



Our Southern Future

We have a decision to make about our place

Agenda

1

Setting the scene

The evolution of our campuses

2

Situation

Why we need to set a broad direction now

3

The choice we face

Between a distributed model and a city-centric model

4

Initial Findings

Across a broad set of criteria, a city-centric model is appearing the better direction

5

Next steps

We want to hear your views on the assessment of the criteria



UNIVERSITY of
TASMANIA

Background

1

Objectives of engagement

- Present the current state issues that compel us to take action
 - Present the criteria which we believe is important in assessing our options and understand from staff and students if the criteria is correct
 - Demonstrate how each option rates according to the criteria and understand from staff and students if the assessment is correct
-

2

Concept, not masterplan

- The maps demonstrate conceptually where certain colleges/divisions may be located, masterplanning will test those ideas
 - The masterplanning phase will include consultation with staff, students and other stakeholders and will answer questions around: Office, lab, teaching spaces, Teaching spaces, Childcare, Gym etc
-

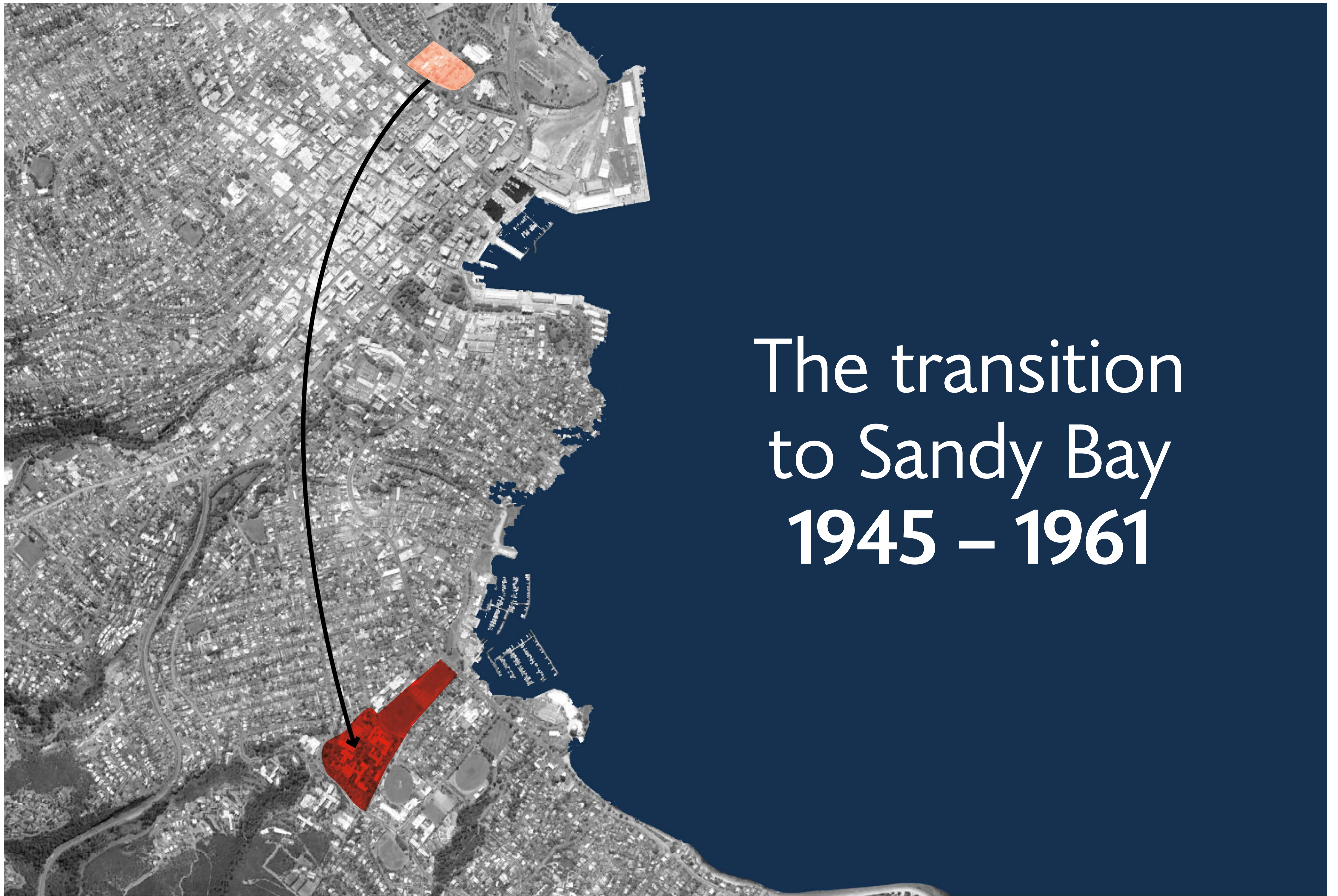
3

The two options

- Each model option presents a set of trade offs and we have to aim to optimise what is best for staff and students in light of teaching, learning and research



The University 1890 – 1945



The transition
to Sandy Bay
1945 – 1961



The growth
of Sandy Bay
1961 – 1983



The era of
strategic
opportunism
1984 – 2018



Where do we
want to be in
10 years' time?

2. SITUATION

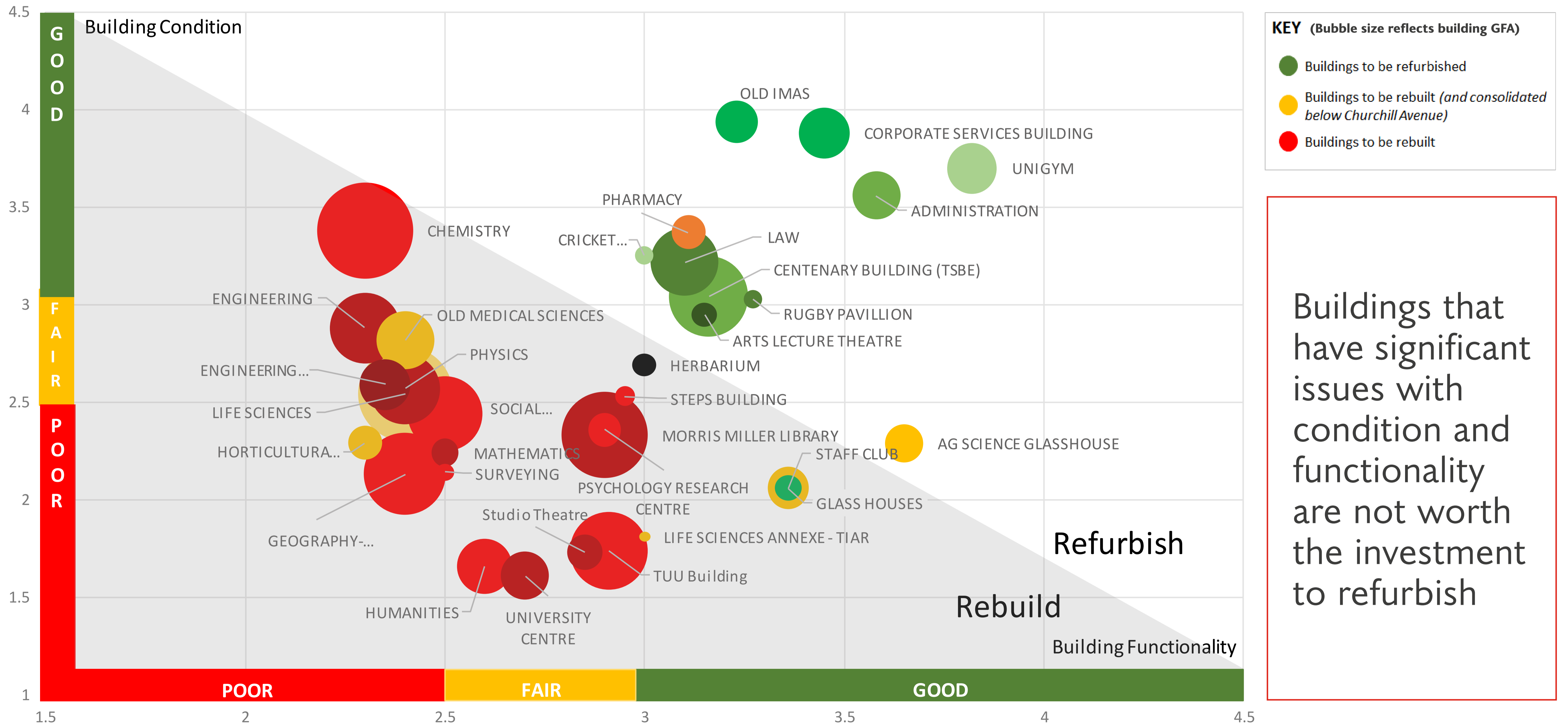
The state of our buildings means we need to make a choice about our broad direction now

- A** Condition and functionality of our buildings sees two-thirds of them needing replacement
- B** Student satisfaction surveys show that students in both the City and Sandy Bay are unsatisfied with facilities and experience
- C** Age of our buildings doesn't align with our values around sustainability, disability access and health and safety
- D** Low utilisation of our facilities driving costs, inefficiencies and poor sustainability outcomes
- E** Our facilities are not competitive with other universities



The condition and functionality of our Sandy Bay buildings sees two-thirds of them needing replacement

Building condition and functionality, by gross-floor area



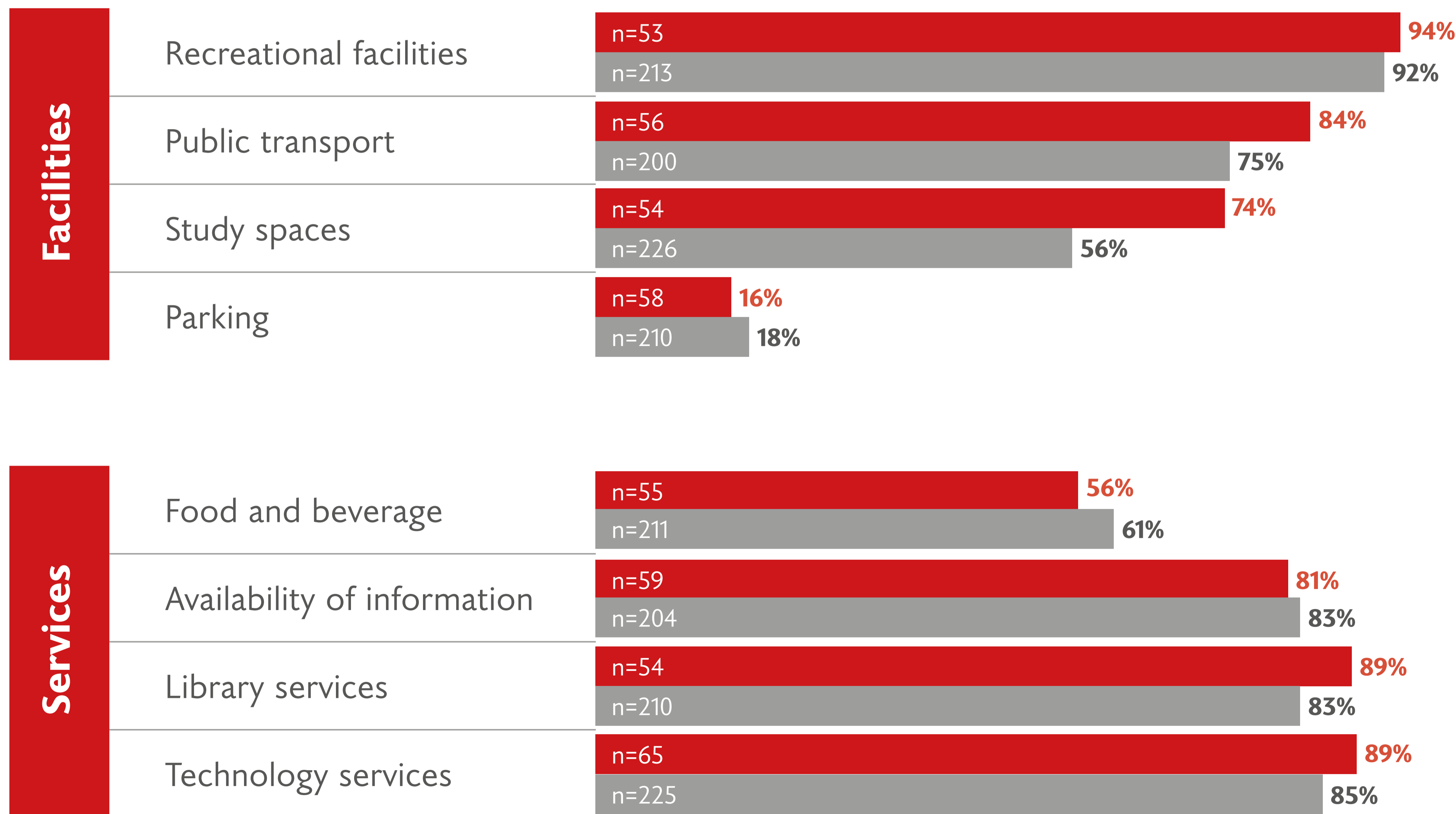
Buildings that have significant issues with condition and functionality are not worth the investment to refurbish

B

Student satisfaction surveys show that students in both the City and Sandy Bay are unsatisfied with facilities and experience

Study spaces, parking and food and beverage are the areas in need of most improvement, when we consider the future of our Southern campus

Students who agree that they are satisfied with facility or service, %



■ Hobart ■ Sandy Bay

“It is frustrating being split between three different campuses (Sandy Bay, Menzies, and the Domain) and having to go between them in the same day” (SQS, 2018)

45% of mainland students say that café and dining options are lower or much lower than expected

30% of mainland students say that the on campus experience and campus life is lower or much lower than expected



The age of our buildings doesn't align with our values around sustainability, disability access and health and safety

*Items in many of our buildings **do not** meet current building code standards for disability access*

General

- Width of doorways
- Width of internal walkways
- Paint colour of doors, architraves and skirting
- Signage

Bathrooms

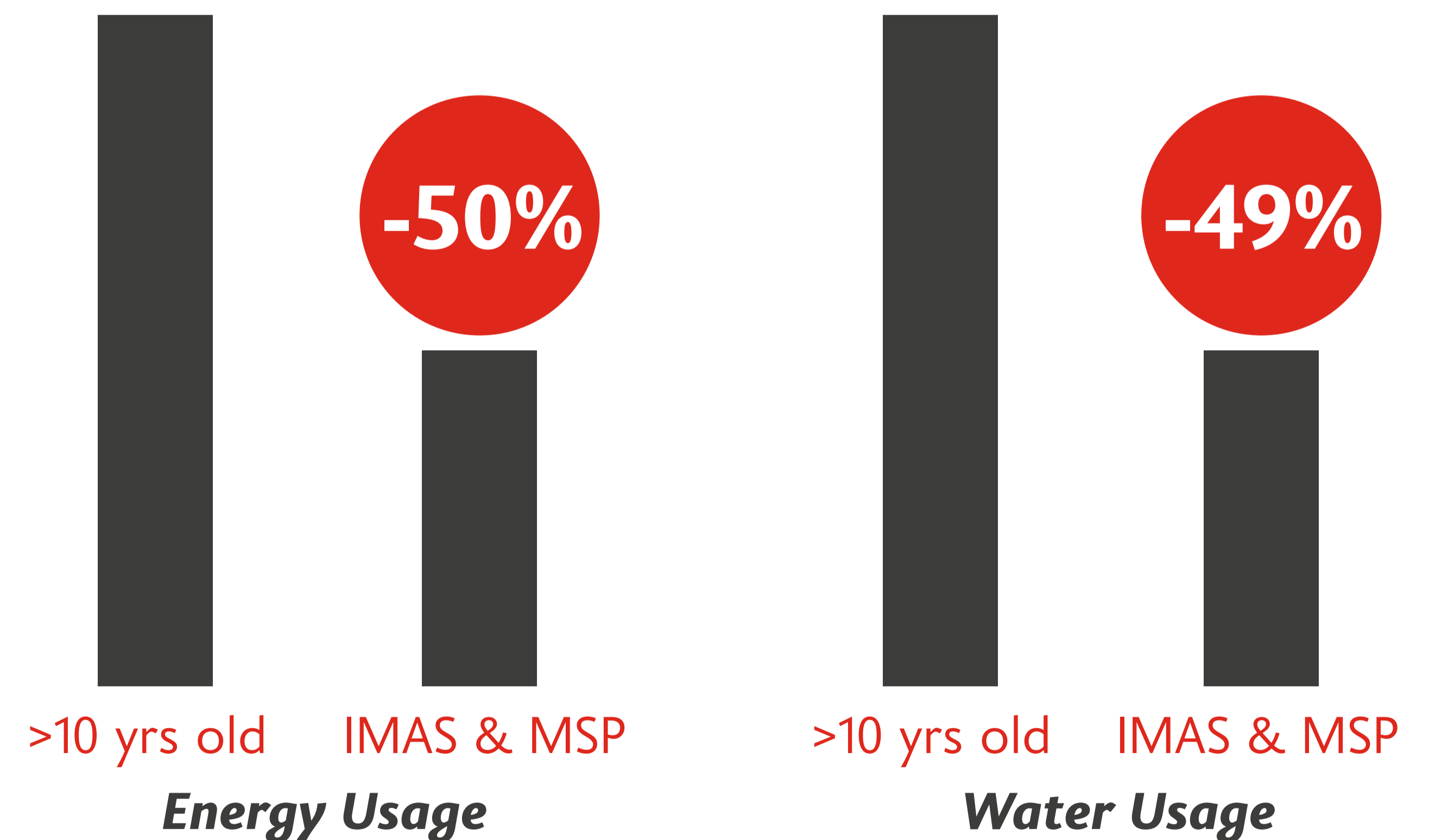
- Door handles and fixtures for hinged sliding doors
- Width of toilet doorways
- Space for circulation

Outdoor

- Pathways and ramps to buildings
- Gradient of ramps
- Handrails

Our buildings fall far short of contemporary building standards and do not meet sustainability objectives

- 66 out of 67 buildings in Sandy Bay are over 10 years old and are not Green Star rated
- IMAS and MSP have a 5 star Green Star Rating and have ~50% less energy and water usage





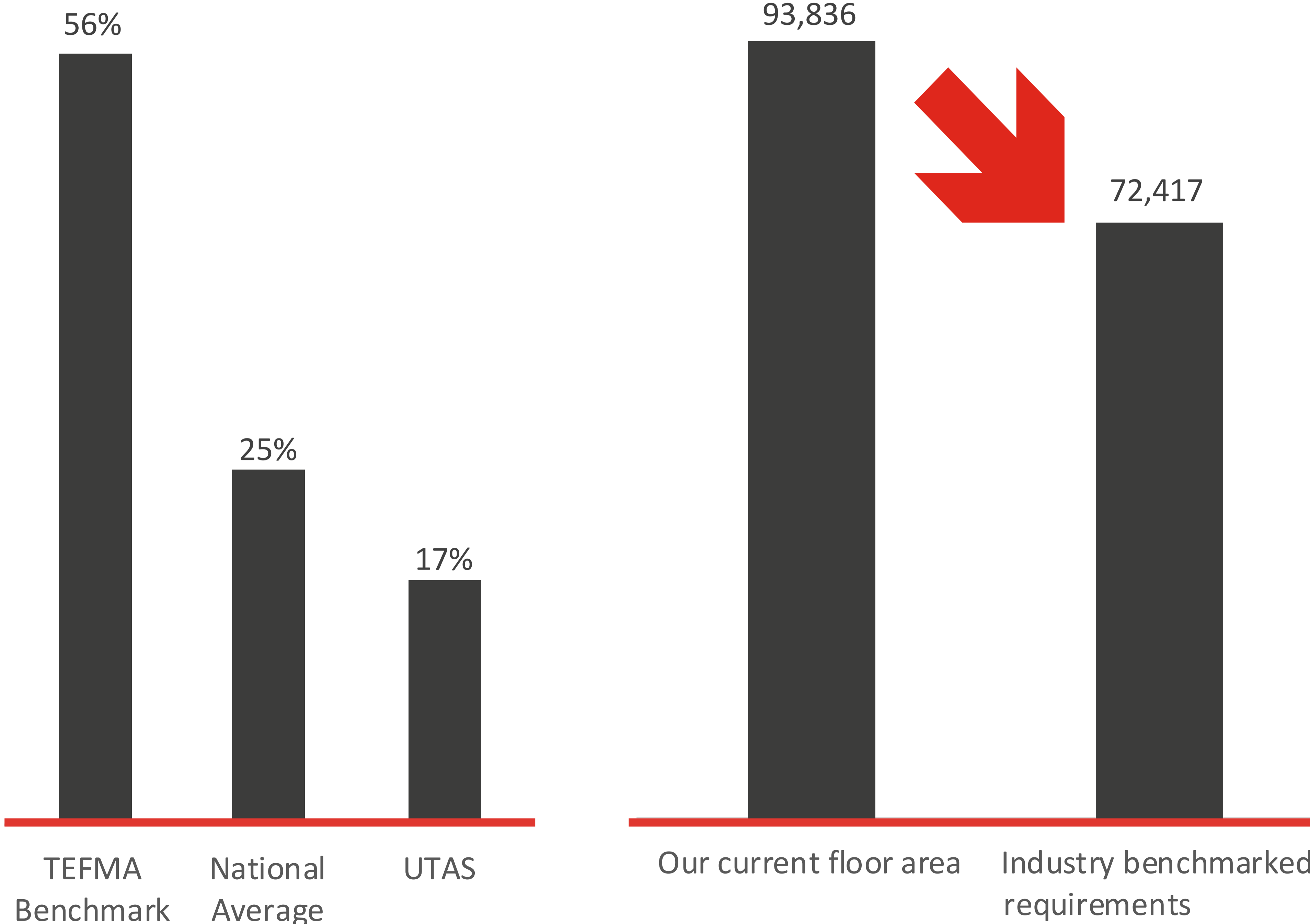
Low utilisation of our facilities, driving costs, inefficiencies and poor sustainability outcomes

We have low utilisation of our spaces, with 29% more space than we need...

..and the spaces we do have are poorly designed

The utilisation of teaching spaces

Floor area, square metres



Many labs have not been designed for multiple purposes, replicating specialist services and infrastructure across several buildings or areas

Narrow, long corridors cannot be used for social, collaborative purposes; taking up large amounts of floor space

Large capacity spaces are replicated across the campus in multiple buildings, each with very low utilisation rates

Excess space must be cleaned, heated and maintained, leading to higher running costs and energy usage

SOURCE: North Projects GFA Report, TEFMA Benchmark Report 2014, Internal analysis



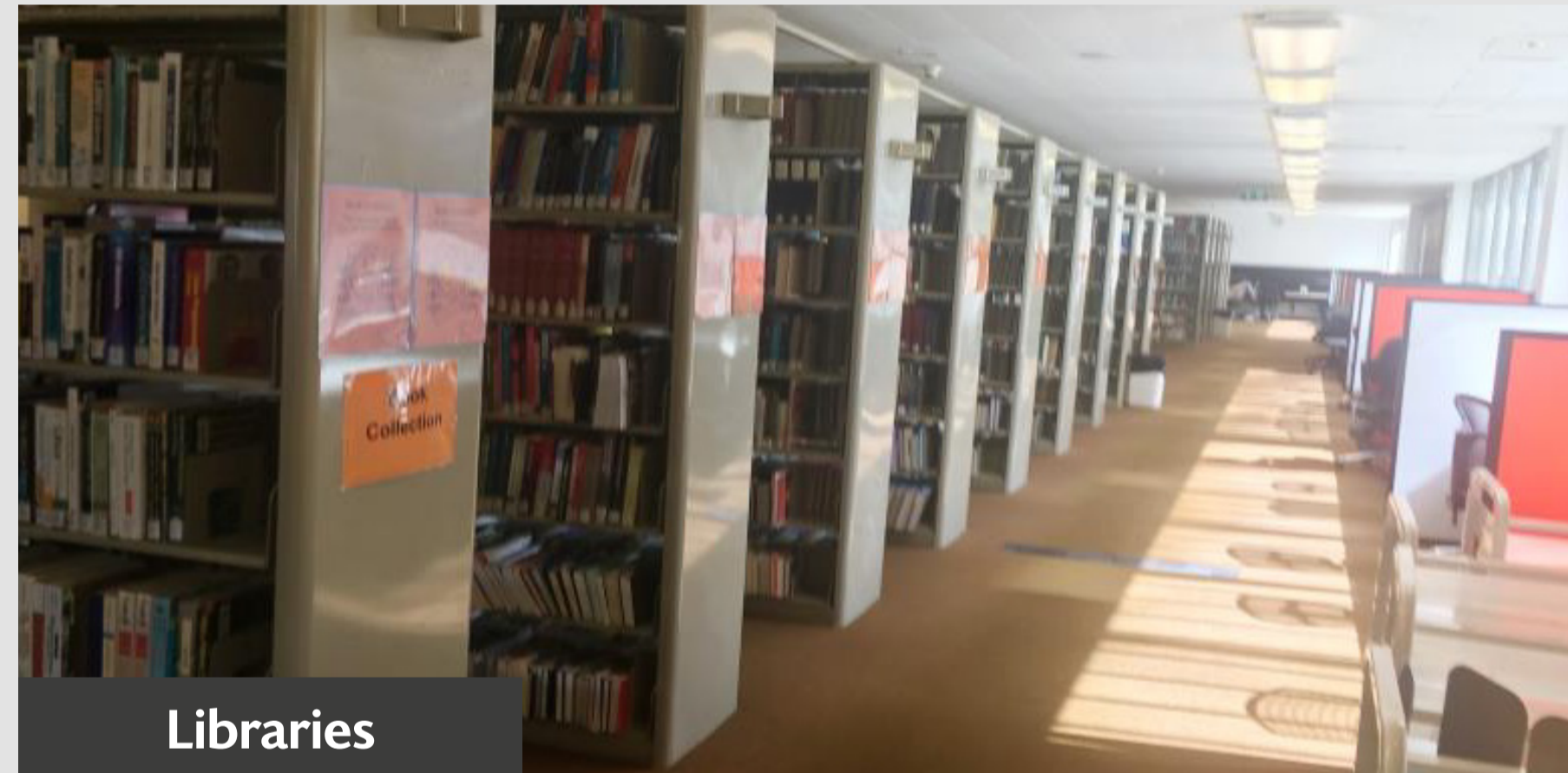
Our facilities are not competitive with other universities



Tertiary Education Facilities Management Association rates our facilities as being **in the worst condition of all universities** in Australia and New Zealand



Teaching spaces



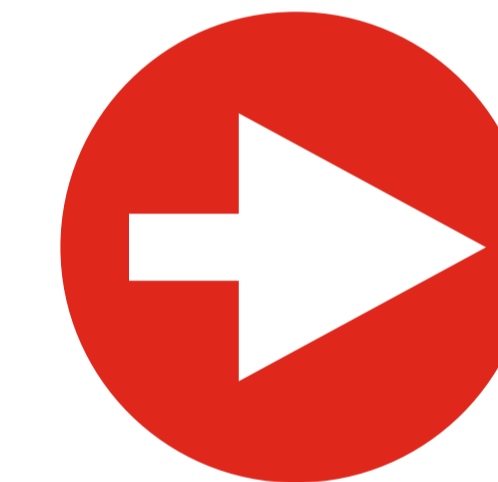
Libraries



Student labs



Best in class



3. THE CHOICE WE FACE

There are two broad directions for the future of our Southern campus, our initial perspective is that a City-Centric Campus is the preferred approach

Initial perspective on preferred option

City-Centric Campus



Create a closely connected set of precincts with:

- A green campus on the site of the original campus
- Contemporary facilities in the heart of the city
- Proximity to Domain sporting facilities
- Recreation facilities and accommodation retained in Sandy Bay with space for specialist facilities

→ **City-Centric timeline 8-10 years**

Distributed Campus



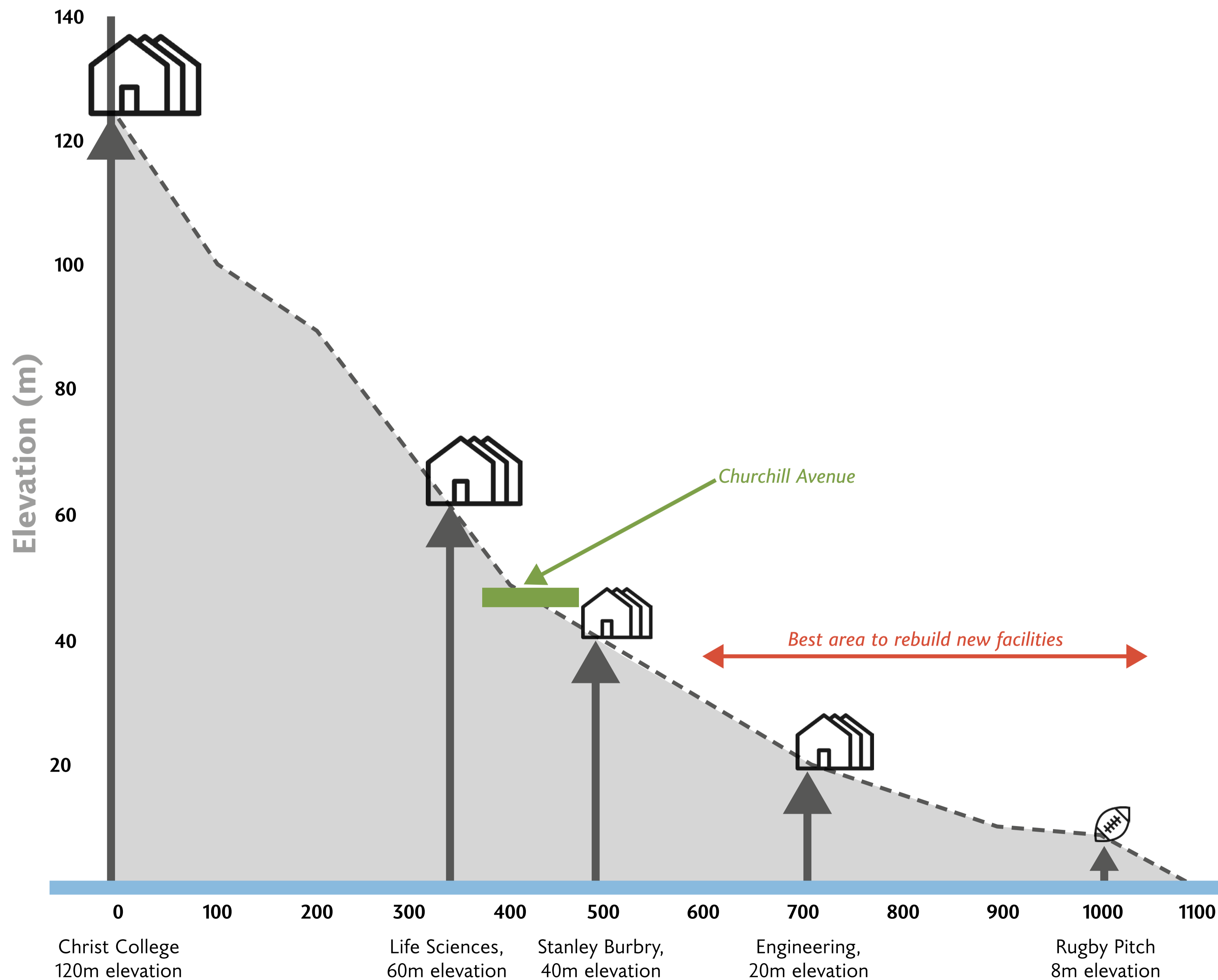
Maintain our new facilities in the CBD and redevelop all others in Sandy Bay by:

- Consolidate buildings below Churchill Ave
- Rebuild most buildings with contemporary facilities
- Redesign landscape to address accessibility issues
- Maintain a green spine with a tight vibrant campus

→ **Distributed timeline 12-15 years**

Key principles show that the Sandy Bay of tomorrow would need to be very different to the Sandy Bay of today

The Sandy Bay campus covers an elevation change of over 120m



The next stage of detailed master-planning would be based on a redeveloped Sandy Bay that would need to be consolidated below Churchill Ave close to Sandy Bay Road.

Access: Every 10m of elevation change requires over 200m of ramps to support people of all abilities.

Site Constraints: Much of the area above Churchill Avenue has sensitive biodiversity, bushfire, landslip and heritage overlays that would impact what could be built.

Cost: Steep slopes require expensive foundations and landscaping

Impact on Operations: Building on empty areas first to minimize the impact as much as possible on staff

Tightness of campus: Proximity to support collaboration and sharing of resources, as well as vibrancy to support student experience

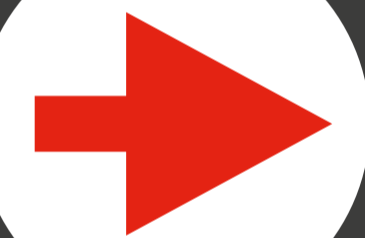
There are a number of factors for a city campus to be successful

- 1 Connectivity**
Distance from the main campus may not be an issue if transport is efficient, comfortable, and affordable
- 2 Establish a campus 'heart'**
It will overcome any perception of separation due to distance between sites
- 3 Amenity**
Connectivity to a range of urban and social amenities is important
- 4 Cultivate partnerships**
Close ties to Council on urban infrastructure
- 5 Design quality**
Campus design directly correlates to staff and student satisfaction and community perception
- 6 Lead with sustainability**
Universities are usually expected to lead the way in sustainability without being superficial in this regard
- 7 Attractive and permeable**
Will appeal to visitors and outside users at different times of the day to activate sites
- 8 Interactive and open**
Public open space and associated publicly accessible facilities are beneficial
- 9 Social infrastructure**
High quality social and academic spaces generate critical mass and conviviality
- 10 Community engagement**
Active investment in the local community positively enhances the public image of a University
- 11 Interim use**
Promotion of interim site uses to activate and engage a cross-section of the public while development progresses over time

If we proceed with the City-Centric Campus, we will shape the future of the Sandy Bay campus in line with our core values

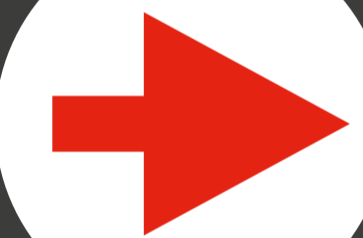
Master plan the future of the Sandy Bay campus in consultation with:

- Staff and Students
- All levels of government
- Community



Master planning considerations include, but are not limited to:

- Protection of sensitive areas
- Public access to green spaces
- Access to sporting facilities
- Specialist facilities

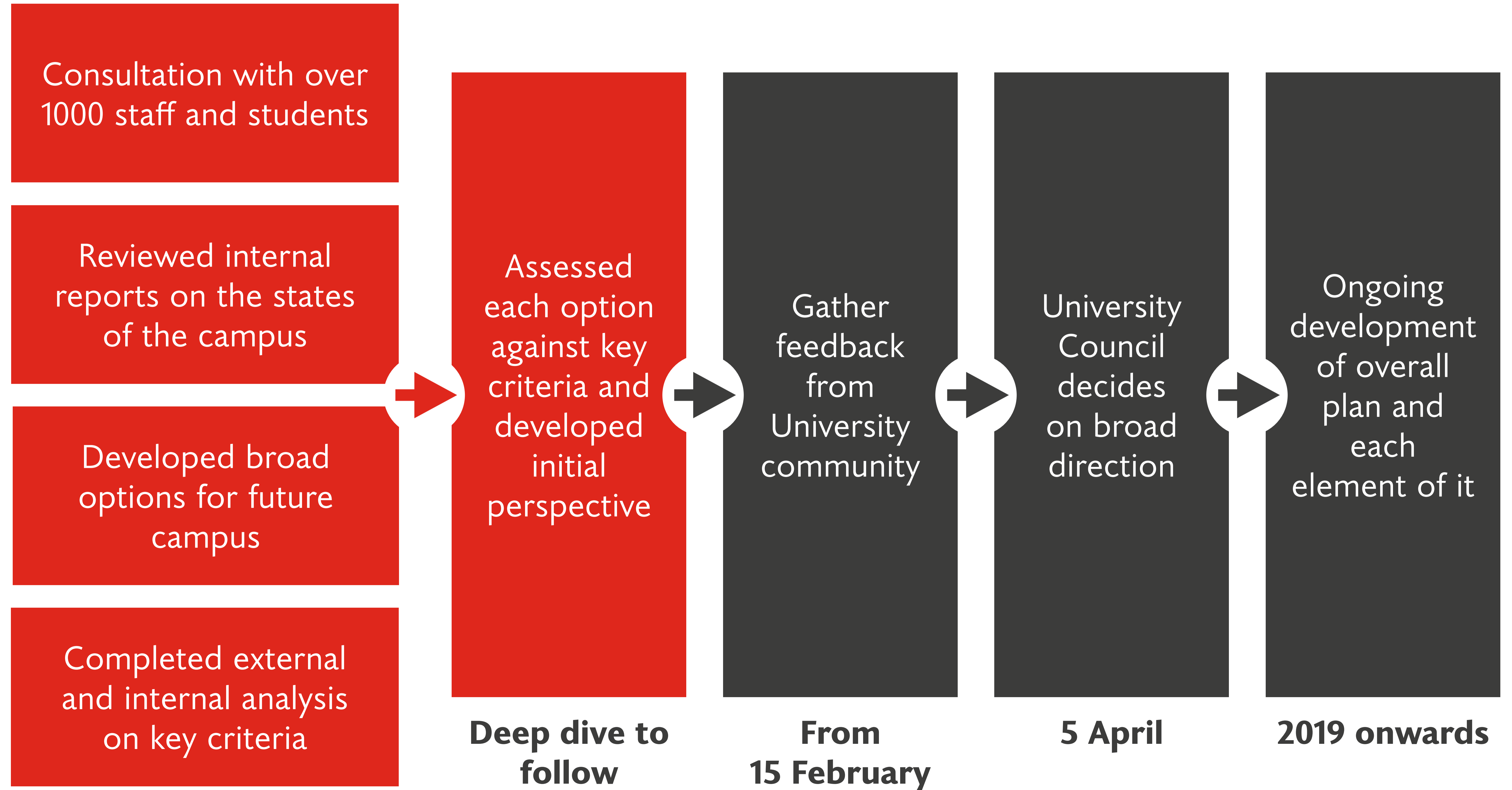


Options for the Sandy Bay campus include, but are not limited to:

- Retain strategic land
- Reuse of buildings for education and health
- Reuse land for low and medium density housing

Sandy Bay will continue to be the home of our existing accommodation and recreation grounds and specialist facilities

Over the past 5 months, we have gathered insights and come to an initial perspective



City-Centric Campus

Precincts

NOT A MASTERPLAN

The Domain

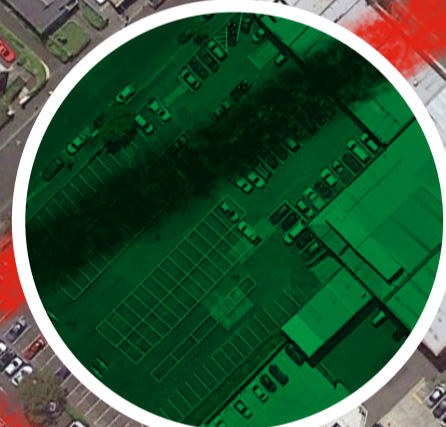
LAW, HUMANITIES & SOCIAL SCIENCES PRECINCT

STEM Building

Medical Science

Accommodation

Accommodation



The Hedberg

STEM PRECINCT

Future Accommodation

School of Creative Arts



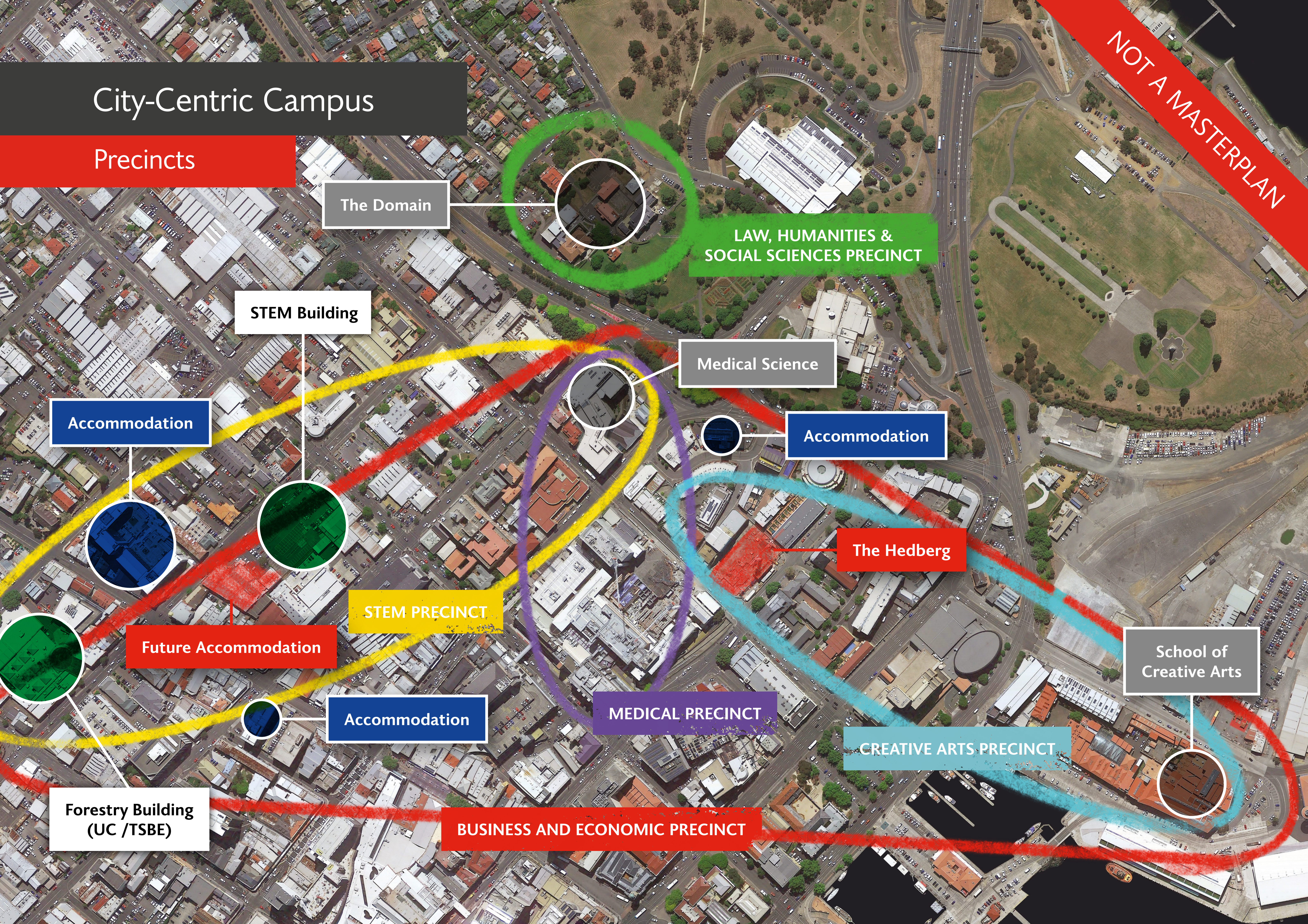
Accommodation

MEDICAL PRECINCT

CREATIVE ARTS PRECINCT

Forestry Building (UC /TSBE)

BUSINESS AND ECONOMIC PRECINCT





IMAS



MEDIA PRECINCT

ANTARCTIC PRECINCT

The Media School



Sandy Bay Campus

Key



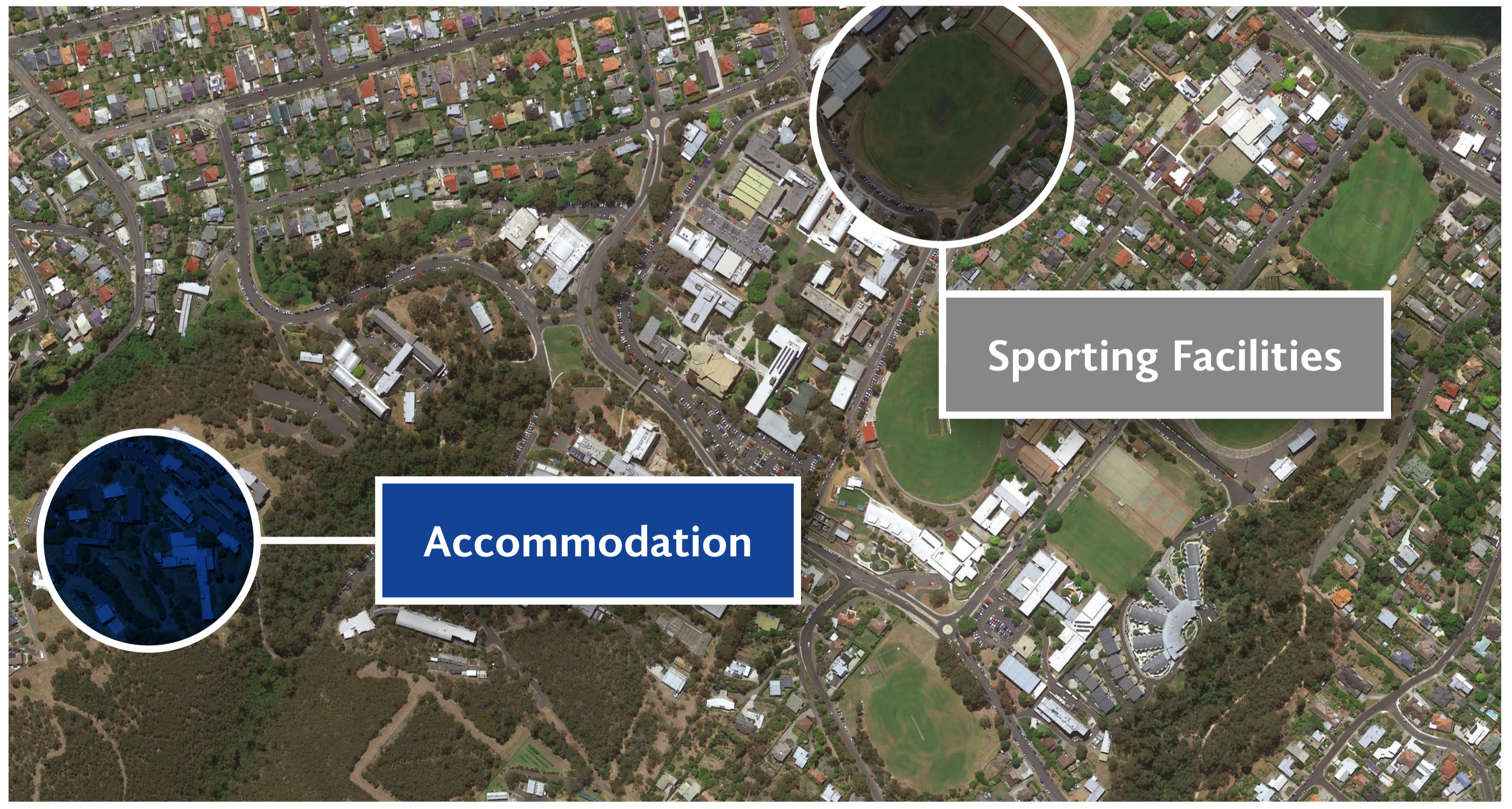
Existing building



Proposed



Under Construction



Sporting Facilities

Accommodation



Distributed Campus

School of Nursing and Midwifery

Medical Science

Accommodation

Accommodation

PBSA2

The Hedberg

Accommodation

School of Creative Arts

The Media School

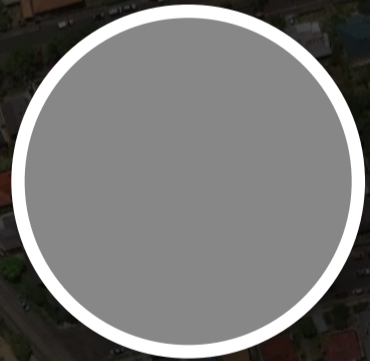
IMAS

NOT A MASTERPLAN





Key



Existing building



Proposed



Under Construction

UC

Law Building

Staff and Student Services
(Existing)

Staff and Student Services

STEM Building

Humanities & Social Sciences

TSBE

(Centenary Building)

4. INITIAL FINDINGS

Based on our assessment against eight criteria developed with reference to the University's strategy, our view is that a City-Centric Campus option is preferable

Assessment criteria, informed by our Strategic Direction

● City-Centric Campus

▲ Distributed Campus

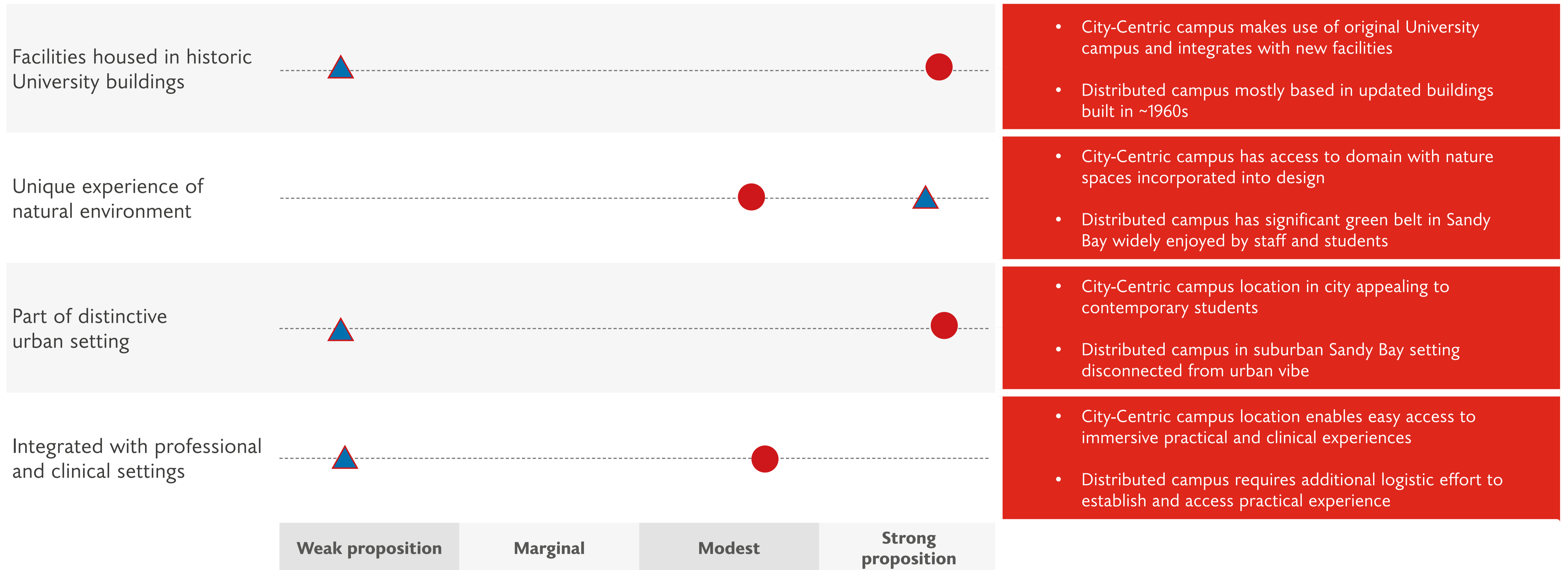


As part of the consultation process, we will seek input from students, staff and the broader community on the assessment of each option against these criteria

The City-Centric campus appears to provide a more differentiated experience, but criteria are qualitative

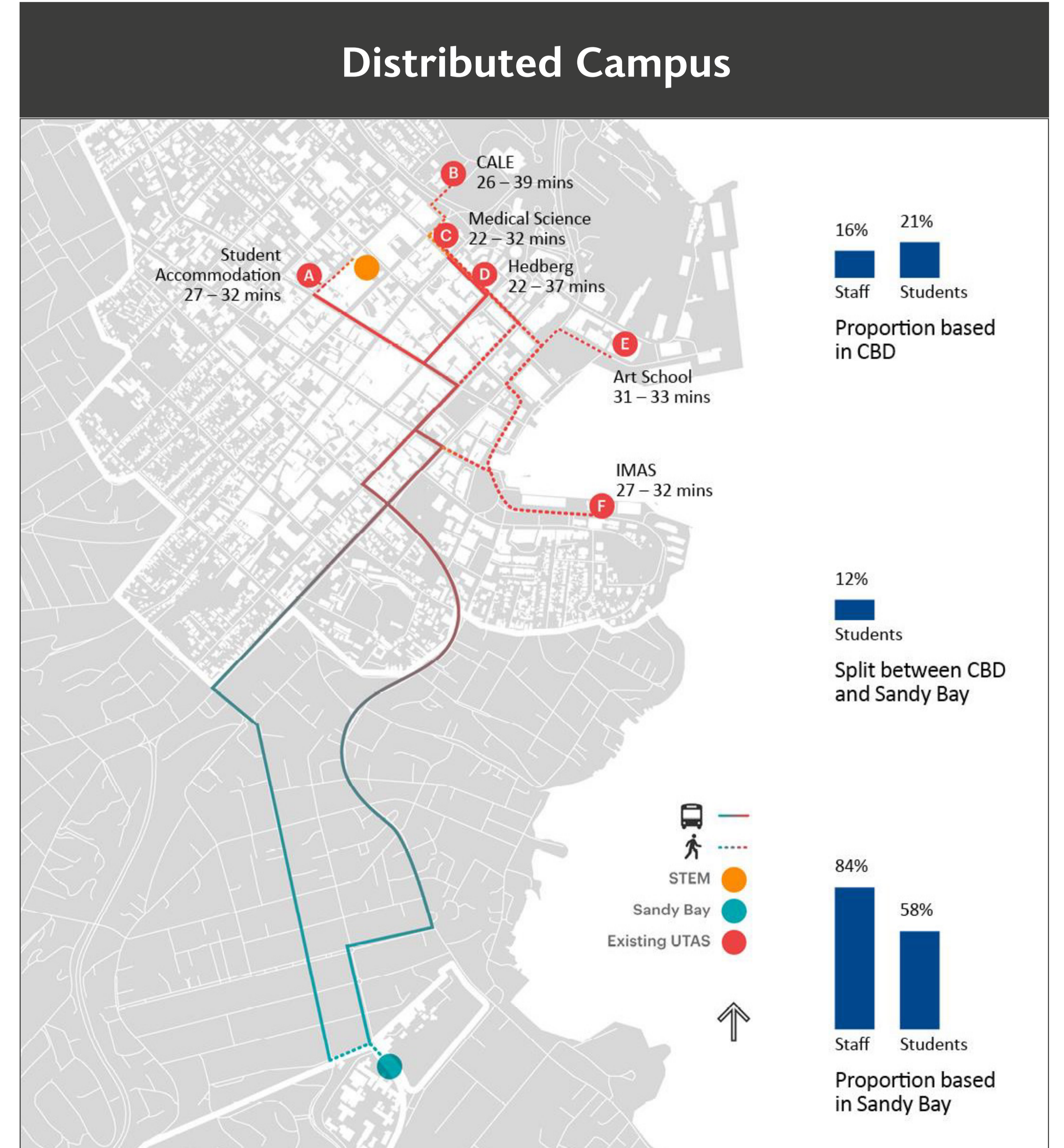
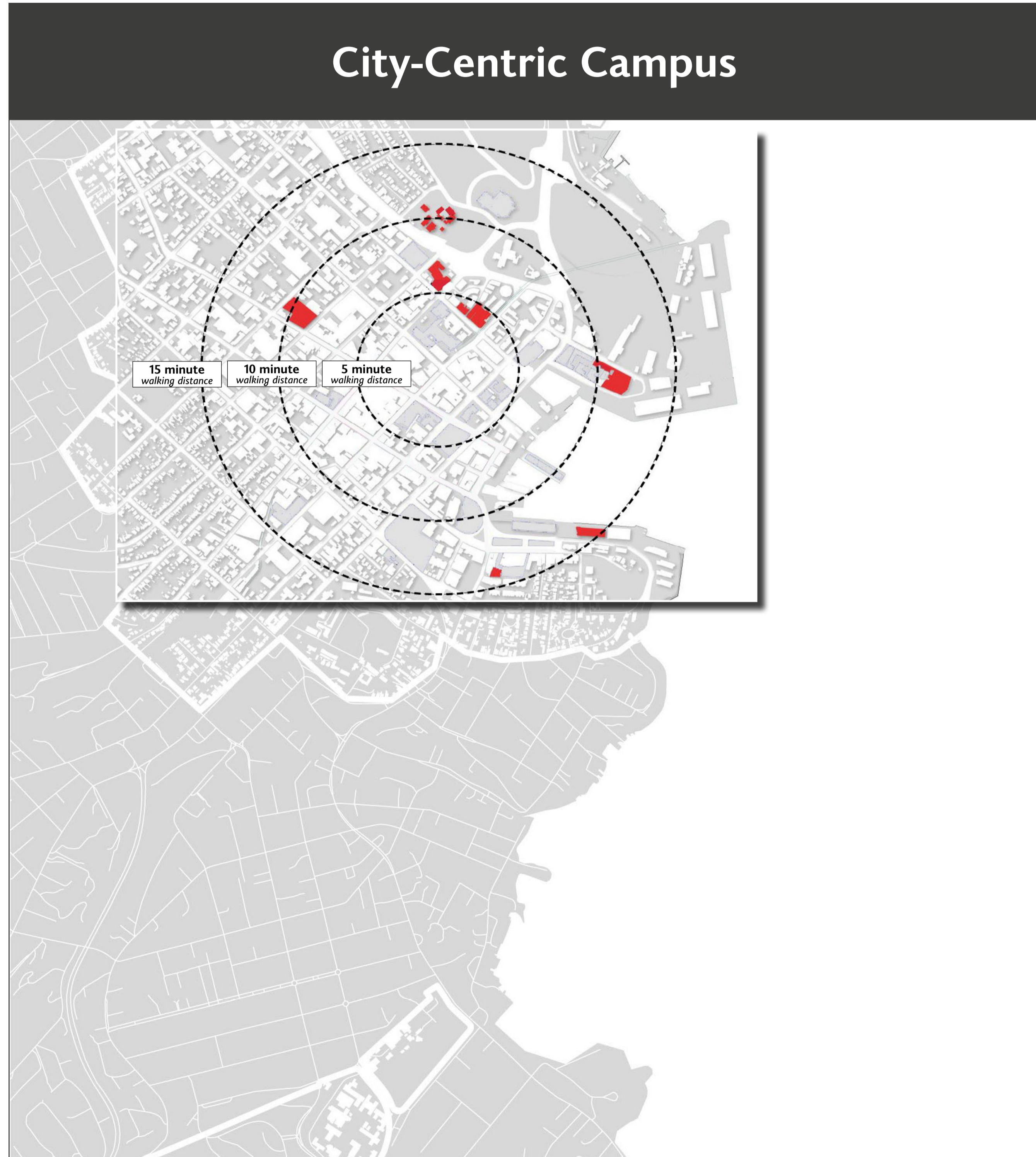
Assessment

● City-Centric Campus ▲ Distributed Campus



Strong proposition: Criteria are rated as having a strong proposition if they are difficult to replicate in a way that creates experiences that students/staff value

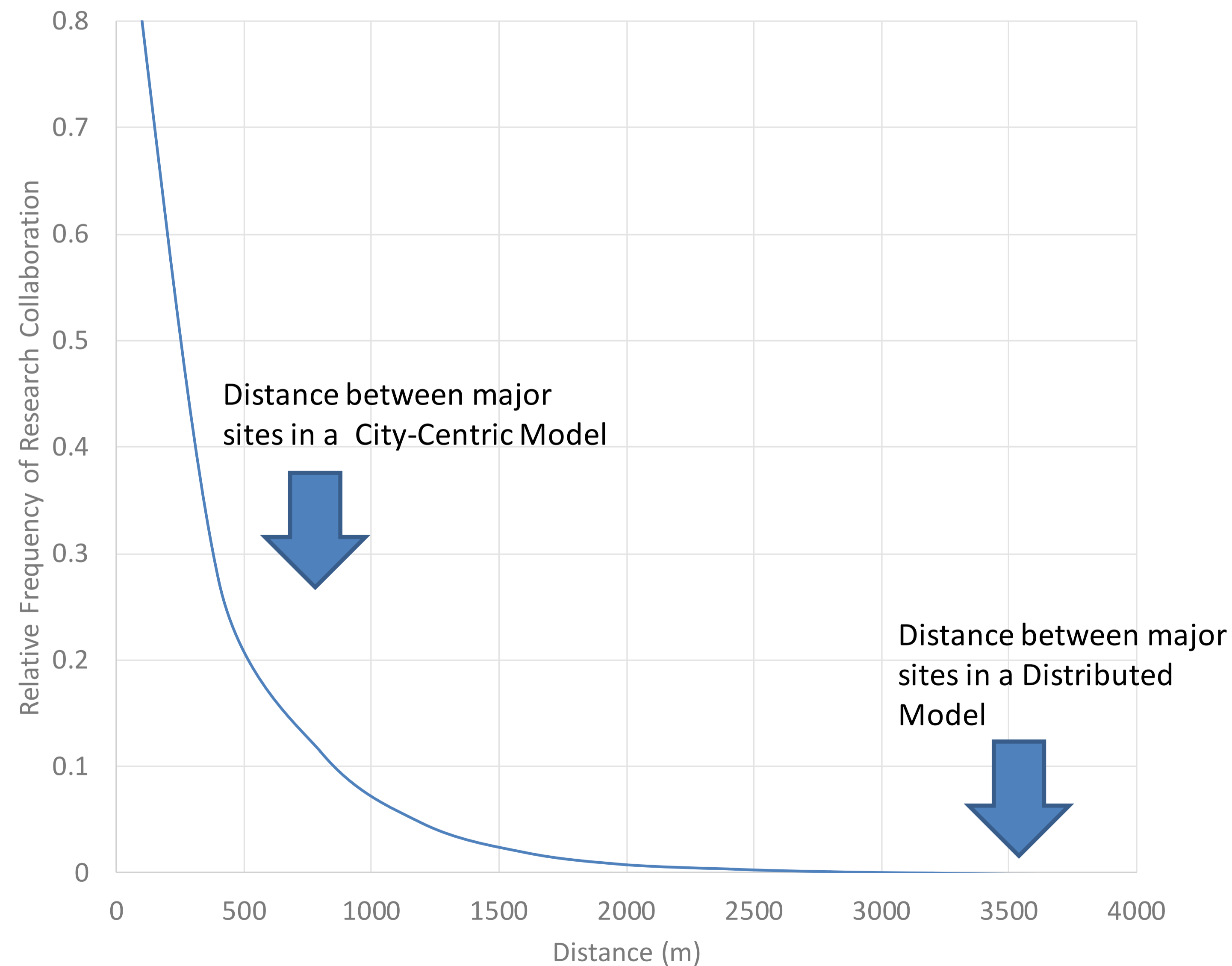
The proximal nature of the City-Centric model enables better collaboration and coherence of the University community



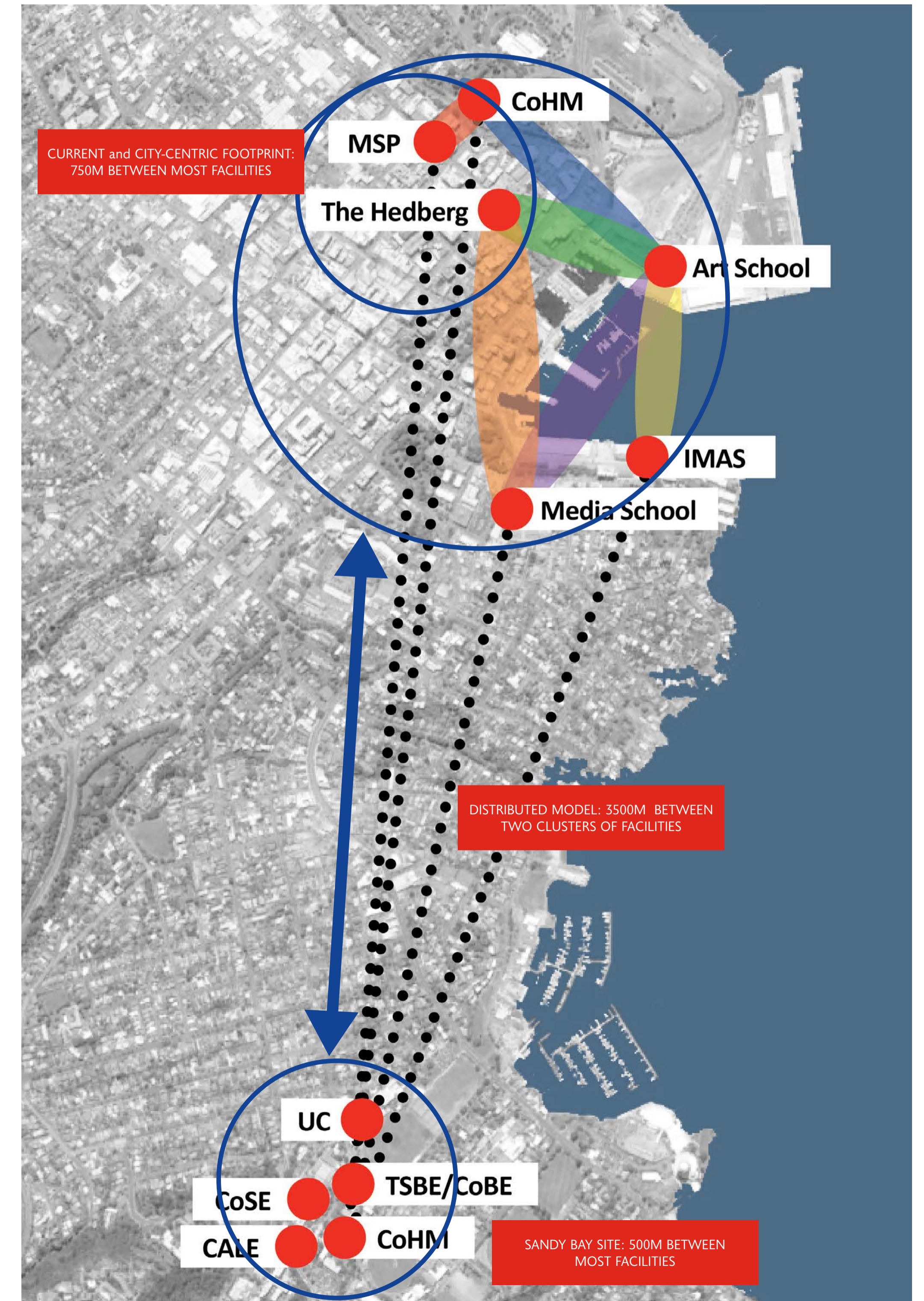
The way we configure our University campus has a direct impact on our collaboration and inter-disciplinary endeavours

Collaboration is profoundly influenced by proximity. The likelihood of joint research drops exponentially with increasing distance.

Over 25% of our Hobart academics are based in the city, many with limited interaction to those in Sandy Bay



SOURCE: An exploration of collaborative scientific production at MIT through spatial organization and institutional affiliation, 2017



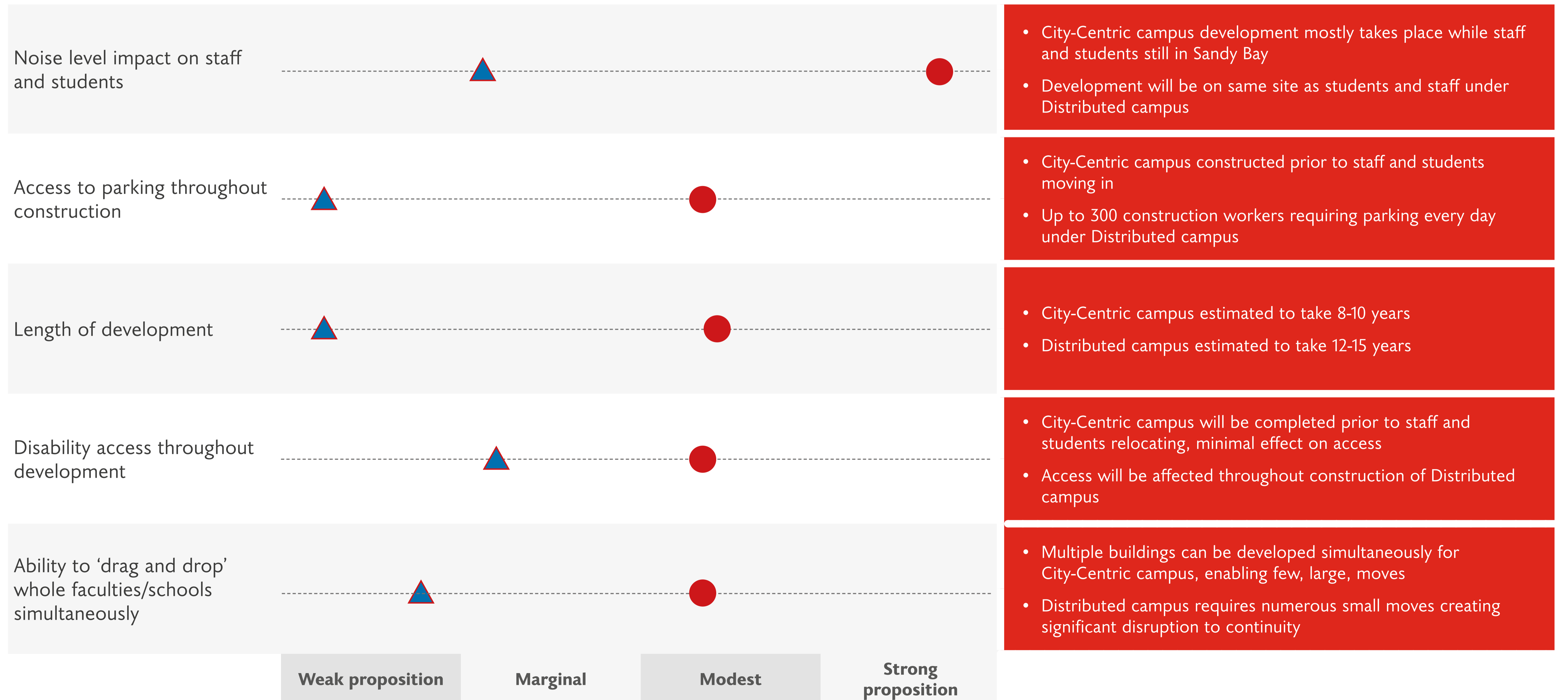


Connection
with broader
community

Development of the City-Centric campus will affect staff and students significantly less than the Distributed campus

Assessment

● City-Centric Campus ▲ Distributed Campus



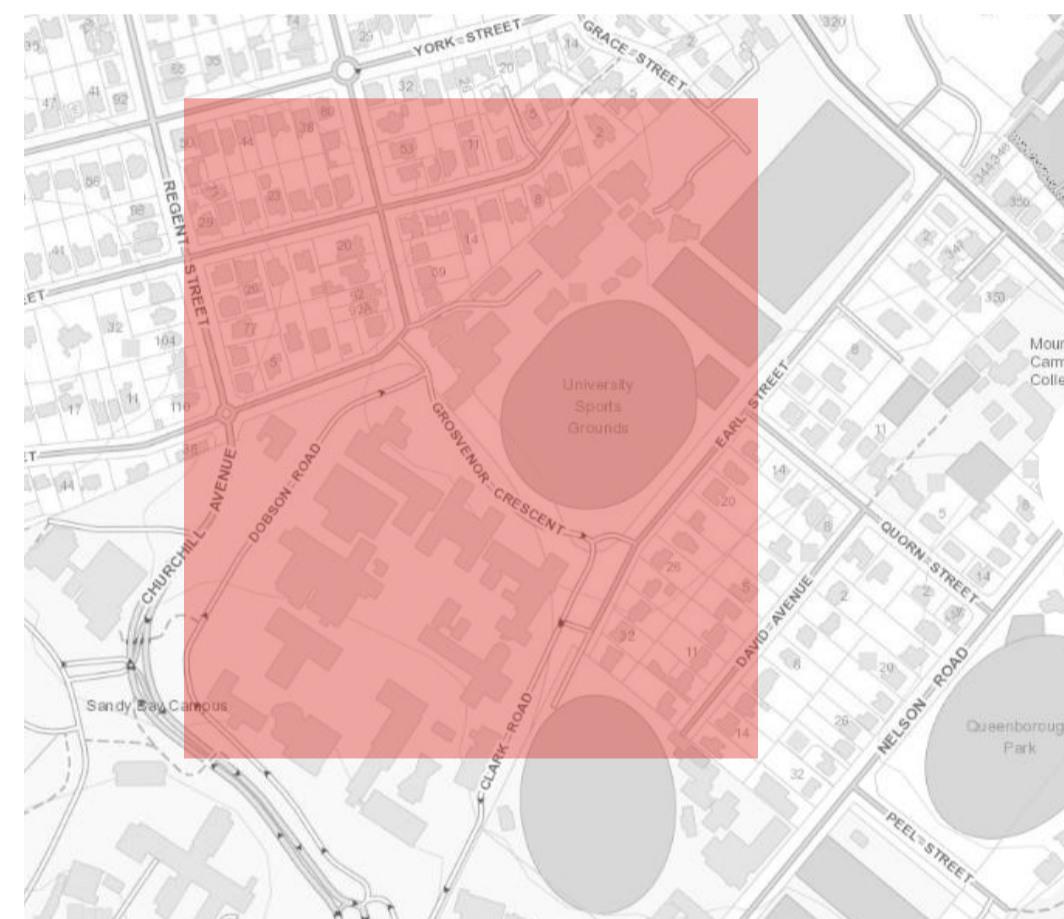
- City-Centric campus development mostly takes place while staff and students still in Sandy Bay
- Development will be on same site as students and staff under Distributed campus
- City-Centric campus constructed prior to staff and students moving in
- Up to 300 construction workers requiring parking every day under Distributed campus
- City-Centric campus estimated to take 8-10 years
- Distributed campus estimated to take 12-15 years
- City-Centric campus will be completed prior to staff and students relocating, minimal effect on access
- Access will be affected throughout construction of Distributed campus
- Multiple buildings can be developed simultaneously for City-Centric campus, enabling few, large, moves
- Distributed campus requires numerous small moves creating significant disruption to continuity

The nature of the two options lead to different implementation programs and timelines

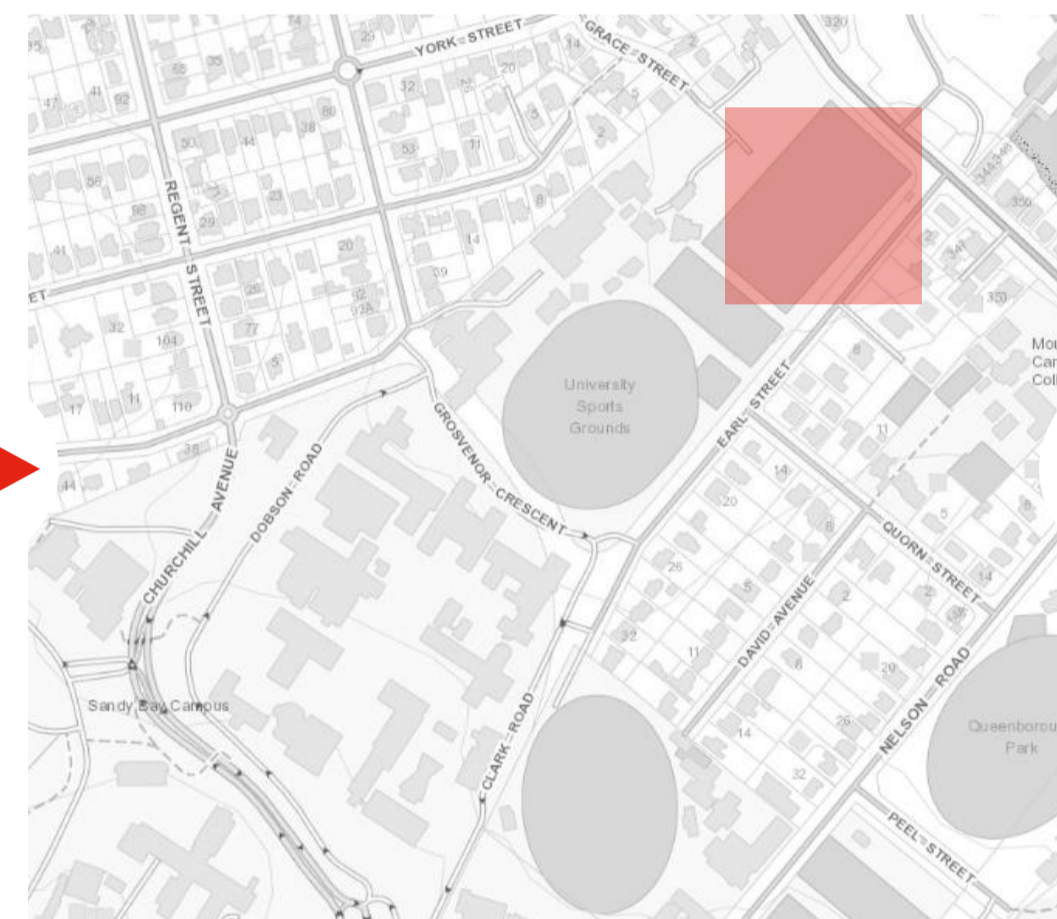
Phasing Plan for Redevelopment in Sandy Bay

Redevelopment will be sequenced over a period of ~15 years

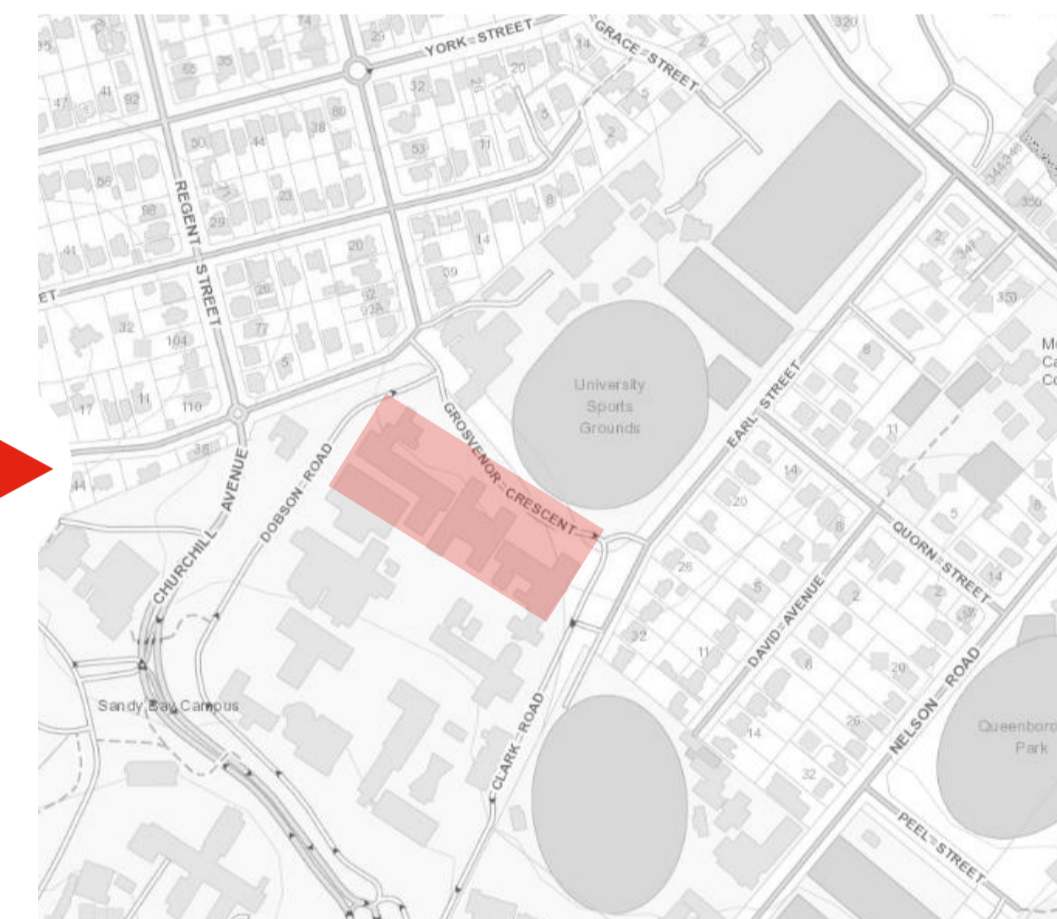
Phase 1: Master-planning, Design and Preconstruction 2019-2021



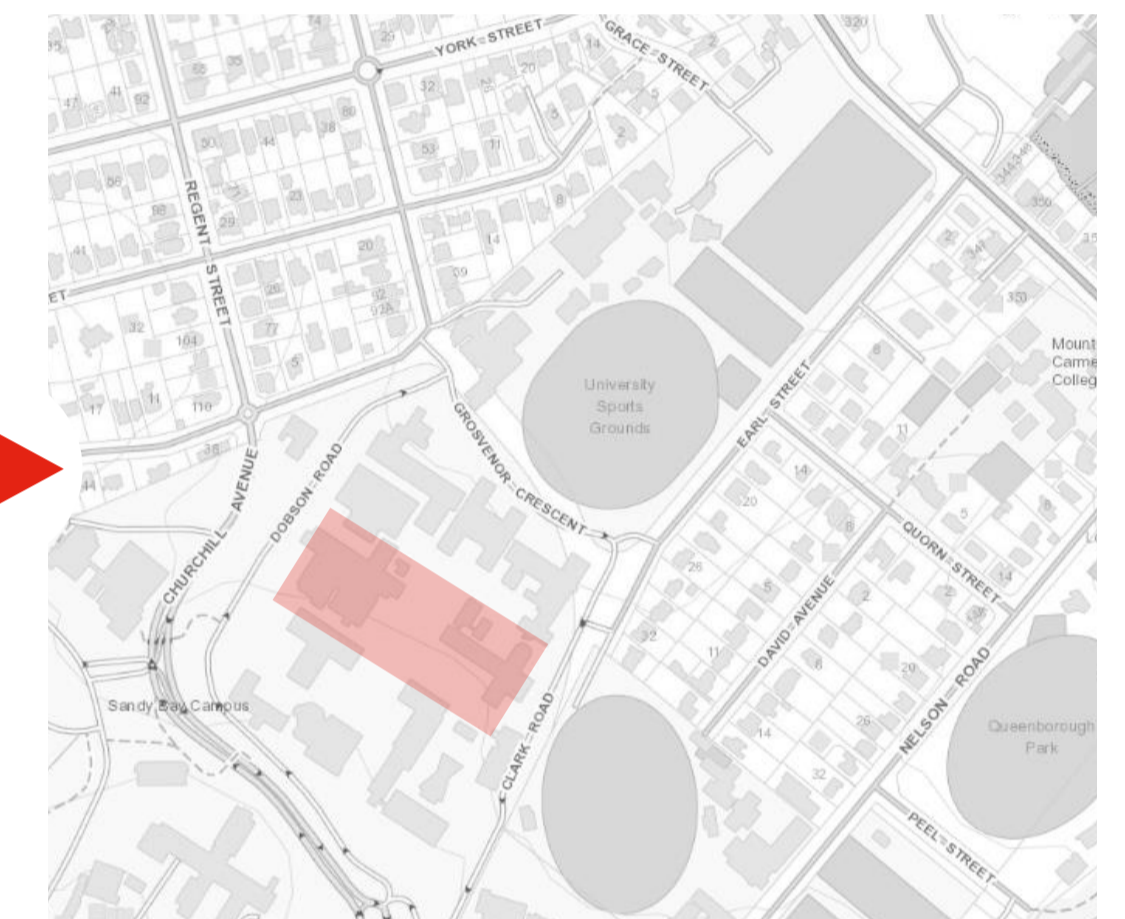
Phase 2: STEM Building 2022-2025



Phase 3: Demolition and Rebuild 2026-2029



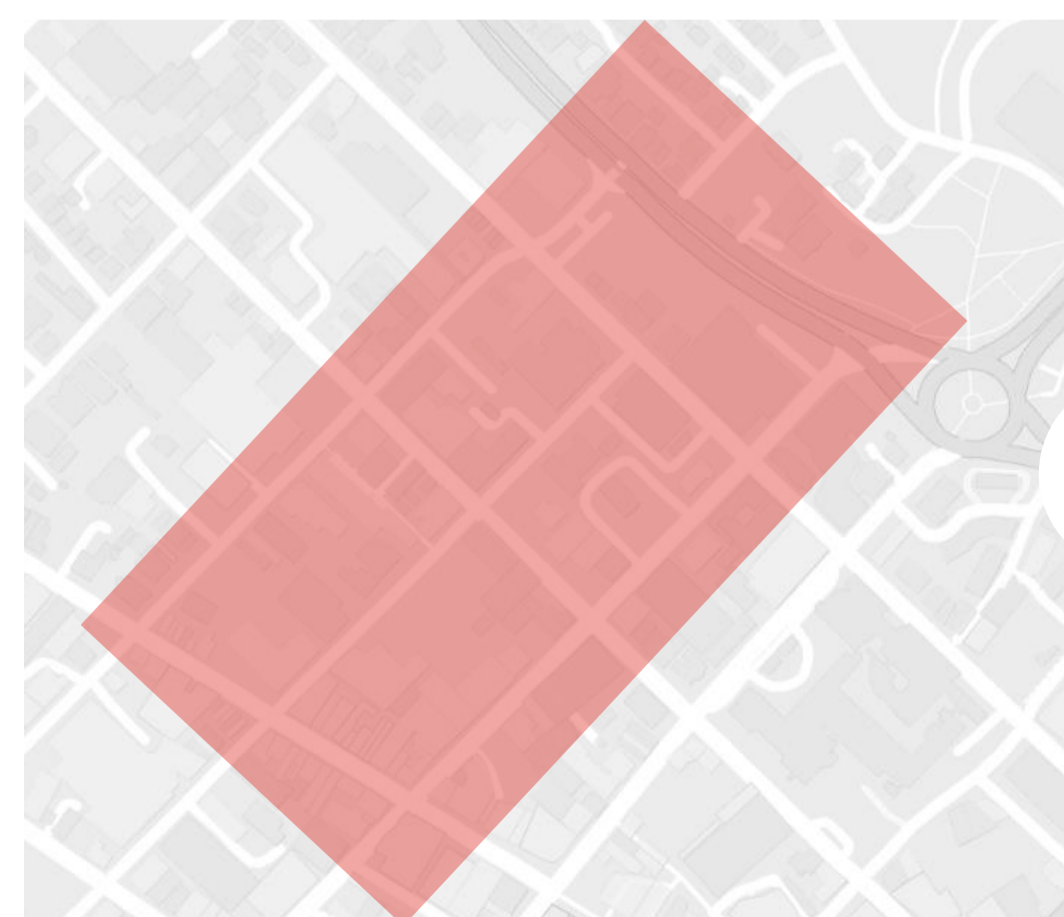
Phase 4: Demolition and Rebuild 2030 - 2035



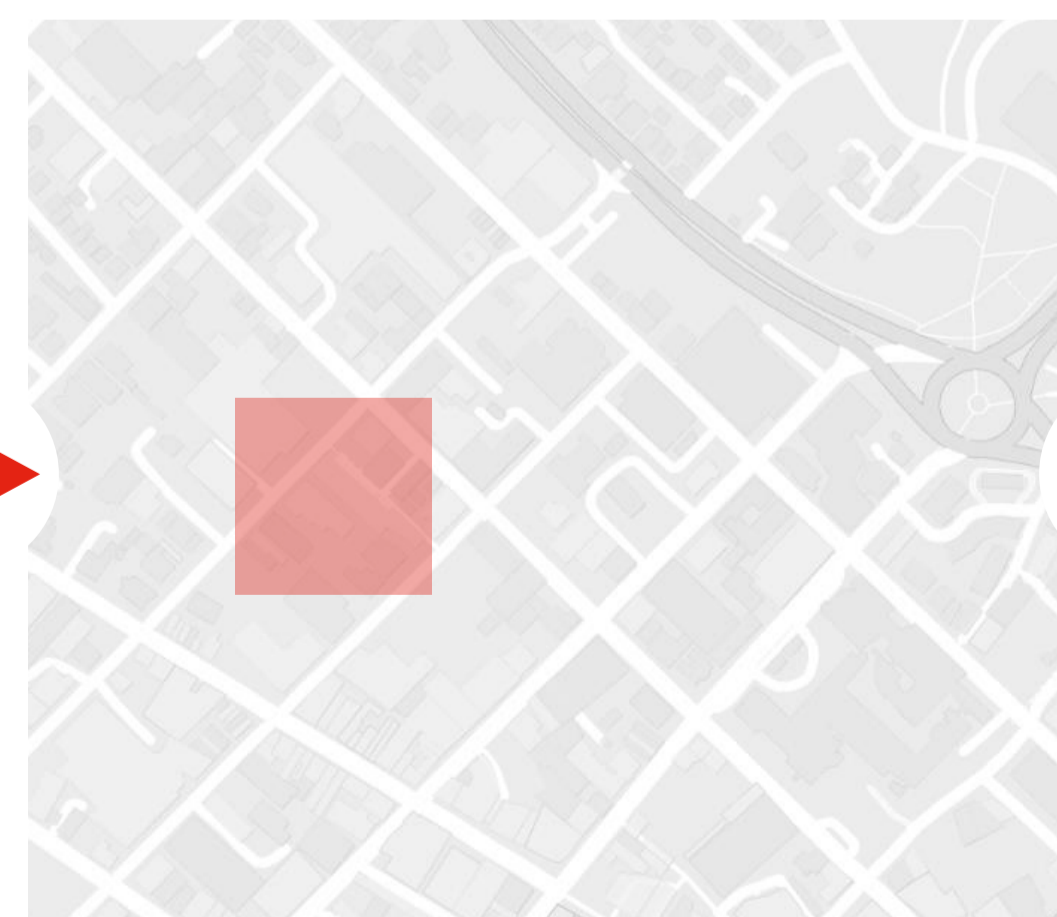
Phasing Plan for construction in Hobart CBD

Numerous developments can be completed concurrently

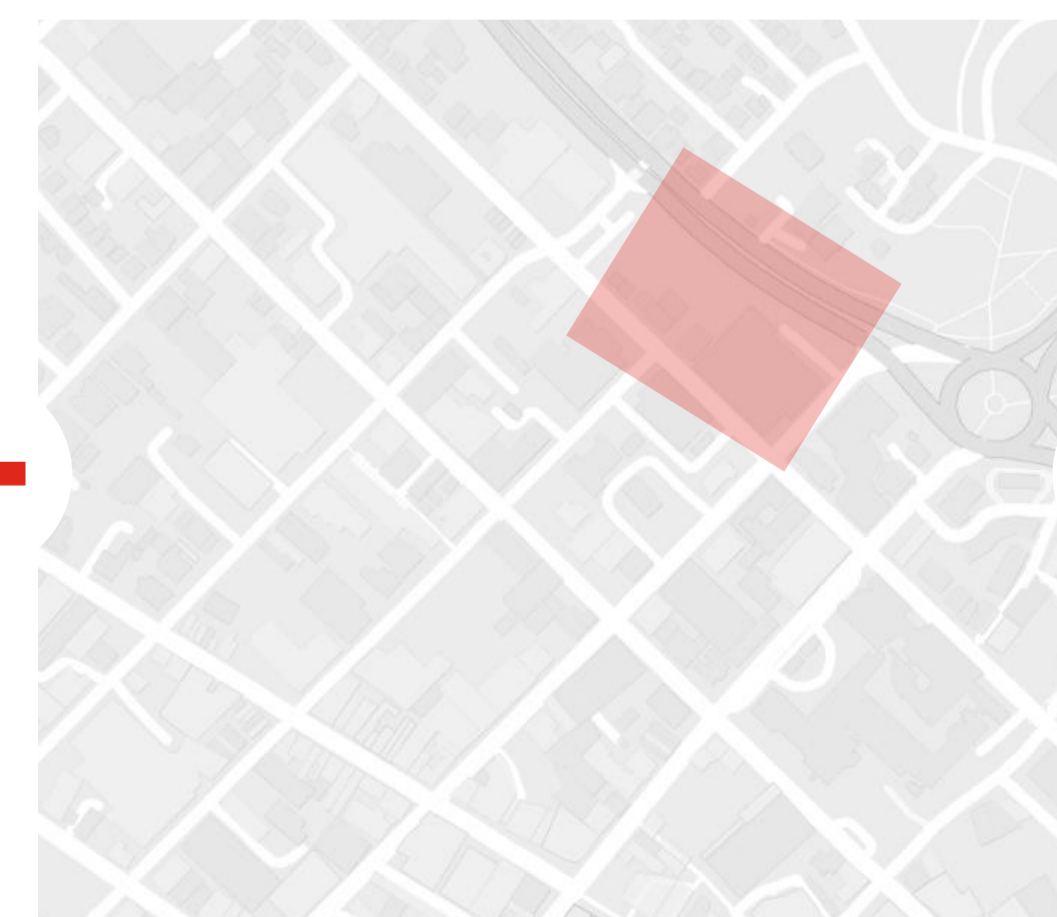
Phase 1: Master-planning, Design and Preconstruction 2019-2021



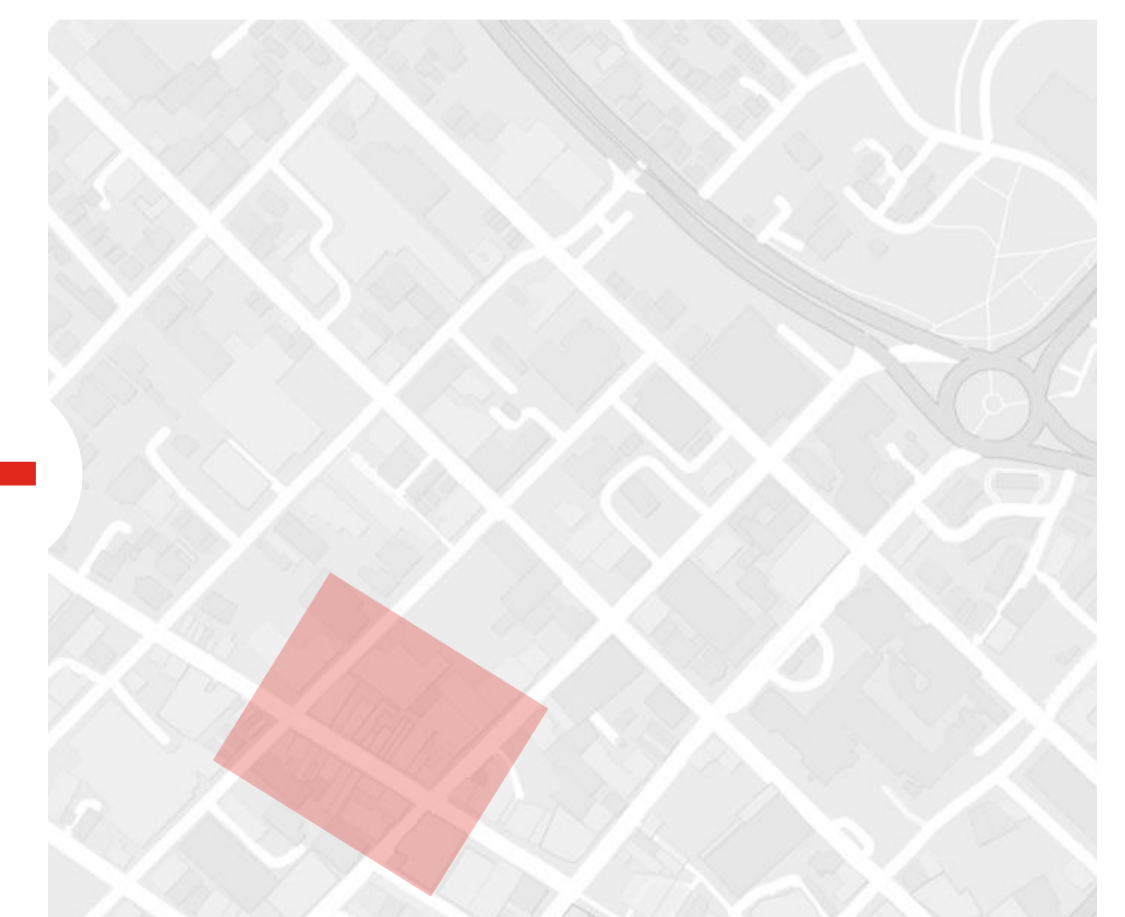
Melville St Area 2022-2025



The Domain 2020-2028



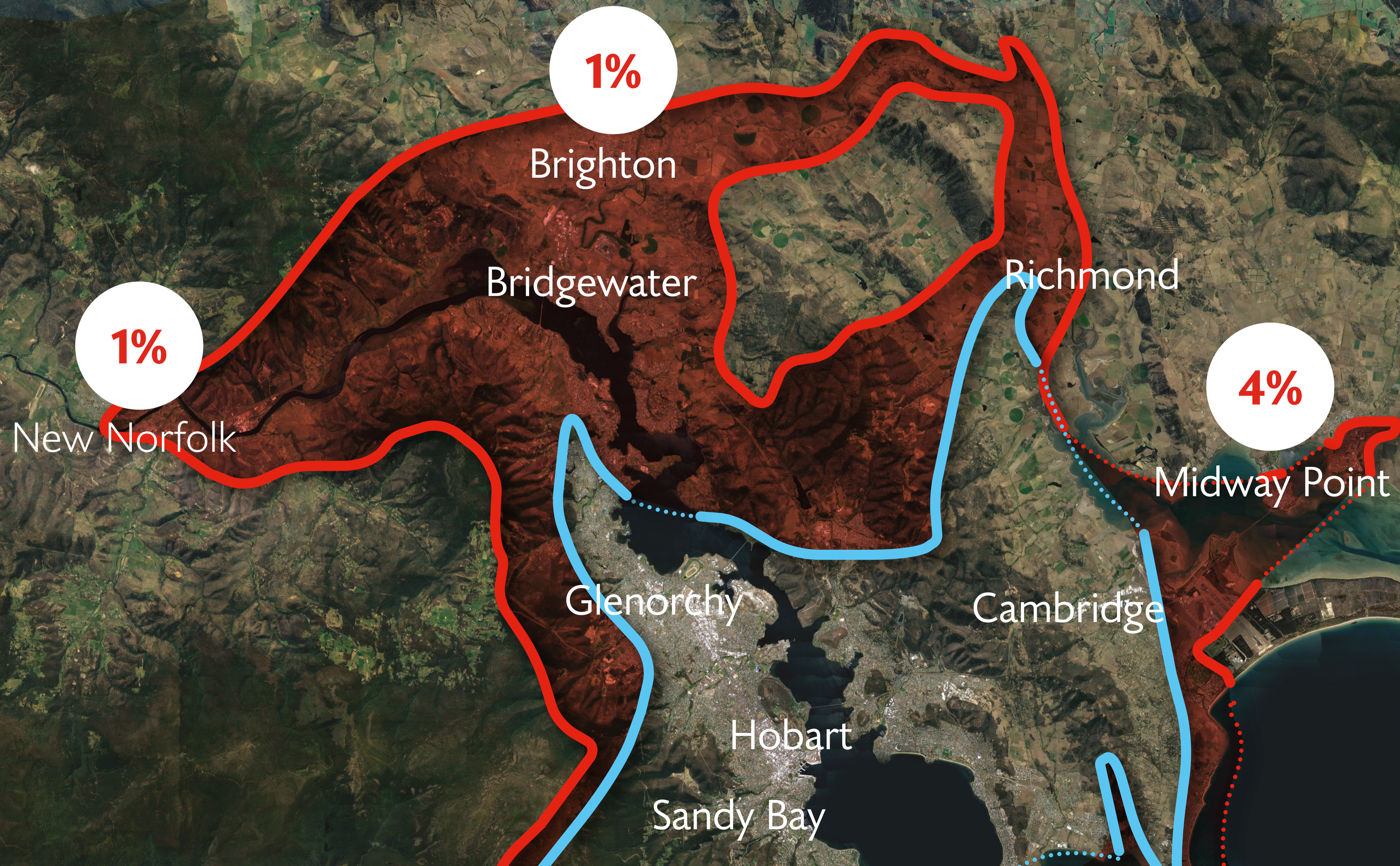
Forestry Building 2022-2025

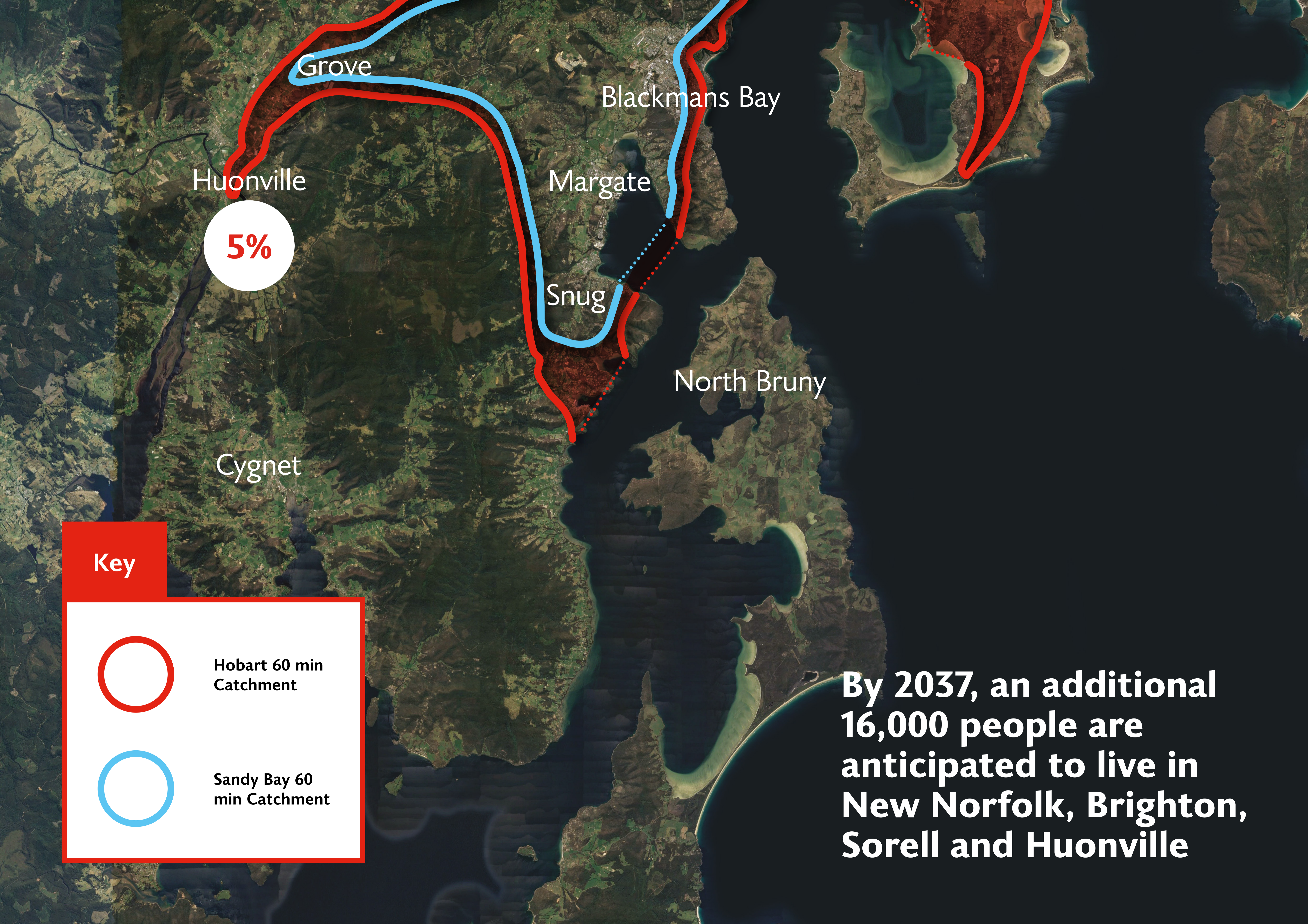


ACCESS FOR STUDENTS

60 minute Hobart and Sandy Bay public transport catchment comparison

By moving to the CBD, we will be within the 60minute public transport catchment for an additional 9% of current students





Huonville

5%

Grove

Blackmans Bay

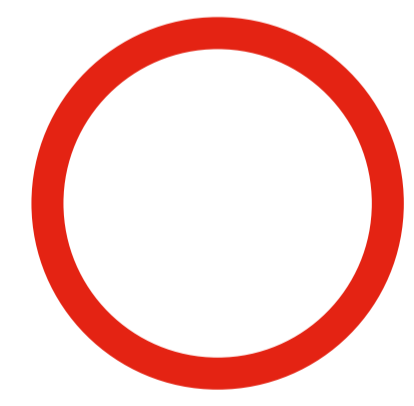
Margate

Snug

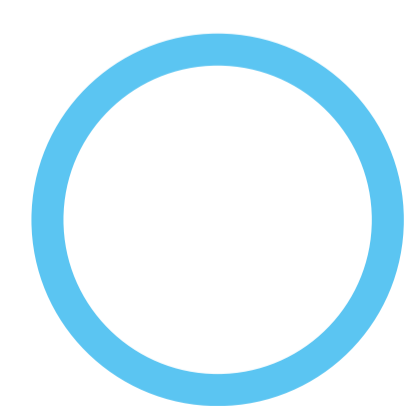
North Bruny

Cygnet

Key



Hobart 60 min Catchment



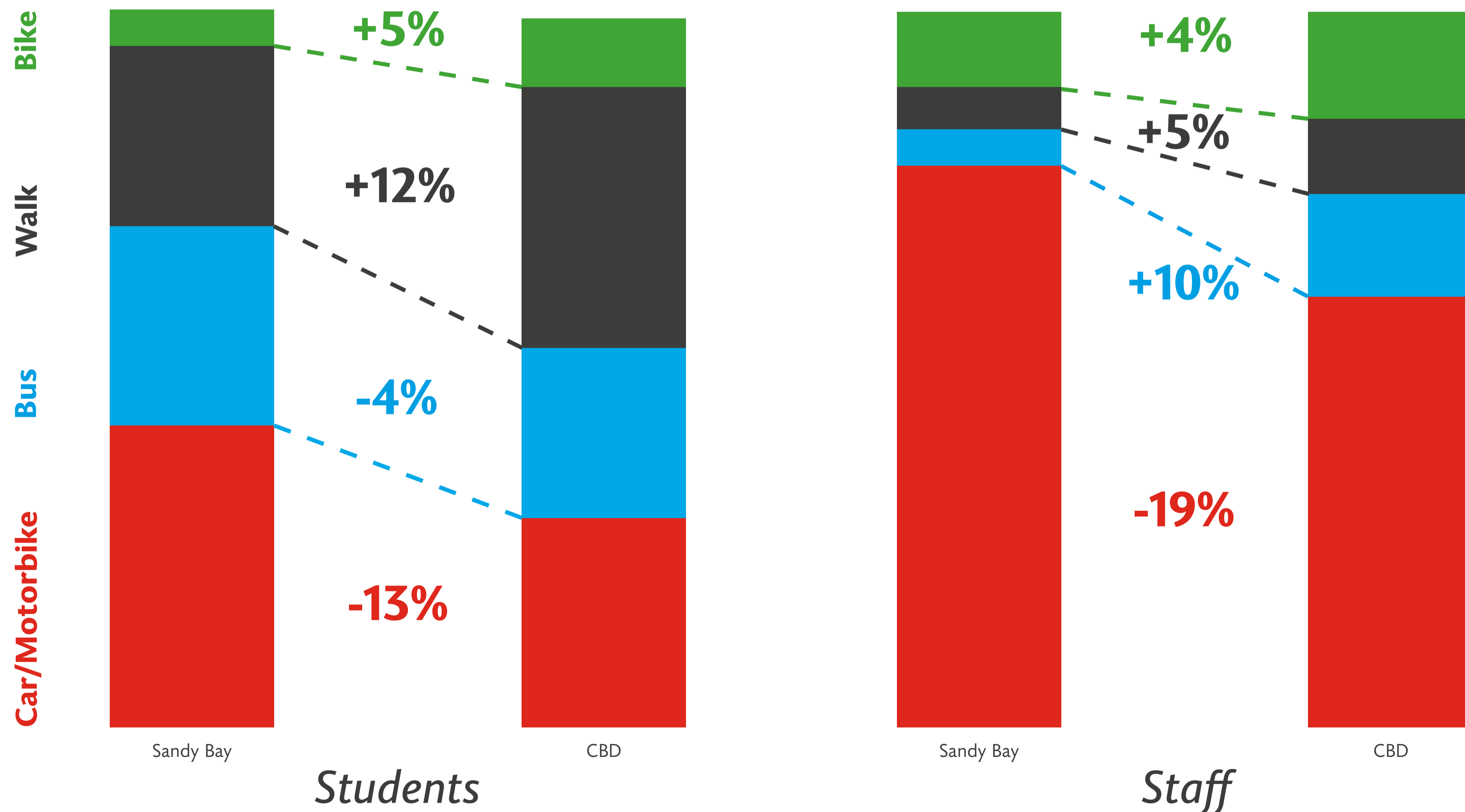
Sandy Bay 60 min Catchment

By 2037, an additional 16,000 people are anticipated to live in New Norfolk, Brighton, Sorell and Huonville

A City-Centric Campus will see a shift away from car transport for both students and staff

Assuming current transport trends continue, the City-Centric Campus will result in a shift towards more sustainable transport options

Mode of transport, by campus, current %



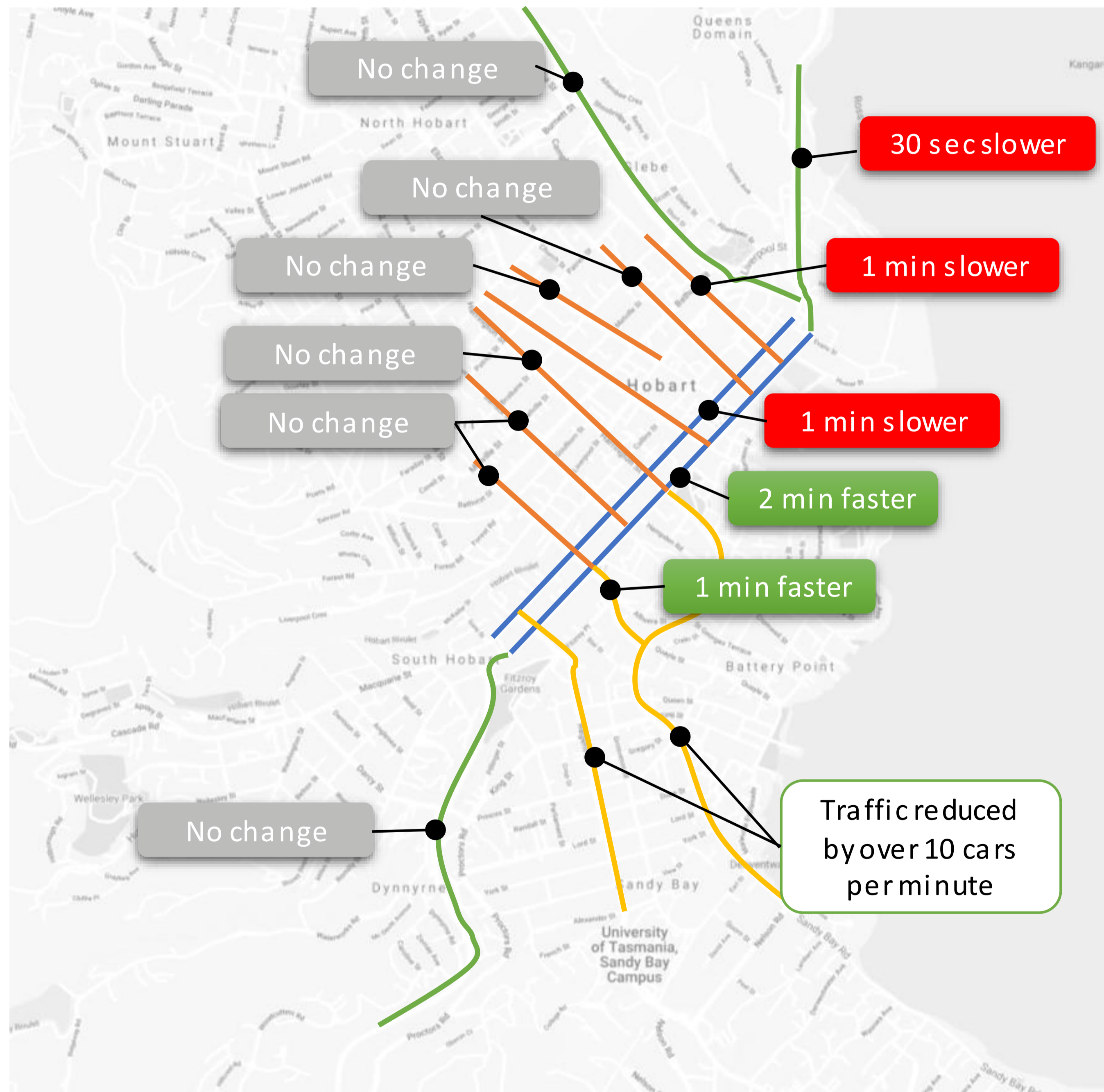
13% more students and 19% more staff will no longer drive a car or motorbike to work

Students are more likely to shift to walking, while staff are more likely to shift to bus

There is potential to considerably reduce our impact on the traffic in Hobart

While there is expected to be a small increase travel times on some key commuter routes, overall transport flows will improve under the City-Centric Campus

Three strategies have the greatest effect on improving our impact on Hobart traffic congestion



1



Locate more student accommodation close to teaching facilities

2



Increase frequency of public transport on main routes and to new park and ride facilities

3



Build safe pedestrian and cycle routes/zones for shorter journeys within central and inner Hobart

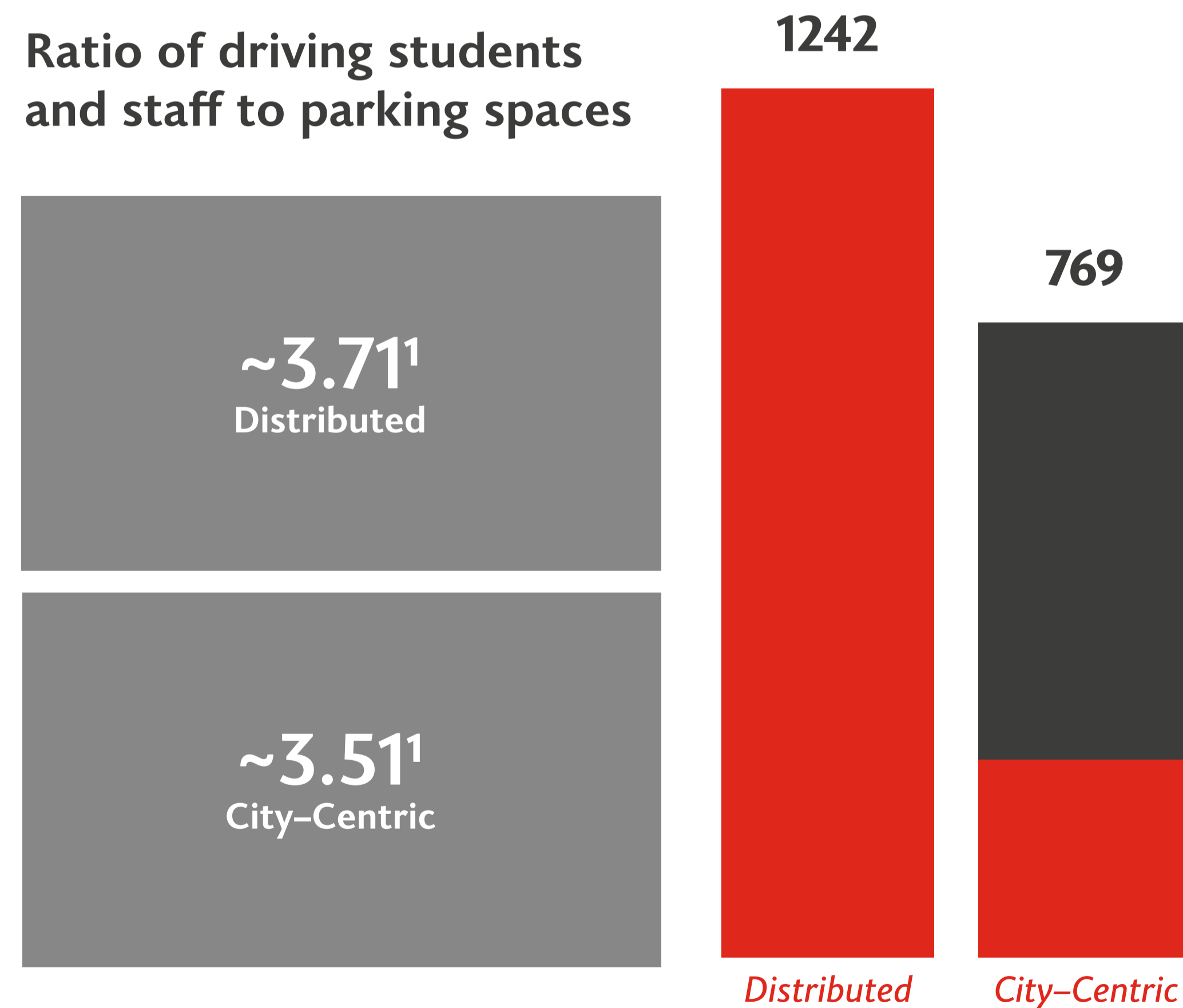
Comparison times shown for time taken to travel entire length during 5pm rush hour

With changes in transport behaviour, existing and planned parking options, and the recently announced Hobart City Deal, multiple transport and parking options will exist

KEY ASSUMPTIONS DISTRIBUTED MODEL

- Current transport trends for Sandy Bay vs CBD students continue, resulting in 73% of staff and 35% students driving to campus

Ratio of driving students and staff to parking spaces



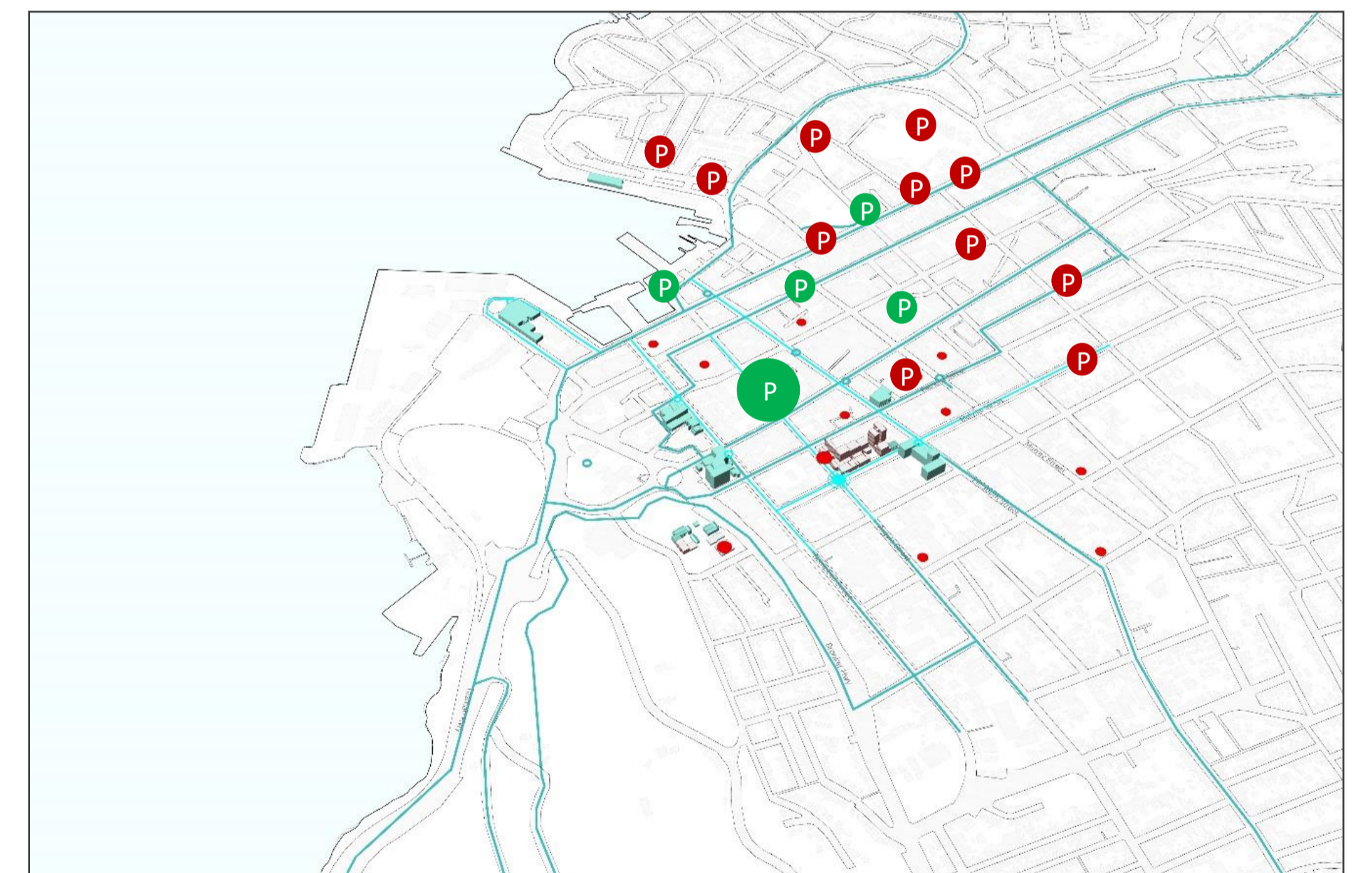
■ Current parking spaces ■ Readily available sites for UTAS use

KEY ASSUMPTIONS CITY-CENTRIC MODEL

- Multi-storey car-parks developed with ~500 car spaces
- Current transport trends for Sandy Bay vs CBD students continue, resulting in 52% of staff and 24% students driving to campus
- Assumes ~5% less students will drive to campus and 800 more students (6%) will have university accommodation in the CBD and not need to drive. Therefore, the 24% currently driving to CBD campus will be reduced to ~13% of students

NOTE: Additional private parking is also available in the CBD. However this has not been factored into this analysis

Existing UTAS City parking will be supplemented by additional parking spaces. Other private parking is also available, but has not been factored into analysis



The University will also support the partners of the Hobart City Deal to support parking facilities in the outer suburbs to make alternative commuting choices.

SOURCE: 1 Assumes approximately ~11,500 students and staff currently attending Sandy Bay Campus and ~3,500 attending CBD; 2 Includes 100 spaces in Melville St, 94 in Forestry; 55 in Midcity; 20 in Fountainside

Extensive analysis of the financial implications of each option has been completed

Our costs model takes into account key line items

- Land acquisition
- Design
- Construction
- General fittings and furnishings
- Relocation
- Demolition
- Divestment of excess assets

Note, analysis shows that, on balance, construction costs are similar for each option

Analysis shows that the City-Centric campus has a lower capital cost

Net Cost to the university
AUD, Millions

**\$570
million**

Distributed
Campus

**-\$125
million**

**\$445
million**

City-Centric
Campus

The additional funding requirement of **-\$125m** has a **-\$5-6m** negative operating cash impact per annum.

The larger the funding ask, the more likely this could negatively impact the University's ability to borrow and future credit ratings

5. OUR SOUTHERN FUTURE

We plan to engage in a deliberative, collegial conversation about our University's future place in southern Tasmania

Next steps

Gather feedback from University community

Key areas of focus

Masterplanning

- Develop masterplan for the future presence of the University in the South
- Specific masterplan for Domain presence
- Development applications for each new building

Urban design

- Working with Council on urban design planning
- Working with the community on placemaking
- Working with community on master planning of excess land

Accessibility

- Working with Council to improve bicycle and walking access to the city and our sites
- Working with Metro on continuing to improve transport options

Collaboration

- Engaging Tourism Tasmania to maximise value
- Links with industry to support capacity around pipeline of construction
- Tas Chamber of Commerce and industry for business links