



CITY OF HOBART

AGENDA

Special Community, Culture and Events Committee Meeting

Open Portion

Monday, 17 June 2019

at 4.30 pm

Lady Osborne Room, Town Hall

THE MISSION

Our mission is to ensure good governance of our capital City.

THE VALUES

The Council is:

about people	We value people – our community, our customers and colleagues.
professional	We take pride in our work.
enterprising	We look for ways to create value.
responsive	We're accessible and focused on service.
inclusive	We respect diversity in people and ideas.
making a difference	We recognise that everything we do shapes Hobart's future.

ORDER OF BUSINESS

Business listed on the agenda is to be conducted in the order in which it is set out, unless the committee by simple majority determines otherwise.

APOLOGIES AND LEAVE OF ABSENCE

- 1. CO-OPTION OF A COMMITTEE MEMBER IN THE EVENT OF A VACANCY 4**
- 2. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST 4**
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**Special Community, Culture and Events Committee Meeting (Open Portion)
held Monday, 17 June 2019 at 4.30 pm in the Lady Osborne Room, Town Hall.**

COMMITTEE MEMBERS

Harvey (Chairman)
Sexton
Dutta
Ewin
Sherlock

Apologies:

Leave of Absence:

Alderman Dr P T Sexton

NON-MEMBERS

Lord Mayor Reynolds
Deputy Lord Mayor Burnet
Zucco
Briscoe
Thomas
Denison
Behrakis

**1. CO-OPTION OF A COMMITTEE MEMBER IN THE EVENT OF A
VACANCY**

2. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST

Ref: Part 2, Regulation 8(7) of the *Local Government (Meeting Procedures) Regulations 2015*.

Members of the Committee are requested to indicate where they may have any pecuniary or conflict of interest in respect to any matter appearing on the agenda, or any supplementary item to the agenda, which the committee has resolved to deal with.

3. TRANSFER OF AGENDA ITEMS

Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2015*.

A committee may close a part of a meeting to the public where a matter to be discussed falls within 15(2) of the above regulations.

In the event that the committee transfer an item to the closed portion, the reasons for doing so should be stated.

Are there any items which should be transferred from this agenda to the closed portion of the agenda, or from the closed to the open portion of the agenda?

4. REPORTS

4.1 Review of the Capital City Strategic Plan 2015-25 File Ref: F19/42389

Report of the Manager Future, Engaged and Active Communities and the Director Community Life of 14 June 2019 and attachment.

Delegation: Council

**REPORT TITLE: REVIEW OF THE CAPITAL CITY STRATEGIC PLAN
2015-25****REPORT PROVIDED BY:** Manager Future, Engaged and Active Communities
Director Community Life**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to seek endorsement from the Council to release the draft *Capital City Strategic Plan 2019-29* for community and stakeholder engagement.

2. Report Summary

- 2.1. The *Capital City Strategic Plan 2015-2025* was endorsed by Council on 9 November 2015 and was scheduled for review in 2019. The key elements of the strategic plan were drawn from the *Hobart 2025 Strategic Framework* which was the long-term vision for the city created in 2006.
 - 2.1.1. Following the Council's endorsement of the strategic plan in 2015 work commenced to develop a new long-range vision for the City.
 - 2.1.2. Extensive community engagement was undertaken during the development of the vision and *Hobart: A community vision for our island capital* was adopted in July 2018.
- 2.2. The community vision, which is not time limited, represents the community's aspirations for the city and the revised strategic plan provides the City's response on how they will be met over the next ten years.
- 2.3. A four-year statutory review of the current strategic plan provided a good opportunity to review the strategic plan to ensure that the aspirations from the community vision are represented.
- 2.4. The City made a number of commitments in the community vision including 'using the vision to develop strategic planning, and following it through'. Therefore the community vision was one of the key sources used in the development of the revised strategic plan.
- 2.5. Internal engagement to inform the development of the revised strategic plan has been undertaken with the elected members, the Executive Leadership Team, the Managers' Forum and key staff. All staff had the opportunity to contribute their ideas at a drop-in session.
- 2.6. The draft Capital City Strategic Plan 2019-29 has been developed and subject to Council approval will be released for community and stakeholder engagement in June for a period of 21 days. The draft plan is provided at **Attachment A**.

3. Recommendation

That:

1. ***The Council endorse the draft Capital City Strategic Plan 2019-29, marked as Attachment A to this report, and it be released for community and stakeholder engagement for a period of 21 days.***
2. ***A further report be provided detailing the outcome of the community and stakeholder engagement, and the final document for approval.***

4. Background

- 4.1. Section 66 of the *Local Government Act 1993* requires that all councils prepare a 10-year strategic plan for their municipal area. The Act also requires that the plan be reviewed at least every four years (section 70E).
 - 4.1.1. In preparing the strategic plan, the Act requires that Council is to consult with the community and any other bodies or authorities it considers appropriate.
- 4.2. The *Capital City Strategic Plan 2015-2025* was endorsed by Council on 9 November 2015 and was scheduled for a four-year statutory review in 2019. The key elements of the strategic plan were drawn from the *Hobart 2025 Strategic Framework* which was the long-term vision for the City created in 2006.
 - 4.2.1. Following the Council's endorsement of the strategic plan in 2015 research into creating a new long range vision for the City of Hobart started.
 - 4.2.2. Discussion papers, which evaluated trends influencing the revision of *Hobart 2025 Strategic Framework* and opportunities for the City of Hobart's long range strategy, were prepared and the process to create a new vision commenced in September 2017.
- 4.3. Between September 2017 and July 2018 the City engaged community members in framing an aspirational vision on the future of Hobart. Over 1100 contributions fed into the project, which involved a range of engagement methods and approaches.
 - 4.3.1. *Hobart: A community vision for our island capital* was endorsed by the Council in July 2018. The new community vision replaces the *Hobart 2025 Strategic Framework* with which the

current strategic plan is aligned. It provides high level strategic direction for the City and is a framework for future strategic and annual planning.

- 4.4. The four-year statutory review of the current strategic plan provided a timely opportunity for the community vision to be represented in the strategic plan.
- 4.5. The community vision represents the community's values about and aspirations for the city, and the revised strategic plan provides the City's response on how they will be met.
- 4.6. The City made a number of commitments in the community vision including 'using the vision to develop strategic planning, and following it through'. Therefore this review had a strong focus on ensuring that the community vision was translated into the strategic plan.
- 4.7. The review of the strategic plan started in October 2018 with a desktop review being undertaken of council strategic plans, associated literature and contemporary strategic planning practice. Strategic plans for all state capital cities were viewed, as well as other cities with similarities to Hobart. Contact was made with councils, such as the City of Newcastle and the City of Ryde, that had recently undertaken reviews of their plans, and they shared information on the process and methods used.
 - 4.7.1. It was possible to draw some similarities with Hobart in the examples reviewed, – for example because they were capital cities, port cities or cities with smaller populations – however no direct comparisons could be made because each plan took a unique approach.
 - 4.7.2. Councils in the states of Victoria, New South Wales and Western Australia have to comply with statutory integrated planning and reporting frameworks. Common to both of the frameworks for these states is the requirement to have a long-term community strategic plan of at least 10 years' duration. Medium term four-year council or corporate Plans are then developed, which outline the outcomes the councils will achieve based on the community strategic plan. The four-year council plans are based on council terms.
 - 4.7.3. The four-year council or corporate plans allow for medium term planning at a strategic level and to identify and commit to actions for the four-year term. These actions are then operationalised through annual plans.
 - 4.7.4. In Tasmania, there is no requirement to have a medium term planning document. The notable difference in timeframe (four years versus 10) restricts comparisons to structure, tone, and general content, rather than length and specific details.

- 4.8. An assessment of the *Capital City Strategic Plan 2015-25* evaluated whether the strategies were still relevant, taking into account the community vision, changes in the strategic or operating environment and the 10-year focus of the plan.
- 4.8.1. It was found that a number of the strategies were relevant, and, with minor rewording, they could reflect some of the aspirations in the community vision. A number of the strategies in the 2015 plan had been extensively progressed while others were too action-orientated. Wording was adjusted to ensure the phrasing is now more strategic.
- 4.8.2. Detailed mapping of this assessment was undertaken and a copy can be provided for elected members if requested.
- 4.8.3. Some areas of the community vision were not represented in the 2015 plan, these gaps represent the key changes to the content and tone of the draft plan.
- 4.9. One key difference between the *Capital City Strategic Plan 2015-25* and the revised plan is the terminology used. The five goals in the 2015 plan have been replaced by eight pillars which correspond to those in the community vision. Use of the pillars in the strategic plan reinforces and represents the City's commitment to using the community vision for strategic planning. The following table provides an explanation of the terms used in the revised plan.

Pillars	The categories of city life, as framed in the community vision.
Community panel's pillar vision statement	These statements, appearing at the start of each pillar, were written by the vision project community panellists themselves. They are published in the vision document and are repeated at the beginning of each pillar in the strategic plan as a reminder of the community's goals and intent.
Outcomes	The outcomes are the goals we aim to achieve. They are linked to the focus areas of the vision. They are numbered 1.1, 1.2 and so on for ease of referencing in corporate documents.
Strategies	The strategies are how we will achieve the outcomes. They are a reflection of the 2015-25 strategic plan, community panel strategies, vision engagement findings and staff and elected member engagement findings. They are numbered 1.1.1, 1.1.2 and so on for ease of referencing in corporate documents.

- 4.10. Internal consultation for the review of the strategic plan started in January 2018 by way of workshops held with elected members, the Executive Leadership Team and the Managers' Forum. These initial workshops identified the key priorities and future challenges for the City and the region over the next ten years.
- 4.11. Following these workshops wider staff engagement took place in February 2018 which provided key staff with the opportunity to contribute to the development of strategies for the revised plan. These

contributions were based on the current strategic plan, the community vision and anticipated future challenges. A half-day drop-in session was also held as an awareness raising exercise for other staff.

- 4.11.1. Following the workshops, the facilitator provided an outcomes report outlining several suggested strategies and other recommendations. The project team then collated the strategies from the outcome report, the current strategic plan, the community vision and input on strategies from the community panel. An analysis was undertaken to identify if any areas of the vision were not covered by the sources. Some gaps were identified, and strategies to address them were included in the draft plan.
- 4.11.2. One of the objectives of the strategic plan review was to ensure that the language used is clear and unambiguous with no technical terminology used. A further round of consultation was then taken with some key staff members to make sure that the intent or meaning was not changed when the technical terms were replaced or removed. Engagement with staff was completed in April 2019.
- 4.11.3. Workshops were then held with the Executive Leadership Team to review the strategies in detail. The purpose of these workshops was to ensure that the strategies were factually correct and achievable. This process led to the merging of some strategies and changes to wording to make the draft plan more strategic, future focused and ambitious.
- 4.11.4. Two workshops were held with elected members. The first workshop provided an overview of the process and, the second workshop, held in May 2019, was held jointly with the Executive Leadership Team, whereby the strategies were reviewed in detail and valuable feedback received which resulted in the strategies being updated.
- 4.11.5. The draft strategies were circulated to all elected members by the Lord Mayor after the Council workshop to provide another opportunity for review and comment prior to the draft plan being included on this agenda.
- 4.11.6. Limited feedback on the draft plan was received from elected members following the workshop. The comments provided included:
 - in comparison to other council strategic plans, there are a lot of draft strategies
 - some of the draft outcomes and strategies are repetitive
 - some of the draft strategies could be amalgamated into broader statements

- the community and stakeholders may find the draft outcomes and strategies difficult to understand, i.e. the draft should be in plain English.
- 4.11.7. The project team reviewed the draft document alongside the commentary from elected members. Extensive research on comparable local government strategic plans was undertaken during initial project stages, and the team returned to some of these examples and others to see how the draft plan compares. It was found that direct comparisons on the length of strategic plans are difficult to make due to variances in strategic frameworks, including the timeframes, scope and content of community visions and supporting strategies. For example, several capital city strategic or council plans are for a period of 4 years, whereas Tasmanian local government strategic plans are required to be set at 10 years. Given the longer timeframe, the draft plan is broadly consistent with capital city strategic plans from elsewhere in Australia.
- 4.11.8. Based on elected member feedback, the draft strategic plan was proofread and edited by an independent editor to ensure accessibility.
- 4.11.9. The editorial process took account of the need to represent the community vision in the draft plan. The editor made some suggestions for minor changes to the document to improve readability and considered that jargon had been kept to a minimum in the plan. With regard to the length of the plan and the number of strategies, the editor identified that there may be too many strategies but was unable to identify any that should be excluded. Suggestions to reducing overall length were limited to the context sections that preface the outcomes and strategies.
- 4.12. The full draft of the Capital City Strategic Plan 2019-29 is provided at **Attachment A** to this report.
- 4.12.1. The layout of the draft plan has been designed to provide clarity around the content with the use of icons and images to make it accessible and easy to read. In addition, a summary version of the plan (plan-on-a-page) and the community vision will be available for quick reference by the community, city officers and elected members.
- 4.12.2. The strategic plan will be used to develop the City's long-term strategies, set priorities and guide practical decision-making into the future. It identifies the challenges, opportunities and corporate priorities that will have major impacts on the future of the city and its governance.

- 4.12.3. The pillars, outcomes and strategies in the plan represent the community vision and provide clear direction for the City over the next ten years. They also provide sufficient scope for City programs and initiatives over the life of the plan.
 - 4.12.4. A great deal of deliberation went into developing the strategies to ensure they are balanced and strategic in nature, and, that they are not so specific as to be restrictive or so broad as to lack meaning.
 - 4.12.5. There are a number of key initiatives identified in the plan which will mean greater opportunities for the City to collaborate with neighbouring councils and government into the future. These include the Hobart City Deal, the Greater Hobart Act and the transition of University of Tasmania to a city-centric campus model.
- 4.13. The most important part of the strategic plan is its implementation and how progress is measured. During the review and drafting of the plan, assessment and measurement of the outcomes has been at the forefront of all considerations. To ensure that the City delivers on this plan, a new, contemporary strategic measurement system will be developed.
- 4.13.1. To deliver on the outcomes in the draft strategic plan the strategic measurement and reporting system must provide useful, robust and meaningful reporting on community outcomes and the City's performance. To compliment the strategic measurement system consideration will be given to aligning it with sustainability frameworks that promote wellbeing and sustainability for example the ACT Government's wellbeing measures or the United Nations Sustainable Development Goals.
 - 4.13.2. During development of the draft plan, it has been clear that some elected members are interested in gaining a better understanding of the relationship between the City's work and the United Nations Sustainability Development Goals, including this plan.
 - 4.13.3. Council has made no formal resolution to adopt the United Nations Sustainability Goals and it is proposed that a further report on options for the strategic measurement system and consideration of models to align it with will be provided to Committee in late 2019.
 - 4.13.4. While some initial research on council measurement systems has been undertaken, development of the system itself will commence early in the 2019-20 financial year. It will involve collaboration between the Community Life and the City

Innovation Divisions, as well as input from the elected members, staff, and the community.

5. Proposal and Implementation

5.1. It is proposed that the Council endorse the draft Capital City Strategic Plan 2019-29 and approve its public release for community and stakeholder engagement.

5.1.1. Following the engagement a further report will be submitted to the Committee and Council detailing the outcome of the community and stakeholder engagement together with the final document for approval.

6. Strategic Planning and Policy Considerations

6.1. The review of the Capital City Strategic Plan 2015-2025 aligns with the following identity statements and pillars of *Hobart: A community vision for our island capital*:

“Identity Statement 7 – how we engage in civic life.

7.3 – Government is a big force in city life and we want it to reflect and reinforce what we value about Hobart.

Pillar 8 – Governance and Civic Involvement

8.5 – We communicate and engage.

8.6 – We are involved in civic life”

6.2. The review of the Capital City Strategic Plan 2015-2025 is strongly aligned with the following goals and strategic objectives from the 2015 plan:

“Goal 5 - Governance

Strategic Objective 5.1 – The organisation is relevant to the community and provides good governance and transparent decision making.

5.1.4 - Measure performance and outcomes of Council activities.

Strategic Objective 5.4 - An engaged civic culture where people feel part of decision-making.

5.4.1 - Implement best practice community engagement (IAP2) across the organisation

5.4.3 - Further enhance engagement activities with the community.”

7. Financial Implications

- 7.1. Funding Source and Impact on Current Year Operating Result
- 7.1.1. The review of the *Capital City Strategic Plan 2015-2025* is attributed to the Future Communities budget function of the Annual Plan.
- 7.1.2. Community engagement and consultation will be undertaken by the in-house project team in collaboration with the Engaged Communities unit in the Community Life Division.
- 7.2. Impact on Future Years' Financial Result
- 7.2.1. Allowance has been made for printed copies of the strategic plan in the 2019-20 financial year.
- 7.2.2. \$40,000 for the development and implementation has been included in the draft Future Communities budget for the 2019-20 financial year.
- 7.3. Asset Related Implications
- 7.3.1. Not applicable.

8. Legal, Risk and Legislative Considerations

- 8.1. Section 66 of the *Local Government Act 1993* requires Council to prepare a strategic plan for the municipal area for at least a 10-year period. In preparing the strategic plan councils are to consult with the community and any authorities and bodies it considers appropriate. The strategic plan must be reviewed every four years (s.70E LGA 1993).
- 8.2. Failure to understand and respond to the community's vision for the future is listed as a risk in the Strategic Risk and Resilience Register. The risk rating is classified as high and the treatment plan includes the following actions:
- Revision of the Strategic Plan in response to the vision.
 - Develop a performance measurement system consistent with the vision and strategic plan.

9. Social and Customer Considerations

- 9.1. This statutory review of the strategic plan has provided a unique opportunity to respond to the community vision and demonstrate to the community the City's commitment to the vision.

10. Marketing and Media

- 10.1. The review of the strategic plan presents a range of media and marketing opportunities.

- 10.1.1. A communications plan will be developed in collaboration with the Communications Division, including provisions for web and social media marketing.

11. Community and Stakeholder Engagement

- 11.1. The draft Capital City Strategic Plan 2019-29 has been developed following internal engagement and consultation with elected members, the Executive Leadership Team, the Managers' Forum and other key staff.
- 11.2. The next stage in the process is for consultation and engagement to be undertaken with the community and stakeholders. The stakeholders include community vision panellists, other participants in the community vision, business groups, community groups, for example the Council of Hobart Community Associations. The community vision provided a clear message that engagement is a vital part of city governance and civic involvement.
- 11.3. Community engagement must be undertaken on the strategic plan in accordance with the *Local Government Act 1993*.
- 11.4. A community engagement plan has been developed and it is anticipated that the draft plan will be released for consultation in late June for a period of 21 days.
 - 11.4.1. Methods of engagement and promotion that will be used include:
 - on-line engagement through a Your Say survey
 - display and hard copies of the survey in the Customer Service Centre or on request
 - attendance at specific interest group meetings or forums
 - promotion on the City website and Facebook.
- 11.5. On completion of community and stakeholder engagement a peer review of the data from all stages of engagement will be undertaken, to ensure that the key themes and findings are represented in the plan.

12. Delegation

12.1. This matter is delegated to the Council.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



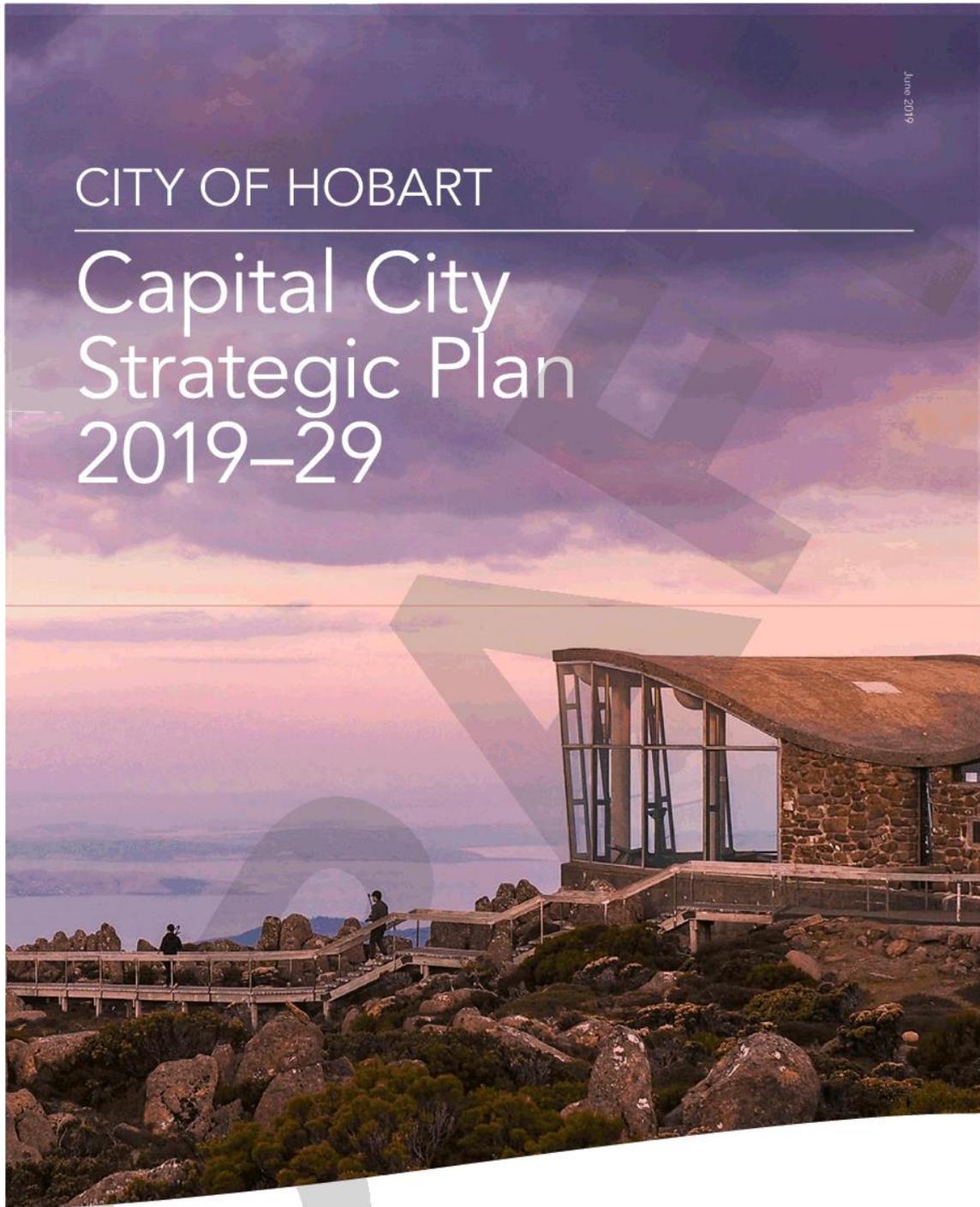
Luke Doyle
**MANAGER FUTURE, ENGAGED AND
ACTIVE COMMUNITIES**



Tim Short
DIRECTOR COMMUNITY LIFE

Date: 14 June 2019
File Reference: F19/42389

Attachment A: Draft Capital City Strategic Plan 2019-29 ↓



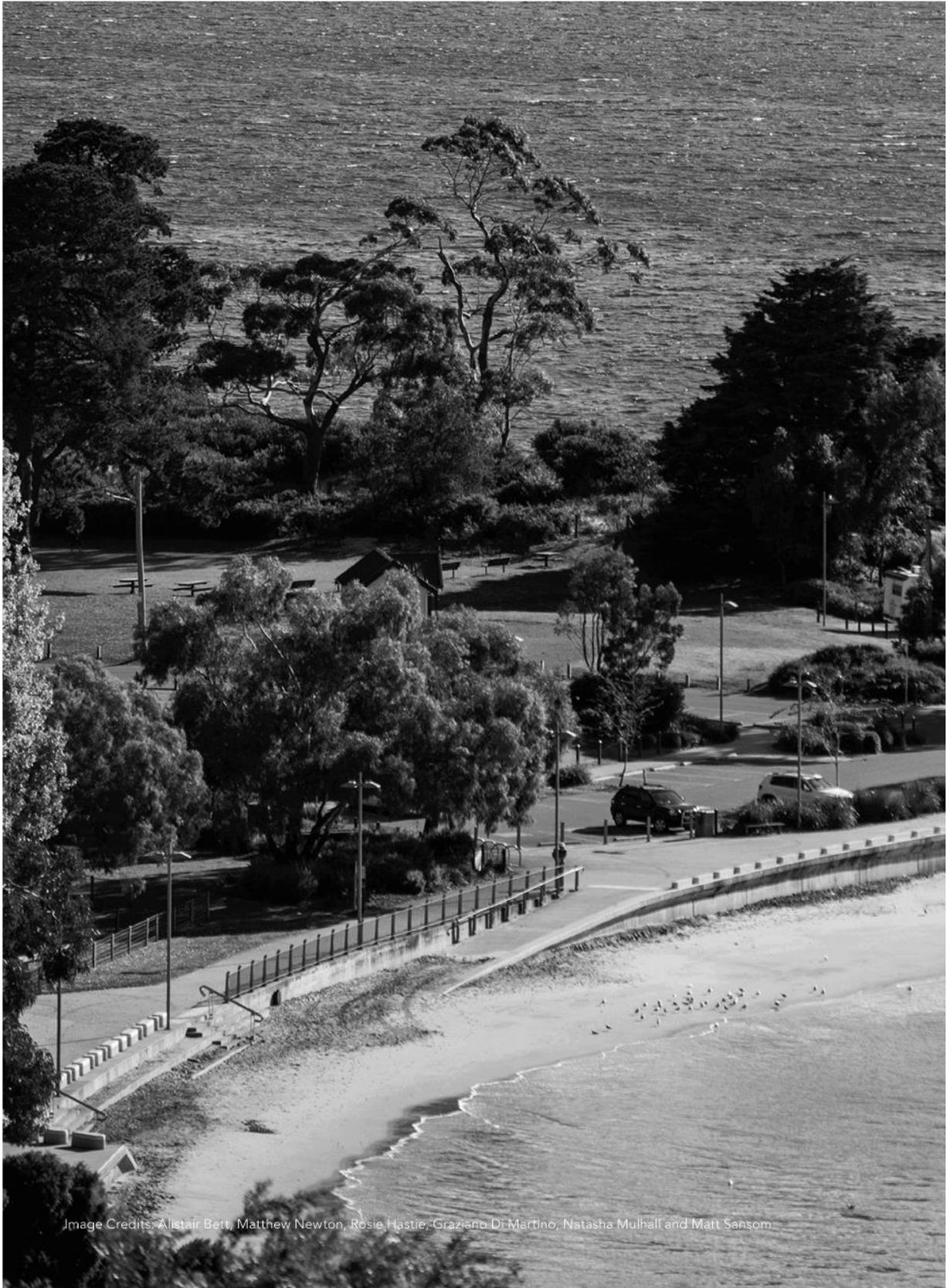
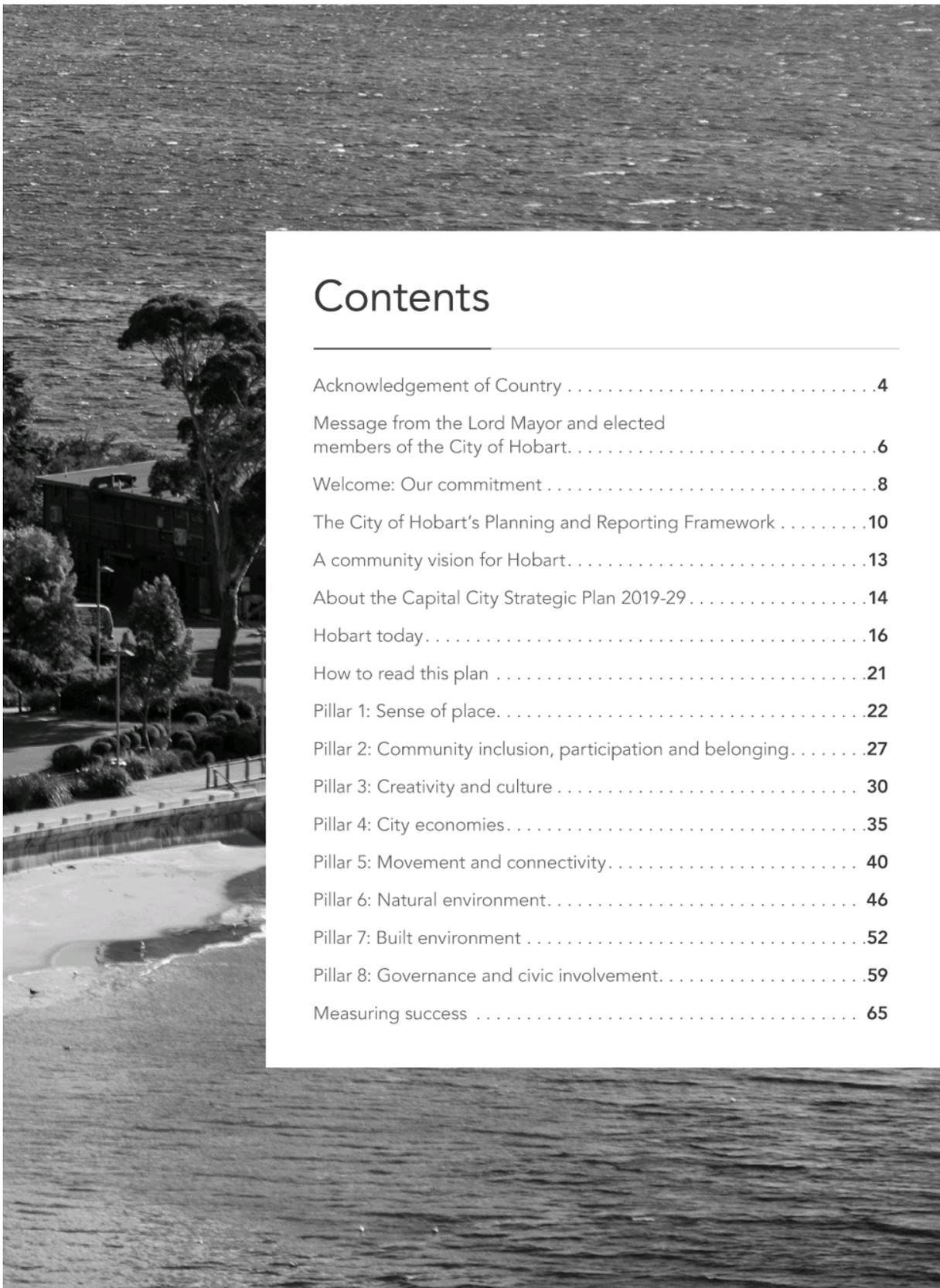
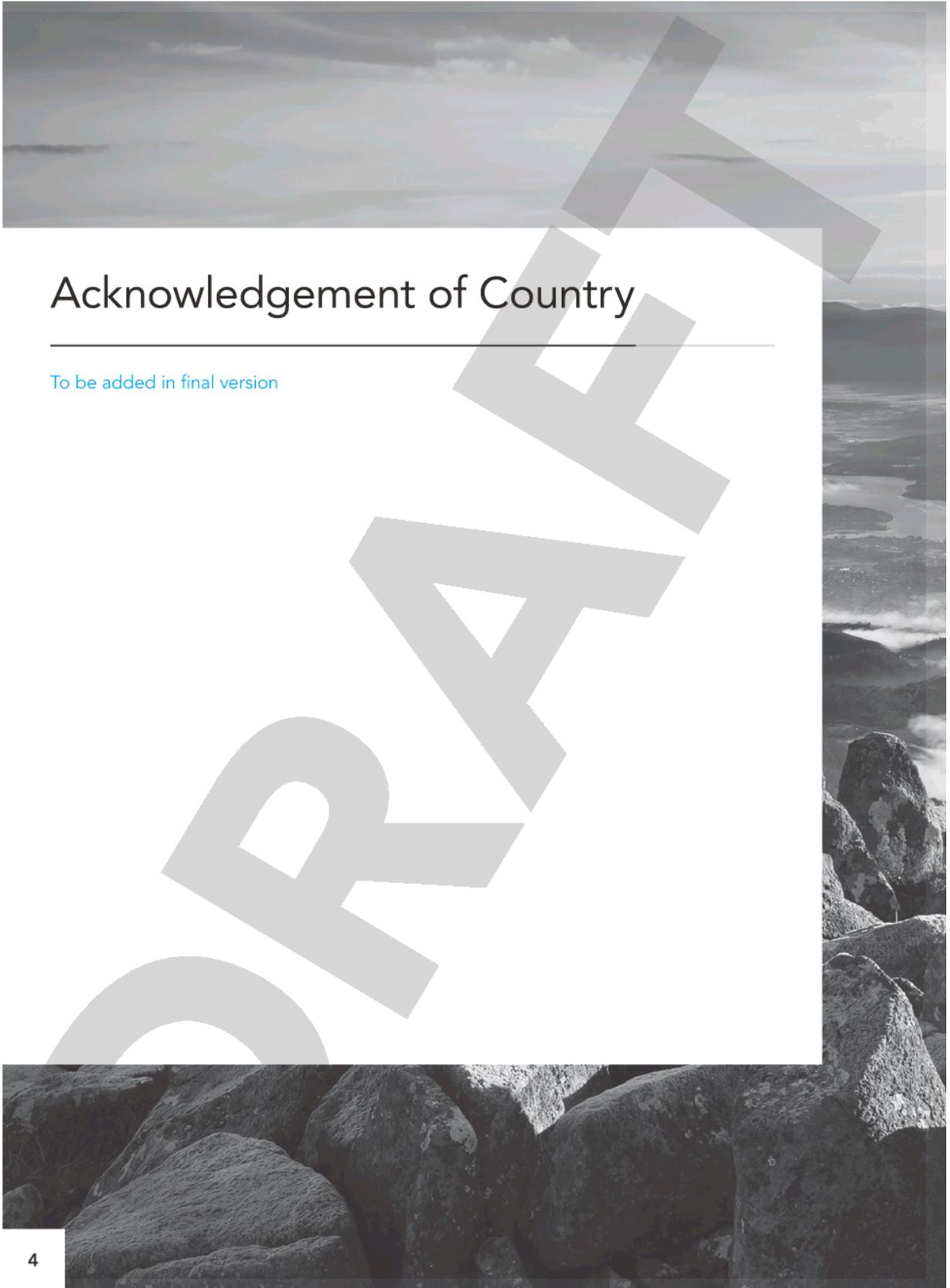


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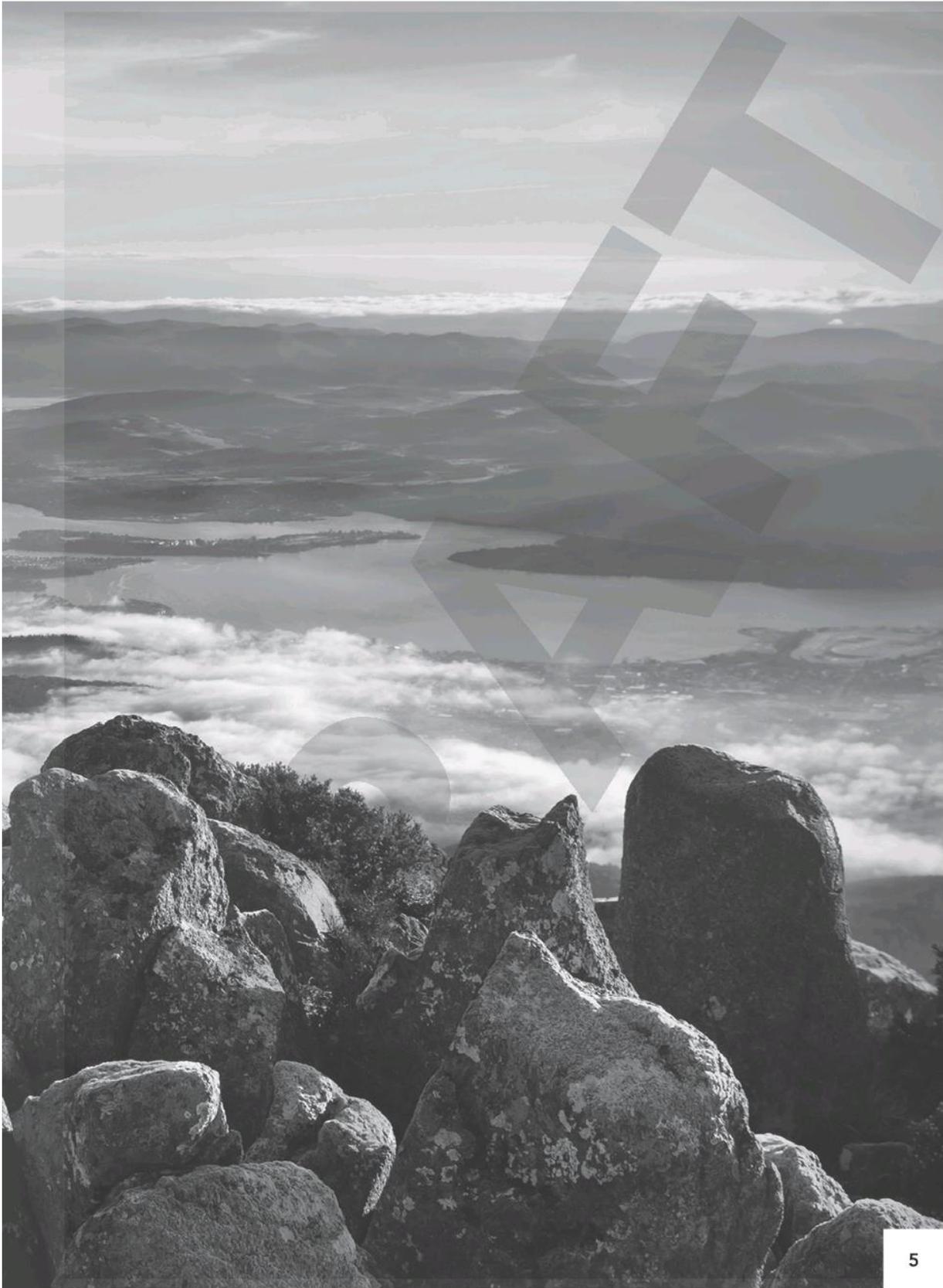
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Acknowledgement of Country

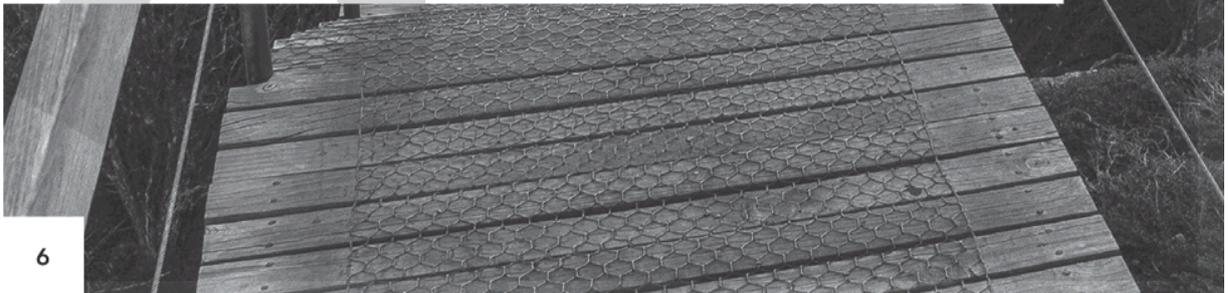
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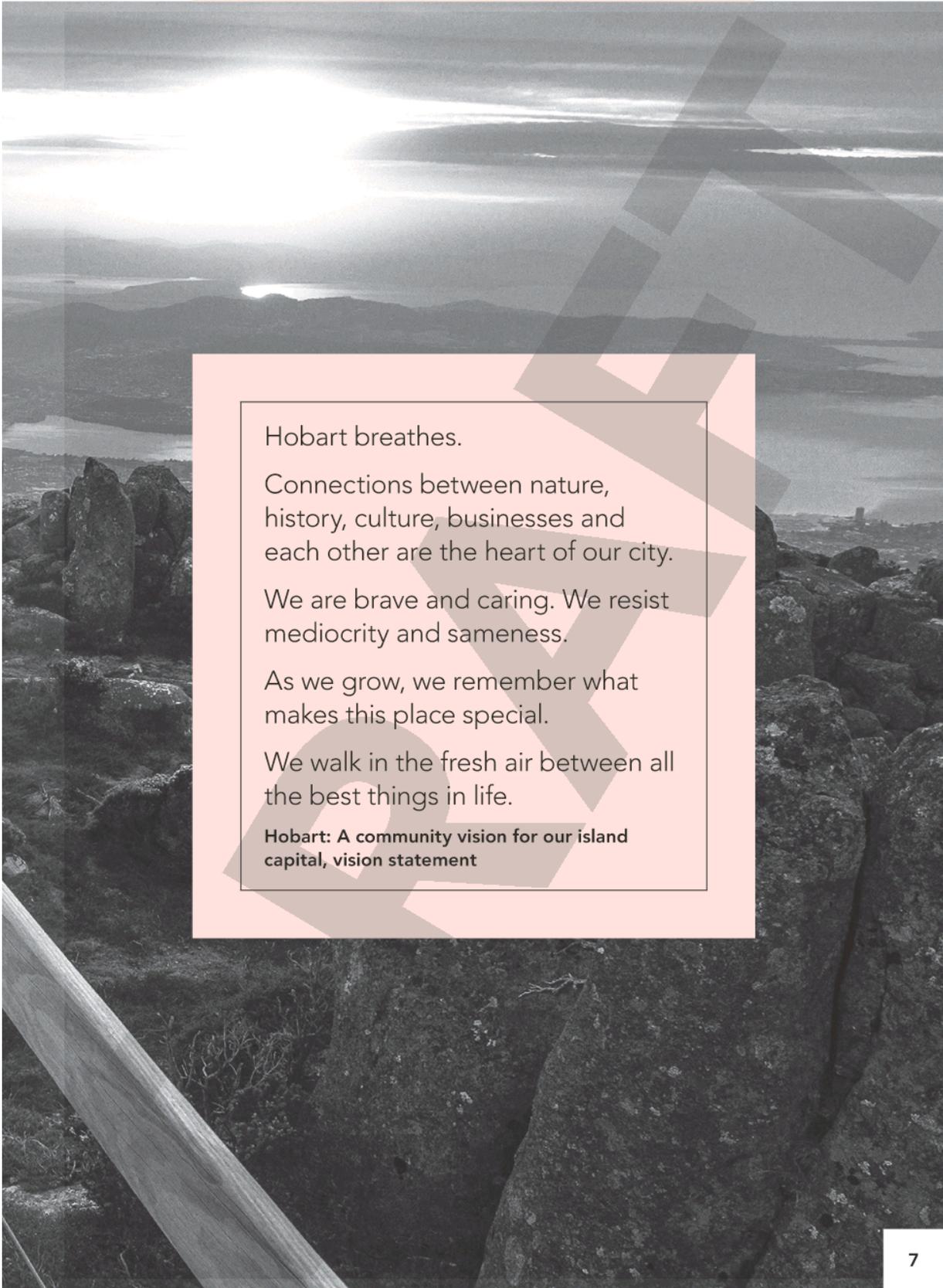




Message from the Lord Mayor and elected members of the City of Hobart

To be added in final version





Hobart breathes.

Connections between nature, history, culture, businesses and each other are the heart of our city.

We are brave and caring. We resist mediocrity and sameness.

As we grow, we remember what makes this place special.

We walk in the fresh air between all the best things in life.

Hobart: A community vision for our island capital, vision statement

Welcome: Our Commitment

The people of Hobart take great pride in where they live. They value the connections between people and places and the unique lifestyle that communities have been able to build in this city. They love the human scale of the city, the views of and access to nature, the wild weather and the inventive and creative spirit that Tasmania is known for. At the same time, there are changes they would like to see in their city, such as stopping racism, resolving housing affordability and traffic issues, responding to population pressures and preparing for the impacts of climate change.

This message was delivered to the City of Hobart through over 1 100 contributions to *Hobart: A community vision for our island capital*, the community vision that now guides the City of Hobart's work.

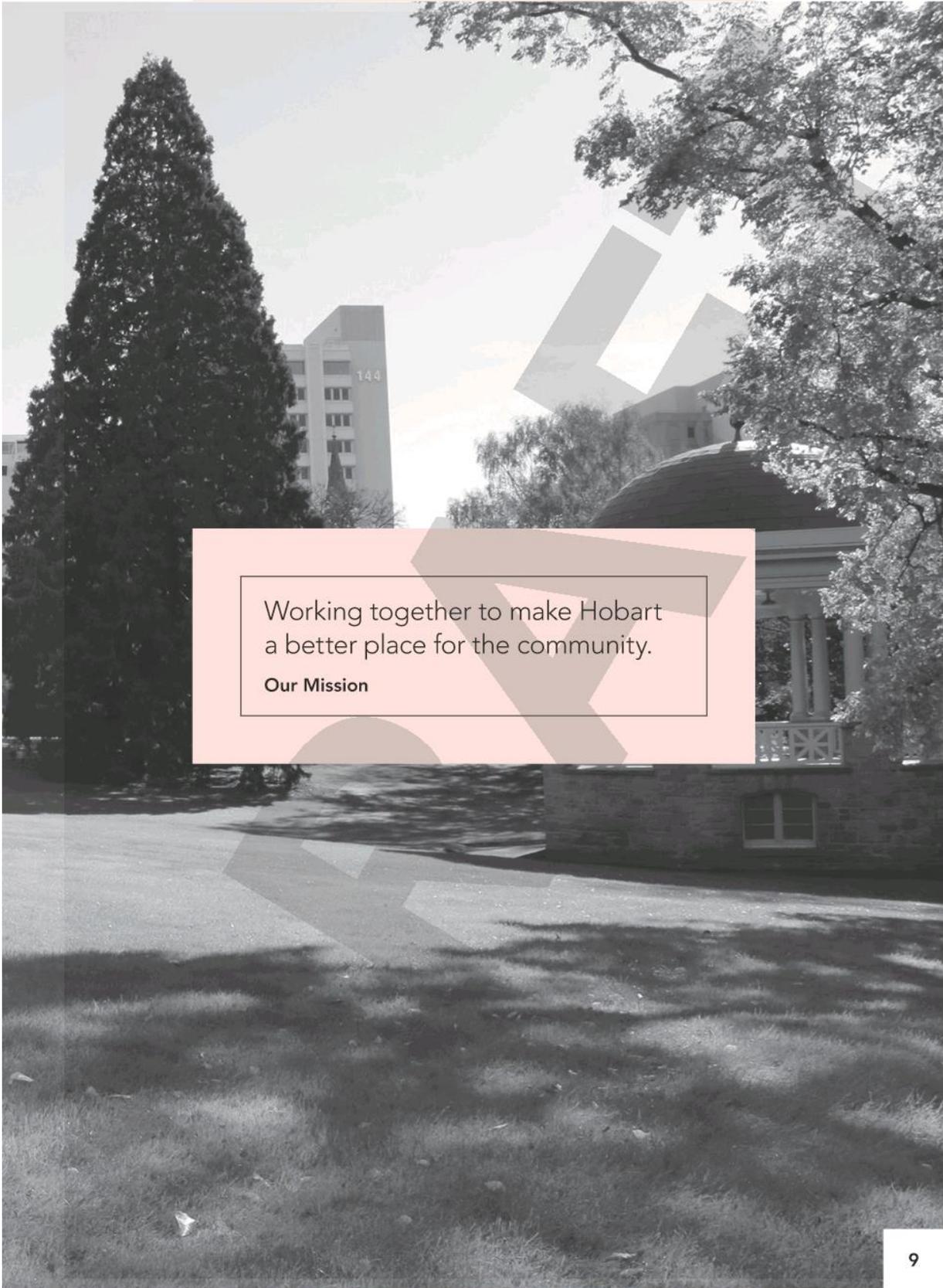
The process to create *Hobart: A community vision for our island capital* was one of the largest and most in-depth engagement programs the City of Hobart has ever undertaken. It is now the City of Hobart's aim to honour and respond to the hundreds of hours of effort community members contributed by showing how the City will provide active stewardship of the vision and help make it a reality.

The City of Hobart values the collective ownership of Hobart that community members feel. We are committed to continuing to work together to achieve a future for Hobart that benefits everyone.

Welcome to the City of Hobart Capital City Strategic Plan 2019–29.

Hobart community members and stakeholders ... have called upon the City of Hobart to demonstrate long-term commitment to and strong governance of the vision.

Hobart: A community vision for our island capital, The City of Hobart's Commitment



Working together to make Hobart
a better place for the community.

Our Mission

The City of Hobart's Planning and Reporting Framework

The City of Hobart's work is guided by our Planning and Reporting Framework. This framework fosters transparency, accountability and good decision-making by guiding staff in planning and implementing their work and managing organisational performance.

Community Vision

The community vision – called *Hobart: A community vision for our island capital* – is the City's highest-level strategic document. It articulates community values about and aspirations for Hobart now and into the future based on in-depth engagement. The vision is critical for ensuring that the City's work aligns with what is important to Hobart communities.

Mission

The City of Hobart's mission defines a common purpose for all employees at the City. It places the community at the heart of what we do.

Our mission is: **Working together to make Hobart a better place for the community.**

Values

The values are a set of guiding principles for the City of Hobart's organisational culture. They inform how we do our work and interact with customers and stakeholders, providing a framework for behaviours that are expected in delivery of the mission and the community vision.

Our values are:

- People
- Teamwork
- Focus and Direction
- Creativity and Innovation
- Accountability



Strategic plan

The strategic plan is the City of Hobart’s primary planning document, outlining the outcomes we aim to achieve over a 10-year period, in response to the community vision. It is required under the *Local Government Act 1993* and must be reviewed every four years.

Resourcing strategies

Resourcing strategies identify the resources required to deliver community priorities. They cover important parts of City operations such as finances, assets and workforce planning.

Informing strategies

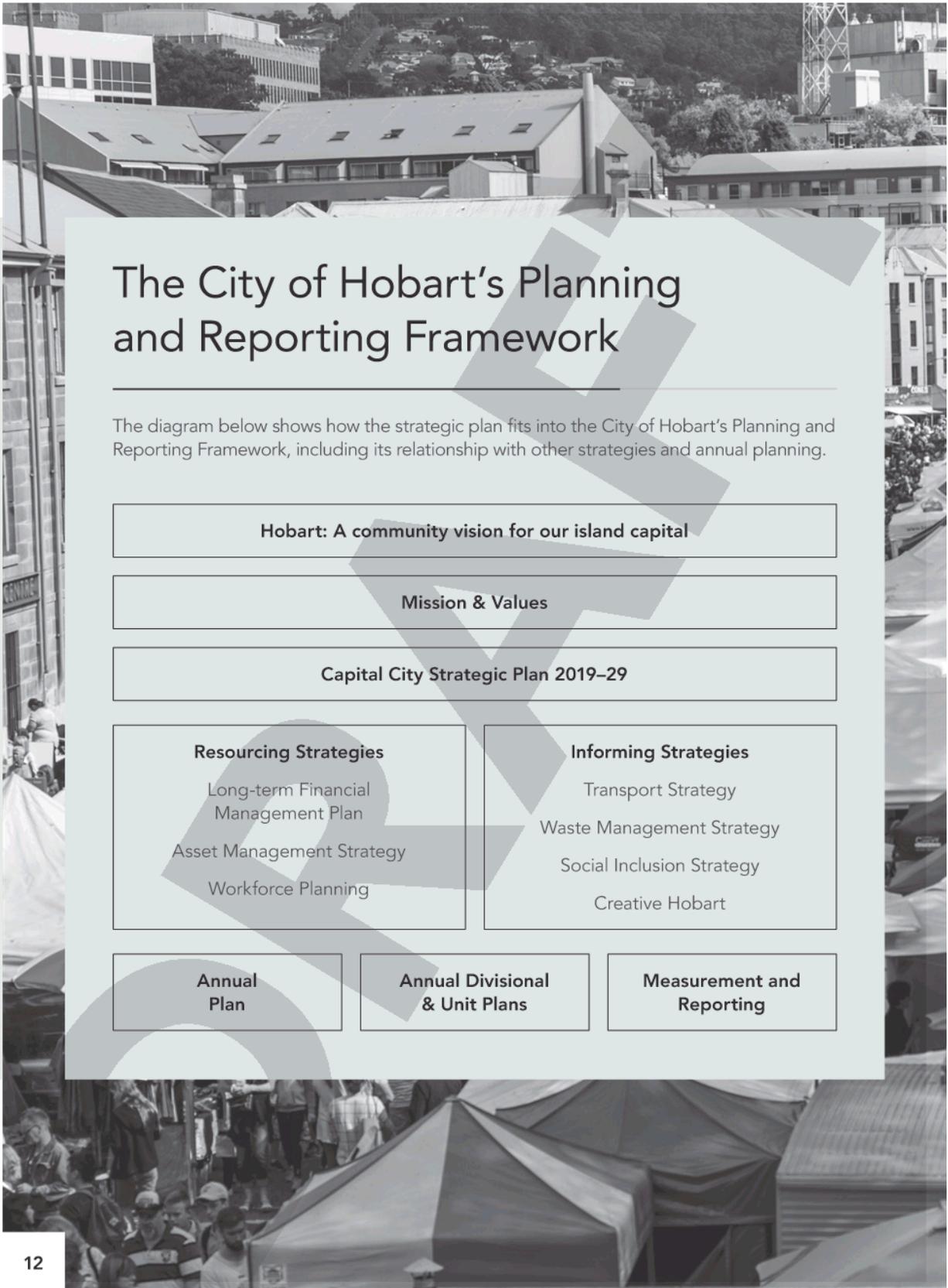
Informing strategies provide specific goals and guidance on particular programs of work, for example, waste management and creative arts. These strategies influence and are influenced by all levels of planning, from annual unit plans to the 10-year strategic plan.

Annual plan

The annual plan is required of all Tasmanian local governments under the *Local Government Act 1993*. It describes shorter term goals and activities that help to achieve the 10-year strategic plan. It includes the annual budget and the key actions of all divisions. Progress is reported every quarter and in annual reports.

Divisional and unit plans

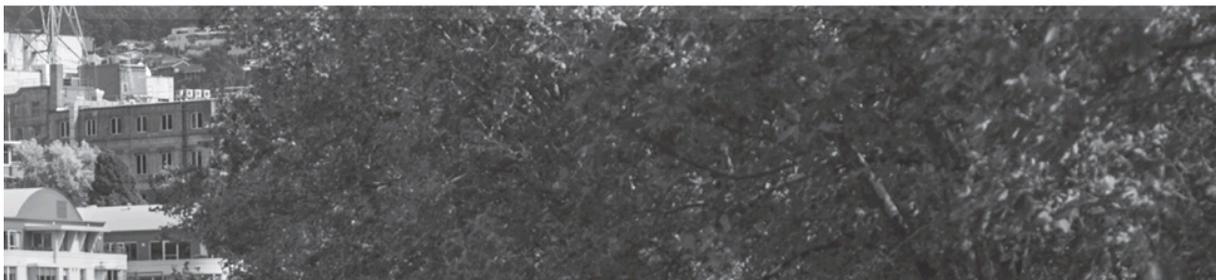
Annual divisional and unit plans provide the details of the City’s work. The City has five major divisions, which each contain a number of units. The major actions from annual unit plans inform the divisional plans, which in turn inform the annual plan.



The City of Hobart's Planning and Reporting Framework

The diagram below shows how the strategic plan fits into the City of Hobart's Planning and Reporting Framework, including its relationship with other strategies and annual planning.





A community vision for Hobart

Hobart: A community vision for our island capital was developed in collaboration with Hobart communities and stakeholders. They provided over 1 100 contributions, which went into the vision's creation. After receiving these contributions, the City of Hobart worked with the community panel to draft the vision. The community panel consisted of 46 community members and businesspeople from across the region.

The City of Hobart recognises and values highly the dedication of the people involved. Full details about the engagement process can be found in the vision document, available at hobartcity.com.au

The community vision outlines what people value about Hobart today and what they aspire to for its future. The vision's purpose is to guide the City's work, so that we can help create the Hobart our communities want.

The vision has three parts:

- 1. Vision statement:** The overarching message about the future of Hobart, written by the community panel.
- 2. Identity statements:** Summaries of the Hobart stories, values and special qualities that community members and stakeholders want to see reinforced, developed or improved.
- 3. Pillars:** Aspirations about the major parts of city life.

The community vision provides the City with a clear understanding of what people value and want to change about their city and their aspirations for its future. It challenges us to demonstrate long-term commitment and holds us accountable to the people of Hobart.

The community vision will be used to guide and direct the City's strategies, plans and priorities now and into the future. All strategies and programs will be designed to implement and deliver on the vision.



About the Capital City Strategic Plan 2019–29

This strategic plan will be used to develop the City of Hobart’s long-term strategies, set priorities and guide practical decision-making. The plan also identifies challenges, opportunities and corporate priorities that will have major impacts on the future of the city and its governance.

Strategic plan review

The Council adopted the Capital City Strategic Plan 2015-25 in July 2015. The *Local Government Act 1993* requires that local government strategic plans be reviewed at least every four years. The endorsement of *Hobart: A community vision for our island capital* in July 2018 triggered the first four-year review of the strategic plan, with a view to making sure it reflects Hobart communities’ values and aspirations.

The strategic plan outlines Council priorities for the next 10 years and will continue to be reviewed at least every four years.

This review of the strategic plan has been informed through engagement with the community, stakeholders and City of Hobart staff and elected members to assess whether it reflects the community vision and will meet Hobart’s current and future needs. In particular, the review drew on strategies generated by the vision project community panel.

Our role as a Capital City

As Tasmania’s capital city, Hobart is a major service centre and is home to a wide variety of businesses. While the community vision and strategic plan pertain to the City of Hobart local government area, many important challenges cross local government boundaries, and many people based outside of Hobart have a stake in the life of the city. The City values these connections, and building networks and partnerships is an essential part of good strategic planning.

In February 2019, the Hobart City Deal was signed. It is a 10-year partnership between the Greater Hobart councils – Hobart, Clarence, Glenorchy and Kingborough – and the Australian and Tasmanian governments. It provides a framework to support Greater Hobart as it becomes a diverse global city. This collaboration will be reinforced by the Greater Hobart Act.



Involvement in civic life

The City welcomes and encourages active civic involvement and meaningful community input into local government decision making. Community engagement is core to what we do. The principles in the Community Engagement Policy and Framework underpin the strategic plan.

The deep involvement of community members, stakeholders and businesspeople in creating the community vision highlights the shared sense of ownership of Hobart. Their generous participation and commitment is greatly valued and respected by the City of Hobart.

Implementing the strategic plan will involve continually engaging with Hobart communities and stakeholders about what is important to them.

Hobart today

Where we live

Years of continuing Tasmanian Aboriginal culture and custodianship:
35 000+

Land area: 7 791 ha

Number of bird species found in Wellington Park: 67

Tree cover in urbanised areas: 17%

Number of native plant species found in Wellington Park: 500+

Proportion of City of Hobart protected in bushland reserve: 38%

Walking and mountain bike trails: 120 km

Fire trails: 112 km

Number of trees managed by the City of Hobart: 18 000
(not including bushland)



Height of kunanyi / Mt Wellington:
1 270m



How we live

Average household percentage of income spent on rent: 29% (least affordable capital city in Australia)

Homeless people in Hobart: 309

Overweight/obesity rate: 45%

Daily smokers: 5%

Households renting: 35%



Number of households:
23 681



It feels like a city built for people, a city where our tallest landmark is kunanyi / Mt Wellington and the River Derwent draws much of our boundaries. Our heritage buildings are one of our greatest loves.

We are an island capital on the fringe of the Southern Hemisphere, a city defined by wild weather and its place as a gateway to Antarctica.

Where we come from

People that identify as Aboriginal & Torres Strait Islander: 1.4%

People born overseas: 22% (11 445)

Top regions:

North-west: 7%

North-east: 5%

South-east: 3%

South & Central: 2%

Australian citizens: 82%

Number of visitors each year: 942 190

Growth in international visitors (over past 5 years): 11%

How we work

Typical net weekly household income: \$1 439

Total rateable properties: 24 297

Number of people who work in Hobart: 51 337

Of those who work in Hobart: 84% travel by car as driver or passenger, 6% travel to work by public transport and 8% cycle or walk

Top 3 industry sectors of employment:

- Health care and social assistance: 16%
- Education and training: 13%
- Public administration and safety: 12%

Total number of businesses: 6 347

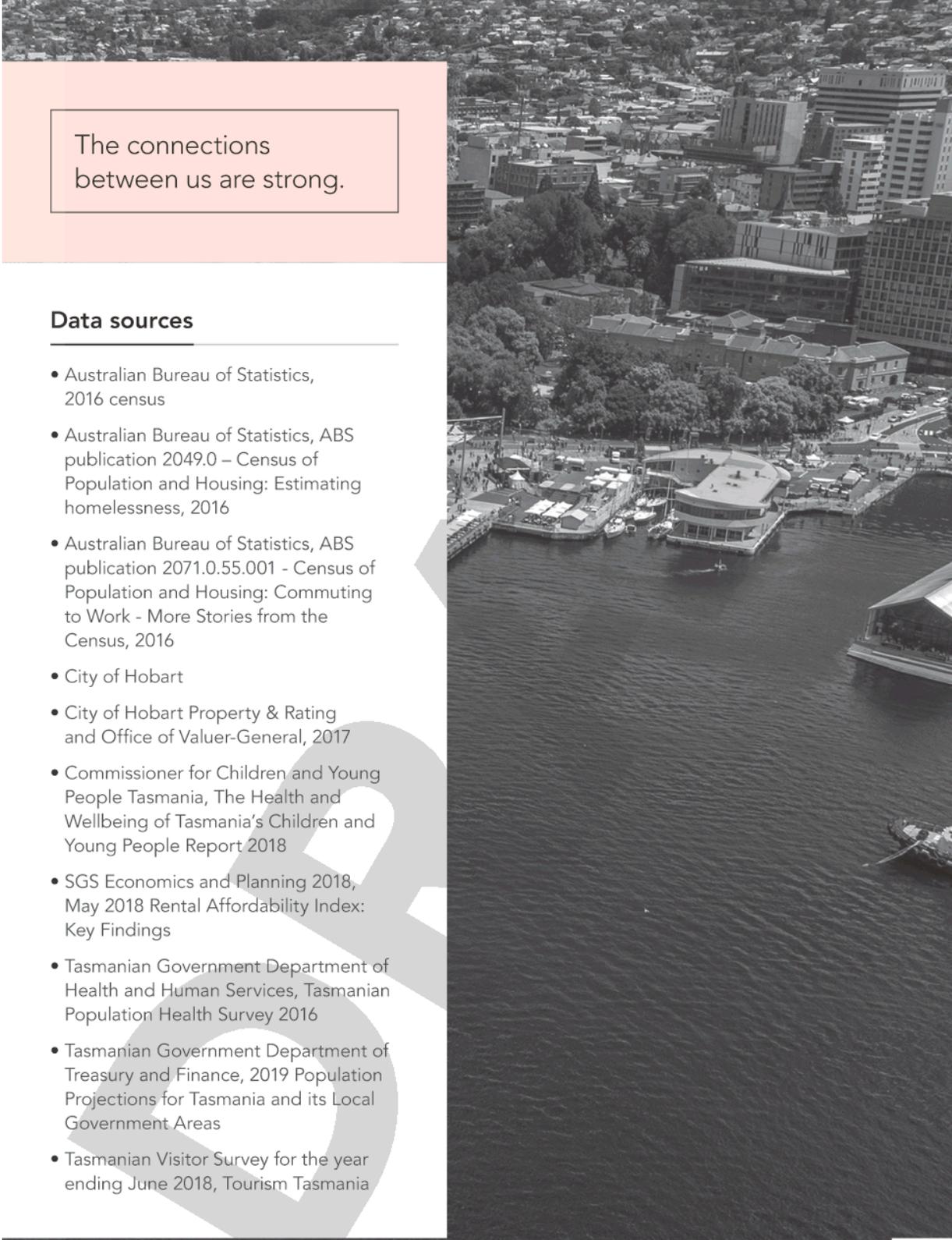
Unemployment rate: 6%

Many of us have a deep pride in our ancestry. Some have families who have been here for tens of thousands of years, building a deep connection with the land. Others ancestors arrived as European settlers or convicts. Still more have arrived from other parts of Australia and the world, as refugees, to study or to work.

People that have or are attending university: 34%

Greater Hobart typical commute distance: 8 km





The connections
between us are strong.

Data sources

- Australian Bureau of Statistics, 2016 census
- Australian Bureau of Statistics, ABS publication 2049.0 – Census of Population and Housing: Estimating homelessness, 2016
- Australian Bureau of Statistics, ABS publication 2071.0.55.001 - Census of Population and Housing: Commuting to Work - More Stories from the Census, 2016
- City of Hobart
- City of Hobart Property & Rating and Office of Valuer-General, 2017
- Commissioner for Children and Young People Tasmania, The Health and Wellbeing of Tasmania's Children and Young People Report 2018
- SGS Economics and Planning 2018, May 2018 Rental Affordability Index: Key Findings
- Tasmanian Government Department of Health and Human Services, Tasmanian Population Health Survey 2016
- Tasmanian Government Department of Treasury and Finance, 2019 Population Projections for Tasmania and its Local Government Areas
- Tasmanian Visitor Survey for the year ending June 2018, Tourism Tasmania





How to read this plan

The strategic plan describes the outcomes we want to achieve over the next 10 years and the strategies we will use to achieve them.

This plan uses the eight pillars from the community vision to guide the outcomes and strategies.

The pillars rely on each other for success and should not be considered in isolation. They should be read with the community vision to ensure that the spirit and intent of the vision is captured in every initiative.

Term used in the plan	What this term means
Pillars	The aspects of city life, as described in the community vision.
Community panel's pillar vision statements	These statements were written by the vision community panellists themselves. The statements have been copied from the vision document and included in each pillar of the strategic plan as a reminder of the community's goals and intent.
Outcomes	The outcomes are the goals we aim to achieve. They are linked to the focus areas of the vision. They are numbered as 1.1, 1.2 and so on.
Strategies	The strategies are how we will achieve the outcomes. They reflect the 2015-25 strategic plan, community panel strategies, and engagement findings from the community, staff and elected members. They are numbered as 1.1.1, 1.1.2 and so on.



Pillar 1: Sense of place

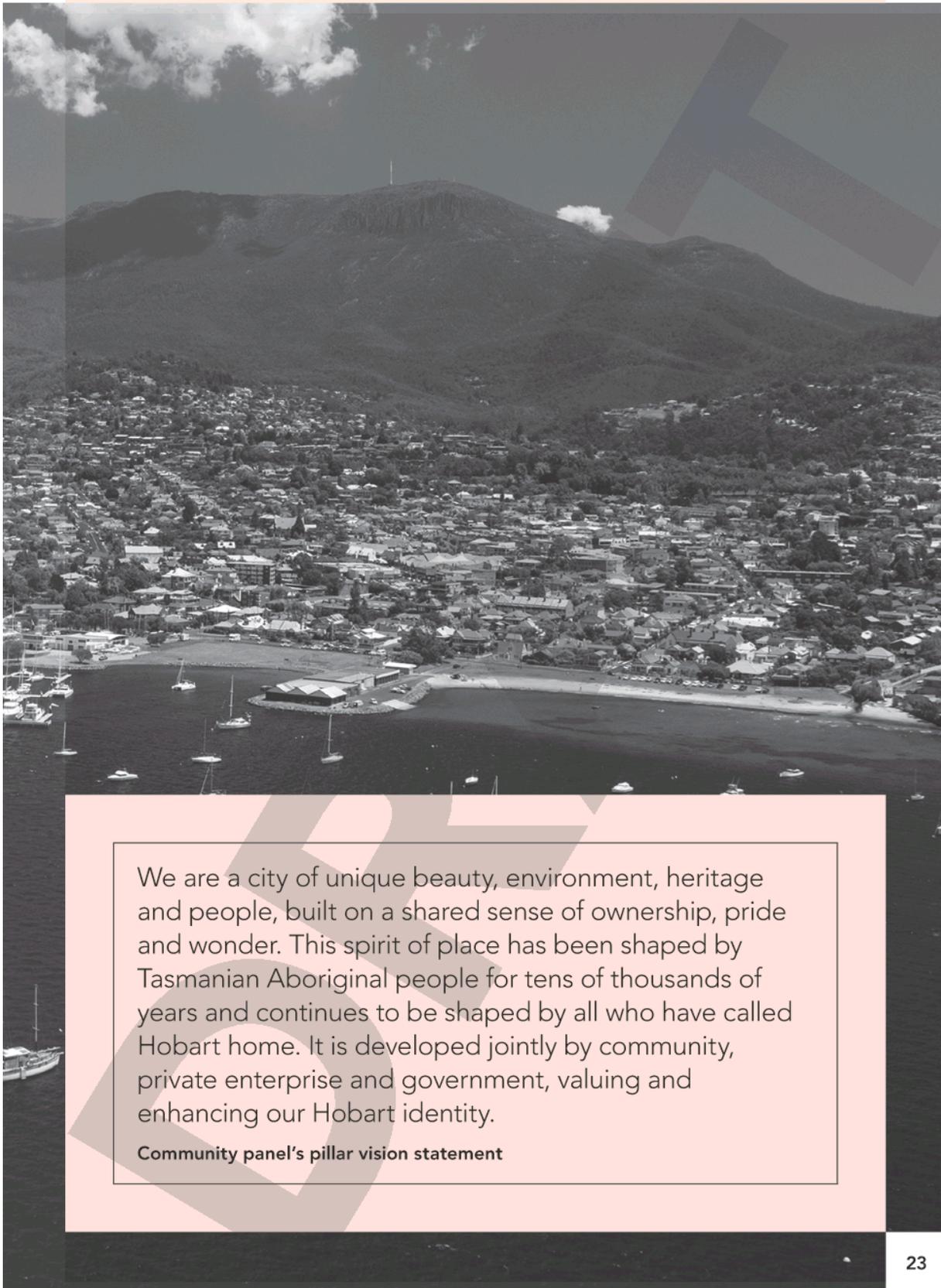
'Sense of place' describes people's relationships, connections and bonds with places, expressed through personal experiences, stories and other parts of life. Sense of place evolves through culture, history, environment, economics, politics, geography and all kinds of other interactions between humans and their environments. The more specific and unique these qualities are, the stronger the sense of place, and the more special people are likely to think that place is.

In a globalised world, many cities are seeking to build or rebuild a sense of place. Having distinctive qualities helps people connect to a place, attracting both residents and visitors.

Hobart is fortunate to have a strong sense of place, and, for many community members, it is a part of Hobart life they value highly. People from all kinds of backgrounds recognise Hobart as having a

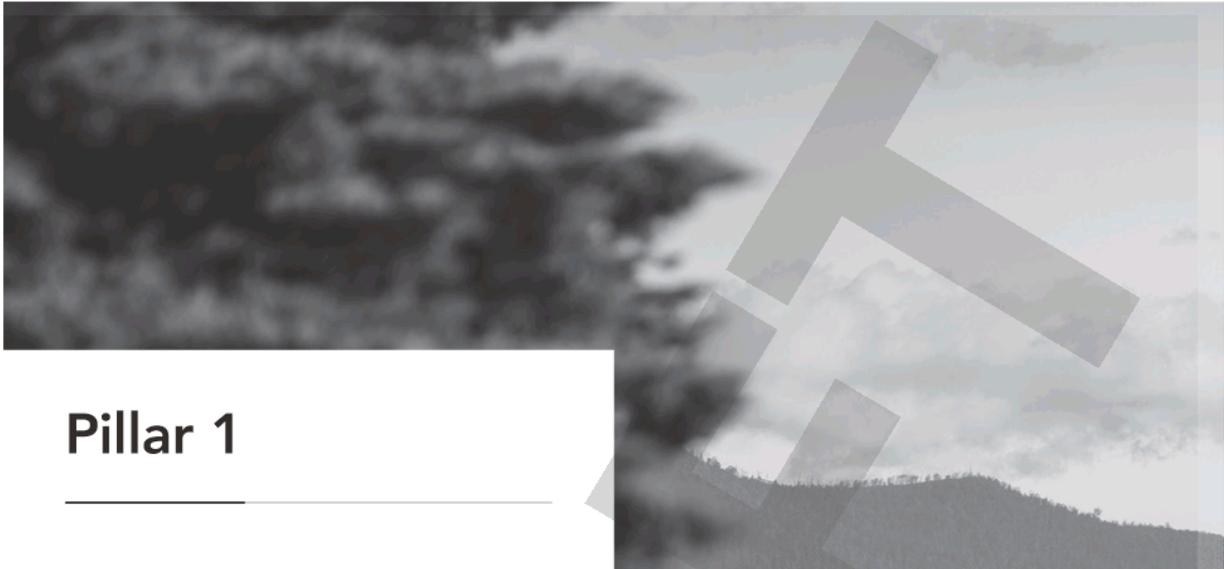
particular combination of qualities that make it a special place to live: the mountain, the river, heritage architecture, a human scale, connections between people, businesses that have started and grown here, and the tens of thousands of years of stories that have made the city what it is today. In our island capital city, many people identify strongly with being Tasmanian and contributing to Tasmanian culture.

Sense of place is one of the most difficult aspects of city life to define and measure, and yet it is critical to the future of Hobart. In the years to come, all kinds of trends and changes can and will influence Hobart's sense of place. From population shifts to climate change to new developments, each decision makes a difference to what it will be like to live in and visit Hobart. Key to managing this well is supporting the city to evolve at the same time as protecting what makes Hobart special.



We are a city of unique beauty, environment, heritage and people, built on a shared sense of ownership, pride and wonder. This spirit of place has been shaped by Tasmanian Aboriginal people for tens of thousands of years and continues to be shaped by all who have called Hobart home. It is developed jointly by community, private enterprise and government, valuing and enhancing our Hobart identity.

Community panel's pillar vision statement



Pillar 1

1.1 Hobart keeps a strong sense of place and identity, even as the city changes.

Strategies:

- 1.1.1** Work with community and stakeholders to protect and enhance core elements of Hobart identity – kunanyi / Mount Wellington, the River Derwent, natural areas and Hobart’s heritage, culture and human scale – so they are valued as central features of Hobart’s landscape and social fabric.
- 1.1.2** Create opportunities for people to connect to place, supporting spiritual and cultural customs and practices.
- 1.1.3** Share knowledge with and learn from other cities that have maintained or built a strong sense of place in the face of economic, environmental, social or other pressures.
- 1.1.4** Understand, prepare for and respond to the impacts of climate change, biodiversity loss and other factors on Hobart identity and sense of place.

1.2 Hobart’s cityscape reflects the heritage, culture and natural environment that make it special.

Strategies:

- 1.2.1** In collaboration with communities and stakeholders, continue and extend the program of city improvements and precinct upgrades.
- 1.2.2** Ensure City place-making planning and initiatives reflect community values and aspirations.
- 1.2.3** Undertake whole-of-city place making, with community participation.
- 1.2.4** Celebrate and highlight the uniqueness of Hobart’s character and heritage.
- 1.2.5** Engage with the development sector and government to ensure project outcomes integrate with Hobart and the community vision.



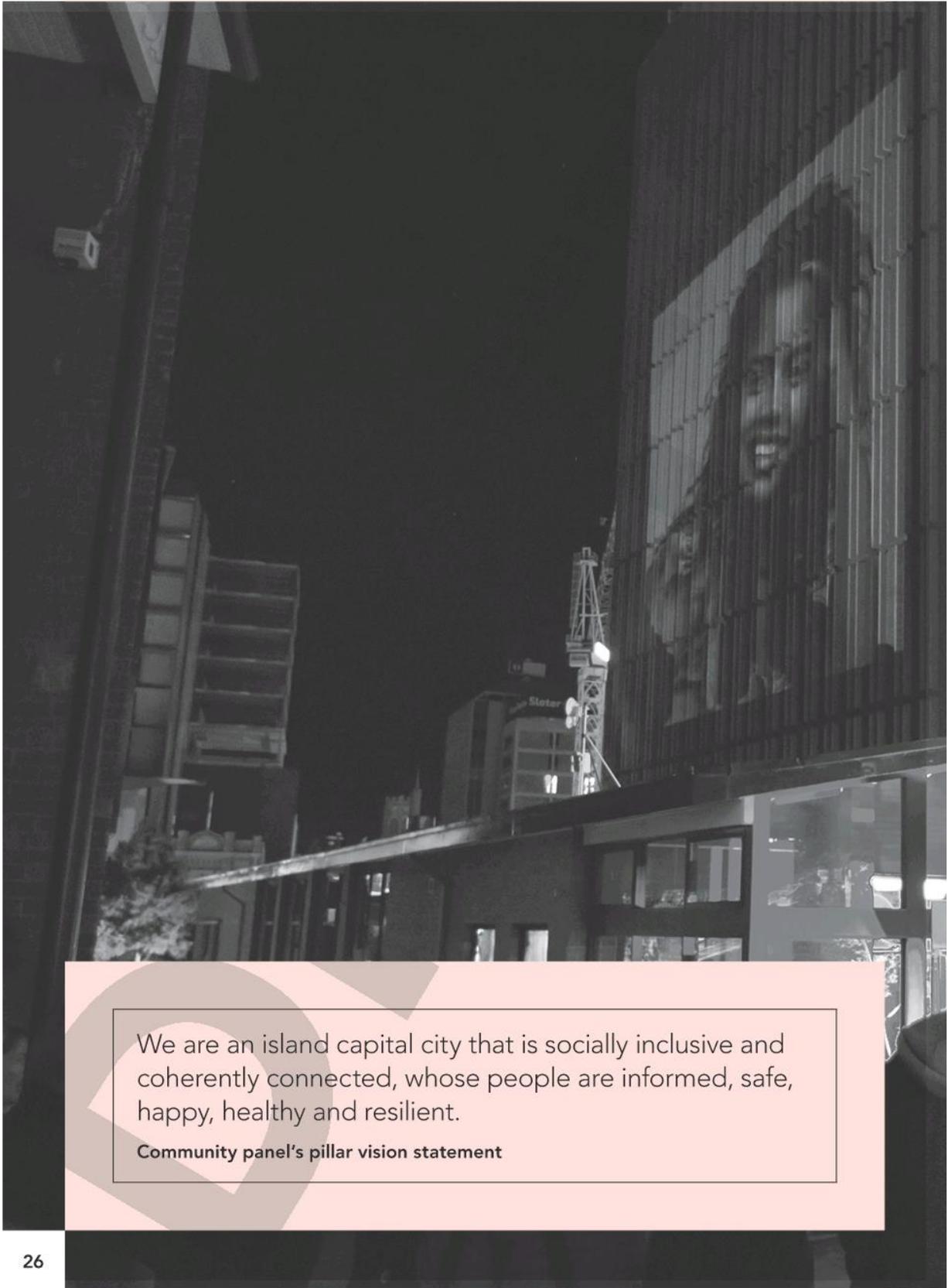


1.3 In City decision-making, we consider how different aspects of Hobart life connect and contribute to sense of place.

Strategies:

- 1.3.1** Ensure that social and economic outcomes, climate change, biodiversity and green infrastructure are factored into city design.
- 1.3.2** Ensure a cross-disciplinary organisational culture, to provide diverse input into major projects.
- 1.3.3** Measure, manage and support the effective use of city facilities, infrastructure and open spaces.





We are an island capital city that is socially inclusive and coherently connected, whose people are informed, safe, happy, healthy and resilient.

Community panel's pillar vision statement



Pillar 2: Community inclusion, participation and belonging

Community inclusion, participation and belonging are all big topics for cities and countries around the world. Political polarisation has become stronger in recent years, and there are many questions about how to achieve outcomes that can benefit everyone and help solve some of the most pressing social issues. Many of the world's cities have become increasingly impersonal as they get bigger and busier, and communities and governments alike are questioning how advances in technology will influence the future.

Social connection is a feature of Hobart life that many community members take pride in. Close-knit social networks can help people make new friends, build new businesses and come together in difficult times. The positive aspects of close connections are one thing that the city stands to lose as it grows and changes.

Of course, not everyone experiences Hobart social or professional life in this way, and there is much more to be done to ensure everyone has a chance to feel included in Hobart life. Inequality and disadvantage have been persistent challenges for the Hobart region and will continue to affect social and economic outcomes for Hobart people and

communities. Improving educational attainment levels and literacy rates is a major priority for Tasmania as a whole, with implications for the social wellbeing of Hobart as the state's capital.

The demographic profile of Hobart is changing. The city is becoming more culturally and linguistically diverse. Celebration of Tasmanian Aboriginal heritage and culture is becoming a stronger part of public life, and reconciliation with Aboriginal people is a major priority. The increasing presence of educational institutions is in turn driving up the number of younger people in the inner city. At the same time, the population is ageing. At 38.4 years, Hobart has the oldest median age of all Australian capital cities. With increasing rates of obesity, ensuring good health and enough physical activity among Hobart people is becoming more and more important. Many people think of Hobart as a safe city, but there is always work to be done to ensure that all people feel and are safe, and that communities can be resilient and help each other in hard times.

All of these trends have implications for Hobart life and for the services that people will need to access.

Pillar 2

2.1 Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together towards reconciliation.

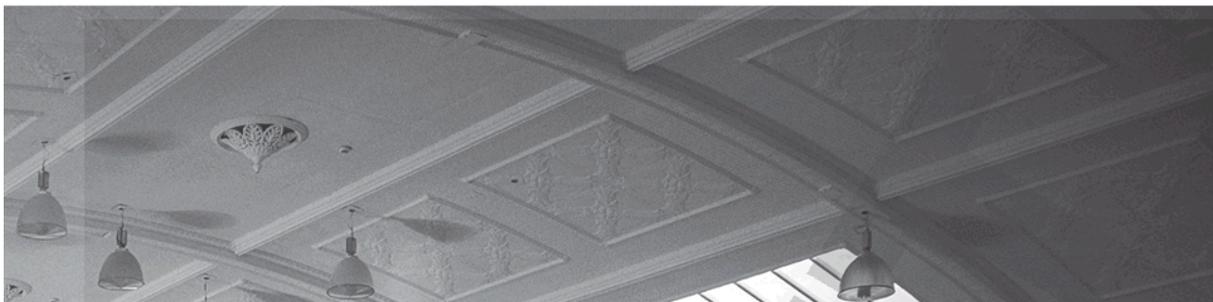
Strategies:

- 2.1.1** Demonstrate leadership in reconciliation in partnership with Aboriginal people.
- 2.1.2** Highlight Tasmanian Aboriginal history and culture, including acknowledgement of the darkness of our shared experience, through interpretation, naming, arts and events.
- 2.1.3** Engage with Aboriginal people on how they want the City to work with them.

2.2 Hobart is a place where diversity is celebrated and everyone can belong, and where people have opportunities to learn about one another and participate in city life.

Strategies:

- 2.2.1** Support people from all walks of life to participate in the Hobart community and develop social capital.
- 2.2.2** Support and advocate for all people and communities to celebrate their histories and identities, encouraging mutual understanding.
- 2.2.3** Provide and support activities and programs that celebrate diversity and reduce social isolation.
- 2.2.4** Review and implement cross-cultural, diversity, equal access and other awareness learning-opportunities for staff.
- 2.2.5** Acknowledge the value of volunteering and support further development of volunteer programs.



2.3 Hobart communities are active, healthy and engaged in lifelong learning.

Strategies:

- 2.3.1 Provide and progressively enhance a range of quality places and facilities where people can enjoy education, recreation, socialising, healthy living and other activities and events.
- 2.3.2 Progressively enhance the City’s sporting and recreational infrastructure, including the Doone Kennedy Hobart Aquatic Centre.
- 2.3.3 Ensure the provision of quality play spaces offering a range of imaginative play alternatives.
- 2.3.4 Ensure streets and public spaces help all people to be healthy and physically active.
- 2.3.5 Consider mental and social health and wellbeing in the development of strategies, policies, projects and initiatives.
- 2.3.6 Celebrate Hobart’s food culture and encourage an ecologically sustainable, resilient, healthy, equitable and economically viable food system.
- 2.3.7 Support accessible learning opportunities for people at all ages and stages of life.
- 2.3.8 Enhance relationships with educational institutions and other organisations.
- 2.3.9 Support citizen science and other community contributions to knowledge and innovation.
- 2.3.10 Ensure community members can access information on the community services that the City provides.

2.4 Hobart communities are safe and resilient, ensuring people can support one another and flourish in times of hardship.

Strategies:

- 2.4.1 Develop and, when necessary, activate the City of Hobart Municipal Emergency Plan and Community Recovery Plan.
- 2.4.2 Support and implement initiatives to build resilience to emergencies, with a focus on those most vulnerable.
- 2.4.3 Protect and improve public and environmental health.
- 2.4.4 Prepare for and respond to pandemics by implementing the Public Health Emergency Management Plan.
- 2.4.5 Enhance Hobart’s community and public safety, working with key stakeholders to maintain Hobart as a safe and liveable city.
- 2.4.6 Deliver and support initiatives, activities and programs that build community resilience, wellbeing and safety.





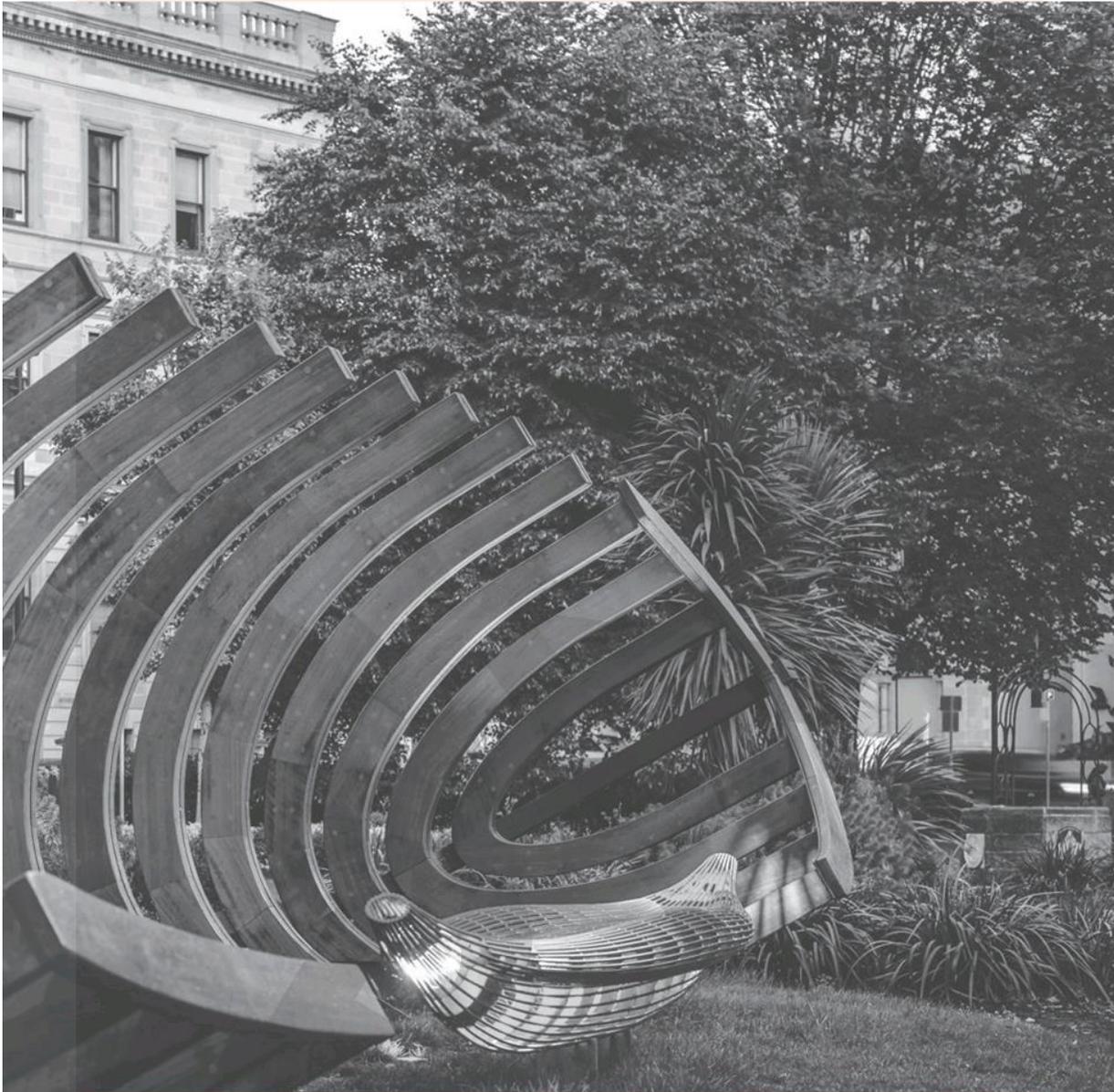
Pillar 3: Creativity and culture

Hobart is increasingly being recognised as a creative and cultural capital, hosting a range of events, festivals and creative practitioners. As home to the Taste of Tasmania, the Australian Wooden Boat Festival, the Festival of Voices, the finish of the Sydney to Hobart yacht race, and much of the Dark MOFO program, there are many opportunities to engage with local, national and global artists and creative people. As the state capital, Hobart also has many creative venues and a vibrant public arts program. Hobart, and Tasmania in general, is known as a place for creative and inventive people who enjoy practising a range of crafts, as professionals and hobbyists.

There are also many cultures and stories to share and celebrate in Hobart. There are many opportunities to share and learn about cultures from around the world. Cultural expression and awareness are

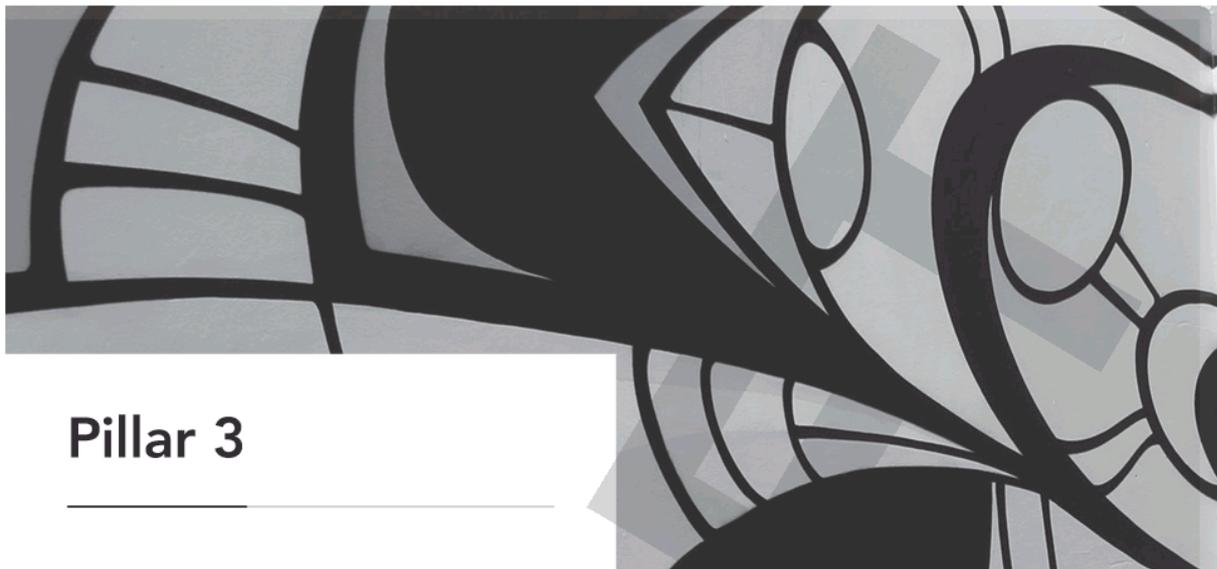
becoming increasingly important parts of Hobart life, as is creating opportunities for exchanging ideas and debating important issues.

As the city moves into the future, it is important for Hobart to continue to be a place for artists and other creative people. Creativity and culture are core to Hobart's sense of place, and they are major contributors to Hobart's economy. Affordability and access to opportunities, whether it is hiring studio space, understanding regulatory requirements, networking with other professionals or building an audience, will be key to ensuring a vibrant creative sector. There is a strong community demand for civic and heritage spaces to support creative and cultural initiatives, and for public spaces to showcase all of the creativity and vibrancy that Hobart has to offer.



We are a city connected, embracing our diverse communities in cultural expression and creative and artistic participation; a city that enhances our homes, lifestyles and heritage; a city that bravely puts its people first.

Community panel's pillar vision statement



Pillar 3

3.1 Hobart is a creative and cultural capital where creativity is a way of life.

Strategies:

- 3.1.1** Support Hobart's continued evolution as a creative and culturally engaging capital city, with a focus on community, accessibility and creative potential.
- 3.1.2** Implement a diverse public arts program that reflects Hobart's unique identity, through innovative, publicly accessible works of art.
- 3.1.3** Build creative arts and design thinking into the City's projects.
- 3.1.4** Champion and celebrate Hobart's creative and cultural institutions.
- 3.1.5** Support and deliver events, festivals and markets.

3.2 Creativity serves as a platform for raising awareness and promoting understanding of diverse cultures and issues.

Strategies:

- 3.2.1** Use the creative arts as a platform for encouraging participation in public life and raising awareness of important issues.
- 3.2.2** Support arts and events as a means of story sharing and sparking conversations about ideas, histories and diverse cultures.
- 3.2.3** Support Tasmanian Aboriginal people to develop initiatives that enable creative and cultural practice.
- 3.2.4** Support creative and cultural initiatives that invite people to engage with Tasmanian Aboriginal history and culture.



3.3 Everyone in Hobart can participate in a diverse and thriving creative community, as professionals and hobbyists.

Strategies:

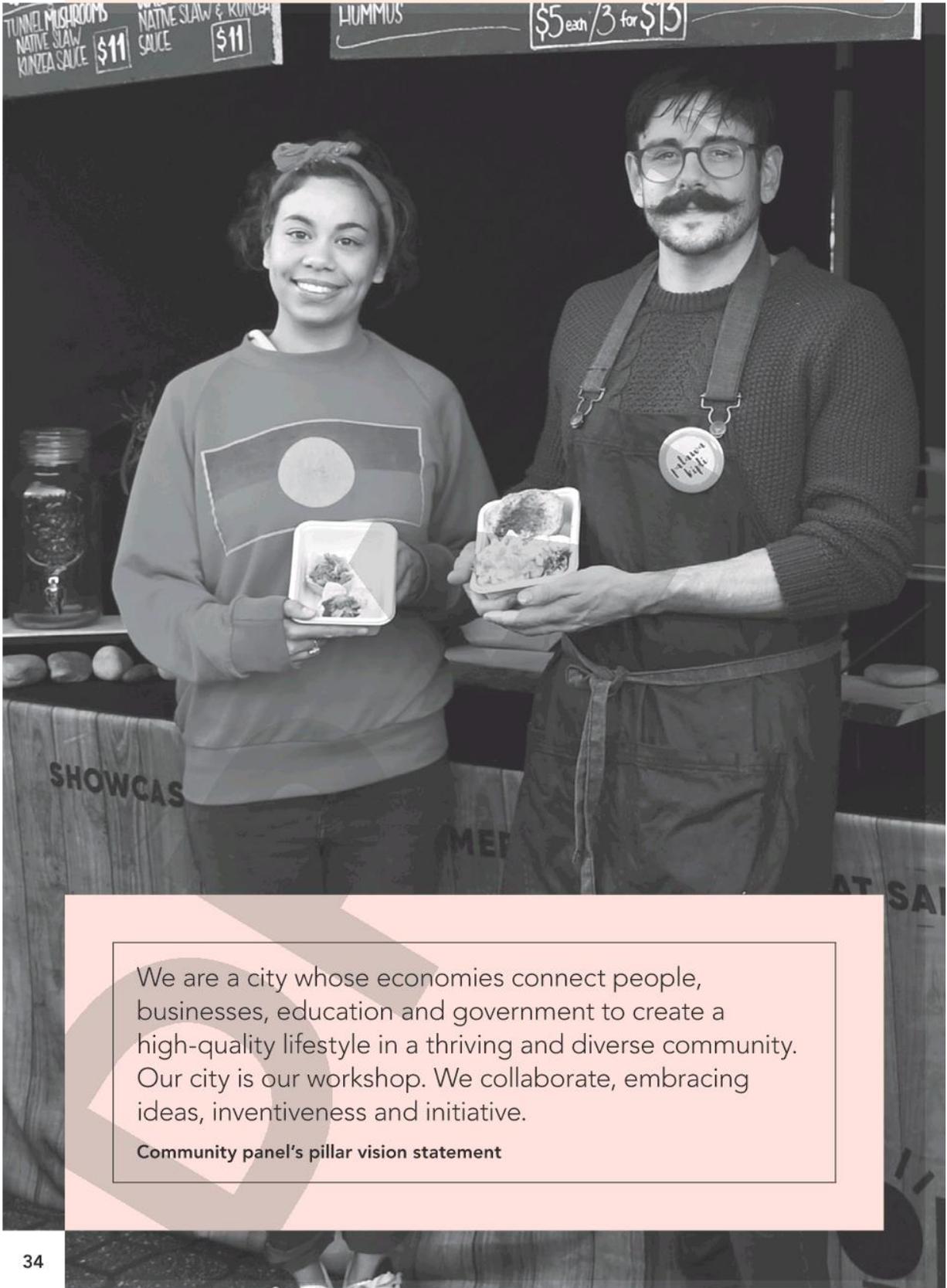
- 3.3.1** Provide opportunities for diverse creative practitioners to develop meaningful experiences for residents and visitors.
- 3.3.2** Promote Hobart as a hub for creative practitioners to network, collaborate, access services and apply their skills.
- 3.3.3** Provide creative practitioners with regulatory and administrative guidance.
- 3.3.4** Facilitate funding and other support for creative and cultural endeavours.
- 3.3.5** Support community participation in creative and cultural pursuits, as hobbyists and as emerging and professional practitioners.
- 3.3.6** Provide affordable and accessible opportunities for community members to engage in arts and culture.

3.4 Civic and heritage spaces support creativity, resulting in a vibrant public realm.

Strategies:

- 3.4.1** Support the activation of City-owned spaces for creative, cultural and commercial initiatives.
- 3.4.2** Activate streets, car parks and heritage spaces for public art, performances, events and festivals.
- 3.4.3** Support and encourage initiatives to incorporate public art into private and commercial developments.





We are a city whose economies connect people, businesses, education and government to create a high-quality lifestyle in a thriving and diverse community. Our city is our workshop. We collaborate, embracing ideas, inventiveness and initiative.

Community panel's pillar vision statement



Pillar 4: City economies

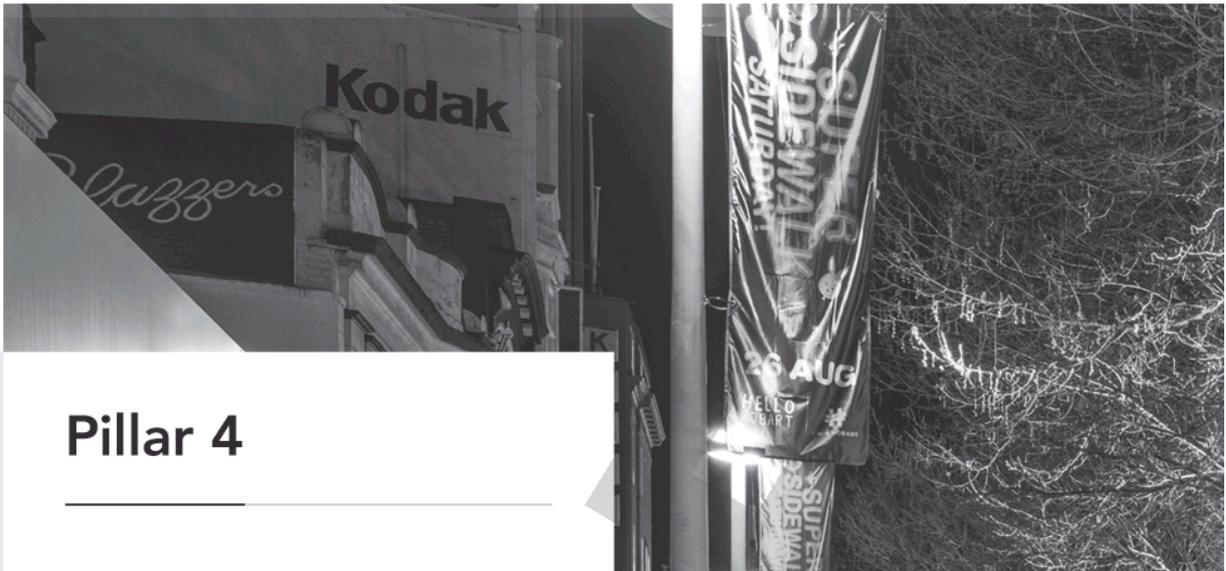
Australia was fortunate to escape much of the impact of the Global Financial Crisis of 2008, and many young people have no lived experience of a national economic downturn. Hobart’s unique natural and cultural qualities have made it a popular tourist destination, bringing major benefits to the local economy. Housing prices and demand have increased, benefitting sellers, landlords and people in the sharing economy. The Greater Hobart City Deal will bring opportunities to the region, requiring strong collaboration between regional stakeholders.

Tasmania has a history of boom and bust cycles in its economy. It has also experienced economic hardship at the same time that other Australian cities were growing. In some ways, these past hardships brought benefits to the Hobart region. It meant that Hobart kept many heritage buildings that might have otherwise been destroyed to make way for modern buildings. The city kept a human scale and maintained much of its bushland. These cycles make it important to ensure a diverse, and therefore resilient, economy for Hobart, capitalising on the full range of businesses and professions that people pursue here.

Ensuring that everyone can participate and share in the benefits of a thriving economy is critical, so that no one is left behind as the economy grows and changes. The health of the local and regional economy has important implications for Hobart as the state capital.

Hobart’s working culture is a source of pride for many community members. It includes close personal connections that give people the courage or opportunity to launch something new, supporting entrepreneurs and small businesses, and a creativity, inventiveness and craftsmanship that makes many local products and services high quality and distinctive.

The products of the Hobart region’s economy, from whisky to cultural events, have attracted global attention. The City of Hobart maintains a number of formal international relationships, and there are increasing opportunities to represent Hobart’s niche industries and attributes nationally and globally.



Pillar 4

4.1 Hobart’s economy reflects Tasmania’s unique environment, culture and identity.

Strategies:

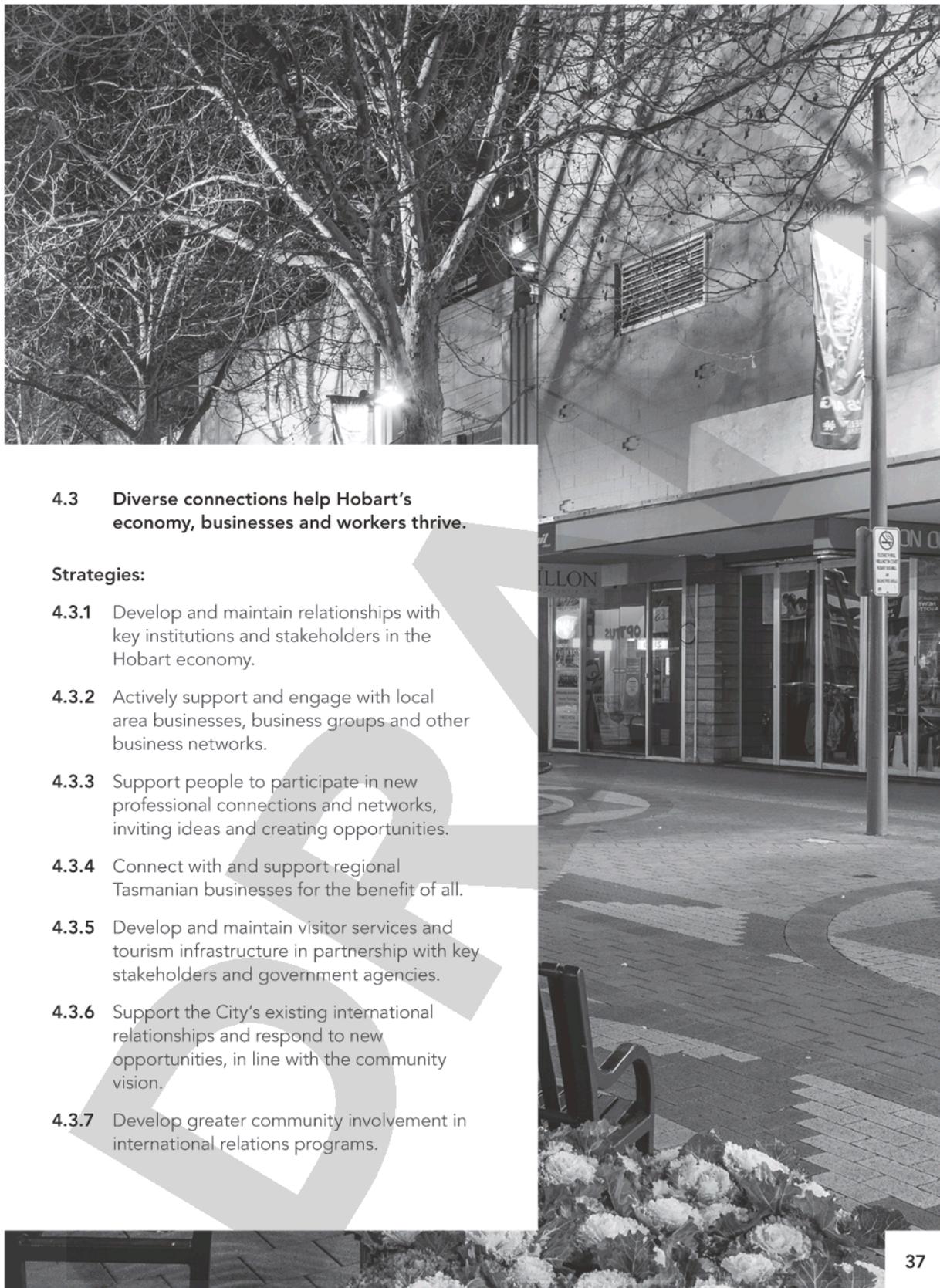
- 4.1.1 Identify and support Hobart’s niche industries, which reflect the geography, places, or particular skills found in Tasmania.
- 4.1.2 Attract investment that supports businesses and communities to flourish in ways consistent with the community vision.
- 4.1.3 Investigate diverse ways of expressing value to support holistic understanding of economic development.
- 4.1.4 Incorporate sustainable economic thinking into the City’s operations and decision-making.
- 4.1.5 Ensure that the broader impacts of growth-related decisions are understood.
- 4.1.6 Support local businesses and enterprises working to find innovative solutions to significant challenges.

4.2 People have a range of opportunities to participate in the economic life of the city.

Strategies:

- 4.2.1 Support ways of welcoming people of all backgrounds to participate in Hobart’s economy and professional communities.
- 4.2.2 Promote Hobart as an innovative hub for remote workers, sole traders and niche small businesses.
- 4.2.3 Provide internships, research and work experience opportunities for schools, colleges, universities, vocational education providers and other institutions.
- 4.2.4 Recognise the contribution of volunteers and unpaid workers to the city economy.

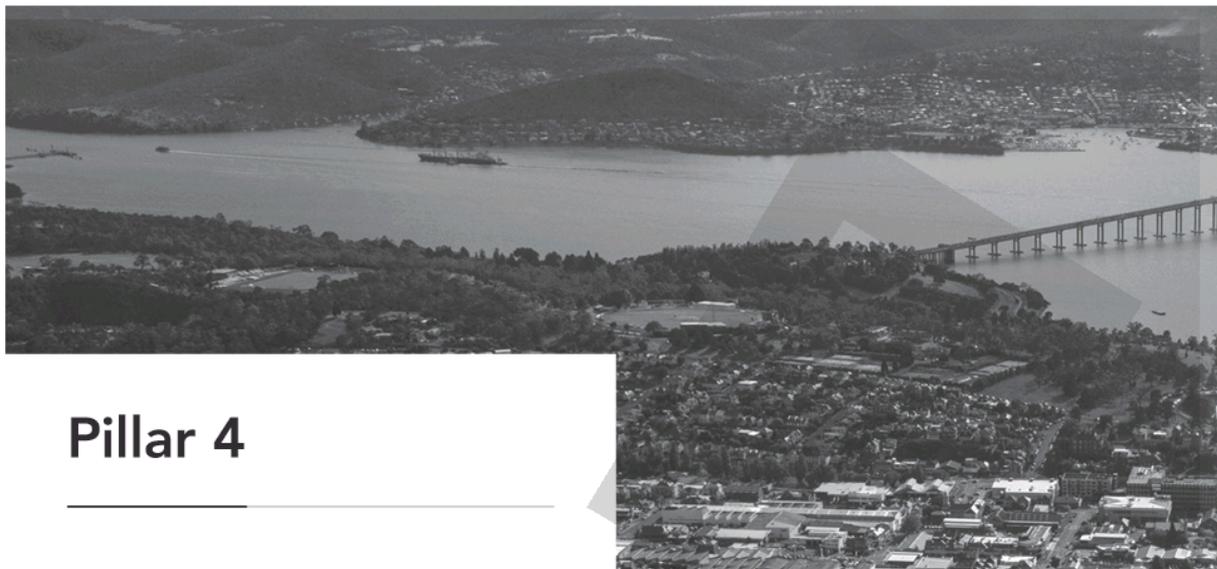




4.3 Diverse connections help Hobart's economy, businesses and workers thrive.

Strategies:

- 4.3.1 Develop and maintain relationships with key institutions and stakeholders in the Hobart economy.
- 4.3.2 Actively support and engage with local area businesses, business groups and other business networks.
- 4.3.3 Support people to participate in new professional connections and networks, inviting ideas and creating opportunities.
- 4.3.4 Connect with and support regional Tasmanian businesses for the benefit of all.
- 4.3.5 Develop and maintain visitor services and tourism infrastructure in partnership with key stakeholders and government agencies.
- 4.3.6 Support the City's existing international relationships and respond to new opportunities, in line with the community vision.
- 4.3.7 Develop greater community involvement in international relations programs.



Pillar 4

4.4 Hobart is a place where entrepreneurs and businesses can grow and flourish.

Strategies:

- 4.4.1** Create opportunities for businesses to engage with the City.
- 4.4.2** Support and engage with new and emerging entrepreneurs.
- 4.4.3** Create and support opportunities for businesses to test new ideas.
- 4.4.4** Provide businesses with regulatory and administrative guidance.

4.5 Hobart's economy is strong, diverse and resilient.

Strategies:

- 4.5.1** Understand and respond to the strategic context of the Hobart economy at regional, state, national and international levels.
- 4.5.2** Develop strategic relationships in major Hobart industries such as education, tourism, science, research and the public and creative sectors.
- 4.5.3** Identify opportunities for growth outside the major sectors.
- 4.5.4** As the capital city, continue to play a significant role in Tasmania's tourism economy.
- 4.5.5** Prepare for the impacts of long-term trends, such as climate change, transport modes, and the end of the tourism and housing booms, on the Hobart economy.







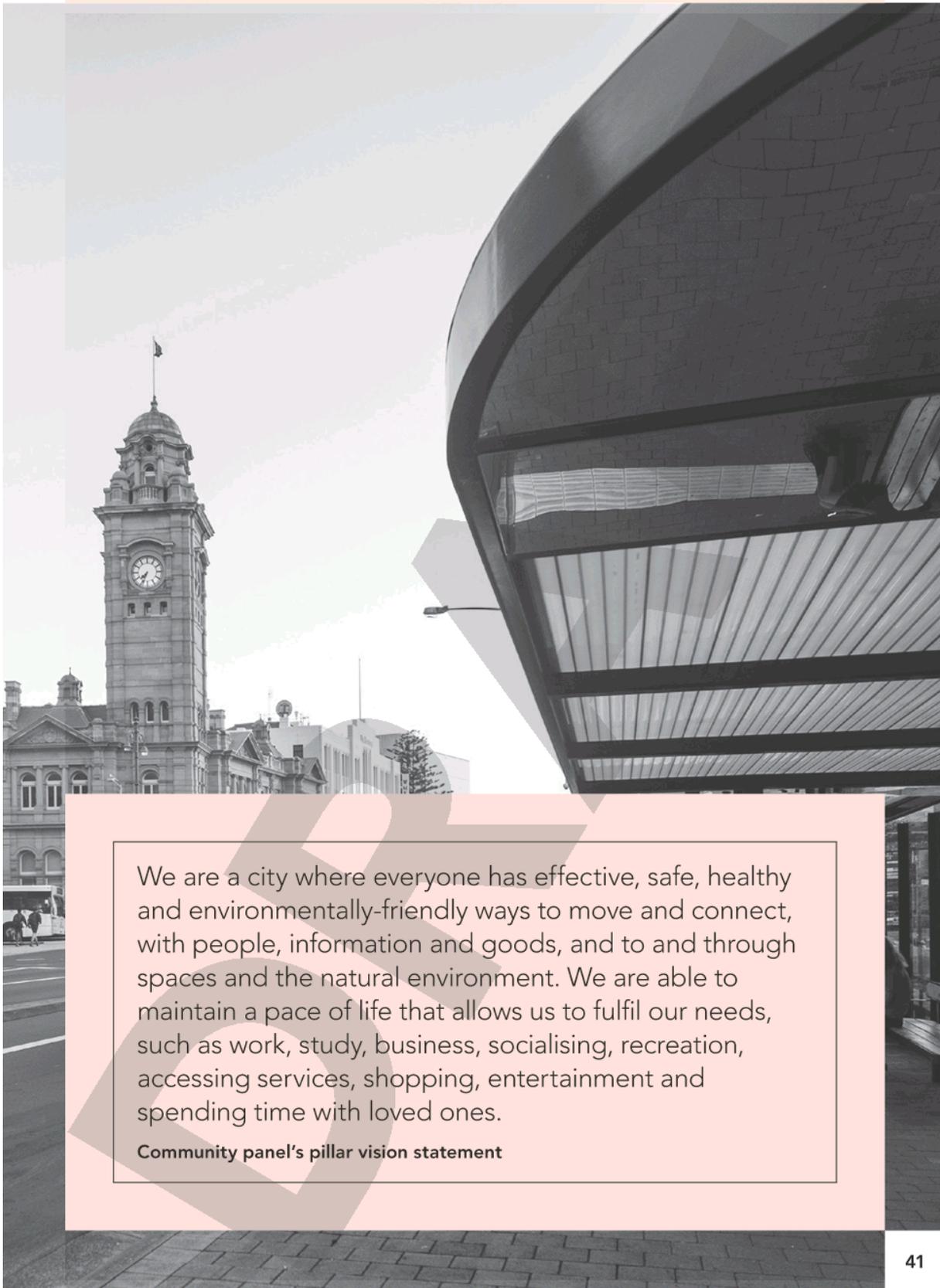
Pillar 5: Movement and connectivity

Many think of Hobart as human scale and having a slower, less frenetic pace of life than most other state capitals in Australia. Hobart is recognised as a walking city with beautiful greenways. Its streets and footpaths are for more than just commuting; they provide spaces where people socialise, play, exercise and go about their daily lives.

The movement and connectivity of people, information and goods is key to maintaining quality of life in the city. Although many people choose to cycle, walk or use public transport for their daily commutes, the vast majority of Hobart's workers still use private vehicles. There is still some way to go to improve cycling infrastructure and public transport use in the city. As new modes of transport, such as e-bikes and autonomous vehicles, develop and increase in popularity, the city will need to respond. Traffic congestion is an issue that many commuters face daily, and, like many cities around the world, there is a need to work collaboratively with government agencies and neighbouring councils to ensure better and more ecologically sustainable outcomes across the region.

Information connectivity will continue to have big impacts on the economy, government and daily life in Hobart. Hobart was one of the first cities to be connected to the NBN, providing major benefits to technology companies, remote workers and all kinds of other businesses and community members. At the same time, global developments connecting people (such as social media) and objects (such as networked sensors) have created unprecedented volumes of data, which carries both opportunities and risks. Possibilities for efficiency, detail and new knowledge are paired with concerns about privacy, agency and bias. Many advances in world-changing technologies, such as artificial intelligence, are happening within limited regulatory and policy frameworks and their influence in Hobart is still uncertain.

Although technology has always influenced and been influenced by human societies, the current pace and scale of change is difficult to comprehend. Decisions about what technologies are deployed, where and how, will profoundly affect the ways people live, both locally and globally.



We are a city where everyone has effective, safe, healthy and environmentally-friendly ways to move and connect, with people, information and goods, and to and through spaces and the natural environment. We are able to maintain a pace of life that allows us to fulfil our needs, such as work, study, business, socialising, recreation, accessing services, shopping, entertainment and spending time with loved ones.

Community panel's pillar vision statement



Pillar 5

5.1 An accessible and connected city environment helps maintain Hobart's pace of life.

Strategies:

- 5.1.1 Improve connectivity throughout Hobart's inner city and suburbs.
- 5.1.2 Consider social, environmental and economic elements in transport and technology decision-making.
- 5.1.3 Investigate transport and technology possibilities that reinforce values of efficiency, sustainability, connection and helping people to meet the needs of daily life.
- 5.1.4 Ensure equal access is factored into transport and technology decision-making.
- 5.1.5 Increase the climate resilience of transport and connectivity networks to mitigate disruptions due to climate hazard events.
- 5.1.6 Work with stakeholders to prioritise low-emission, energy efficient, renewable transport and technology initiatives, including trialling emerging solutions.
- 5.1.7 Engage in technology collaborations with all levels of government, industry stakeholders, the education sector and the wider community.
- 5.1.8 Collaborate with stakeholders and business on the efficient, sustainable and innovative movement of people, information and goods.

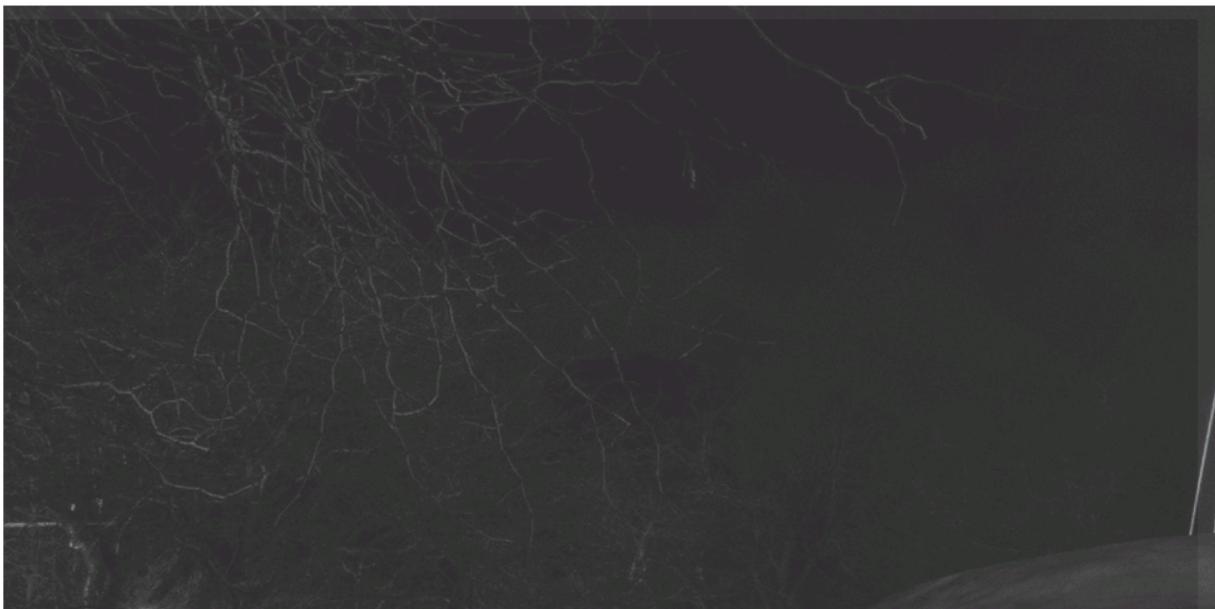




5.2 Hobart has effective and environmentally sustainable transport systems.

Strategies:

- 5.2.1 With the Tasmanian Government, review transport networks to ensure their integrated operation.
- 5.2.2 Embrace opportunities to use innovative technologies to support and manage transport networks and improve travel experiences.
- 5.2.3 Develop, upgrade and maintain the City's network of roads, bridges, cycleways, footpaths and walkways.
- 5.2.4 Identify and implement infrastructure improvements to enhance access and road safety.
- 5.2.5 Prioritise opportunities for safe and integrated active transport.
- 5.2.6 Increase the recognition of Hobart as a 'walking city', encouraging walking as the fundamental mode of transport.
- 5.2.7 Support and encourage more people to ride bicycles by creating separated cycleways and related infrastructure.
- 5.2.8 Advocate for and promote the increased use of public transport.
- 5.2.9 Develop and enhance greenways and linear parks between the city centre and surrounding areas.
- 5.2.10 Support the activation of the Northern Rail Corridor to the Hobart city centre.
- 5.2.11 Provide commuter and smart parking solutions.

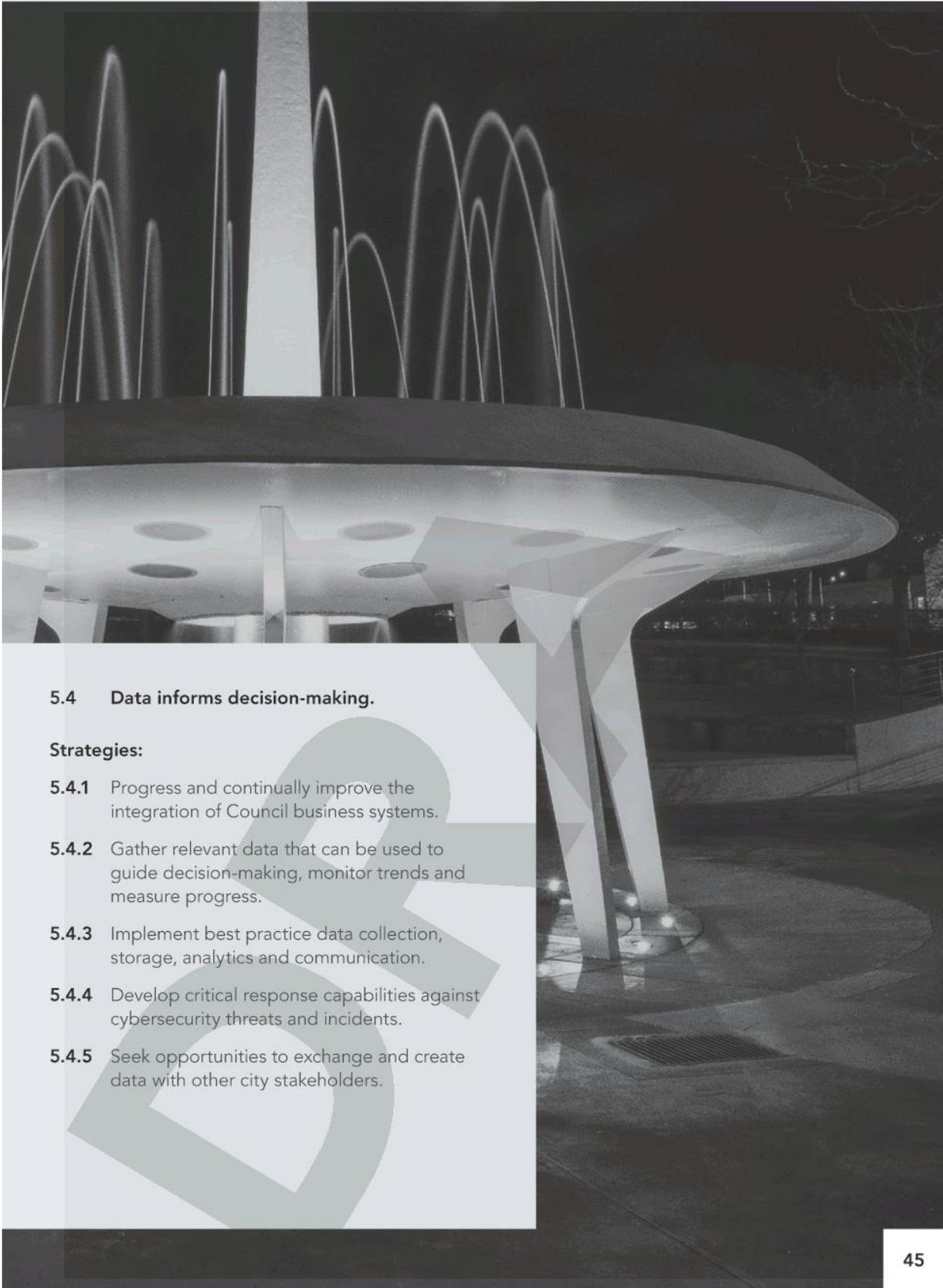


Pillar 5

5.3 Technology serves Hobart communities and visitors and enhances quality of life.

Strategies:

- 5.3.1 Respond to the current trends and future opportunities of the Smart Cities concept and associated technologies.
- 5.3.2 Test the benefits of emerging technologies, providing insights for strategic, operational and legislative change.
- 5.3.3 Use technology, including in assets and new civil infrastructure, to respond to challenges and enhance quality of life, in line with the community vision.
- 5.3.4 Connect innovation to values, understanding community needs before implementing new technologies.
- 5.3.5 Encourage technology solutions that support face-to-face connections.
- 5.3.6 Work with community, businesses and other stakeholders to bridge the digital divide and ensure digital communications and technologies are accessible and available to all.



5.4 Data informs decision-making.

Strategies:

- 5.4.1 Progress and continually improve the integration of Council business systems.
- 5.4.2 Gather relevant data that can be used to guide decision-making, monitor trends and measure progress.
- 5.4.3 Implement best practice data collection, storage, analytics and communication.
- 5.4.4 Develop critical response capabilities against cybersecurity threats and incidents.
- 5.4.5 Seek opportunities to exchange and create data with other city stakeholders.



Pillar 6: Natural environment

Hobart’s natural environment is a defining quality that sets it apart from other cities. With much of the city’s boundary drawn by the River Derwent and the bushland around kunanyi / Mount Wellington, Hobart’s geography, vegetation and animal life are a source of identity and happiness for many community members. The quickly changing weather is a central part of everyday life. These same features captivate the many visitors and commuters who come to Hobart.

Hobart’s parks, reserves and bushland are a playground for people pursuing all kinds of sports and hobbies, such as mountain biking, kayaking, dog walking and team sports. They are also a place for education and engagement with nature, hosting a range of activities for students, volunteers and others interested in learning and contributing.

At the same time, there are risks to and from the natural environment.

Climate change and biodiversity loss are major issues facing the world. Heat waves, droughts, floods, bushfires and coastal erosion – among other hazards – are already increasing in frequency and intensity. The impacts are being experienced on every continent and in every country, and we are seeing the same in Tasmania. The policy path that

we choose over the next decade will be critical to the future of our species and many others’. Managing bushfire and similar risks is a major priority for government agencies, communities and businesses around the region.

These trends affect infrastructure, such as stormwater, but also important aspects of social and economic life in Hobart and globally. A changing climate affects how businesses are run and increases risks to supply chains. It also leads to questions of identity in a city that has always been known for the quality of its natural environment and its distinct seasons.

Resource consumption and disposal are also increasing in impact and importance. Critical raw materials are in limited supply, landfills are at capacity, and cities are struggling to process recycling. Meanwhile, plastic and other pollution is having a profound impact on the health of humans and the natural environment.

Hobart, as a community and a local government, has shown leadership on environmental issues, such as banning single use plastics and working towards zero waste to landfill. Still, changing our ways of living to respond and adapt to climate change and resource constraints will be a defining challenge of Hobart’s future.



We are a city whose people see ourselves as part of a beautiful and unique natural environment, from the mountain to the river, which embrace us and shape our identity. We are proud custodians and advocates, ensuring resources are appreciated rather than wasted, supporting biodiverse ecosystems in honour of past, current and future generations.

Community panel's pillar vision statement



Pillar 6

6.1 The natural environment is part of the city and biodiversity is preserved, secure and flourishing.

Strategies:

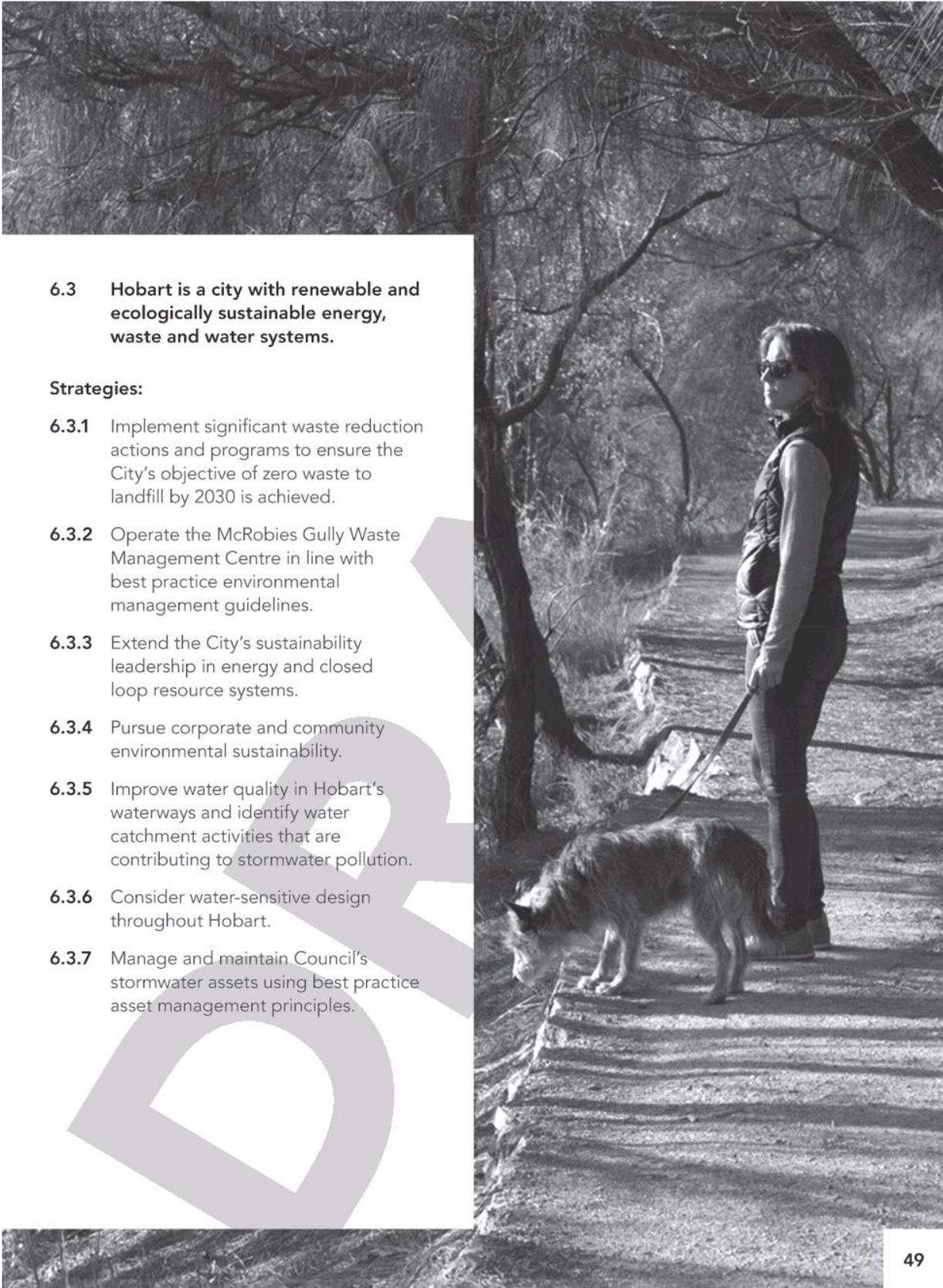
- 6.1.1 Ensure systems are in place to guide future management and development of parks, gardens and reserves, offering a variety of landscapes and passive recreational opportunities.
- 6.1.2 Strengthen open space connectivity, prioritising links between the river, bushland and the mountain, through acquisitions and other opportunities.
- 6.1.3 Protect and enhance Hobart habitats and ecosystems, including wildlife corridors and waterways.
- 6.1.4 Protect and enhance Hobart's biodiversity and manage invasive species.
- 6.1.5 Enhance urban forests, tree canopy cover and greenery throughout Hobart.
- 6.1.6 Regulate, measure and manage potentially polluting activities, prioritising air and water quality.
- 6.1.7 Support and run initiatives to reduce light pollution and enhance the quality of Hobart's night sky.
- 6.1.8 Actively participate in the state's biosecurity systems, helping community members to do their part.

6.2 Education, participation, leadership and partnerships all contribute to Hobart's strong environmental performance and healthy ecosystems.

Strategies:

- 6.2.1 Support initiatives for residents and visitors to build their connection to nature.
- 6.2.2 Increase public awareness of and participation in biosecurity, environmental conservation and the care of bushland areas.
- 6.2.3 Provide and support opportunities for environmental education, including through programs and initiatives such as Bushcare, Trackcare and Bush Adventures.
- 6.2.4 Care for Tasmanian Aboriginal sites, resources and landscapes in collaboration with Tasmanian Aboriginal people.
- 6.2.5 Engage with Tasmanian Aboriginal people to develop opportunities for undertaking cultural practices in Hobart's bushland.
- 6.2.6 Learn from and contribute to global best practices on the natural environment.

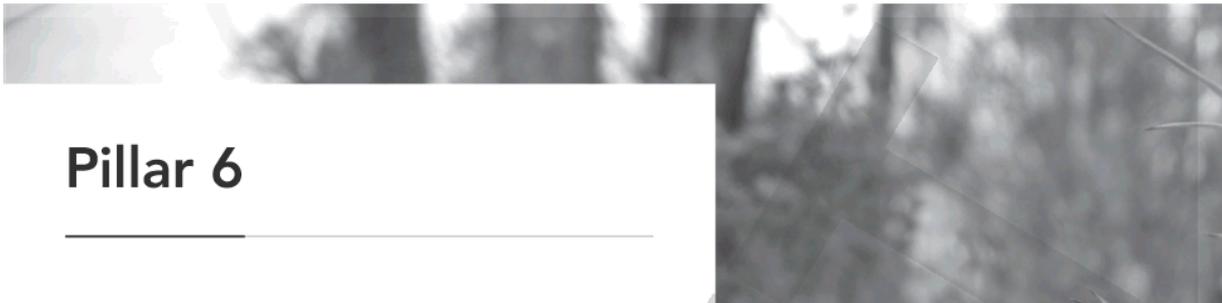




6.3 Hobart is a city with renewable and ecologically sustainable energy, waste and water systems.

Strategies:

- 6.3.1** Implement significant waste reduction actions and programs to ensure the City's objective of zero waste to landfill by 2030 is achieved.
- 6.3.2** Operate the McRobies Gully Waste Management Centre in line with best practice environmental management guidelines.
- 6.3.3** Extend the City's sustainability leadership in energy and closed loop resource systems.
- 6.3.4** Pursue corporate and community environmental sustainability.
- 6.3.5** Improve water quality in Hobart's waterways and identify water catchment activities that are contributing to stormwater pollution.
- 6.3.6** Consider water-sensitive design throughout Hobart.
- 6.3.7** Manage and maintain Council's stormwater assets using best practice asset management principles.



Pillar 6

6.4 Hobart is responsive and resilient to climate change and natural disasters.

Strategies:

- 6.4.1 Actively manage bushfire risk in collaboration with the community and fire and emergency services.
- 6.4.2 Investigate traditional patterns of burning and their potential to complement existing fire management practices.
- 6.4.3 Anticipate, map, monitor and manage coastal and land stability hazards.
- 6.4.4 Map, monitor and manage flood risks and impacts.
- 6.4.5 Develop and implement resilient infrastructure to deal with extreme weather events.
- 6.4.6 Adopt a holistic approach to climate change mitigation and adaptation across all pillars of the community vision and strategic plan.
- 6.4.7 Facilitate the development and implementation of a regional response to climate change.
- 6.4.8 Provide flexible and timely responses to climate change impacts, risks and hazards.
- 6.4.9 Incorporate disclosure of climate change risk into the City's planning, operations, finances and risk management.
- 6.4.10 Increase community resilience to the impacts of climate change through information, programs and other engagements.
- 6.4.11 Engage with Hobart communities about the risks and benefits of various climate mitigation approaches.

6.5 Hobart's bushland, parks and reserves are great places for sport, recreation and play.

Strategies:

- 6.5.1 Ensure recreational use of the City's bushland is managed for the benefit of future generations.
- 6.5.2 Protect biodiversity values through sensitive and ecologically sustainable use of parks and reserves.
- 6.5.3 Encourage opportunities to activate the City's open space network for events and activities.
- 6.5.4 Develop and enhance the network of walking, cycling, mountain biking and other recreational tracks and trails throughout the City's open space network.
- 6.5.5 Raise awareness about diverse outdoor recreational user needs to support mutual respect.







Pillar 7: Built environment

The built environment includes the planning, regulation and management of housing, infrastructure and other assets, ranging from park benches to bridges. Hobart’s built environment is well-loved by local communities for its human scale, parks and reserves, walkability, heritage buildings, and the character of its neighbourhoods and streetscapes.

Australia is a highly urbanised country, with 71 per cent of the population living in major cities (defined by the ABS as those with 100,000 people or more). As the state capital and only major city in Tasmania, Hobart has an important role to play in the state economy and in the provision of services and amenities.

As housing prices have increased in major cities across Australia, Hobart’s attractiveness to interstate migrants and investors has increased. Visitors and tourists are likewise attracted to Hobart as a historic and cultural centre and a gateway to the many wonderful places and experiences that Tasmania has to offer. While the influx

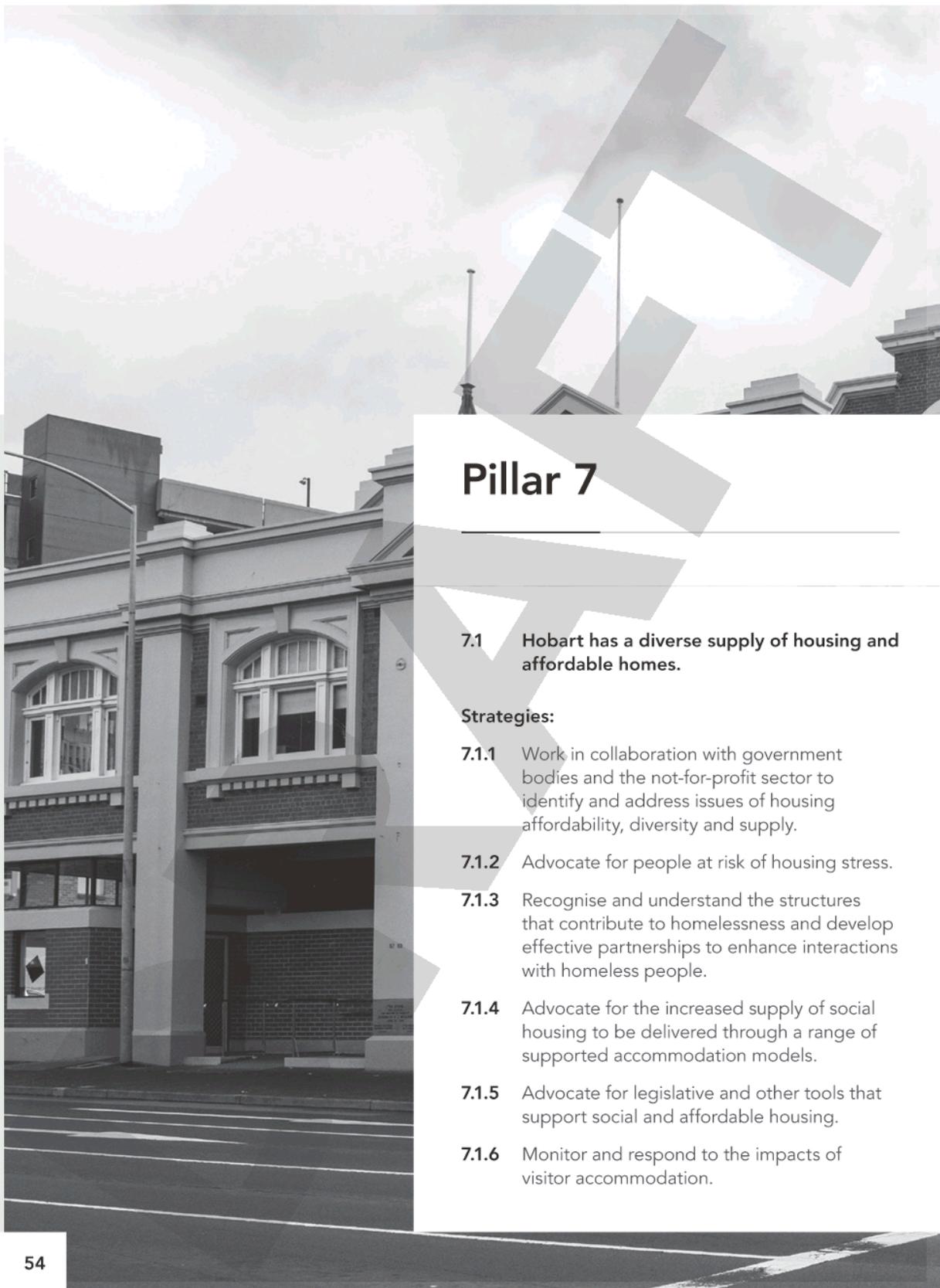
of people has brought a range of economic and social benefits, there are also risks and pressures in the form of urban sprawl, traffic congestion, increasing cost of living, and a need for housing in a land area with geographic constraints. There is an increasing demand for quality infrastructure, facilities and services – funded by a limited rate base. Housing affordability has become one of the biggest issues facing many Hobartians, and Hobart recently became the least affordable capital city in Australia. Climate change will also have an impact on infrastructure, housing and other built environment needs.

Given these trends have the potential to affect Hobart’s communities and sense of place, regional collaborations and community engagement will continue to be critical aspects of managing the built environment. Although Hobart is currently in a growth phase, it is important to consider and address what will happen if and when this trend changes. The city needs to be prepared for a range of population and built environment scenarios.



We are a city that maintains our unique built and ecological character, where we all have a safe, secure and healthy place to live. We are a city where people and communities can access world-class services and infrastructure and provide for their social, cultural and economic wellbeing. We embrace change but not at the expense of our Hobart identity and character.

Community panel's pillar vision statement



Pillar 7

7.1 Hobart has a diverse supply of housing and affordable homes.

Strategies:

- 7.1.1** Work in collaboration with government bodies and the not-for-profit sector to identify and address issues of housing affordability, diversity and supply.
- 7.1.2** Advocate for people at risk of housing stress.
- 7.1.3** Recognise and understand the structures that contribute to homelessness and develop effective partnerships to enhance interactions with homeless people.
- 7.1.4** Advocate for the increased supply of social housing to be delivered through a range of supported accommodation models.
- 7.1.5** Advocate for legislative and other tools that support social and affordable housing.
- 7.1.6** Monitor and respond to the impacts of visitor accommodation.



7.2 Development enhances Hobart’s unique identity, human scale and built heritage.

Strategies:

- 7.2.1** Promote contemporary heritage conservation practices and support adaptive reuse of heritage assets.
- 7.2.2** Collaborate with stakeholders, including the Tasmanian Heritage Council, for the best possible care of heritage sites and streetscapes.
- 7.2.3** Advocate for iconic spaces to remain open to public access.
- 7.2.4** Support existing housing stock to meet changing needs, while recognising and enhancing Hobart’s aesthetic and character.
- 7.2.5** Embrace opportunities to help new developments and redevelopments contribute to and reflect Hobart histories, heritage and culture.
- 7.2.6** Advocate for the inclusion of public spaces and public infrastructure in large private developments.
- 7.2.7** Diversify land use in local neighbourhoods, building for daily life on a human scale.
- 7.2.8** Explore measures to allow for the greater use of underutilised above-ground-floor levels in existing city centre buildings.
- 7.2.9** Advocate for creative and sustainable ways to manage population growth in the built environment.
- 7.2.10** Develop and advocate for increasing city densification that reflects Hobart’s character.



Pillar 7

7.3 Infrastructure and services are planned, managed and maintained to provide for community wellbeing.

Strategies:

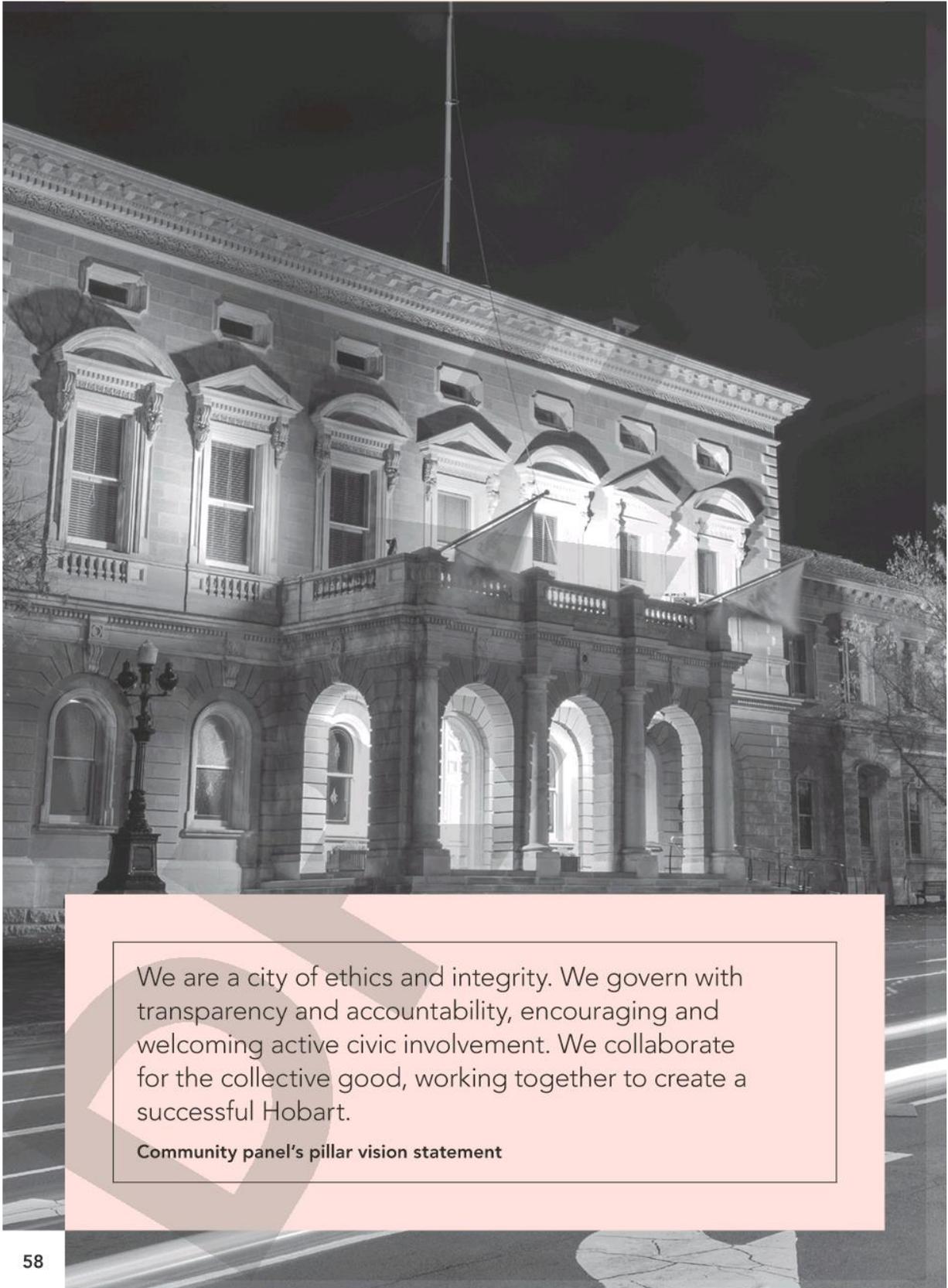
- 7.3.1** Ensure infrastructure supports affordable, sustainable living, and access to services for all.
- 7.3.2** Enhance asset management practices, to meet future needs in line with strategic priorities.
- 7.3.3** Ensure Council-owned assets and public spaces are presented to a high quality to meet community and visitor requirements.
- 7.3.4** Provide quality, well-maintained, accessible and contemporary public toilet facilities.
- 7.3.5** Ensure major projects are considerate of community consultation and sense of place.



7.4 Community involvement and an understanding of future needs help guide changes to Hobart's built environment.

Strategies:

- 7.4.1** Ensure Council's land use and development policies work to maintain Hobart's identity and character.
- 7.4.2** Undertake whole-of-precinct planning for key growth areas of the city.
- 7.4.3** Ensure transport and land use planning are integrated to deliver the best economic, social and environmental outcomes into the future.
- 7.4.4** Work with the University of Tasmania on its transition to a city-centric campus model and, in particular, its impact on the public realm.
- 7.4.5** Create development guidelines that facilitate working with existing building stock, including making energy efficient and climate change-resilient upgrades.
- 7.4.6** Work with experts in government, industry and academia to understand the trends and changes that will affect Hobart's built environment.
- 7.4.7** Engage the community in conversations about the built environment and land use planning.
- 7.4.8** Support transparency and ease of engagement on planning and building issues.



We are a city of ethics and integrity. We govern with transparency and accountability, encouraging and welcoming active civic involvement. We collaborate for the collective good, working together to create a successful Hobart.

Community panel's pillar vision statement



Pillar 8: Governance and civic involvement

Councils have an important responsibility for utilities and services, such as 'roads, rates and rubbish'. But expectations of local governments have increased in recent years. With the global increase in urbanisation, local government's role is now understood to include a range of other aspects of community wellbeing. The same is true in Hobart.

As national governments have struggled to respond to major global issues, cities have led the way, tackling climate change, social inclusion and economic challenges. There is an increasing expectation that cities will continue to take the initiative and show leadership on issues affecting their communities. The City of Hobart has a range of roles to play in all pillars of the strategic plan, providing facilitation, funding, advocacy, partnership or service provision to help create quality and equitable outcomes for Hobart's future.

At the same time, communities themselves have higher expectations about involvement in decision-making on issues

that affect them. Community engagement efforts have become increasingly collaborative and participatory, leading to more relevant and meaningful outcomes but at greater expense. Enabling people to participate at the same time as taking quick and decisive action on key issues is one of the tensions facing local governments around the world.

Principles of good governance are evolving as new methods and technologies become available. Open data provides new opportunities for transparent and collaborative decision-making. Smart Cities technologies present new opportunities to gather quantitative data. Paired with the qualitative lessons learned directly from community members and stakeholders, there is the chance to develop rich and nuanced understandings of what is happening in the city and how to prepare and respond. At the same time, it is important to maintain robust 'business as usual', in terms of managing the city's rates, procurement, assets and other core aspects of local government.



Pillar 8

8.1 Hobart is a city of best practice, ethical governance and transparent decision-making.

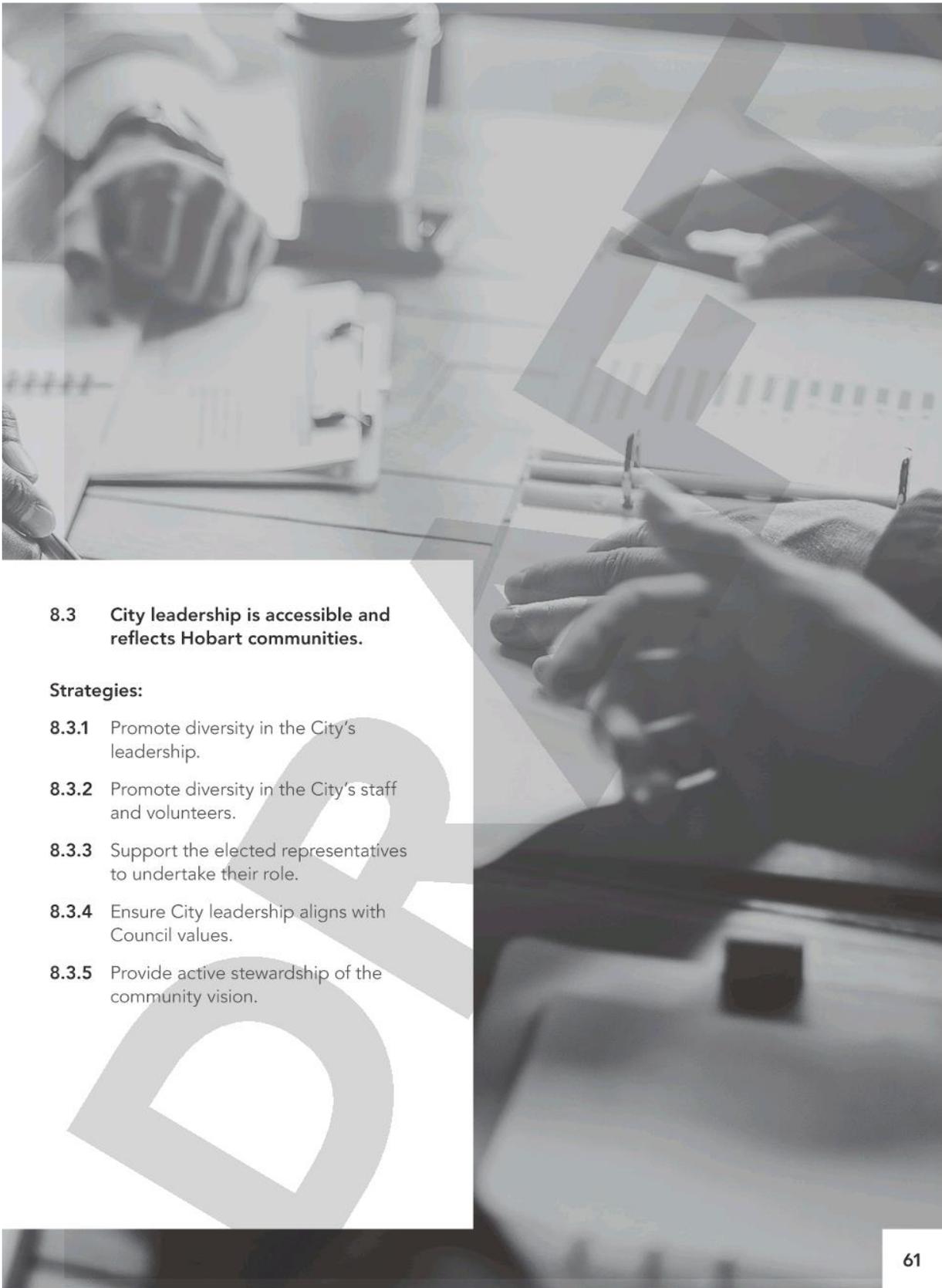
Strategies:

- 8.1.1** Practise integrity, accountability, strong ethics and transparency in the City's governance, policymaking and operations.
- 8.1.2** Practise and communicate good city governance and decision-making.
- 8.1.3** Ensure systematic and useful measurement of community outcomes and the City's performance.
- 8.1.4** Make effective use of research, evaluation and data to inform the City's work and respond to trends and changes.
- 8.1.5** Implement best practice data management, including provisions for open data and privacy.

8.2 Strong partnerships and regional collaboration make Hobart a thriving capital city.

Strategies:

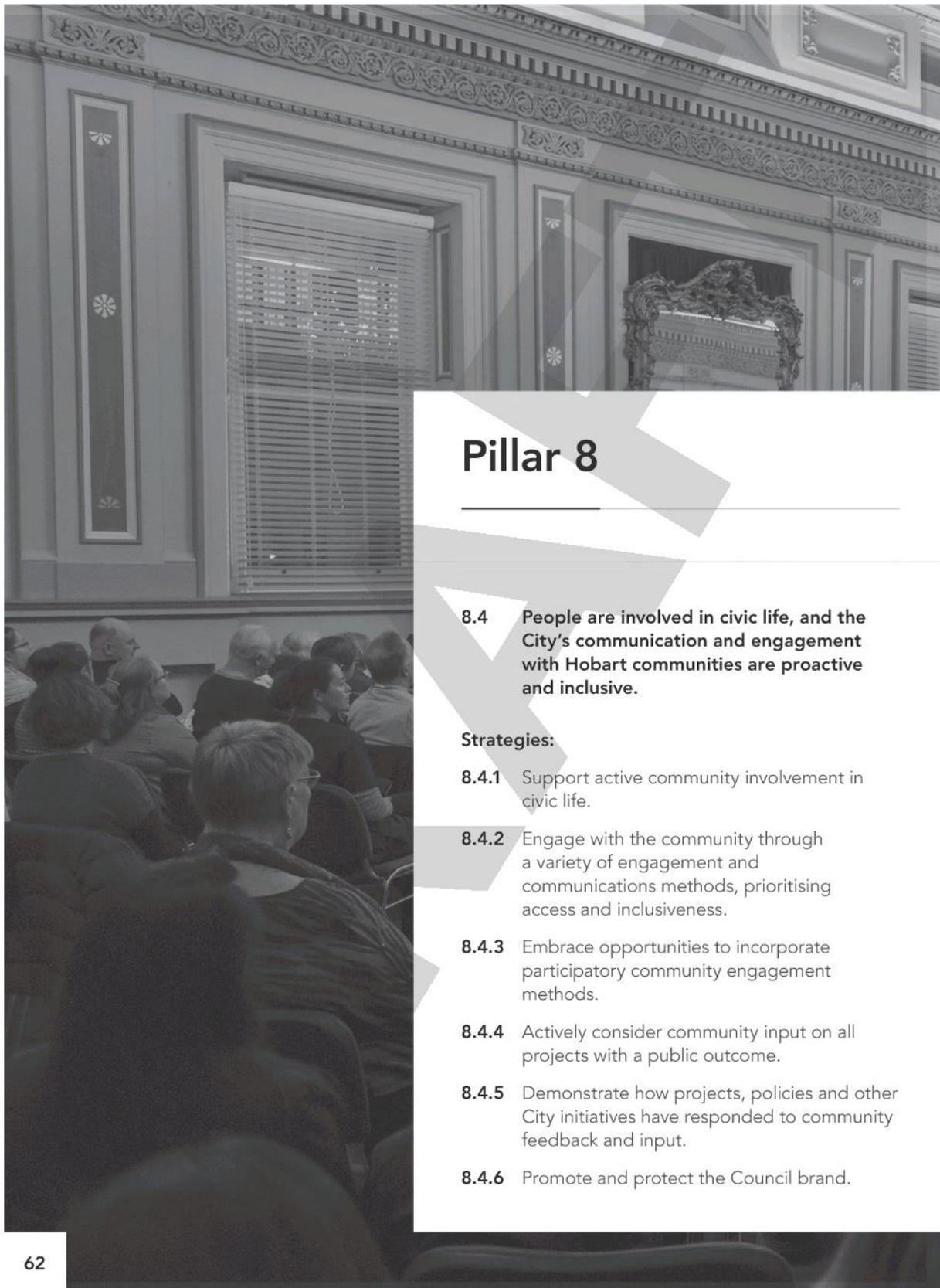
- 8.2.1** Work with neighbouring councils to optimise opportunities.
- 8.2.2** Work with key stakeholders and all levels of government to ensure good capital city governance.
- 8.2.3** Provide leadership on the implementation of the City Deal.
- 8.2.4** Position the city regionally, nationally and internationally to achieve positive outcomes.



8.3 City leadership is accessible and reflects Hobart communities.

Strategies:

- 8.3.1 Promote diversity in the City's leadership.
- 8.3.2 Promote diversity in the City's staff and volunteers.
- 8.3.3 Support the elected representatives to undertake their role.
- 8.3.4 Ensure City leadership aligns with Council values.
- 8.3.5 Provide active stewardship of the community vision.



Pillar 8

8.4 People are involved in civic life, and the City's communication and engagement with Hobart communities are proactive and inclusive.

Strategies:

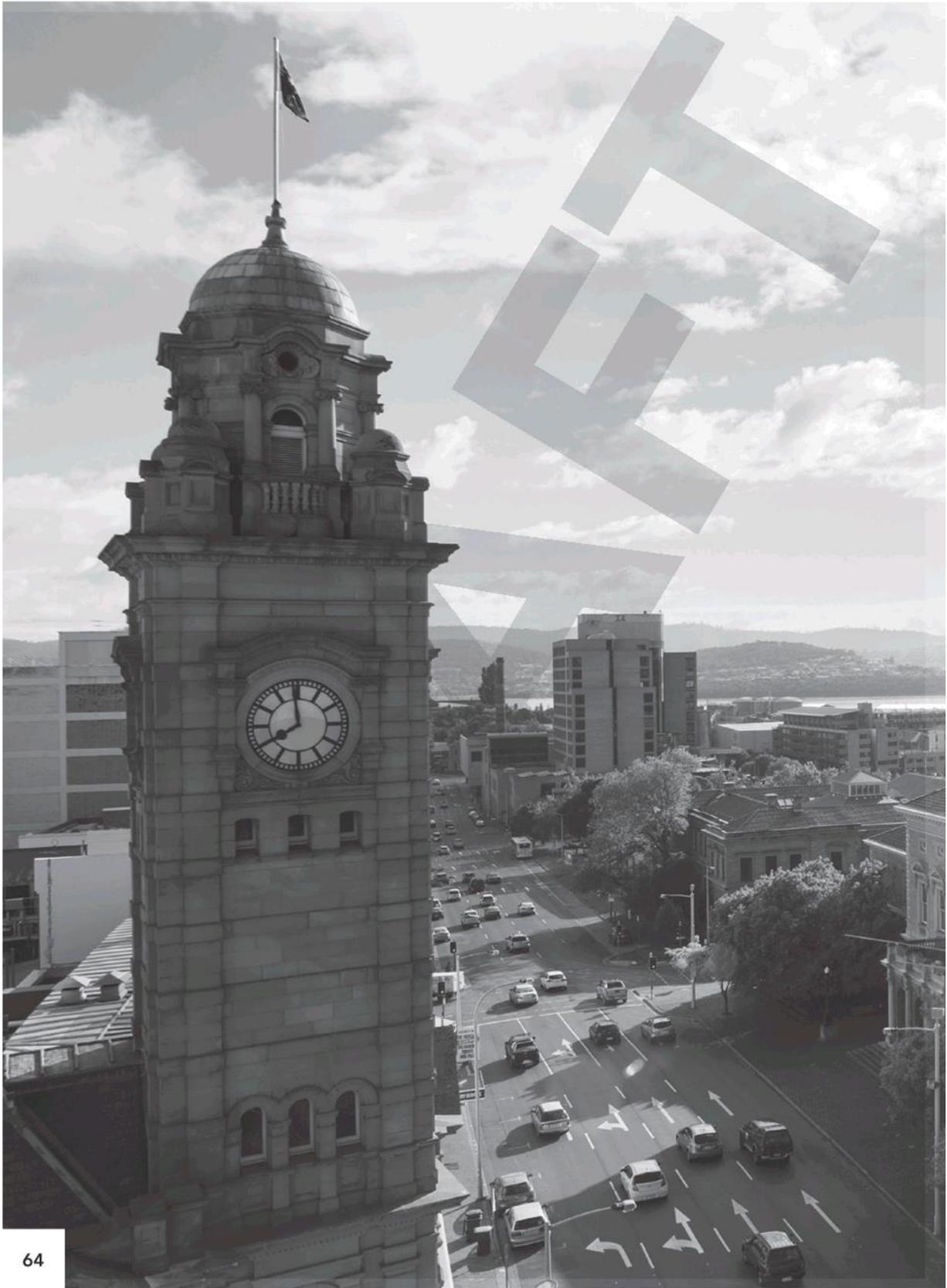
- 8.4.1** Support active community involvement in civic life.
- 8.4.2** Engage with the community through a variety of engagement and communications methods, prioritising access and inclusiveness.
- 8.4.3** Embrace opportunities to incorporate participatory community engagement methods.
- 8.4.4** Actively consider community input on all projects with a public outcome.
- 8.4.5** Demonstrate how projects, policies and other City initiatives have responded to community feedback and input.
- 8.4.6** Promote and protect the Council brand.

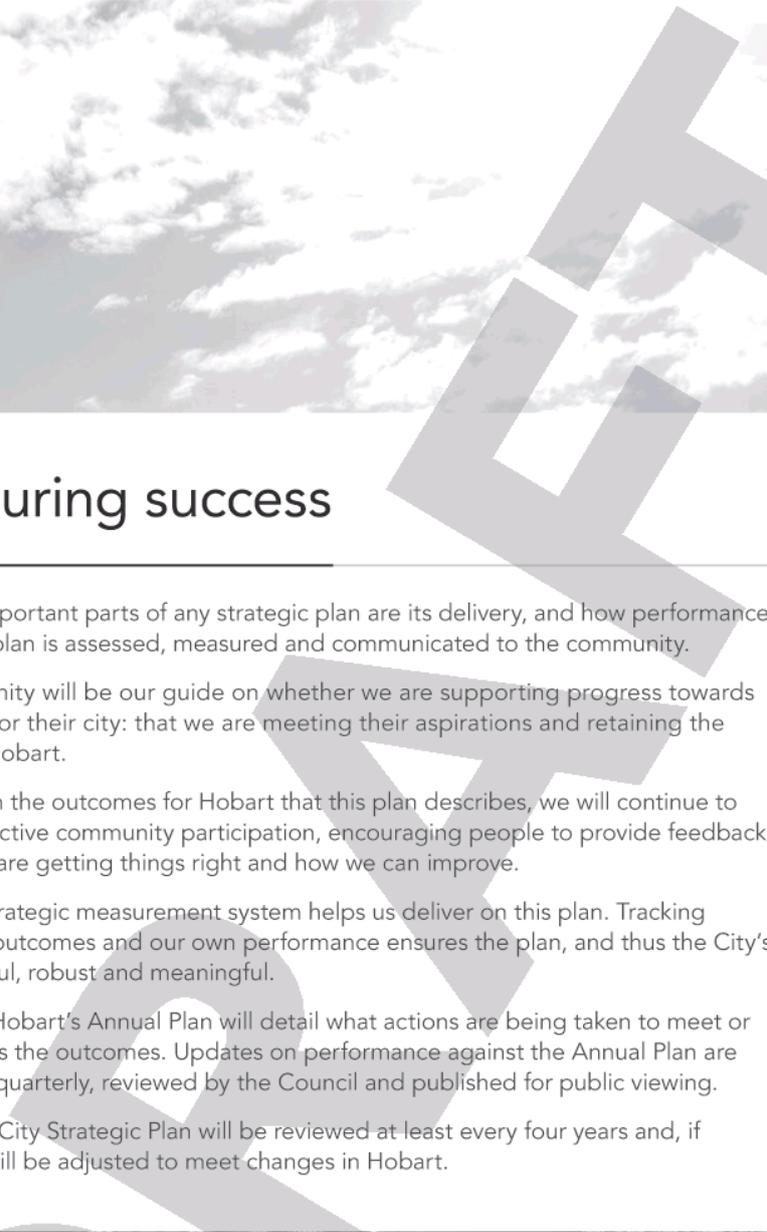


8.5 Quality services are delivered efficiently, effectively and safely.

Strategies:

- 8.5.1** Build a robust 'customer first' culture which provides for approachable and solutions-based customer service experiences.
- 8.5.2** Promote a safe, healthy and value-led workplace culture.
- 8.5.3** Match workforce capability and fitness to operational requirements, such as through comprehensive workforce planning, professional development and succession planning.
- 8.5.4** Deliver best value for money through strategic procurement decision-making.
- 8.5.5** Optimise service delivery to ensure organisational sustainability and best value for the community.
- 8.5.6** Maintain an integrated management system for consistent, efficient and effective business processes.
- 8.5.7** Maintain a strategic risk framework to identify, manage and mitigate major risks.
- 8.5.8** Maintain a rating system that supports fairness, capacity to pay and effectiveness.
- 8.5.9** Monitor and maintain the City's long-term financial sustainability.
- 8.5.10** Implement best practice management of the City's assets.
- 8.5.11** Proactively seek additional funding opportunities.





Measuring success

The most important parts of any strategic plan are its delivery, and how performance against the plan is assessed, measured and communicated to the community.

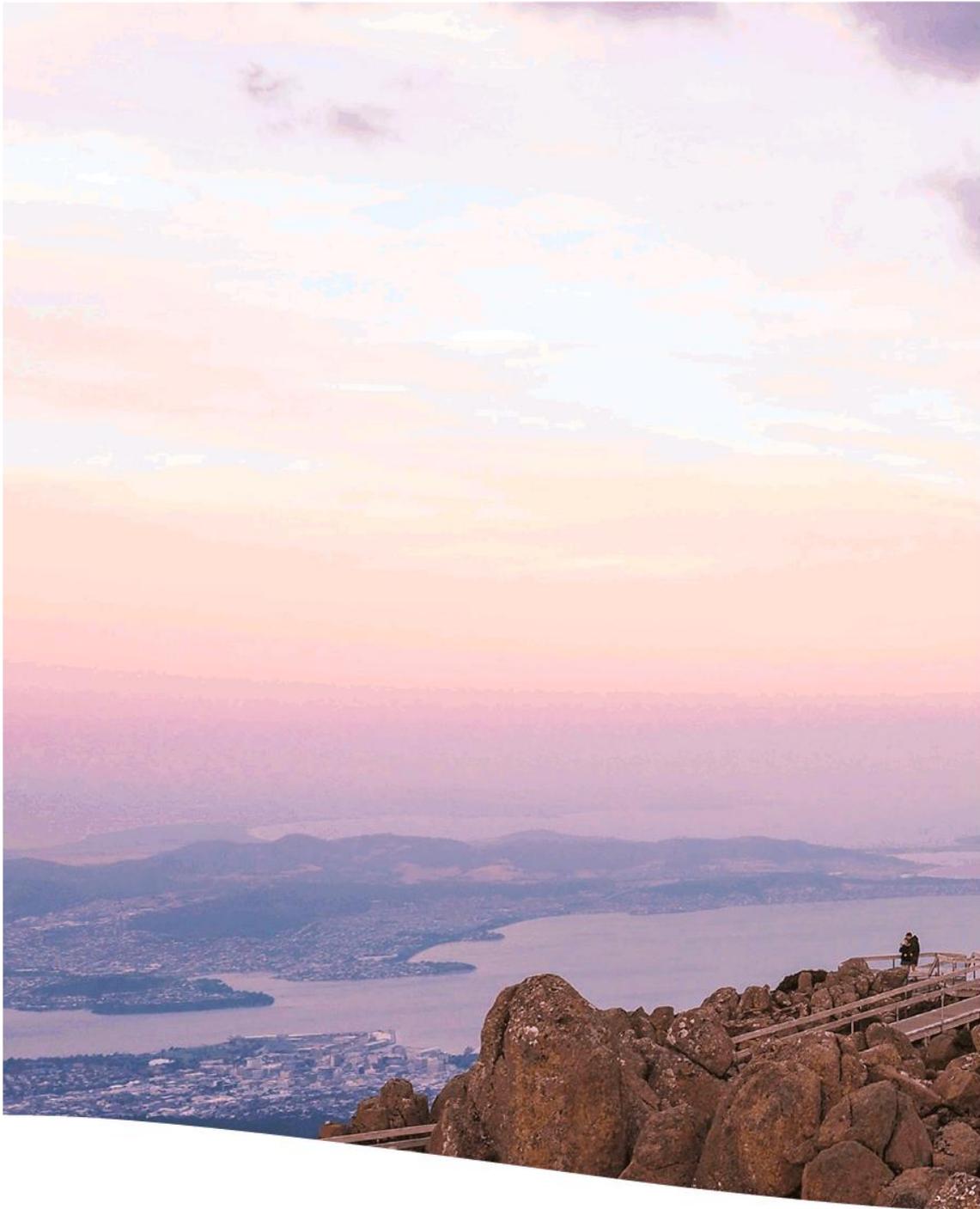
Our community will be our guide on whether we are supporting progress towards their vision for their city: that we are meeting their aspirations and retaining the identity of Hobart.

To deliver on the outcomes for Hobart that this plan describes, we will continue to encourage active community participation, encouraging people to provide feedback on whether we are getting things right and how we can improve.

The City's strategic measurement system helps us deliver on this plan. Tracking community outcomes and our own performance ensures the plan, and thus the City's work, is useful, robust and meaningful.

The City of Hobart's Annual Plan will detail what actions are being taken to meet or work towards the outcomes. Updates on performance against the Annual Plan are undertaken quarterly, reviewed by the Council and published for public viewing.

This Capital City Strategic Plan will be reviewed at least every four years and, if necessary, will be adjusted to meet changes in Hobart.



City of **HOBART**