

Wider engagement approach

The purpose of wider engagement on *Hobart: A community vision for our island capital* was to ensure the vision document reflects community values about and aspirations for Hobart.

As the vision had already undergone an engagement program of significant depth and breadth to arrive at the draft, the aim was to keep wider engagement on the draft simple and straightforward. The program sought to gather feedback on the structure and content of the draft vision document, rather than to ask community members about their vision for the city, which had been the purpose and focus of earlier project stages.

The engagement program consisted of a survey posted on Your Say Hobart. Community members also had the opportunity to provide a written submission on the same topics covered in the survey via email or submission letter, submitted in hard or soft copy.

Overall, the responses showed a strong level of support for the vision. The majority of comments had to do with seeking clarity on document structure and purpose and/or noting specific points that respondents sought to see changed or clarified.

187 responses were received, 170 of which were via the Your Say survey. The remaining responses were received by email, with one submitting in person at Town Hall reception.

Promotion

The following methods were used to advise community members of the opportunity to comment on the draft vision:

- an article in the June issue of the *City News*
- promoted Facebook posts
- an email to registered users of Your Say
- an email to project participants from previous engagement stages (e.g. the Community Panel)
- a memo to all City of Hobart staff from the General Manager.

Survey design

The survey consisted of 11 questions. Survey questions used a Likert-type scale, where respondents could select from a range (strongly disagree→disagree→neither agree or disagree→agree→strongly agree) in response to the following statements:

1. The vision reflects the identity of Hobart.
2. The vision is inclusive for people regardless of their background.
3. The Vision is consistent with how you think Hobart should grow.
4. The Vision is a good reflection of community values.
5. The Vision reflects what I am most proud of about Hobart.
6. The Vision allows for embracing challenges in the future.
7. The Vision is inclusive for people regardless of the nature of their connection to Hobart. (This means people who grew up in Hobart, moved here as young people, moved here recently, and those who study, work and visit the city - or a combination.)
8. The Vision will provide good guidance for the City of Hobart's future work.
9. The Vision allows for embracing opportunities in the future.
10. The pillars capture the major parts of city life.
11. The Vision is a good expression of what is special and unique about Hobart.

Respondents

The major of responses were received from individuals (including project participants), however several organisations provided a submission:

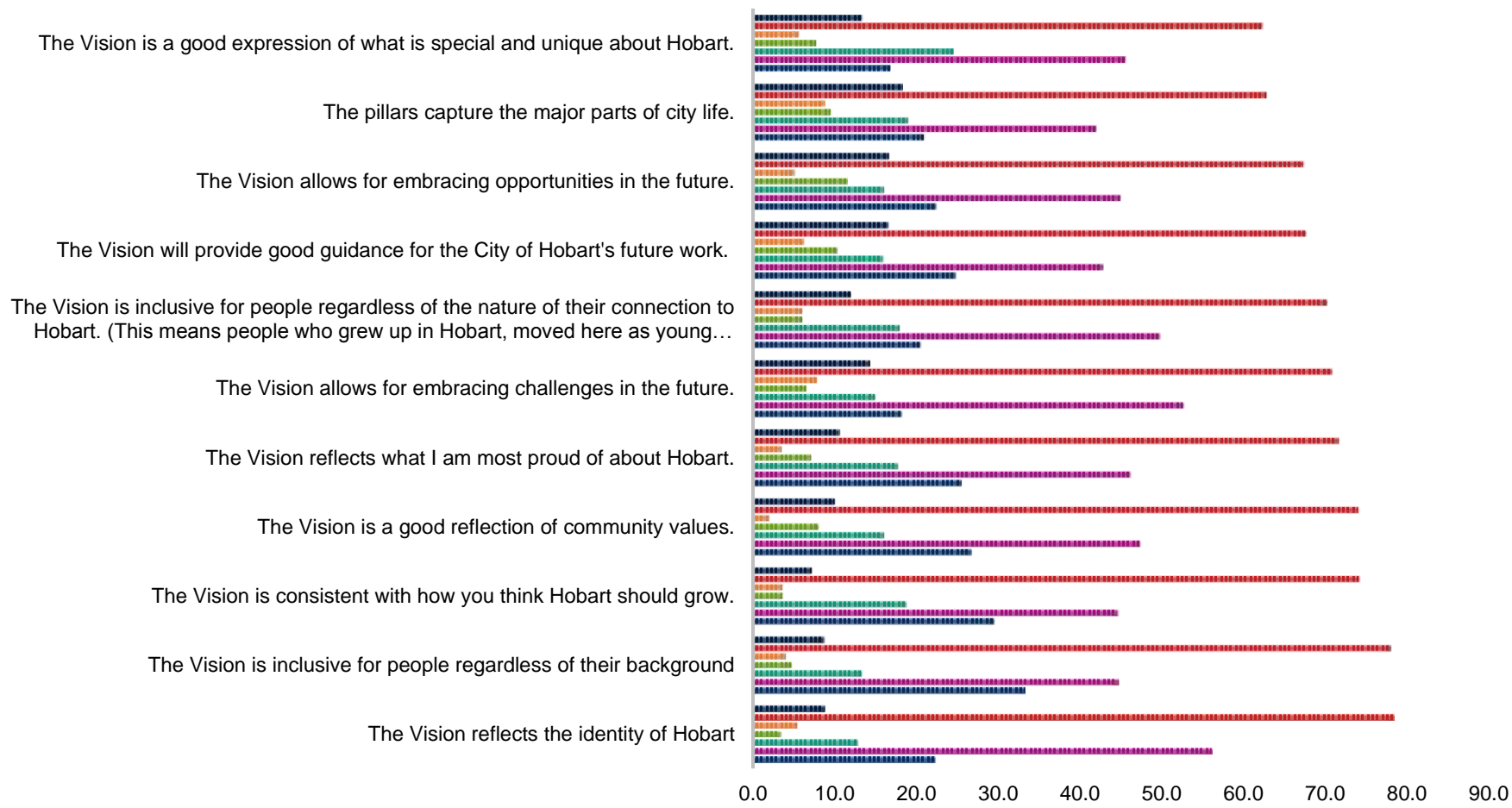
- International Dark Sky Association – Tasmania chapter
- South Hobart Progress Association
- CCAMLR
- Hobart Cable Car Supporters' Lobby
- South Hobart Sustainable Community
- Bicycle Network Tasmania.

Summary of feedback (170 responses)

	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)	Strongly agree / Agree (%)	Disagree / Strongly disagree (%)
The Vision reflects the identity of Hobart.	22.3	56.1	12.8	3.4	5.4	78.4	8.8
The Vision is inclusive for people regardless of their background.	33.3	44.7	13.3	4.7	4.0	78.0	8.7
The Vision is consistent with how I think Hobart should grow.	29.5	44.6	18.7	3.6	3.6	74.1	7.2
The Vision is a good reflection of community values.	26.7	47.3	16.0	8.0	2.0	74.0	10.0
The Vision reflects what I am most proud of about Hobart.	25.5	46.1	17.7	7.1	3.5	71.6	10.6
The Vision allows for embracing challenges in the future.	18.2	52.6	14.9	6.5	7.8	70.8	14.3
The Vision is inclusive for people regardless of the nature of their connection to Hobart. (This means people who grew up in Hobart, moved here as young people, moved here recently, and those who study, work and visit the city - or a combination).	20.5	49.7	17.9	6.0	6.0	70.2	12.0
The Vision will provide good guidance for the City of Hobart's future work.	24.8	42.8	15.9	10.3	6.2	67.6	16.5
The Vision allows for embracing opportunities in the future.	22.4	44.9	16.0	11.5	5.1	67.3	16.6
The pillars capture the major parts of city life.	20.9	41.9	18.9	9.5	8.8	62.8	18.3
The Vision is a good expression of what is special and unique about Hobart.	16.8	45.5	24.5	7.7	5.6	62.3	13.3

YOUR SAY VISION SURVEY FEEDBACK

■ D/SD (%)
 ■ SA/A (%)
 ■ Strongly disagree (%)
 ■ Disagree (%)
 ■ Neither agree or disagree (%)
 ■ Agree (%)
 ■ Strongly agree (%)



Discussion of survey findings

The Your Say survey results showed a high level of support for the draft vision. Of 170 survey responses, the average percentage of those who agreed or strongly agreed with each statement was 70.6, ranging between 62.3 and 78.4 per cent.

The vision performed most strongly in terms of its reflection of local identity and values, as well as its inclusiveness and expression of how Hobart should grow and embrace challenges. Respondents had less certainty about how the vision would allow for embracing opportunities, and how the pillars could support future-directed thinking.

The findings were encouraging, especially in regards to the vision project aim of better understanding local identity and sense of place in order to inform decisions about the future. Although respondents were less certain about whether the vision expressed Hobart's special and unique qualities, the fact that there was a high degree of certainty about identity and values means that the document forms a sound basis for understanding Hobart's baseline attitudes about the city, at least in terms of this group of respondents.

In terms of providing guidance for the City of Hobart's work, the findings underline the importance of undertaking a rigorous process to create the new strategic plan. The survey results, in addition to the additional comments provided (discussed in the next section), show that at least some community members would prefer to see the more action-oriented language associated with strategic and unit planning in order to feel confident that the intent of the vision is being delivered through concrete initiatives. This finding also underlines the importance of adopting a meaningful measurement system to measure performance relative to the aims laid out in the vision.

Discussion of open-ended responses

The survey provided an opportunity for respondents to provide additional feedback about the document as a whole and/or about specific parts. Additional comments were provided in 126 responses, or 74 per cent of the total. Submissions received via email or letter were included in the analysis of open-ended responses.

Examples of positive feedback included:

- 'It gives me hope for the future when little else has'.
- 'I recently moved to Hobart from Melbourne. I love that this vision feels genuine – speaking from the people rather than dressed up in too much government speak. I love how it addresses the history of Aboriginal people and doesn't shy away from it. It also feels like it genuinely recognises the work is not done and there are still people living in really difficult situations'.
- 'This vision perfectly captured what people love about Hobart – well done'.

- ‘I had tears in my eyes with emotion. That seems to indicate that it captures at least some of the essence of this place’.
- ‘I strongly support the adoption of this vision. A genuine commitment to the vision, by councillors and council leadership, and by planners, will be required – the current business-as-usual approach, with minor improvements here and there, has left us in the 1970s or worse’.
- ‘It is rare to read a document that feels like it needs no change – but this draft has achieved that distinction. What really stood out for us is the emotiveness of the language used – it was a joy to read, and we feel it captures the city and its people, environment and economy superbly. It is a credit to the Council for the exhaustive process it has undertaken, and the effort of the various consultants to elicit responses from a diverse range of citizens’.

Examples of suggested changes included:

- ‘The actual purpose of the vision should be made clear earlier in the document ... As panellists we were told this was about a long-term vision, not simply the 10-year plan. This being the case, it should be mentioned that it’s a long-term vision that is in part being used to help guide the 10-year plan, and it won’t just be tossed out afterwards’.
- ‘I embrace the thought process and the ambition, but I would like to see a pathway toward achieving such goals ... I would like to see a strategic plan towards meeting the expectations of the consulted community’.
- ‘In the real world, how does this statement address and solve the growing traffic situation or housing shortage in Hobart?’
- ‘There is no indication of how this is going to connect with the budget and works programs. My experience of active transport is that there is a massive gap between strategy/mission/vision/policy documents and what happens on the ground and in budgets. However, presuming this does connect to budgets, works programs and staffing/human capital, then it’s great’.
- ‘Whilst the idea of this vision is a sound one, of more concern to most residents of Hobart would be the draconian State planning legislation, about which the Hobart City Council can only have limited input. Transparency of process is more important than nice cosy words and motherhood statements’.
- ‘I agree with the vision and that it is great to live in Hobart. The only difficulty I find hard to resolve easily is finding or creating employment as there is little access to advice about careers, and opportunities ... With an accessible pathway for those who are new to life in Hobart, and Australia, they could integrate far more quickly and fulfil their potential without years of struggle’.

Major themes, and some individual points, that emerged from the open-ended responses were considered in the final review of and edits to the vision document, discussed in the following section.

Edits made to vision in response to suggested changes

Changes were made to the draft vision document where at least one of the following three criteria were met:

1. individual suggestions regarding grammatical errors or improvement to sentence or paragraph structure that would not change the sentiment of the particular sentence or section, or the vision as a whole
2. individual suggestions that would enhance a particular statement or section without changing its overall sentiment, or the sentiment of the vision as a whole
3. where several submissions reflected a broader theme.

Examples of **grammatical and sentence or paragraph structure changes** include:

Summary of suggestion raised	Response	Resulting edits to the document
There are two different spellings of the traditional owners of the Hobart region – muwinina and mouherneena.	The term muwinina is used throughout most of the document, reflecting the spelling used by the Tasmanian Aboriginal Centre and the University of Tasmania. The term mouherneena is used in the Acknowledgement of Country written by a Tasmanian Aboriginal Community Panellist. Both terms were retained to reflect that more than one spelling is used within Tasmanian Aboriginal communities.	Both terms added to the glossary.
The document contains the word 'unique' too many times.	There were 14 instances of the word 'unique' in the draft document; not all were necessary.	The word 'unique' was removed or replaced with a more exact descriptor in some instances and retained, in particular, where it was used in the Community Panel's original wording.

Examples of changes made based on a suggestion that would **enhance a particular statement or section without changing its overall sentiment, or the sentiment of the vision as a whole** include:

Summary of suggestion raised	Response	Resulting edits to the document
<p>Writing from the perspective of someone who recently moved to Hobart (Moonah) from elsewhere, there should be more efforts to include new migrants, especially women, in the Hobart economy and provide better pathways to employment.</p>	<p>Although there are several mentions of inclusiveness and valuing those who have moved to Tasmania from elsewhere, adding a specific line about employment opportunities would enhance Pillar 4: City economies without detracting from its original sentiment.</p>	<p>A phrase regarding employment opportunities for new people in Hobart added to Pillar 4.3.7.</p>
<p>Body size and shape diversity is an important aspect of community inclusion that should be factored into thinking about diversity.</p>	<p>Pillar 2.2 discusses valuing diversity and lists several types of diversity as examples (although it does not intend to be an exhaustive list). Adding body diversity to the list would enhance that focus area by specifically naming an additional type of diversity.</p>	<p>The term 'body' added to the list of types of diversity in Pillar 2.2.3.</p>
<p>The vision should better include developers. The City of Hobart should not be anti-development but rather engage and work with developers.</p>	<p>The aspects of the vision concerning development reflected community desires for developers to work in ways consistent with Hobart values and identity as expressed through the rest of the document. The vision also talks about partnership and engagement but without specifically mentioning developers. Including developers and a variety of business sizes in engagement and future thinking would enhance the document and make it more inclusive without detracting from the desire for developments to reflect identity.</p>	<p>A point about engaging and working with developers to help them understand the Hobart context and how development can contribute added to Pillar 1.4.7.</p> <p>A point about working with a variety of business sizes and competing at local, national and international levels added to Pillar 4.6.2.</p>

Examples of changes made based on instances where **several submissions reflected a broader theme** include:

Theme	Response	Resulting edits to the document	
The vision document itself is good, but it needs real policies and pathways to goals, including actions, implementation and measurements. It needs to be clear on how the vision will connect to practical aspects such as staffing, budgets, public works programs.	This level of detail links to Council's strategic planning response to the vision, rather than the vision itself.	Section about the purpose of and context for the vision added to the beginning of the document.	
Readers don't learn the purpose and function of the document until several pages in.	The draft explained how to read the vision after the introductory messages and context, which was indeed several pages into the document.		
The vision should outlast a single strategic planning cycle, and the long-term nature of the vision should be made clear.	This theme links to the phrasing about how Council will use the document, which did explain its purpose to inform the 10-year strategic plan rather than strategic planning more generally over the long-term.		
Some aspects of the document are not true now and so should be removed.	This theme suggested that some readers were unclear on the future-focused, aspirational nature of the document.		
The document should be clearer about its geographic scope (i.e. that many issues cross local government boundaries and that the City of Hobart has a responsibility as a capital city council).	Geographic scope was mentioned in the section about the process to create the vision but not in terms of how the vision would be applied.		
The document could be clearer about which aspects are about Hobart now and which are about Hobart in the future. Some respondents were confused about how the vision could apply to a dynamic, changing city.	The draft document reflects strong community values about current Hobart identity and values.		Updates to the section introductions for the Vision Statement, Identity Statements and Pillars to improve clarity on their purpose and function.
The document needs to be clearer about what certain concepts mean.	The original draft did not contain a glossary of key terms.		Glossary added to the end of the document.

Theme	Response	Resulting edits to the document
<p>Some aspects of the vision, such as those related to land use planning, are not totally within local government's control. The Tasmanian Government may have policies or strategies that are not always in alignment with the vision.</p>	<p>The vision project has aimed to articulate the community's vision for the city regardless of Council's specific responsibilities. Local government has a variety of roles that it can play (e.g. advocate, facilitator, regulator) in helping Hobart communities create the future of Hobart.</p>	<p>Acknowledgement of roles in the new purpose/context section.</p> <p>A line about working in collaboration with other levels of government added to the City of Hobart's commitment.</p>
<p>Applying the vision will be difficult, given constraints such as political cycles. It needs to be clear that the vision will be recognised by future elected members.</p>	<p>This theme had been accounted for in the governance pillar, from a community expectations perspective, but not accounted for in terms of Council's response.</p>	<p>A line about working with elected members and staff to ensure longevity of the vision added to the City of Hobart's commitment.</p>
<p>The document is strong on current identity, but it could also be used as an excuse to stagnate and avoid growth or development.</p>	<p>The draft document makes several mentions of embracing change while seeking to enhance Hobart identity. However, it could be beneficial to make specific acknowledgement of this theme.</p>	<p>A line about strength of connection to way of life guiding the future rather than encouraging stagnation added to Pillar 1.2.6.</p>
<p>Strong support for aspects of the vision prioritising walking and cycling—especially cycling. Requests for undercover bike parking, continuous/separate bike lanes.</p>	<p>Several submissions followed a similar format, where respondents said that they are cyclists themselves in strong support of the aspects of the vision prioritising people over cars. They asked for bike lanes and undercover bike parking, which is at a level of detail more appropriate for strategic and transport planning.</p> <p>The Bicycle Network provided a submission likewise supporting the active cycling aspects of the vision, offering recommendations regarding minor changes in wording to support a 'rideable' in addition to walkable city. Some instances of adding 'rideable' enhanced particular statements; others would have restricted them so that they would be less inclusive of a variety of transport modes. In acknowledgement of the large number of submissions supporting a rideable city, some Bicycle Network recommendations were adopted.</p>	<p>'Rideable' added to Identity Statement 1.4.</p> <p>Phrasing about efficient changes between transport modes added to Pillar 5.4.2.</p> <p>'Planning and building the infrastructure needed' added to Pillar 6.4.5.</p>