urban fabric being largely comprised of 19<sup>th</sup> century industrial and warehousing buildings;
- the riverine areas have historically been prone to flooding, and are now protected by a levee bank system;
- the river front areas provide sweeping vistas across the North Esk and Tamar Rivers to the surrounding suburbs and hills which encircle the City. These views are particularly impressive in the area west of the Charles Street Bridge.

## Inveresk Cultural Precinct

Inveresk Cultural Precinct has recently been transformed from the former Inveresk Railyards Site. The Railyards Site has been converted to one of the City's premier arts, cultural and educational precincts in Launceston.

It is essential the River Edge Precinct and the Inveresk Precinct are planned and managed as a cohesive unit to ensure the integrated and balanced development of attractions along the riverbanks.

The Precinct is in an advanced stage of planning and development. The majority of areas in the Precinct have been allocated for future uses. Only three significant sites remain for future use allocation. These are:-

- an extensive site on the southern edge of the Precinct with a 300 metre frontage to the North Esk River and a site area of approximately 1.8 hectares;
- an important site on the western edge of the Precinct, located on Invermay Road, south of York Park. The site has an approximate frontage to Invermay Road of about 130 metres and a site area of approximately 2.0 hectares;
- a site in the northern section of the Inveresk Cultural Precinct, immediately to the south of the Royal Launceston Showgrounds. The site has an approximate frontage to the North Esk River of 110 metres and a site area of about 0.5 hectares.

Key planning and management issues for the Precinct include:-

- development of an arts cultural program and marketing strategy to add value to the significant public investment which has been allocated to the Precinct (refer Section 10.2.2);



- development of improved pedestrian linkages to the River Edge and Invermay Precincts, including a proposed footbridge and safe pedestrian access across Invermay Road;
- extension of the boardwalk system along the North Esk River;
- consideration of parking facilities in the adjoining Invermay and River Edge Precincts. Parking facilities within 200 metres of the Inveresk Cultural Precinct may provide significant opportunities to fulfil two important roles:-
  - to meet future parking demands in the Invermay and River Edge Precincts; and
  - provide the potential to cater for additional parking demands at the Inveresk Cultural Precinct during fairs and festivals.

## The Residential Precinct

The Residential Precinct currently offers an important and attractive resource which assists in sustaining the activity levels within the City Centre Precinct and wider central area. The Precinct provides significant opportunities to provide additional residential accommodation close to the central area. Important resources offered by the Precinct include:-

- a number of vacant or under utilised buildings and/or sites which may provide suitable opportunities for residential development;
- an extensive range of support facilities and services including shops, cultural facilities, professional services and educational facilities which substantially enhance the desirability of the area as a residential environment;
- quality open space areas within the Precinct which substantially enhance the amenity of the area for residential living;
- the hilly environment of the Residential Precinct affords sweeping vistas across Launceston from elevated areas surrounding the City Centre.

## Educational Precinct

The Educational Precinct provides an important educational resource within the Launceston Central Area. The Educational Precinct should be viewed as providing a catalyst for related activities, including research facilities, leisure, entertainment and student accommodation. The development strategy seeks to build on the resources of the Precinct, which include: -

- Launceston College, which is the primary tenant in the Precinct, offers a significant, educational resource close to the City Centre Precinct;

- the Precinct is located adjacent the City Centre which offers a wide variety of support services including libraries, internet facilities, shopping and entertainment facilities, accommodation and meeting facilities;
- the Precinct is highly accessible to substantial open space areas (including Royal Park) which provide important links to the North Esk and Tamar Rivers.

## Glebe Farm Precinct

The Glebe Farm is an important wetland and rural open space within proximity of the Launceston City Centre. The future planning of this area is highly significant, given:-

- its importance for the sustainable management of the North Esk River;
- opportunities to provide a significant extension to the pedestrian and cycle system of the City;
- the potential to achieve a combination of wetland and rural open space areas providing an important balance to the wider urban environment.

Key resources and constraints of the Precinct include the following: -

- the Precinct is subject to occasional flooding, and indeed is required to fulfil a flood retention role. This is an important constraint for future suitable activities for the Precinct;
- substantial riverine areas along the banks of the North Esk River provide important opportunities for the rehabilitation of areas for general and storm water wetlands and for the provision of cycling and walking trails;
- the Precinct is currently used for farming activities. Future planning will need to determine the extent to which farming can be undertaken, consistent with the provision of significant wetland and flood mitigation areas.

## Boland Street Commercial Precinct

The Boland Street Commercial Precinct accommodates the K-mart Centre and a number of peripheral sales and light industrial establishments. Given the site and policy constraints which effectively limit the ability to extend the existing K-mart Centre, and the fact that almost all available sites have been developed, there are no significant opportunities to extend commercial activities in the Precinct. Future planning of the Precinct will need to focus on amenity improvements to the area.

## **Invermay Mixed Use Precinct**

The Invermay Mixed Use Precinct is a historic inner city area comprising:-

- an important local and commercial strip centre along Invermay Road;

- an extensive contiguous area of significant heritage cottages and streetscapes, particularly in the area bounded by Dry Street, Invermay Road, Lindsay and Holbrook Streets;
- dispersed, light industrial activities and peripheral sales which are inter-mixed with residential areas in the Precinct.

Planning issues for the future management of the Precinct include the following:-

- the revitalisation of the adjoining Inveresk Cultural Precinct now provides significant opportunities for renewal in the Invermay Precinct;
- consolidation and amenity improvements to Invermay Road as an important retail-commercial strip in the Launceston Central Area. The strip should be considered as an integrated environment and be the subject of a main street-type study which carefully examines:-
  - its interface role with the Inveresk Cultural Precinct;
  - linkages and the interface environment with the adjoining residential and mixed use areas;
- detailed investigations for the future traffic roles of Invermay Road and Lindsay Street;
- resolution of existing and potential land use conflicts in the provision of any strategy for the area;
- presence of a set of significant issues which relate to the water table and ground conditions (eg. potentials for localised flooding, drainage capacity and soil stability). These issues will need to be addresses as part of the provision of a strategy for the area;
- review of the limited opportunities to open the Precinct up to the Esk River in the area south of Lindsay Street;
- potential to provide for a new footbridge connection across the Esk River linking the Invermay Precinct to the River Edge Precinct. Improvement of pedestrian connections to the River Edge Precinct is strategically important to fully integrate the Inveresk Cultural Precinct to the river system and the heart of the Launceston Central Area.

## Kings Wharf Industrial Precinct

Kings Wharf is a strategically important industrial precinct west of Goderich Street. It is likely that industrial uses will continue to predominate in the Precinct for the foreseeable future. The area has been historically prone to flooding and the provision of a cost effective flood protection system is an important focus for the future planning and management of the area.

Principal planning issues include:-

- investigation of the costs and benefits of developing a new levee system south of Lindsay Street to replace the existing levee system along the North Esk and Tamar Rivers, west of the Charles Street Bridge and south of Lindsay Street. It would appear that the proposed new levee system may be more sustainable and cost efficient for Council to maintain in the future;
- as part of the review of the levee system, there should be consideration of an open space concept providing for a continuous open space buffer along the northern edge of the North Esk River and the eastern bank of the Tamar River. Identification of the precise area which will form the buffer and recommendations for a possible acquisition program should form the basis of any enquiry to consolidate the buffer under Council ownership;
- in concert with this study, investigation of future uses in the area south of Lindsay Street should consider possible uses in the subject area for low impact purposes such as a caravan park. These uses will adjoin the open space buffer to be provided;
- any future strategy will need to consider operational requirements for the wharves and port uses north of Gleadow Street;
- existing industrial zonings in the Precinct north of Lindsay Street should be permitted to remain;
- a tree planting program should form an important part of long term planning for the Precinct;
- investigations should be recommended for types of species and locations for additional tree planting in the Precinct (to assist in lowering the water table and for flood mitigation purposes).

The most significant aspect of the Precinct relates to the limited capacity of the existing drainage infrastructure. The area still operates a combined sewerage-stormwater system. Any major development in the area is likely to require a significant upgrade in infrastructure. The soil condition in this area is poor and consists of silt beds to great depths. Combined with a high water table (which is tidal) the soil strength in this area is quite low. This makes the constructions of buildings and infrastructure more complicated and expensive. Hence, in strategic terms, the most suitable strategy for the future management of the Precinct is almost certainly to allow for existing uses to continue, modify the levee system and provide for improved tree planting and open space systems as indicated above.

These management precincts offer a number of key opportunities for change which have been identified in the following section.

## Key City Projects

One of the strategic principles underlying the Strategy is that new investment in both public and private sector projects is best achieved through a partnership approach by Council, other agencies and key stakeholders. The concept is that a selected number of key city projects or projects deemed to be of City or State significance should be identified, broadly evaluated and implemented in a way which maximises value to the community. The Strategy seeks to identify:-

- potential types of projects suitable for location in the Launceston Central Area;
- possible development sites suitable for key city projects;
- potential linkages between projects to achieve catalytic benefits for the LCA and wider region.

A summary of the above issues is set out by management precinct below.

## City Centre Precinct

Identified potential projects include:-

- Brisbane Street Mall Refurbishment. Associated with this project there exists significant potential to provide on-street dining facilities to provide additional on-street activities, both for daytime and night-time use.
- Paterson Street Car Park / Bell Tower Project. A development project for this site is currently in abeyance. However, this site remains the most significant opportunity to improve car parking facilities and provide a new retail anchor or new facilities for an existing major store.
- The Quadrant. High quality character setting pedestrian crescent in the heart of the City Centre precinct. Ideally located for a tenancy strategy to develop a new trading precinct attractor in the City Centre precinct.

## River Edge Precinct

Key City projects identified for the precinct include:-

- Tourism and hospitality projects including:-
  - hotel and motel accommodation;
  - cafes and restaurants;
  - conference centre facilities;
  - hospitality retailing.

A set of potential sites has been identified for these types of projects. Key areas include:-

- the former port area north of Cleaver Parade;
  - sites in the vicinity of Cornwall Square;
  - several sites extending east along The Esplanade and William Street from St John Street
  - sites opposite the Inveresk Cultural precinct, east of Tamar Street.
- Launceston Aquatic Centre. The need for an indoor aquatic centre for Launceston has been identified in earlier studies by Council. No development strategy or site has been finalised at this stage. The River Edge precinct offers the most strategically central location in the Launceston region for such a facility. There are several potential sites within walking distance of the proposed transit centre to be developed as part of the Cornwall Square project.
  - Residential Accommodation. Potentials for future residential accommodation have been identified in the River Edge precinct, particularly in relation to student accommodation. Potential sites are encompassed in those identified for tourism and hospitality purposes (see above).
  - Pedestrian Promenade. The Strategy provides a framework for the extension of the current boardwalk system, eastward from the Charles Street Bridge to extend to the Inveresk Cultural precinct.

## Residential Precinct

Principal projects include:-

- Identification of potential buildings and sites for residential infill development and refurbishment.
- Urban design improvements to provide high quality pedestrian linkages to the City Centre precinct and to Charles Street South precinct. Streets for urban design improvements include York, Elizabeth, St John and Charles Streets.

## Educational Precinct

Key City projects include:-

- Urban design plans for improvement to pedestrian spaces and quality linkages to Launceston College and other educational facilities in the precinct.
- Investigation of locational opportunities for student accommodation.
- Review of needs for retailing and services likely to be required in the precinct.

## Implementation Framework

The following principles are recommended to Council to assist in the effective implementation of the Strategy.

### ▪ **Leadership and Commitment**

A long term standing principle of strategic planning is that by far the most significant factor determining the effectiveness of an implementation program is the quality and breadth of leadership and commitment by Council and the wider community, to a common vision and core of projects.

### ▪ **Actionable Projects**

Public works and developments which are proposed to be facilitated by the Strategy should be packaged into tangible projects which are capable of being staged consistent with available Council, private sector and other resources. The projects should therefore:

- be clearly defined;
- have a limited scope;
- have a precise area of application;
- have identifiable participants and a core of support in Council and the wider community;
- have known resource requirements and budget allocations (refer below);
- have a clear implementation program.

### ▪ **Prioritisation**

Projects are the basic building blocks of the Strategy and **prior to implementation** should be classified by:

- time horizon (that is, program requirements);
- ease of implementation, including consideration of political, social, engineering and other issues, in addition to costs;
- level and range of benefits in relation to costs;
- level of private sector participation and investment by Council and other public sector authorities;
- budget setting and Council resources. The projects to be implemented within a defined time period should be within the demonstrated capacity of Council's budget. The budget in turn should be defined in terms of the total Municipal budget (that is as a proportion of total Council resources).

It is recommended that prior to commencement of an implementation program for the Central Area, Council agrees in principle on the need to provide a known proportion of Municipal funds to the Central Area. It is by far the most important single resource in the Municipality and will provide a diverse range of significant economic, social and cultural benefits to the community as a social dividend from the resource allocations. Progressive improvements to the Central Area and continued development of its business functions will also assist in maintaining and consolidating the rateable value of properties and the propensity of the Central Area to continue to support City services and development.

- **Attitude and Role of Council**

The implementation program will take a number of years to complete. Therefore, if budgets and projects have to be argued or substantially reassessed on a year-by-year basis, the program is likely to be doomed to failure at some point. It is important to note that there develop within the community and Council a recognition that the vision and a core of projects will require long standing commitment and support; and that ongoing support and pursuance of these projects is as important as Council's commitment to other basic amenities, e.g. provision of safe and serviceable roads, commitment to progressive improvements to recreational and open space areas, etc.

- **Mutually Reinforcing Projects**

Projects should be selected which mutually support and reinforce each other and thus maximise economic and community benefits arising from public and private investment.



# 1. Introduction

In recent years, the Launceston City Council's has assumed a proactive approach to providing strategic leadership for the City. In 1999, the Council led the development of a vision for the City through a highly participatory Search Conference process. Having established a Vision for the future development of the wider municipality, the Council directed its attention to the development strategy for the Launceston Central Area.

In 1999, Ratio Consultants were commissioned to assist in the development of the Launceston Central Area Strategy. This Strategy was directed to the provision of a clear proactive strategy for public and private investment in the Launceston Central Area over the next 15-20 years. The Study concerns the improvement of the City's economy, amenity and services through the identification and inception of key city projects.

## 1.1 Purpose and Principal Objectives

The Study is directed to the preparation of a land use strategy for the Launceston Central Area to reflect the City Vision, community needs and aspirations and to provide a sound integrated plan which is projects-based and provides a clear framework for future public and private investment.

The principal objectives of the Strategy relate to:

- recognition of the heritage and cultural values of the City;
- consolidation of the City's role as an important regional services and trading City;
- identifying industries and services to provide sustainable growth and prosperity for the City;
- building a strategy which provides a focus for sustainable key industries;
- reinforcing the high environmental and amenity values of the City;
- linking open space and riverine environments;
- facilitating public transport; and
- providing a living environment for the City Centre.

## 1.2 Study Area

For the purposes of the strategy two study areas have been defined, and these have been illustrated in Figure 1. The Primary Study area is defined by Cimitero St to the north, Tamar Street to the east, York Street and Elizabeth Street to the south and Wellington Street to the west.

A secondary study area has also been defined in recognition of the close relationship and interdependencies between the central area and the surrounding area. The secondary study area encompasses the Launceston Central Business District and immediate surrounds and is generally bounded as follows:-

- to the north by Forster Street, encompassing the southern areas of Inveresk Railyards Site Railyards Site;
- to the north-east by the North Esk River (to the Henry Street Bridge);
- to the east by Henry Street, Dowling Street, Elphin Road, Claremont Street, Clarence Street, Littleton Street (south to Arthur Street);
- to the south by Arthur Street, High Street, Balfour Street;
- to the west by Margaret Street, Kings Park and Home Reach waters of the Tamar River.

## 2. Setting and Context

The Launceston Central Area Development Strategy is based upon:-

- an understanding of the setting and context of the Central Area;
- community needs, values and aspirations;
- establishment of strategic objectives for the Central Area and its component precincts;
- identification of potential key City projects which are consistent with the City Vision and strategic objectives for the Central Area and its precincts.

The establishment of a strategic pathway and focus for the Launceston Central Area necessarily needs to take account of the history, character, built form and setting of the Central Area within its regional context. These issues are introduced in this Section in order to provide a logical context for the Development Strategy.

### 2.1 Foundation and History of the City

The historic development of Launceston has left a complex legacy, which is evident within the central area today. An account of the foundations and history of Launceston's development is contained in Appendix A.

*Key aspects of Launceston's legacy include: -*

- *a low rise central area with many intact historic buildings;*
- *a separation of the City Centre area from the riverfront;*
- *a compact city at a pedestrian scale (Refer Plate 1); and*
- *definition of the central area through the location of parklands and public spaces (Refer Plate 2).*

## 2.2 The structure and function of the Launceston Central Area

Various aspects of the structure and function of the Launceston Central Area have been investigated through survey and analysis in the process of developing this strategy. The results of these investigations have been published within the Launceston Central Area Development Strategy City Atlas. The following section therefore provides an overview of the key findings and characteristics that were identified within the Atlas.

### 2.2.1 Physical setting of the Launceston Central Area

The Launceston Central Area lies in a valley adjacent the Tamar and Esk Rivers (refer Plate 3). The valley acts as a natural boundary for the inner Launceston area, and views both from and to the hillsides (refer Plate 4) are an important characteristic of Launceston, with the Rivers and the Cataract Gorge providing the defining features of the Launceston region. These natural features are clearly the most significant elements of the area, however it is also evident that the activity foci of the Central Area has largely been divorced from the riverfront for many years, focusing instead on the Brisbane Street Mall.

The Launceston Central Area presents a compact urban area at a pedestrian scale. The Central Area is predominantly urban in character with single and double storey heritage buildings dominating the visual character of the area (refer Plate 5). Despite the dominance of the built form, a number of parklands including Kings Park, Royal Park, City Park and Princes Square (refer Plate 6), scattered around the central area ensures the city retains a sense of the natural environment.

### 2.2.2 Land Use Structure and Functional Analysis

The Central Area of Launceston presents a diverse range of activities and land uses. Despite the diversity there are a number of primary activities are evident, these include:-

- Retail shops and services which are concentrated around the Brisbane Street Mall, the Quadrant and Charles Street, with stores providing larger items including furniture, hardware, floor coverings etc locating adjacent the Brisbane Street area generally along York, Charles and Elizabeth Streets.

- General Commercial Services including legal, accounting, computing etc, which are generally located in the north west, supporting Brisbane Street and supporting retail areas;
- Carparking is scattered across the central area;
- Warehousing and Factories which are generally grouped along the riverfront;
- Vacant land appears to be concentrated in the eastern and western ends of the riverfront district.

Figure 2 illustrates a functional analysis of the central area which has been derived from an assessment of the land use activity map and observations regarding how the central area is used by residents, shoppers, workers and visitors. The functional analysis has identified the following key areas:-

- **The CBD Core Area**  
The retail core area is concentrated along the Brisbane Street Mall, encompassing sections of St John Street, Charles Street and The Quadrant. The retail core area encompasses the main shopping attractors including Myer, Birchalls, Chickenfeed and Harris Scarfe (refer Plate 7).
- **Professional Services**  
The Professional Services precinct comprise three distinct areas, the first comprising a small strip along Cameron street (near Wellington Street), the second occurring along Cameron Street between St John and George Street, and the third and largest area occurring along Brisbane Street between George and Tamar Street.
- **Civic precinct**  
The Civic Precinct is defined by Cimitero St, St John St, Paterson St and Charles St. The Civic Precinct provides a number of important community services and facilities including the library and council offices. The central location of these facilities provides ease of access from most precincts within Launceston, and ensures civic activity is a focal point of the central area.
- **Diversified Services area**  
The retail core, professional services and civic precincts are surrounded by a diversified services area which presents a multitude of different businesses and services. This precinct encompasses the largest area within the central area, and performs an important supporting role for the retail core and professional services precincts.
- **Industry/wholesaling**  
The industry/wholesaling precinct is located adjacent the waterfront, which reflects its historical genesis as a busy dock area. The area is dominated by the presence of Pivot and Boags Brewery (refer Plate 8).

- **Industrial**  
The industrial precinct lies adjacent the riverfront and the industrial/wholesaling precinct. The Industrial precinct is dominated by the gas works, which have both operational and historic values.
- **Major recreational/Community use area**  
Parkland is a defining feature of the Launceston Central Area. The key areas of open space/parkland include City Park, Windmill Hill Reserve, the foreshore areas, Royal Park and Princes Square.

### 2.2.3 Physical Environment Synthesis

A number of elements provide the key defining features of the physical environment, these include:-

- **The pattern of built form**  
Launceston is predominantly a low rise, human scale city, with the majority of buildings within the central area being a maximum of two or three storeys. Figure 3 clearly indicates the increase of building height toward the inner central area, whilst the remainder of the study area remains predominantly one storey.

Similarly, the heritage values of the building facades provide the dominant visual character for the central area. As previously stated many of these Victorian and Edwardian buildings date back to the early and mid 1800s when Launceston was buoyant as a result of the smelter activity to support the nearby tin mines. Once again Figure 4 illustrates the concentration of heritage facades and streetscapes within proximity of the Central Area.

The combination of built form and character is at once both a significant advantage and a considerable challenge for the future development and planning of the city. The consistency of the heritage facades and the low scale of the central area presents a visually interesting and cohesive character, however the heritage values and building characteristics associated with this character make adaptation and reuse of buildings challenging due to the limited potential for new development sites or redevelopment of existing buildings.

- **Views to Parkland and the River**  
The landscape values of the city are positive and strong, with the River and associated parklands providing the most significant landscape resource within the central area (refer Plates 9 & 10). Views to the River and adjacent foreshore parkland are available from a number of key vantage points, in particular the Launceston ridgeline, the Esplanade, Bathurst St, and the northern sections of Tamar, St John and Charles Street. At present there is an opportunity to develop stronger links and viewlines towards the river.

Similarly, the open space and parkland within the central area presents a valuable resource for Launceston and there is an opportunity to create pedestrian and visual links to these areas. This is discussed in further detail below.

▪ **Patterns of Open Space**

The central area of Launceston provides a number of key areas of open space which offer a valuable resource for the community. These parklands include: -

- Royal Park, which offers excellent access to the river and provides for both passive and active recreations;
- City Park which complements the Albert Hall and Wood Design Centre, and offers a range of passive recreation facilities including play equipment, Hart Conservatory, a monkey enclosure, and walking paths;
- Victories Square (Windmill Hill Reserve) which provides recreational facilities including a bowling green, swimming pool, croquet lawn and waterslide in addition to open space; and
- Princes Square which provides a small passive, urban space.

These areas offer important resources for the central area, and through their location effectively define the limits of the central area by a 'green network'. These spaces offer the central area a 'softer', natural character, which could be expanded through street planting and a walking path system to join the areas. This network effectively encompasses Launceston's most valuable assets; the busy central area, and the natural river system.

▪ **The quality of the streetscape**

Although the character of the built environment is dominated by the high quality facades of heritage buildings (refer Plate 11), the streetscape environment and other public spaces are generally of lower quality and fail to offer a consistent image of the central area (refer Plate 12). Furthermore, the general urban design treatment of the streetscapes (which presents a diversity of styles of seats, signage, bins, lights etc) fails to offer any sense of orientation, or communicate the values of the central area or community. There is a clear need for a coordinated approach to the design of the city's streets and public spaces to improve the image, character and legibility of the central area. This approach should not only provide solutions to unify the central area, but should also seek methods of differentiating special areas including the Mall, the Quadrant and the riverfront areas.

*The implications arising from the synthesis of Physical Environment resources for the strategy include:-*

- *The existing low rise and heritage elements of the built form are key defining features of the Launceston Central Area which should be protected and enhanced by the Strategy. These characteristics provide strong direction for the character of any proposed new or redevelopment within the Central Area, and highlight the importance of reuse of existing heritage facilities.*
- *The views to the River and surrounding hills, and access to City Parklands and open spaces are valuable resources that offer strong potential for improving the character and visitor experience of the Launceston Central Area. At present these resources are largely divorced from the central activity areas. Therefore the strategy should be concerned with developing closer links between the two areas, and utilising these resources to create additional attractors within the Central Area.*
- *Despite the predominance of the high quality heritage building stock, the streetscapes evident within the Central Area are of lower quality. The strategy must address the improvement of pedestrian comfort, both in regard to ease of use (i.e. connectivity and orientation issues) as well as the quality of fixtures and fittings including seating, signage, and paving.*

## 2.2.4 Social and Cultural Synthesis

The Central Area of Launceston provides a number of key social and cultural facilities and features. These facilities are illustrated in Figure 4 and include:-

- ***Launceston's historic facades and streetscapes***

As previously described, the character of Launceston's Central Area is largely defined by the predominance of historic buildings and places. This resource is a valuable and unique feature which may be utilised to guide the future development of Launceston, and to encourage the development of tourism.

- ***Cultural and Community Service Resources***

The Central Area of Launceston offers a wide range of cultural and community services which ensures the Central Area performs an important role as a service provider for the wider region. These resources are important for the vitality of the City Centre as they offer complementary activities to the retail core activity, and draw visitors into the central area from the surrounding region.



Figure 4 also illustrates the concentration of these facilities towards the north-western sections of the Central Area, and it is clear these areas are easily accessible by both public transport and road. The Strategy should seek to ensure these activities retain high levels of accessibility and support from surrounding land use activities

▪ **Terrace Houses Converted to Office/Business Uses**

There are a number of sites, particularly in the western sector of the Central Area which have witnessed the conversion of former terrace houses to office/business uses. While this transformation has enabled the retention and reuse of these houses, it has also encouraged the dilution of the residential edge.

▪ **Open Space Resources**

As previously discussed, the Central Area boasts a number of key open space areas which effectively defines the central area and provides strong opportunities for the development of pedestrian networks and green links within the City.

*The implications arising from the synthesis of Social and Cultural resources for the strategy include:-*

- *The opportunity to recognise heritage values as a key feature of the Central Area. This offers a foundation for the development of streetscape concepts, tourism and visitor promotion strategies, as well as several guiding principles for the development of the city (i.e. retaining heritage buildings, reinforcing the pedestrian scale of the central area etc)*
- *The potential to reinforce links between cultural and community service resources and the City Centre area, and other adjacent areas. This assists in reinforcing the image of the Central Area as the premier destination for service provision within the region.*
- *As previously identified, there is a strong opportunity to develop stronger links between the natural resources such as the riverfront and parklands which define the central area and the retail and pedestrian activity within the Central area.*

## 2.2.5 Circulation and Access Synthesis

The circulation and access synthesis is illustrated in Figure 5. This synthesis illustrates the:-

- primary pedestrian spaces;
- vehicular access system and hierarchy;
- public transport system; and

- key access points and destinations for the access and transport system including carparks and taxi ranks.

Pedestrian access is a key feature of the central area as the contained scale and size of the Launceston central area ensures that the majority of the City is accessible by foot, and most areas are well connected. The two primary pedestrian spaces within the Central Area are the Brisbane Street Mall and the Quadrant. These areas were developed as a result of Councils pedestrianisation policy during the 1980's and the areas continue to attract high volumes of pedestrians.

As previously described, the quality of the pedestrian environment is generally fairly poor with a diversity of street furniture and few visual clues regarding the character of the central area, or the visitors location within it. There is therefore, strong potential to improve the pedestrians experience of the central area through the improvement of the pedestrian network, including the integration and linking of walking paths, the provision of themed signage and furniture, and the development of interpretation points at significant sites along walking paths, both within the 'urban' and 'natural' sections of the central area.

There are a number of key areas which have the potential to increase their popularity as pedestrian routes, these areas include the existing boardwalk at Inveresk Railyards Site Railyards Site and the foreshore area along Royal Park and the Esplanade. These areas offer visitors views across the river, and the experience of these areas could be enhanced through the provision of hospitality facilities including cafes, hotels and restaurants.

Figure 5 illustrates the primary and secondary traffic routes. It is clear the primary traffic routes through the Central Area are Tamar Street, Charles Street, Bathurst Street and York Street. These routes are supported by, and provide access to the grid network within the Central Area, ensuring ready access to the most points within the Central Area. Findings provided in the Launceston City Atlas indicate that the carparking within the Central Area, in particular longer-term parking is operating at levels close to capacity. There is a need therefore for carparking resources to be carefully managed, both in terms of volume of car spaces, and also in regard to location and accessibility to the Central Area and key destinations.

Figure 5 also illustrates the public transport network. The key conclusion which may be drawn regarding the public transport network from this synthesis is the circuitous routes public transport seems to have adopted. Furthermore, the Central Area appears to lack a convenient means of travelling via public transport to various destinations *within* the Central Area.

*The implications arising from this synthesis for the strategy include:-*

- *The need to reinforce the circulation system, and offer high levels of access to many points within the Central Area;*
- *The importance of providing adequate car parking within the Central Area and within reasonable proximity to major attractors. Car parking must respond to two levels of demand, the first being the provision of car parking to shoppers and visitors (i.e. short to medium term parking) and the second being the provision of longer term parking for workers;*
- *The opportunity to simplify and improve the public transport service from and within the Central Area;*
- *The opportunity to develop and reinforce the pedestrian network throughout the Central Area, and in particular the links to the riverfront and parklands.*

### 3. Launceston Central Area Development Strategy Principal Elements

The Launceston Central Area Development Strategy is an integrated physical framework plan designed to achieve community development objectives and contribute to the “City Vision and Future Directions” which have been established by Council in its 2020 Strategic Plan.

The Launceston Central Area (LCA) Development Strategy provides a clear strategic direction and focus for future public investment and for the identification and development of key city projects.

The Development Strategy comprises the following elements (refer Figure 6):-

- a **City Vision Statement** which establishes the scope and direction of the Strategy to best reflect community needs and aspirations for the Centre;
- **City Context** encompassing community values and Council leadership and commitment;
- **Future Directions** which have been established by Council in its Launceston 2010 Strategic Plan (1999)
- **Strategic Principles** which underlie the Vision and reflect the key values and planning issues which have guided the development of the Strategy;
- **Strategic Framework Plan** - Provides an overall physical framework for the management and Planning of the Launceston Central Area.
- **City Management Precincts** which identify areas of homogenous management objectives.
- **Key City Projects** - These are the major components of the Strategy and comprise the Central Areas key areas for management including the events program, River Edge projects, City Centre projects and residential/western precinct projects;
- **Implementation Framework**– The Strategy has identified policies for precinct management, together with proposed works for improvements, an investment facilitation program and urban design concepts.

The Strategy seeks to directly address significant issues identified in the City Context Statement. In particular: -

- the Strategy seeks to provide networks and a framework to identify and generate new investment in the central area;
- types of investment and patterns of locations which will best add value to the Launceston Central Area and the community.

It is emphasised that the key change for the City is the generation of a level of activity and interest to ensure a process of regeneration in the Launceston Central Area. It is emphasised that the City has great heritage and amenity value and significant potentials for advancement in a range of areas. The principal change is to provide a realistic framework and process of engendering new investment in the City Centre.

## 4. The City Vision

The Vision Statement provides the fundamental basis for the development of the Central Area strategy, and for the future development of Launceston. It is designed to reflect community values and aspirations and Council's leadership role in its development.

The City's vision was identified through the Launceston 2010 Community Search Conference held in 1998. The Community Search Conference involved the participation of many prominent people within the Launceston community. The vision has been defined as:-

***Launceston: Our City of Learning and Innovation Open to the World.***

There are three central components to the vision statement. These are:-

- ***Launceston, Our City***

*The word 'our' creates a sense of working together, ownership and responsibility.*

- ***Learning and Innovation***

*Learning is lifelong and the intellectual capital of a community is a key strength for future growth and development. Launceston has a history of innovation which is a strong foundation. Looking for new and creative ways of doing things must be part of the future.*

- ***Open to the World***

*Launceston needs to be outgoing, confident and welcoming – part of the global community.*

The City Vision has been adopted within the Strategy as the central pervading influence on the key new directions and focus of the strategy.

## 5. City Context Statement

The delivery of an effective LCA Development Strategy needs to take realistic account of the current political, social, economic and built form context of the Launceston Central Area. A City Context Statement has been prepared which provides a summary of the key significant issues which influence the scope, direction and ability to effectively deliver the LCA Development Strategy. The City Context Statement encompasses:-

- Council leadership and commitment;
- Need for a strong partnership approach between Council, the community and business stakeholders;
- Community values;
- Heritage and setting;
- Resources;
- Challenges for the Launceston Central Area.

### 5.1 Council Leadership and Commitment

The importance of **Council leadership and commitment** for a successful Strategy. It is important that future actions by Council demonstrate a consistent and sustained commitment to building support for the Strategy; and in particular the championing of key City projects identified in the Strategy. **A strong partnership approach between Council, community and business stakeholders.**

### 5.2 Community Values

The evolution of Launceston to date and priorities for future planning and development have taken account of community values reflected in workshops undertaken for the Development Strategy (March 2000) and in search conferences which provided the basis for the Launceston 2010 City Council Strategic Plan (November 26-28, 1998).

In the context of the LCA Development Strategy, the most significant community values relate to:

- the need to protect the heritage values of the City;
- the need to advance Launceston as a quality liveable city;
- the need to improve riverine areas and link the City Centre precinct to the River Edge precinct;
- the need to foster an attractive recreational and educational environment;
- the need to maintain quality parks and gardens;
- the need to provide opportunities for inner city living.

### 5.3 Heritage and Setting

The Launceston Central Area (LCA) provides one of the best collections of heritage buildings of any provincial city, characterised by extensive heritage buildings and streetscapes and a consistent low rise built form. These characteristics provide a clear focus for the character of any proposed new or redevelopment within the LCA, and highlight the importance of the reuse of existing heritage buildings.

A key characteristic of the LCA is its river valley setting, with views to surrounding hills. A number of significant parks and the Tamar and North Esk river system clearly define the City Centre precinct and adjoining LCA precincts.

### 5.4 Resources

The LCA contains a number of important resources which provide an important foundation for future planning and development. These include:-

- the relatively compact City Centre precinct and extant heritage streetscapes;
- the City's established role as a regional service centre;
- The City's recognized role as an important education and health services centre for the State;
- A range of hospitality and tourism facilities;
- extensive high quality parks and open space areas close to the City Centre precinct;
- the potentials offered by the River-Edge precinct for a wide range of hospitality, commercial and retail development;



- a well-established public transport system focused on the LCA, with extensive connections to suburbs in the wider urban area and other regional towns.

## 5.5 Challenges for the Launceston Central Area

The Launceston Central Area and the wider urban area is facing a number of challenges in the immediate future. These include:-

- a static and ageing population;
- limited new or reinvestment;
- a historic separation between the City Centre precinct and the river;
- the need to effectively facilitate reuse of heritage buildings.

## 6. Future Directions

The Launceston City Council 2010 Strategic Plan identified a set of **future directions** for the community. These set out the major priority areas for Council and key objectives and actions within these priority areas. The LCA Development Strategy seeks to build on these future directions. It is useful therefore to re-state the directions as set out in the Launceston City Council Strategic Plan, as a context for the Development Strategy.

The future directions identified in the Launceston City Council 2010 Strategic Plan addressed:-

- Governance;
- Livable City;
- Business & Employment;
- Young People;
- Recreation, Culture & Lifestyle;
- Rivers;
- Transport;
- Education & Research.

### Governance

*“Involving the community, regaining local control over our future and regional co-operation are the key governance issues. Launceston City Council is well placed to lead and advocate change in this area.”*

*Major Objectives:*

- Promote regional teamwork and co-operation.
- Encourage community participation and consultation in decision-making.
- Development partnerships with government to increase local autonomy.
- Foster community leadership.
- Plan the management of our resources.

### Livable City

*“A livable city is clean, safe, vibrant, attractive and accessible. Launceston also has an environment and heritage that needs to be respected. Launceston City Council has a key role providing and maintaining many of the essential services needed for daily life. Council also works with other organizations and Government to make Launceston livable.”*

### Major Objectives

- Provide the infrastructure for water and waste management.
- Build and maintain a safe and healthy city.
- Conserve our natural environment.
- Maintain an attractive, vibrant and accessible city.
- Protect the heritage strengths of the city.
- Plan for community emergency and risk management.

## Business & Employment

*“Launceston faces the challenge of global business competition. Growth in the economy is needed to increase employment and consolidate Launceston’s position as the regional centre for Northern Tasmania. Launceston City Council will support the work of business, community and regional organizations.”*

### Major Objectives

- Encourage employment opportunities.
- Attract business investment.
- Encourage opportunities through technology.
- Increase Launceston’s share of the tourism and visitor market.
- Work in partnership with Australian Pacific Airports Launceston to maintain and improve Launceston Airport.

## Young People

*“Launceston’s future rests with its young people. Lack of employment opportunities and migration from the State are key issues requiring everyone’s attention. Young people want to have their views heard by Governments. Launceston City Council will support the work of young people and their organizations.”*

### Major Objectives

- Consult with young people on matters which affect them.
- Promote and help create employment opportunities.
- Facilitate opportunities to help develop self-reliance.

## Recreation, Culture & Lifestyle

*“Launceston has many recreational and cultural opportunities that can be developed to build our identity as a great place to live, work and play. Launceston City Council provides and maintains the City’s parklands and a range of cultural and recreational facilities. It also supports many community associations whose actions are developing our culture and lifestyle.”*

### Major Objectives

- Support major festivals and events that build our cultural identity and community.
- Develop the Queen Victoria Museum and Art Gallery as a national cultural and visitor attraction.
- Promote services and programmes to encourage a healthy lifestyle.
- Help develop the Inveresk precinct as an international centre for art, education, tourism and recreation.
- Develop and maintain well-utilised regional recreational and cultural facilities.

## Rivers

*“Launceston and its rivers are intertwined. Healthy river systems add to the City’s amenity, prosperity and lifestyle. Launceston City Council will support and work with the community and Government to bring our rivers into the life of the City.”*

### Major Objectives

- Manage the river environment and water quality.
- Develop the rivers as a focus for business and leisure.

## Transport

*“Launceston is geographically a central hub for State transport. An efficient transport system is necessary for commercial investment and our quality of life. Launceston City Council has a key role in providing and managing local roads and traffic. Partnerships are needed with the State and Federal Governments for funding and planning.”*

### Major Objectives

- Promote the Launceston region as the transport hub for Tasmania.
- Work in partnership to provide an efficient roadway and transport network.
- Review Council’s involvement<sup>6</sup> in off-street car parking.
- Explore transport alternatives for the City.

## Education & Research

*“Launceston has a wealth of intellectual capital and education providers – primary and secondary schools, TAFE, the University of Tasmania, the Australian Maritime College, community and private providers. Education can equip the community with the skills needed for the future. It is also a key industry bringing wealth and employment. Launceston City Council will support the education sector and help realize our potential to be an **Education City**.”*

### *Major Objectives*

- Assist in the development and expansion of education and research.
- Encourage co-operation amongst education sectors.
- Help promote education and training opportunities for all age groups.
- Help develop Launceston as a City of Learning.

## 7. Strategic Principles

Consistent with the City Vision and appreciation of the City Context, a set of strategic principles has been developed which provide the key planning objectives for the longer-term management, conservation and renewal of the Launceston Central Area. The strategic principles are set out below.

### ▪ **Arts, Education and Tourism**

- The development of the former Inveresk railway yards site to form the Inveresk Cultural Precinct is an important initiative which has been developed by Council in cooperation with the State and Federal Governments. The development of these facilities and attractions provides a number of important anchors for activity within the central area. The multi-focus of this principle seeks to encourage the development of multiple, complementary attractors, utilising the existing infrastructure of the Central Area, including Inveresk Railway Site, the historic buildings, the TAFE College and the River.

The Strategy seeks to add value to this initiative by linking the Inveresk Cultural Precinct the south bank of the North Esk River via:-

- a series of improvements to the pedestrian space system;
- several potential recreational, hospitality, commercial, educational and residential projects located in the River Edge precinct which connects the Inveresk Cultural Precinct to the City Centre precinct and the former port area (north of Cleaver Parade);
- the identification and trial of new arts and cultural events of national and international significance designed to promote the City as a focus for innovation and creativity; and to utilise the significant investment made in cultural, education and health facilities in the LCA and wider region.

### ▪ **Consolidation of the City Centre Precinct**

An important aim of the Strategy is to facilitate the consolidation and improvement of a consistent and compact central shopping area with high quality urban design and a high level of activity. The reinforcement of the central retail district enhances the sustainability of businesses within the area by clearly communicating the role and location of the primary retail area through activity levels, and enhancing the benefit arising from common marketing efforts.

Application of this principle will be achieved through:-

- substantial improvements to urban design and pedestrian spaces in the City Centre precinct;
- identification of a limited number of projects which may meet retailing and car parking objectives, or provide opportunities for inner-City residential living;
- provision of landscape, urban design and activity linkages between the City Centre precinct and the River Edge precinct.

▪ **Central Area Circulation and Access**

One of the principles which underlies the Strategy is directed to the improvement of an efficient circulation and access system for motor vehicles, public transport and pedestrians. Improving the accessibility to and within the Central Area is a key consideration for management.

In particular, transport planning for the Central Area seeks to provide:-

- maintenance of a City bypass system;
- recognition of the distributor road system;
- the introduction of a transit centre;
- opportunities for convenient new car parking areas for both shoppers and other short-stay visitors, and for City workers and other long-stay visitors.

▪ **Projects Management Based Approach**

A key principle underlying the Strategy is that new investment in both public and private sector projects and the advancement of the LCA is best facilitated through a project management approach. A projects based approach to central area management requires the identification of discrete projects which may be initiated and managed in isolation, whilst also contributing to the realisation of the wider strategy.

In particular, the principle requires that:-

- a selected number of key City projects or projects deemed to be of City or State significance, are identified and broadly evaluated;
- the projects should be consistent with the City Vision, City Context and Future Directions for the City and should meet the requirements of the Strategic Principles;



- each Key City project adopted by Council should have an implementation plan setting out key actions required and assigning responsibilities. Optimally, each Key City project should have a project champion or support group.

- **Urban Design and Pedestrian Space Improvements**

The improvement of the quality and range of activities provided within and adjoining pedestrian spaces is an important principle of the Strategy. Providing exciting, comfortable pedestrian areas assists in improving connectivity between areas, and in directing visitors towards the key attractions of the Central Area.

The application of the principle is focused on:-

- improvements to the range of street activities in the most intensively used pedestrian areas (Brisbane Street Mall);
- provision of a consistent design standard for street furniture to be applied in the Launceston Central Area;
- incorporation of the recommendations of the lighting strategy for the Launceston Central Business District;
- urban design, landscape and activity improvements to provide linkages from the City Centre precinct to the River Edge precinct.

- **River Edge Focus**

The River Edge has been recognised as the single most significant resource within the Launceston Central Area and establishing a clear, active and attractive link between the River and the Central Area is a fundamental principle for the strategy. The resources of the River Edge precinct contains a significant set of offering potentials for new activities to revitalise this historic precinct and provide new generators for the City's economy in hospitality, commercial development, education, recreation and culture. The development of the precinct, together with the linkages which have been proposed, will transform the riverine areas of the LCA from its historic port and manufacturing role to an attractive cultural and tourism precinct.

## 8. Strategic Framework Plan

The Strategic Framework Plan provides the overall physical framework for the planning and management of the Launceston Central Area. The principal elements of the Strategy Framework Plan are shown in Figure 7 and include:-

- Consolidation of the Historic City Centre Precinct. The retail business and services core of the LCA is a remarkably compact and attractive business area. The Strategy seeks to provide opportunities to reinforce this area as an attractive and accessible focus for the City and its region through:-
  - Improvements to urban design to provide for a wider range of street activities in the Mall.
  - Adoption of the Paterson Street project to facilitate new retail and improved car parking facilities north of the Brisbane Street Mall.
- Refurbishment, activity changes and selective redevelopment of the River Edge precinct. It is proposed that the area will be transformed from a former port and industrial area to a tourism and hospitality, business services and residential precinct. Within this context the pivotal precinct is seen as the area within approximately 150 metres of the Cornwall Square site.
- Establishment of improved pedestrian and activity linkages across the River Edge precinct eastwards towards the Willis Street site and links across the North Esk River to the Inveresk Cultural precinct.
- Consolidation of the established residential areas to the east and south of the City Centre precinct.
- Identification of and progressive acquisition of sites for long term parking in areas adjoining the City Centre precinct.
- Facilitation of a central city public transport loop to be common for all suburban bus routes and focusing on the proposed transit centre to be located on Cimitera Street.
- Completion of a quality pedestrian promenade system linking Launceston College at Royal Park along the river edge to the Inveresk Cultural precinct.
- A long-term decision to limit future industrial development in the Kings Wharf area due to the exposure of the precinct to possible future flooding. Associated with this objective is a long-term objective to progressively acquire land for open space development, south and west of Lindsay Street.

- Provision of strong attractive urban design linkages between the River Edge precinct and the City Centre precinct, with particular emphasis along St John Street.

## 9. City Management Precincts

As part of the provision of a physical framework for the future planning and development of the Launceston Central Area, a number of management precincts have been derived from the land use and functional analysis. These precincts are intended to identify areas of similar patterns of use and/or areas where policies and specific key City projects are to be applied.

The precincts which are identified are (refer Figure 8):-

- City Centre precinct
- River Edge precinct
- Inveresk Cultural precinct
- Residential precinct
- Education precinct
- Glebe Farm precinct
- Boland Street Commercial precinct
- Invermay Mixed Use precinct
- Kings Wharf Industrial precinct

### 9.1 The City Centre Precinct

The City Centre has a long record of providing quality service to the region. However the precinct needs to be refocused to maintain and extend its services for the 21<sup>st</sup> century. The key resources offered by the precinct include: -

- It comprises the historic commercial and retail core of the city and region;
- it provides the most significant retail, commercial and services centre in northern Tasmania;
- the City Centre has an attractive and historic physical environment. It contains one of the most extensive areas of intact Victorian streetscapes of any Australian provincial City;
- the precinct offers a variety of retail stores and outlets including department stores, discount department stores, major national specialty stores, and a number of 'home grown' regional stores;

- the retail offering is well supported with the provision of an extensive range of professional services, medical and commercial services;
- the precinct is the pedestrian focus of Launceston, with the highest pedestrian flows and the highest quality pedestrian spaces
- the City Centre is the focus of an extensive suburban bus system

## 9.2 The River Edge Precinct

The River Edge precinct has played an important role in Launceston's history and development as an industrial, storage and port area. The area is in a state of transition and presents significant opportunities for its transformation to an arts/culture/leisure precinct, to link and open the heart of the city to the River.

The precinct also presents a number of key resources. These include: -

- the precinct presents a consistent and largely intact urban fabric being largely comprised of 19<sup>th</sup> century industrial and warehousing buildings;
- the riverine areas have historically been prone to flooding, and are now protected by a levee bank system;
- the river front areas provide sweeping vistas across the North Esk and Tamar Rivers to the surrounding suburbs and hills which encircle the City. These views are particularly impressive in the area west of the Charles Street Bridge.

## 9.3 Inveresk Cultural Precinct

Inveresk Cultural Precinct has recently been transformed from the former Inveresk Railyards Site. The Railyards Site has been converted to one of the City's premier arts, cultural and educational precincts in Launceston.

It is essential the River Edge Precinct and the Inveresk Precinct are planned and managed as a cohesive unit to ensure the integrated and balanced development of attractions along the riverbanks.

The Precinct is in an advanced stage of planning and development. The majority of areas in the Precinct have been allocated for future uses. Only three significant sites remain for future use allocation. These are:-

- an extensive site on the southern edge of the Precinct with a 300 metre frontage to the North Esk River and a site area of approximately 1.8 hectares;

- an important site on the western edge of the Precinct, located on Invermay Road, south of York Park. The site has an approximate frontage to Invermay Road of about 130 metres and a site area of approximately 2.0 hectares;
- a site in the northern section of the Inveresk Cultural Precinct, immediately to the south of the Royal Launceston Showgrounds. The site has an approximate frontage to the North Esk River of 110 metres and a site area of about 0.5 hectares.

Key planning and management issues for the Precinct include:-

- development of an arts cultural program and marketing strategy to add value to the significant public investment which has been allocated to the Precinct (refer Section 10.2.2);
- development of improved pedestrian linkages to the River Edge and Invermay Precincts, including a proposed footbridge and safe pedestrian access across Invermay Road;
- extension of the boardwalk system along the North Esk River;
- consideration of parking facilities in the adjoining Invermay and River Edge Precincts. Parking facilities within 200 metres of the Inveresk Cultural Precinct may provide significant opportunities to fulfil two important roles:-
  - to meet future parking demands in the Invermay and River Edge Precincts; and
  - provide the potential to cater for additional parking demands at the Inveresk Cultural Precinct during fairs and festivals.

## 9.4 The Residential Precinct

The Residential Precinct currently offers an important and attractive resource which assists in sustaining the activity levels within the City Centre Precinct and wider central area. The Precinct provides significant opportunities to provide additional residential accommodation close to the central area. Important resources offered by the Precinct include:-

- a number of vacant or under utilised buildings and/or sites which may provide suitable opportunities for residential development;
- an extensive range of support facilities and services including shops, cultural facilities, professional services and educational facilities which substantially

enhance the desirability of the area as a residential environment;



- quality open space areas within the Precinct which substantially enhance the amenity of the area for residential living;
- the hilly environment of the Residential Precinct affords sweeping vistas across Launceston from elevated areas surrounding the City Centre.

## 9.5 Educational Precinct

The Educational Precinct provides an important educational resource within the Launceston Central Area. The Educational Precinct should be viewed as providing a catalyst for related activities, including research facilities, leisure, entertainment and student accommodation. The development strategy seeks to build on the resources of the Precinct, which include: -

- Launceston College, which is the primary tenant in the Precinct, offers a significant, educational resource close to the City Centre Precinct;
- the Precinct is located adjacent the City Centre which offers a wide variety of support services including libraries, internet facilities, shopping and entertainment facilities, accommodation and meeting facilities;
- the Precinct is highly accessible to substantial open space areas (including Royal Park) which provide important links to the North Esk and Tamar Rivers.

## 9.6 Glebe Farm Precinct

The Glebe Farm is an important wetland and rural open space within proximity of the Launceston City Centre. The future planning of this area is highly significant, given:-

- its importance for the sustainable management of the North Esk River;
- opportunities to provide a significant extension to the pedestrian and cycle system of the City;
- the potential to achieve a combination of wetland and rural open space areas providing an important balance to the wider urban environment.

Key resources and constraints of the Precinct include the following: -

- the Precinct is subject to occasional flooding, and indeed is required to fulfil a flood retention role. This is an important constraint for future suitable activities for the Precinct;
- substantial riverine areas along the banks of the North Esk River provide important opportunities for the rehabilitation of areas for general and storm water wetlands and for the provision of cycling and walking trails;
- the Precinct is currently used for farming activities. Future planning will need to determine the extent to which farming can be undertaken, consistent with the provision of significant wetland and flood mitigation areas.

## 9.7 Boland Street Commercial Precinct

The Boland Street Commercial Precinct accommodates the K-mart Centre and a number of peripheral sales and light industrial establishments. Given the site and policy constraints which effectively limit the ability to extend the existing K-mart Centre, and the fact that almost all available sites have been developed, there are no significant opportunities to extend commercial activities in the Precinct. Future planning of the Precinct will need to focus on amenity improvements to the area.

## 9.8 Invermay Mixed Use Precinct

The Invermay Mixed Use Precinct is a historic inner city area comprising:-

- an important local and commercial strip centre along Invermay Road;
- an extensive contiguous area of significant heritage cottages and streetscapes, particularly in the area bounded by Dry Street, Invermay Road, Lindsay and Holbrook Streets;
- dispersed, light industrial activities and peripheral sales which are inter-mixed with residential areas in the Precinct.

Planning issues for the future management of the Precinct include the following:-

- the revitalisation of the adjoining Inveresk Cultural Precinct now provides significant opportunities for renewal in the Invermay Precinct;
- consolidation and amenity improvements to Invermay Road as an important retail-commercial strip in the Launceston Central Area. The strip should be considered as an integrated environment and be the subject of a main street-type study which carefully examines:-
  - its interface role with the Inveresk Cultural Precinct;

- linkages and the interface environment with the adjoining residential and mixed use areas;
- detailed investigations for the future traffic roles of Invermay Road and Lindsay Street;
- resolution of existing and potential land use conflicts in the provision of any strategy for the area;
- presence of a set of significant issues which relate to the water table and ground conditions (eg. potentials for localised flooding, drainage capacity and soil stability). These issues will need to be addresses as part of the provision of a strategy for the area;
- review of the limited opportunities to open the Precinct up to the Esk River in the area south of Lindsay Street;
- potential to provide for a new footbridge connection across the Esk River linking the Invermay Precinct to the River Edge Precinct. Improvement of pedestrian connections to the River Edge Precinct is strategically important to fully integrate the Inveresk Cultural Precinct to the river system and the heart of the Launceston Central Area.

## 9.9 Kings Wharf Industrial Precinct

Kings Wharf is a strategically important industrial precinct west of Goderich Street. It is likely that industrial uses will continue to predominate in the Precinct for the foreseeable future. The area has been historically prone to flooding and the provision of a cost effective flood protection system is an important focus for the future planning and management of the area.

Principal planning issues include:-

- investigation of the costs and benefits of developing a new levee system south of Lindsay Street to replace the existing levee system along the North Esk and Tamar Rivers, west of the Charles Street Bridge and south of Lindsay Street. It would appear that the proposed new levee system may be more sustainable and cost efficient for Council to maintain in the future;
- as part of the review of the levee system, there should be consideration of an open space concept providing for a continuous open space buffer along the northern edge of the North Esk River and the eastern bank of the Tamar River. Identification of the precise area which will form the buffer and recommendations for a possible acquisition program should form the basis of any enquiry to consolidate the buffer under Council ownership;

- in concert with this study, investigation of future uses in the area south of Lindsay Street should consider possible uses in the subject area for low impact purposes such as a caravan park. These uses will adjoin the open space buffer to be provided;
- any future strategy will need to consider operational requirements for the wharves and port uses north of Gleadow Street;
- existing industrial zonings in the Precinct north of Lindsay Street should be permitted to remain;
- a tree planting program should form an important part of long term planning for the Precinct;
- investigations should be recommended for types of species and locations for additional tree planting in the Precinct (to assist in lowering the water table and for flood mitigation purposes).

The most significant aspect of the Precinct relates to the limited capacity of the existing drainage infrastructure. The area still operates a combined sewerage-stormwater system. Any major development in the area is likely to require a significant upgrade in infrastructure. The soil condition in this area is poor and consists of silt beds to great depths. Combined with a high water table (which is tidal) the soil strength in this area is quite low. This makes the constructions of buildings and infrastructure more complicated and expensive. Hence, in strategic terms, the most suitable strategy for the future management of the Precinct is almost certainly to allow for existing uses to continue, modify the levee system and provide for improved tree planting and open space systems as indicated above.

**The management precincts provide a number of key opportunities for change which have been identified in the following section of the report.**

## 10. Key City Projects

One of the strategic principles underlying the Strategy is that new investment in both public and private sector projects is best achieved through a partnership approach by Council, other agencies and key stakeholders. The concept is that a selected number of key city projects or projects deemed to be of City or State significance should be identified, broadly evaluated and implemented in a way which maximises value to the community.

The Strategy seeks to identify:-

- potential types of projects suitable for location in the Launceston Central Area;
- possible development sites suitable for key city projects;
- potential linkages between projects to achieve catalytic benefits for the LCA and wider region.

A summary of the above issues is set out by management precinct in the following sections.

### 10.1 City Centre Precinct

As indicated in Section 9, the City Centre Precinct has a long-standing record of providing quality service to the region. The precinct needs to be refocused to maintain and extend its services for the 21<sup>st</sup> century.

Figure 9 and the following tables provide details of the proposed projects identified within the City Centre precinct to implement these objectives.

#### 10.1.1 Strategic Objectives for the City Centre Precinct

The future role and principal planning objectives for the City Centre Precinct are directed to the consolidation and upgrading of the retailing and service role of the Precinct. Supporting objectives for the City Centre Precinct encompass the following:-

- support and facilitate upgradings to existing stores and services and the provision of opportunities for future store development. This should be aimed to increase the range and diversity of stores and services in the City Centre Precinct;

- upgrade the public realm of the City Centre Precinct as a multi-use pedestrian space system which is safe and attractive for use at all hours;
- extend the quality pedestrian system northward to the River Edge Precinct and east and south to the City's major parks and open spaces;
- encourage the rationalisation and consolidation of public transport routes, services and facilities in order to maximise the attraction and accessibility of the Launceston Central Area;
- facilitate the establishment of a public transport circle route in the Launceston Central Area that will service as a common destination loop for all buses accessing the City Centre Precinct;
- co-locate the bus system with future major parking stations, taxi ranks and the transit bus system;
- maximise the utility of existing car parking resources for shoppers and other visitors to the City Centre Precinct and adjacent precincts;
- provide safe and attractive car parking locations and facilities for workers in the City Centre Precinct and adjacent precincts;
- maintain and enhance the historic built form and urban character of the City Centre Precinct and adjacent precincts;
- facilitate opportunities for reuse of historic built form and urban character of the City Centre and adjacent precincts;
- facilitate opportunities for reuse of heritage buildings, particularly the upper floors of these buildings, as opportunities are presented;
- provide high levels of lighting in the precinct and ensuring the connection of pedestrian routes to major carparking areas and principal public spaces and facilities.

### 10.1.2 Projects

Identified potential projects include:-

- Brisbane Street Mall Refurbishment;
- Paterson Street Car Park / Bell Tower Project;
- The Quadrant;

- St John Street North;
- All-Day Car Parks;
- Residential Refurbishment.

### **Brisbane Street Mall Refurbishment**

#### ***Project Description***

Urban Design Masterplan and implementation project to redevelop the Brisbane Street Mall.

#### ***Status***

Council is currently investigating options for development of specific aspects of the Mall including the provision of a roof structure over a section of the Mall. Council has not commenced a complete Master Plan for the Mall and adjacent pedestrian areas.

#### ***Key Objectives***

- Provision of a fresh and consistent theme for the Brisbane Street Mall which is supported with by a higher level of amenity and functionality
- To create strong links between the mall and surrounding pedestrian places and spaces including Quadrant Mall, St John Street and Charles Street.
- To redefine the image of the central space of the Retail Core, and thereby improving the attraction and amenity of the wider retail core area.

#### ***Tenancy / Detailed Planning Requirements***

- To develop a Master Plan to establish a design theme and details for the rejuvenation of the Brisbane Street Mall. The Master Plan should consider the application of the design concepts to the wider Central Area. Specifically the Master Plan should respond to the 'Parkland and River' themes identified within the Central Area Strategy.
- Investigation and assessment of the contribution and character of tenancies along the Brisbane Street Mall, in particular key tenancies and those that offer the potential to provide functional links to adjacent areas.

- Investigate potential tenancies / concessions for designated on-street areas.



### **Actions Required by Council**

- Resolve / clarify facilities brief for the Brisbane Street Mall
- Undertake the development of a detailed Master Plan for the Brisbane Street Mall and adjacent retail areas, including the development of overall urban design themes (as identified by the Central Area Strategy).
- Resolve program to identify potential tenants and investors to participate in the project.

### **Paterson Street Car Park / Bell Tower Project**

#### **Project Description**

- Potential for retail / mixed used / car parking and serviced apartment project.

#### **Site and Locational Relationships**

- Paterson Street Car Park.
- Approximate area of subject site 3,748m<sup>2</sup>.
- Possible linkages through to Brisbane Street Mall.

#### **Status**

The subject site is currently held by the Bell Tower Group. It is understood that negotiations are currently underway by Care Car Parking to purchase the site for a car parking development. The site offers unique opportunities to substantially reinforce the attraction of the Retail Core.

#### **Key Objectives**

- To provide a new major retail attractor in the CBD.
- To effect quality pedestrian linkages from the Brisbane Street Mall through to Paterson Street.
- To provide consolidated all weather car parking facilities close to the Brisbane Street Mall.
- To provide opportunities for serviced apartment.



### ***Tenancy / Detailed Planning Requirements***

- Detailed evaluation of subject site required to establish potential tenancies and feasible store layout opportunities (including layout provision for service loading). The project is directed to the provision of a major retail store to reinforce the Retail Core Precinct.
- Evaluation of the site to include above store car parking decks.
- Design of the subject site should provide for attractive Arcade / Galleria access to the Brisbane Street Mall.
- Site evaluation could also include provision for higher level serviced apartments.

### ***Assessment of Space Requirements***

- The site provides opportunities for a new department store on two levels, or a discount department store. The space requirements of potential tenants will need to be examined.

### ***Actions Required by Council***

- Detailed functional analysis of site and draft site and car park layouts.
- Discussions with potential tenants.
- Feasibility evaluation to determine rental requirements.
- Identification of funding requirements/deficiencies to achieve optimal tenancing of the project.
- Preparation of a case to Council for budgeted allocations to facilitate the project.

## **The Quadrant**

### ***Project Description***

- Consolidation and coordinated development to revitalise The Quadrant as a unique retail destination within the Launceston Central Area.
- The preferred 'retail destination theme' is a modified version of a BrandSmart Outlet (located in Nunawading, Melbourne) which presents a range of seconds and samples from high quality retailers within a coordinated retail setting. While BrandSmart is currently an 'internal' concept, The Quadrant offers a strong sense of place and definition which enables the concept to apply in a Mall environment.

### **Status**

There are currently no Council plans regarding the revitalisation of The Quadrant.

### **Key Objectives**

- To develop a retail destination which will complement the existing retail core shops and services, and enhance Launceston's regional competitiveness through the provision of a clearly differentiated and unique retail destination.
- To improve the physical qualities of The Quadrant and enhance the heritage features of the area.
- To increase the connectivity of various areas of the Retail Core Precinct.

### **Site Locational Objectives**

- To redefine the image of a key recognisable and defined space within the retail core, and therefore improve the function of the wider retail core area.

### **Tenancy / Detailed Planning Requirements**

- To develop a Master Plan for the rejuvenation of The Quadrant. The Master Plan must be concerned with both management structure and practices and the design theme and details of the physical environment.
- The management structure and practices should seek to introduce central management (eg. BrandSmart) for the coordination of all tenancies. Central management should be responsible for the operating procedures including sources appropriate tenants, fit out, opening hour, branding etc.
- The Master Plan must establish a detailed plan for the physical environment of The Quadrant. The plan must be concerned with the creation of a seamless transition between the 'street environment' and the stores and establishing a high level of consistency throughout The Quadrant.

### **Assessment of Space Requirements**

- To develop a detailed facilities and management brief for The Quadrant.

### **Actions Required by Council**

- Resolve/clarify facilities/management brief for The Quadrant.

- Undertake the development of a detailed Master Plan for The Quadrant (refer above)
- Resolve program to identify potential private investors and/or management bodies to undertake the project.

### St John Street North

#### **Project Description**

Upgrade pedestrian linkages to Cornwall Square and the River Edge promenade system.

#### **Status**

No detailed urban design planning has been undertaken by Council.

#### **Key Objectives**

The principal objectives for the urban design of pedestrian linkages to Cornwall Square and the River Edge promenade system encompass the following:-

- to examine existing activities and potential locations for new activities which may require interactive space with the public realm (eg. cafes, public buildings, hotels, retail developments);
- to examine existing and likely future pedestrian volumes along the street and its principal connections to the adjoining street and promenade system;
- to provide an overall concept for the treatment of pedestrian pavements, street furniture and landscape, reflecting the future of the street as the key pedestrian linkage space between the City Centre and River Edge Precincts.

#### **Actions Required by Council**

- Preparation of an urban design plan for St John Street.

### All Day Car Parks

#### **Project Description**

Improve the all-day parking supply for short stay visitors, by improving the all-day parking provision for car-borne workers to the City Centre. Projects should identify accessible sites for all-day car parking within 500m of the City Centre Precinct.

### **Status**

An integrated assessment of the car parking needs of long-term stayers in the CBD has not been undertaken at this juncture by Council.

Council has acquired the BBC Hardware site at Cimitero Street for future use as a long term car parking site.

### **Key Objectives**

- To assess the car parking requirements of long term stayers in the Launceston Central Area by City block and precinct.
- To identify existing and potential car parking sites to meet the needs of long-term stayers in the Launceston Central Area.
- To provide a strategy for the provision of long term car parking requirements. Optimally, this should examine the extent to which joint participation with the private sector is feasible.

### **Actions Required by Council**

- Preparation of an all-day car parking strategy for the Launceston Central Area.
- Preparation of a cost benefit feasibility assessment of an all-day car parking strategy which takes into account additional supply opportunities which will be available for short-term visitors as a consequence of long-term car parking spaces being separately provided.

## **Residential Redevelopment Opportunities**

### **Project Description**

Investigate opportunities for refurbishment of existing buildings, particularly first floor areas, with priorities focusing on residential buildings that have been redeveloped as offices

### **Status**

- Council has prepared an assessment of potential development sites in the Launceston Central Area.
- Council maintains a register of buildings of historic significance in the City.

### **Key Objectives**

- To investigate opportunities for residential redevelopment, renewal or refurbishment in the Launceston Central Area, with particular emphasis on the City Centre and Residential Precincts.
- To undertake feasibility and community cost benefit assessments of representative examples of different types of redevelopment, renewal or refurbishment.
- To identify the extent to which various types of residential renewal or redevelopment may be feasible and the extent to which subsidies may be required for residential development to be undertaken by the private sector.

### **Actions Required by Council**

- Residential opportunities design and feasibility study (refer above objectives).

## 10.2 River Edge Precinct

The River Edge precinct (incorporating the Inveresk Railyards Site Precinct) has played an important role in Launceston's history and development as an industrial, storage and port area. The area is in a state of transition and presents significant opportunities for its transformation to an arts/ culture / leisure precinct, to link and open the heart of the city to the River.

### 10.2.1 Strategic Objectives for the River Edge Precinct.

The future role and principal objectives of the River Edge Precinct are directed to the development of Launceston's premiere cultural and hospitality destination. to:-

- consolidation and integrated development of arts/cultural/education facilities within the Precinct, to reinforce and strengthen the existing and emerging facilities at Inveresk Railyards Site;
- development of recreational and leisure facilities and experiences;

- development of tourism and hospitality attractions and facilities;
- development of places and facilities for residential living; and
- provision of quality linkages to the City Centre and to open space areas.

## 10.2.2 Projects

Key City projects identified for the Precinct include:-

- Transit Centre Development
- Arts / Culture
- Recreation / Leisure
- Student Accommodation
- Tourism / Hospitality
- Residential Living
- Promenade System

### Transit Centre Development

#### ***Project Description***

The project is directed to provide an integrated inter-City transit centre for Launceston. It is an important investment in the tourism development of the City.

#### ***Site and Locational Relationships***

The selected site for the project is located at the south-eastern corner of Cornwell Square. The development is being advanced as part of a retail, car parking and transit centre concept for the redevelopment of Cornwall Square.

#### ***Status***

A detailed concept has been prepared for the project. Implementation of the project is now subject to commercial negotiations by Council.

#### ***Key Objectives***

The principal objectives of the project are:-



- to provide an integrated transit centre for inter-City buses in Launceston;
- to ensure that the transit centre is effectively linked to the City-wide bus system (concept of the public transport loop system proposed for the Launceston Central Area);
- to provide café and restroom amenities for travellers;
- to provide all weather access to long stay car parking facilities in close proximity to the transit centre;
- to provide safe and effective pedestrian access to the City Centre Precinct.

***Actions Required by Council***

- Finalisation of negotiations.

## Arts - Culture Festivals and Special Events

### **Project Description**

The project is directed to the identification and development of an arts culture festival for Launceston, to promote the City and region and improve tourism prospects.

### **Site and Locational Relationships**

The festival should be designed to utilise the City's major public cultural facilities and the range of tourism facilities (eg. including facilities at the Inveresk Cultural Precinct, City Park and the City's major hotels, galleries and museums, together with the planned development at the Old Launceston Seaport).

### **Actions Required by Council**

- Investigate the potentials, commercial viability and community costs and benefits of a high profile arts and culture festival for the City.
- Subject to this assessment, seek to implement on a trial basis a new arts and culture festival for the City.
- Monitor the tourism, commercial, general economic, marketing and investment benefits which the festival brings to the City.

## Student Accommodation

### **Project Description**

The project is directed to the identification of student accommodation requirements which can be reasonably met in the River Edge Precinct.

### **Site and Locational Relationships**

Previous investigations by Council have identified a number of potential development sites. These need to be re-examined to assess specific potential for student accommodation.

### **Space Requirements**

The project is required to assess future potential student demands for residential accommodation, together with associated facility and space requirements.

### **Actions Required by Council**

Preparation of an investigative assessment of future student accommodation demands, together with associated facility and space requirements, and the timing required for implementation of these requirements.

## Tourism and Hospitality

### **Project Description**

The coordinated development of new hotels/tourist accommodation facilities, and associated hospitality facilities including restaurants, galleries, tourist specialty stores.

### **Site and Locational Objectives**

- To seek a location within the River Edge Precinct which will provide good access to the River, the remainder of the Precinct and other associated hospitality facilities.
- To utilise the high level of public transport access which will be afforded through the proposed transit centre.
- The proposed bus way loop through the Launceston Central Area.

### **Status**

- A number of sites have been identified as possible sites for potential tourism and hospitality projects, although no firm commitment has been made to these sites at this point in time.
- Discussions have commenced regarding a proposal to develop a hotel and associated restaurant facilities at the Old Launceston Sea Port.

### **Key Objectives**

- To provide high quality tourist accommodation within the River Edge area;
- To develop hospitality based facilities which will generate activity along the River Edge and support adjacent facilities in the creation of a new destination within the Central Area.

### **Tenancy / Detailed Planning Requirements**

- To evaluate and review the requirements for proposed hotel/tourist accommodation facilities, which may include a wide range of entertainment and leisure based concessions/franchises (eg. Cafes, restaurants etc) to provide additional sources of income and commercial viability.

### **Space Requirements**

- To develop a detailed facilities brief for the project and provide a tabulation of all facilities provided, together with the tenancy space requirements.

### **Actions Required by Council**

- Resolve/clarify facilities briefs for the proposed hotel/tourist accommodation facilities.
- Undertake a detailed review of locational opportunities for the proposed hotel/tourist accommodation facilities.
- Resolve the method/s of funding and development to be pursued.

### **Residential Accommodation : River Edge Precinct**

#### **Project Description**

- Higher density residential accommodation/mixed use development providing and activity node within the River Edge precinct.

#### **Status**

- No decision has been made to construct residential accommodation/mixed use development within the precinct.
- It is proposed that a detailed investigation be made of identified potential sites in the Launceston Central Area.

#### **Key Objectives**

- To provide opportunities for quality residential accommodation within the River Edge Precinct. This accommodation is intended to provide both an alternative form of accommodation within the Central Area, and also a new 'location' for residential activity.

#### **Site Locational Objectives**

- To seek a River Edge location in the LCA within easy walking distance of the retail core and other major attractions.
- To utilise the high level of public transport access which will be afforded through the proposed transit centre.
- To utilise the proposed bus way loop through the Launceston Central Area.

#### **Tenancy / Detailed Planning Requirements**

- To evaluate and review the requirements for the proposed higher density residential/mixed use development.

### **Space Requirements**

- To seek expressions of interest from developers to submit detailed facilities brief for the project and provide a tabulation of all facilities proposed, together with the tenancy space requirements.

### **Actions Required by Council**

- Undertake a detailed review of locational opportunities for the proposed higher density residential/mixed use development.
- Resolve program to identify potential private investors to undertake the project.
- Review Planning Scheme provisions to encourage inner city residential living. Also investigate fire separation issues for shop-top residential living under BCA.

## **Launceston Aquatic Centre**

### **Project Description**

- Indoor regional level aquatic centre to provide the premier aquatic venue for the City of Launceston and its region into the 21<sup>st</sup> Century.

### **Site and Locational Objectives**

- To seek a location in the LCA within easy walking distance of the proposed Transit Centre development with a view to establishing and consolidating a leisure and recreational activities theme in the River Edge Precinct.
- To investigate the redevelopment of existing buildings and sites in the vicinity of Cornwall Square, with a view to adaptive reuse of the sites.
- To utilise the high level of public transport access which will be afforded through the proposed transit centre.
- The proposed bus way loop through the Launceston Central Area.

### **Status**

- The Department of Parks and Recreation of the City of Launceston has undertaken a needs assessment of the City and region. The need for an indoor

aquatic centre has been identified as the most significant social/recreational need in the City over the next 10-15 years.

- No decision has been made to construct the facility.
- No funds have been allocated for development at this point in time.
- A site adjacent to the K-Mart development was identified as a possible site for the aquatic centre, although no firm commitment has been made to this site at this point in time.
- It is proposed that a detailed investigation be revisited for potential sites in the Launceston Central Area, with particular focus within approximately 150-200 metres of the proposed Cornwall Square Car Park.

### ***Key Objectives***

- To provide a quality regional indoor aquatic and recreational facility.
- To provide opportunities for viewing aquatic events.
- Provision for a 50 metre heated pool, together with diving facilities.
- To provide a toddlers pool and/or leisure aquatic recreational area.
- To make provision for extensive leisure areas adjacent to the proposed pools in an attractive enclosed environment.
- To identify activities which can be co-located with the aquatic facility to increase its social and community attraction and potential viability.

### ***Tenancy / Detailed Planning Requirements***

- To evaluate and review the proposed facility requirements for the indoor aquatic centre.
- To investigate the extent to which concessions/franchises can be brought into the development to provide additional sources of income and commercial viability.

### ***Space Requirements***

- To develop a detailed facilities brief for the project and provide a tabulation of all facilities provided, together with the tenancy space requirements.

### ***Actions Required by Council***

- Resolve/clarify facilities brief for the proposed aquatic facility.



- Clarify allocations with regard to the existing outdoor activity facilities in the municipality which are currently administered by Council.
- Undertake a detailed review of locational opportunities for the proposed facility.
- Resolve method of funding and development to be pursued (extent to which the project will be publicly financed or established as a BOOT or BOO project).

## River Edge Boardwalk and Promenade System

### **Project Description**

A quality pedestrian promenade system along the River Edge from Kings Bridge to Inveresk Railyards Site, and into the Retail Core via St John and Charles Streets.

### **Status**

- The development of a pedestrian boardwalk has been completed at the Inveresk Railyards site on top of the levee wall. The boardwalk does not have clear links to the central city area nor does it provide continuous access to Kings Bridge.
- The pedestrian pavements along St John and Charles Street offer no sense of connection to the River Edge from the Retail Core.
- The boardwalk constructed between Horne Point and the Tamar Yacht Club is accessed via Park Street which has no clear connection to the central area.

### **Key Objectives**

- To develop a high quality pedestrian link from Inveresk Railyards Site to Kings Bridge. The River Edge pedestrian link will provide a common focus point along the River edge and will provide an improved environment for the development of associated recreational and entertainment activities including restaurants and cafes.
- To develop a strong and coherent pedestrian link from the River Edge to the Retail Core, and specifically along St John and Charles Streets.

### **Site Locational Objectives**

- The River Edge Promenade offers a strong focus for the riverfront, encouraging pedestrian activity and improving the accessibility of various areas including Kings Bridge and Inveresk, as well as improving the opportunity for facilities such as Customs House and Boags Brewery to emerge as significant tourist attractions.
- The location of St John Street offers a central spine through which to link the pedestrian focus of the retail core to the River Edge pedestrian promenade, effectively drawing 'the city towards the river'.
- The River Edge and St John and Charles Streets Promenades have potential to encourage visitors to utilise the high level of public transport access which will be afforded through the proposed transit centre.

### ***Tenancy / Detailed Planning Requirements***

- The development of a detailed Urban Design and Activities Master Plan for the River Edge Promenade, St John St and Charles St pedestrian promenades.
- The Master Plan should also consider the treatment of the interface between the Promenade and the desired land uses for adjacent sites identified within this Strategy.

### ***Space Requirements***

- Space requirements may be defined through the development of the Urban Design and Activities Master Plan.

### ***Actions Required by Council***

- Resolve method of funding and development to be pursued (extent to which the project will be a public/private partnership etc).
- Development/commissioning of detailed Urban Design and Activities Master Plan.

## 10.3 Inveresk Cultural Precinct

The Inveresk Cultural Precinct is the most important strategic initiative undertaken in the City in the past decade. It has provided the City with a significant educational and cultural precinct and commenced the process of the historic regeneration of the core of the City along the Esk and Tamar Rivers.

### 10.3.1 Strategic Objectives for the Inveresk Cultural Precinct

Future planning and management of the Inveresk Cultural Precinct should be directed to: -

- ensuring that the Precinct is managed and maintained as the City's pre-eminent educational and cultural focus;
- adding value to the Precinct through the identification and placement of arts and cultural festivals which utilise the Precinct and other key cultural and hospitality resources in the City;

- adding value to the investments which have already occurred and are committed to the Precinct through the development of quality pedestrian linkages to the river edge and Invermay precincts;
- adding value to the Inveresk Cultural Precinct through the targeted development of the remaining available sites.

### 10.3.2 Projects

Principal projects include:-

- Arts – Culture Festivals and Special Events (refer River Edge Precinct, Section 10.2);
- Identification of potential activities for the development sites.

## 10.4 Residential Precinct

The Residential Precinct (refer figure 12) currently offers an important and attractive resource which assists in sustaining the activity levels within the Core Precinct and wider central area. The precinct provides significant opportunities for increasing the residential densities close to the central area.

### 10.4.1 Strategic Objectives for the Residential Precinct

The future role and principal objectives of the Residential Precinct are directed to the development of an active and diverse range of accommodation within the Central Area. Specifically the objectives of the Residential Precinct include: -

- facilitation of alternative forms of accommodation (e.g. higher density town housing/apartments) within close proximity to the Core Precinct;
- enhancement of the City Centre precinct through the improvement of adjacent precincts through the development of higher activity levels;
- provision of quality linkages to the Core and River Edge Precincts and open space areas;
- maintenance of the historic built form and urban character of the City Centre and adjacent suburbs;

- facilitation of opportunities for the reuse of heritage buildings, particularly upper floors of the buildings, as opportunities present themselves.

## 10.4.2 Projects

Principal projects include:-

- Residential Accommodation (refer to the River Edge Precinct, Section 10.2)
- Urban Design.

## 10.5 Educational Precinct

The Educational Precinct focused on Launceston College provides an important educational and cultural resource within the Launceston Central Area. The Precinct provides opportunities as a significant focus for educational and research activities and links to the adjoining City Centre, Residential and River Edge Precincts.

### 10.5.1 Strategic Objectives for the Educational Precinct

The principal objectives for the future planning and management of the Educational Precinct are as follows:-

- to facilitate new investment in the Precinct which adds value to Launceston College and other educational and research facilities in the area;
- to identify student accommodation requirements which may be reasonably met in the Educational Precinct and in the adjoining Residential, City Centre and River Edge Precincts;
- to provide a comprehensive framework for pedestrian and cycle linkages to the adjoining open space system;
- to identify hospitality and leisure requirements which complement the future needs of the Precinct.

## 10.5.2 Projects

Key projects identified include:-

- Student Accommodation (refer Section 10.2)
- Pedestrian and Cycleway Masterplan
- Urban Design

## 10.6 Glebe Farm Precinct

As indicated in Section 9, the Glebe Farm Precinct is a significant rural and wetland open space within close proximity to the Launceston City Centre, and adjoining suburbs. The area provides potential to be developed as a wetland open space area providing for passive recreation and environmental education activities, that may complement adjoining activities within the Inveresk Cultural Precinct and River Edge Precinct.

Future planning for this precinct must focus on the determination of appropriate, low intensity land uses, compatible with sustainability objectives of the adjoining waterway.

### 10.6.1 Strategic Objectives for the Glebe Farm Precinct

Future Planning for the Glebe Farm Precinct should:-

- provide for the sustainable management of the North Esk River through the allocation of land for flood mitigation areas and wetland areas;
- identify future farmland areas which will not prejudice flood mitigation wetland areas and the need to maintain the water quality of the North Esk River;
- identify routes for pedestrian and cycle networks.

### 10.6.2 Projects

Preparation of an Environmental Management Plan for the Glebe Farm Precinct.

## 10.7 Boland Street Commercial Precinct

The Boland Street Commercial Precinct is an established retail commercial activity centre which provides a wide range of day-to-day and weekly shopping facilities. As indicated in Section 9, site and policy constraints substantially limit opportunity for redevelopment. The precinct must focus on improving amenity to facilitate its attraction as a commercial centre.

### 10.7.1 Strategic Objectives for the Boland Street Commercial Precinct

Principal objectives for the strategic planning and management of the Boland Street Commercial Precinct are as follows:-

- maintenance of a retail floorspace limitation for the Precinct. The purpose of the floorspace limitation is to ensure that the K-mart Centre cannot be further significantly developed to a more substantial and higher order centre;
- maintenance of existing Planning Scheme zones for the Precinct. The purpose of this objective is to ensure that the retail and commercial character of the Precinct is maintained for the long term, and within this context to allow for market-based changes to activities consistent with the established Planning Scheme zones;
- provision of a framework for progressive improvements to the amenity and landscape values of the Precinct. The major area where the Development Strategy can make a positive change to the Precinct is in terms of amenity and landscape improvements via the implementation of a Master Plan.

### 10.7.2 Projects

The key City project recommended for the Precinct is the Boland Street Urban Design Plan, to be focused on:-

- provision of a framework for improvements to the public realm, including:-
  - a landscape plan for the Precinct;
  - lighting and street furniture details;
  - paving and pedestrian crossing details;

- establishment of a framework for improvements to the principal car parking area at the K-mart centre, subject to negotiations with the centre owners.

## 10.8 Invermay Mixed Use Precinct

As indicated in Section 9.8, the Invermay Mixed Use Precinct is a historic inner city area encompassing the local and commercial strip along Invermay Road, extensive areas of heritage cottages and streetscapes, particularly south of Dry Street, and dispersed light industrial and peripheral sales activities which are inter-mixed with residential uses and characterise the Precinct.

### 10.8.1 Strategic Objectives for the Invermay Mixed Use Precinct

The strategic planning objectives for the Precinct are as follows:-

- to resolve an agreed road hierarchy for the Precinct;
- to provide a long term strategy for amenity, car parking and activity improvements to the Invermay Road strip centre;
- to achieve an integrated land use strategy for the Precinct which addresses:-
  - current and potential conflicts between residential and non-residential land uses;
  - interface issues between the Invermay Road strip centre and the surrounding Precinct;
  - future pedestrian and open space linkages between the Inveresk Precinct, the River Edge Precinct and Kings Wharf Precinct;
  - the significant stock of classified cottages south of Dry Street;
  - potentials to consolidate sites along the north bank of the North Esk River for possible public and related uses (open space, pedestrian pathways and cycle-ways, car parking, hospitality tenancies under licence).

### 10.8.2 Projects

The recommended key city projects for the Precinct are:-

- Integrated Traffic Management Plan for the Invermay Precinct;
- Invermay Road Structure Plan;



- Invermay Land Use Strategy;
- North Esk Riverfront Strategy (to be developed for the Invermay, Kings Wharf and Inveresk Precincts).

## 10.9 Kings Wharf Industrial Precinct

As indicated in Section 9.9, Kings Wharf is an important industrial precinct in the north-west of Launceston Central Area. There are significant flood protection and flood mitigation issues which need to be addressed in the long term strategic planning and management of the Precinct, consistent with available resources.

### 10.9.1 Strategic Objectives for the Kings Wharf Industrial Precinct

The principal strategic planning objectives for the Precinct are:-

- to provide a sustainable strategy for existing and future uses in the area, with reference to the long-term resolution of surface drainage and flood protection for the Precinct;
- to provide an implementation framework for a levee system which is sustainable within Council's resources;
- to provide a long term framework for the management of land uses in the areas south of Lindsay Street;
- to provide a framework for tree planting in the Precinct as part of a landscaping and water table management strategy;
- to investigate the operational requirements for the wharves and port uses north of Gleadow Street
- to retain existing industrial zonings in the Precinct, north of Lindsay Street.

### 10.9.2 Projects

The key City projects which are recommended for the Precinct are:-

- Kings Wharf Precinct Environmental Management and Land Use Plan;
- North Esk Riverfront Strategy (to be developed for the Invermay, Kings Wharf and Inveresk Precincts).



## 10.10 Key City Events Projects

The Key City Event Projects are designed to attract a significant and focussed increased in the level of activity associated with the Central Area both at specific event times, and also more generally across the year. The events target both Launceston/Tasmania residents and visitors to the area.

The identified events include:-

- **Launceston City Arts Program**

The Launceston City Arts Program is focussed on the development of Launceston's profile as a centre for Tasmania and Australian Arts. The Arts Program seeks the encouragement and support of artists and painting, photography and sculpture programs.

- **Launceston Arts Prize**

The Launceston Arts Prize supports the Arts Program, offering an annual prize for Young People involved in the Arts. The Launceston Arts Prize should be initiated by the Council, with a view to securing ongoing sponsorship with naming rights (i.e. The 'Sponsors Name' Launceston Arts Prize) preferably with a three-five year commitment.

- **Launceston Innovation and Creativity Prizes and associated events**

The Launceston Innovations and Creativity Prizes are designed to encourage the development and recognition of world-class achievement in a range of disciplines in accordance with the City Vision.

While the emphasis of the awards should focus on the recognition of world-class standards and innovations, it is envisaged, that projects/accomplishments nominated will reflect to local issues and talents. The recommended categories for prizes include:-

- Information Technology and Telecommunications;
- Visual Arts;
- Performing Arts and Music;
- Literature;
- Gourmet Produce;
- Hospitality and Tourism;
- Business Development;
- Agriculture;
- Science; and
- Nature Conservation.

It is envisaged the awards may be launched with a ceremony to provide awards (ex-poste) to key leaders in these fields who have provided a significant contribution to Launceston in the past. This acts to generate awareness of the awards and demonstrate the benchmark for the calibre of award recipients. The launch should conclude with a call for nominations for the first round of 'modern day' awards.

The prizes may be supported with a number of events to promote both the prize, and develop a greater level of understanding and recognition of the innovation and creativity occurring within Launceston. For example, the Gourmet Produce prize may be preceded with a Gourmet Produce Market in which produce for the Launceston Region is showcased. Similarly the Visual and Performing Arts and Literature Prizes may be supported by an Arts Festival, providing an opportunity for local artists to demonstrate their skills. The events may also be held simultaneously to create the Launceston Biannual Innovation Celebration.

## 10.11 Urban Design Directions

The urban design directions proposed within the study (refer Figure 14) recommend the adoption of both a dual priority and dual theme approach to the design and development of the Launceston Central Areas streetscapes. The dual priority approach nominates both :-

### **1. Primary Urban Design Treatments**

These primary urban design treatments are applicable to the premiere pedestrian destinations within the Launceston Central Area. The areas nominated under this category include St John Street, the Esplanade, Brisbane Street and The Quadrant. These areas should be provided with design treatments of the highest quality to reflect the significance of these spaces within the Central Area. Additionally, the implementation of design solutions within these areas should be a recognised priority as they have strong potential to act as catalysts and attract flow-on effects to adjacent areas.

### **2. Secondary Urban Design Treatments**

'Secondary Urban Design Treatments' highlight areas which support the primary pedestrian destinations and perform important linking functions. These areas should also be provided with high quality design solutions although they may consist of relatively fewer design elements (including bins, lights etc). The 'linking' function of these spaces must be recognised and it is important the design elements within these areas provide a strong sense of connectivity with the primary spaces, and exhibit a continuity of design theme which will allow the Central Area to be recognised as a 'whole'.

The second aspect of the Urban Design recommendations involves the 'dual theme' approach. The dual design theme has been developed to reflect the values and character of Launceston's natural key natural features. These are: -

- 1. The River and the associated riverine landscape; and**
- 2. The Parklands and open space system.**

As illustrated in Figure 14, the Strategy recommends the north-south streets adopt a 'River' theme and the east-west streets adopt a Parkland theme. The adoption of these themes ensures greater unity is developed within the Central Area whilst also reflecting the natural values of the area and offering the visitor an increased sense of orientation and awareness of the location of these features.

## 10.12 Circulation and Access Directions

The Strategy has also identified a number of directions regarding Circulation and Access. These have been summarised in Figure 15 and comprise the following elements"-

- Definition of the primary entry routes into the Central Area. These routes are Tamar Street and Charles Street. The limited access opportunities to the Central Area ensures these arrival points must function optimally to maximise incentives for residents and visitors to access the Central Area.
- Identification of a number of Gateways to the Central Area. These Gateways should create clearly defined arrival points through the use of design elements including signage, lighting, landscaping and other design elements to ensure visitors recognise their arrival within the Central Area and are offered orientation information to guide their journey.
- Facilitation of a Central City public transport loop to be common for all City suburban buses, focused on the proposed Transit Centre to be located on Cimitero Street;
- The identification of key pedestrian circulation spaces and places within the Central Area. In particular St John Street, Brisbane Street and The Quadrant have been noted as primary pedestrian areas. Within these areas pedestrian access and comfort is of prime concern, as is the development of a strong sense of 'arrival' and 'destination'. (Refer to the previous section for Urban Design Directions).

## 11. Implementation Framework

The following principles are recommended to Council to assist in the effective implementation of the Strategy.

### ▪ **Leadership and Commitment**

A long term standing principle of strategic planning is that by far the most significant factor determining the effectiveness of an implementation program is the quality and breadth of leadership and commitment by Council and the wider community, to a common vision and core of projects.

### ▪ **Actionable Projects**

Public works and developments which are proposed to be facilitated by the Strategy should be packaged into tangible projects which are capable of being staged consistent with available Council, private sector and other resources. The projects should therefore:

- be clearly defined;
- have a limited scope;
- have a precise area of application;
- have identifiable participants and a core of support in Council and the wider community;
- have known resource requirements and budget allocations (refer below);
- have a clear implementation program.

### ▪ **Prioritisation**

Projects are the basic building blocks of the Strategy and **prior to implementation** should be classified by:

- time horizon (that is, program requirements);
- ease of implementation, including consideration of political, social, engineering and other issues, in addition to costs;
- level and range of benefits in relation to costs;
- level of private sector participation and investment by Council and other public sector authorities;
- budget setting and Council resources. The projects to be implemented within a defined time period should be within the demonstrated capacity of Council's budget. The budget in turn should be defined in terms of the total Municipal budget (that is as a proportion of total Council resources).

It is recommended that prior to commencement of an implementation program for the Central Area, Council agrees in principle on the need to provide a known proportion of Municipal funds to the Central Area. It is by far the most important single resource in the Municipality and will provide a diverse range of significant economic, social and cultural benefits to the community as a social dividend from the resource allocations. Progressive improvements to the Central Area and continued development of its business functions will also assist in maintaining and consolidating the rateable value of properties and the propensity of the Central Area to continue to support City services and development.

▪ **Attitude and Role of Council**

The implementation program will take a number of years to complete. Therefore, if budgets and projects have to be argued or substantially reassessed on a year-by-year basis, the program is likely to be doomed to failure at some point. It is important to note that there develop within the community and Council a recognition that the vision and a core of projects will require long standing commitment and support; and that ongoing support and pursuance of these projects is as important as Council's commitment to other basic amenities, e.g. provision of safe and serviceable roads, commitment to progressive improvements to recreational and open space areas, etc.

▪ **Mutually Reinforcing Projects**

Projects should be selected which mutually support and reinforce each other and thus maximise economic and community benefits arising from public and private investment.

## Appendix A

### FOUNDATION AND HISTORY OF THE CITY



# FOUNDATION AND HISTORY OF THE CITY

The City of Launceston is Australia's third oldest city, having grown from a settlement established by Colonel Patterson at Port Dalrymple in 1804. Launceston was formally founded a year later and called Patersonia. Later, the name was altered to 'Launceston' in honour of Governor King who was born in Launceston, Cornwall. The initial settlement extended from Cataract Gorge to the area City Park now occupies, with the first permanent building being constructed in 1806.

Launceston was to grow rapidly with the construction of a variety of private homes and manors, churches, lodges and taverns within a grid street pattern, establishing a population of 7,185 by 1837. It is noted that the early development of Launceston was defined in 1835 by Henry W H Smythe who drew the first town plan. This plan was not only a first for Launceston, but also represents the first urban land use plan in Australia.

Launceston was to emerge as a wealthy settlement as a result of smelting activities that supported the Mt Bischoff mine (the mine floated in 1873), which at the time, was the largest tin mine in the world. The settlement thrived, and the wide avenues and many of the Victorian and Federation style buildings that continue to line the streets of Launceston reflect these early boom days. Key buildings within the central area include Morton House, St Johns Square Chapel, the Old Brisbane Hotel, Victorian shops along George Street, the Masonic Club, the Brewery Oast House, the Terminus Hotel, Customs House, Monds and Affleck Mill, the Paterson Barracks, the Town Hall (built in 1864), the Post Office, the Uniting Church in Paterson Street, and the Old National Theatre.

Additionally, many of Launceston's parklands were envisaged as a key component of the Launceston town grid from the early days. City Park was originally known as 'Peoples Park' and dates from the 1820's, with the Government Cottage built in 1827, and the Launceston Horticultural Society planting and fencing the gardens throughout the 1830's. Similarly, Princes Square began its days as a brickfield, until it was levelled as a parade ground for military drills in the 1840's. The Square was fenced and planted by 1859, and continues to provide an important green space defining the central area.

In its early days, Launceston was to lay claim to many innovations in a number of areas. In 1836 the Bank of Australasia (later to be known as the ANZ Banking Group) was established in Launceston. Launceston's business community flourished and by 1849 the Launceston was the first Australian City to form a Chamber of Commerce. By 1850, Launceston was also providing a leading role in social reform with the establishment of the Launceston Anti-Transportation League which campaigned to abolish the transportation of convicts to Van Diemens land and recognise Australia as a viable community in its own right. This led to the Federation Conference, that was fundamental in the movement to create the Australian Nation (1 January 1901). By the 1860's Launceston was the first city in Australia to have established an underground sewerage system and by December 1895, Launceston could also boast

of being the first city in Australia to be lit by hydroelectric power, with power generated from the Duck Reach Power Station, located in the Cataract Gorge.

The township grew throughout the 1880's, and by 1899 Launceston had secured its role as a thriving port for trading vessels, schooners and smaller fishing craft. The dock stretched between the newly constructed Victoria Bridge and the Customs House, with a host of supporting warehouses and merchants located in the streets alongside the riverfront. The importance of Launceston as a centre for commerce, trade and distribution became increasingly evident with the success of diverse industries including breweries, grain and chaff merchants, milling, and boot and shoe makers.

The River has continued to play a significant role in shaping Launceston, as illustrated by the enactment of the Launceston Flood Protection Act 1955 which established the Launceston Flood Protection Authority to investigate, design and construct a scheme. The scheme, which consists of approximately ten kilometers of earth embankments levees and reinforced concrete retaining walls, was completed in 1975.

The Launceston Flood Protection Authority's design for the scheme was based on an estimate established in 1959 of 7787m<sup>3</sup>/s for the South Esk and 572 m<sup>3</sup>/s for the North Esk. At the time it was thought to have a recurrence interval of 1 in 10,000 years, however recent flood frequency analysis suggests that the design levee is nearer 1 in 1000 years. It is noted however that the soft foundations underlying the levees make it very difficult to achieve more than a 1 in 200 year level of protection in parts of the scheme, therefore the flood levees and the river will continue to provide an important element in Launceston's infrastructure.

More recent changes to the Launceston Central area have also influenced the character and use of the city. In particular the pedestrianisation of the Mall (refer Plate 1 in the main report) and the Quadrant in 1975, and Quadrant Mall. Additionally, the development of the Civic Square (refer Plate 2) in 1982 sought the provision of a landscaped pedestrian space for the enjoyment of the people of Launceston.

*The historic development of Launceston has left a complex legacy which is evident within the central area today. Key aspects of this legacy include: -*

- *a low rise central area with many intact historic buildings;*
- *a separation of the City Centre area from the riverfront;*
- *a compact city at a pedestrian scale; and*
- *definition of the central area through the location of parklands and public spaces.*