

CITY OF HOBART

Capital City Strategic Plan 2019–29



City of **HOBART**



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Acknowledgement of Country

In recognition of the deep history and culture of our City, we acknowledge the determination and resilience of the palawa people of Tasmania who have survived invasion and dispossession, and continue to maintain their identity, culture and rights. Tasmanian Aboriginal people have cared for the Country in and around Hobart for tens of thousands of years. While this plan only covers the next decade, in that time, the City of Hobart commits to recognising and celebrating Tasmanian Aboriginal people, history and culture, to demonstrating leadership in Aboriginal social justice, in partnership with Aboriginal people. The City commits to engaging with Aboriginal people on issues that affect the wellbeing of this place and its communities. We want these next ten years to be a time of truth-telling about the darkness of our shared experience, to better enable us to walk alongside Tasmanian Aboriginal people towards shared goals for Hobart's future.





Message from the Lord Mayor of the City of Hobart



On behalf of the elected members of the City of Hobart I would like to present the Capital City Strategic Plan 2019–29.

Hobart is a beautiful city with a stunning natural environment, a caring, creative and engaged community and a long and interesting history.

Our Community Vision, developed for Council by residents in 2017–18, reflects a great pride in this place and also cautions us to remember what makes Hobart special as we grow. The Vision provides the organisation with a clear message about what Hobartians value and what they want for the future.

Hobart has become a more popular place to live and visit in recent years which has led to pressure on housing, infrastructure and transport. So it is important that our new Strategic Plan reflects this moment in history and identifies the issues we need to respond to in the years ahead.

This Strategic Plan has been built on the work undertaken for our Community Vision, which involved the most participatory consultation process ever undertaken by the City.

This Plan has a strong emphasis on quality city development, being adaptable to change, recognition and celebration of heritage and culture, environmental leadership, high-quality infrastructure and services, good governance and enhancing Hobart’s special places.

To bring this Plan to life, the City will need to work with our residential and business community, all levels of government and neighbouring councils. These collaborative relationships are essential to deliver on this strategic plan and we look forward to working with you for Hobart’s future.



Councillor Anna Reynolds
LORD MAYOR



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, managing population pressures and responding to the global climate and biodiversity emergency.

This message was delivered to the City of Hobart through over 1100 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 and reporting on 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 the community, customers and stakeholders, providing a framework for behaviours that are expected in delivery of our 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 apply broadly to the City's operations. They also 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

An 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.

Performance reporting and measurement

Under the *Local Government Act 1993*, strategic plans must be reviewed every four years and redeveloped every 10 years. An updated measurement system for the strategic plan will ensure the City's performance and community outcomes are tracked and measured, leading to better outcomes for Hobart communities. Quarterly reports on the annual plan provide progress updates and inform the City of Hobart Annual Report.

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 1100 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 of Hobart's work, calling on us to demonstrate long-term commitment to helping 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 aspects of city life.

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 the Hobart community's values and aspirations.

The strategic plan outlines the City of Hobart's 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 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 City's 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.

Implementing the strategic plan will involve continually engaging with the Hobart community 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: 7791 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: 1270m

Where we come from

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

People born overseas: 22% (11 445)

Top regions:

North-west Europe: 7%

North-east Asia: 5%

South-east Asia: 3%

South & Central Asia: 2%

International students: 5202

Australian citizens: 82%

Number of visitors in 2017–18:

942 190 (does not include cruise ships)

Growth in international visitors

(over past 5 years): 11%

Main reason for visit in 2017–18 was for a holiday: 53%

Cruise ship passengers

(including crew) in 2017–18: 183 451

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.

Hobart: A community vision for our island capital, identity statement 1

At our best, Hobart is a place where we can be ourselves. Hobart demands honesty and authenticity. Many of us love how Hobart is not an arrogant or pretentious city. We prize our modesty, our way of getting things done and making life better for other people.

Hobart: A community vision for our island capital, identity statement 3

How we relate

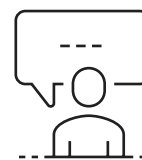
Proficient in English: 92%

Residents that have volunteered: 27%

Community events supported through the City of Hobart Grant Program in 2018–19: 98

The Taste of Tasmania was 30 years old in 2018 and was attended by: 260 000, with 40% from interstate or overseas.

People who speak a language other than English at home: 15%



Who we are

Population: 53 684

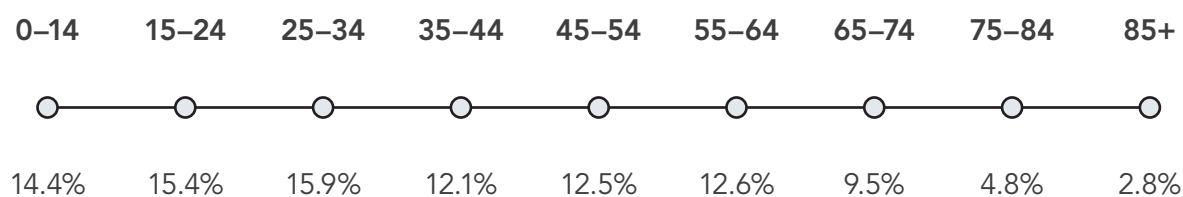
Forecast increase in population growth 2017 – 2042: 0.73%

Median age: 38 years

We feel collective ownership of our city.

Hobart: A community vision for our island capital, identity statement 7

Age:





Number of households:
23 681

How we live

Households renting: 35%

Total rateable properties: 24 297

Residential rateable properties: 20 926

Average household percentage of income spent on rent: 30%

Homeless people in Hobart: 309

Overweight/obesity rate: 45%

Daily smokers: 5%

Our histories, geographies and cultures have all helped form how we make our way in the world.

One thing we love about Hobart and Tasmania is our way of getting things done.

Hobart: A community vision for our island capital, identity statement 6

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

How we work

Typical net weekly household income: \$1439

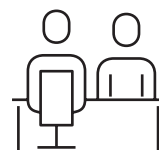
Greater Hobart commute distance: 8 km

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

People that have or are attending university: 34%

Total number of businesses: 6347

Unemployment rate: 6%



Number of people who work in Hobart: 51 337

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.

Hobart: A community vision for our island capital, identity statement 1

How we engage in civic life

Votes in 2018 Council elections: 23 017

Number of completed community engagement surveys via the Your Say platform since 2016: 13 000

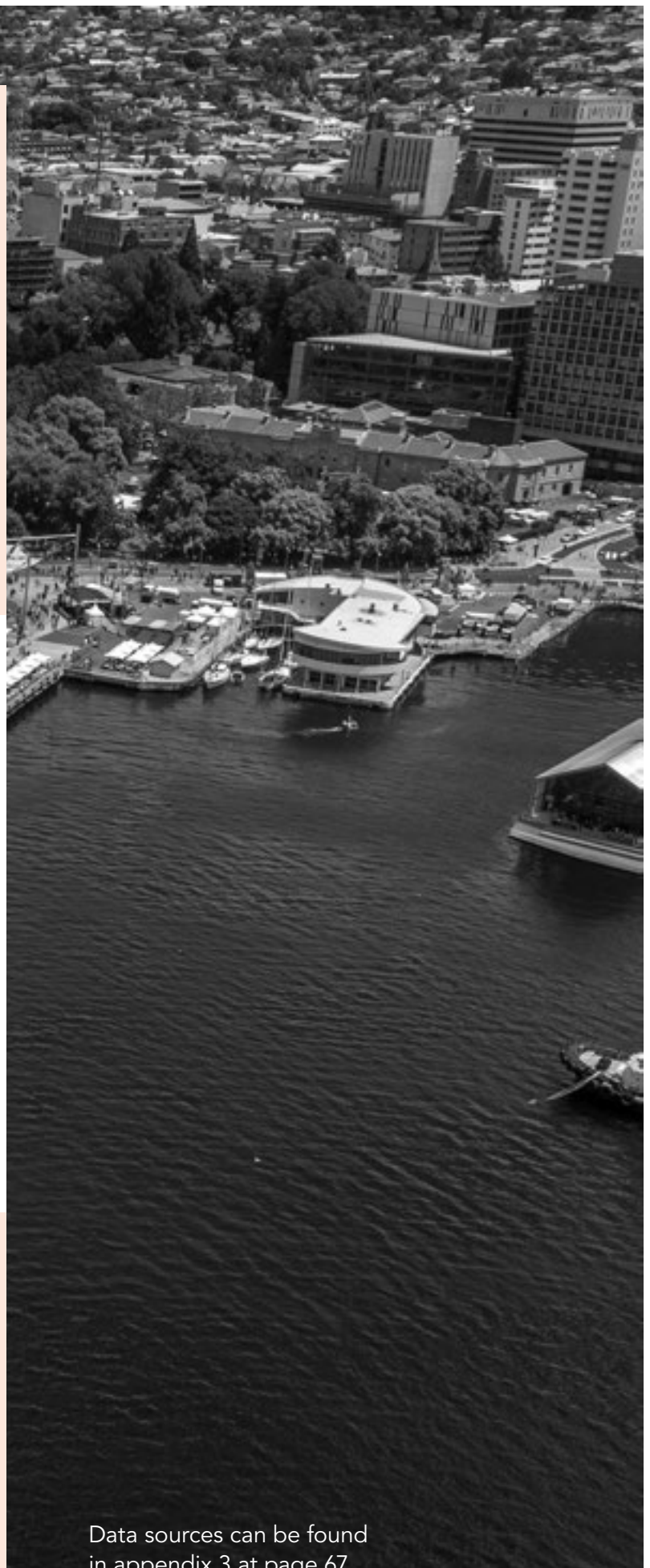
Your Say Registered Users: 2292



Enrolled voters:
38 906

The connections between us are strong.

Hobart: A community vision for our island capital, identity statement 4



Data sources can be found in appendix 3 at page 67





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.

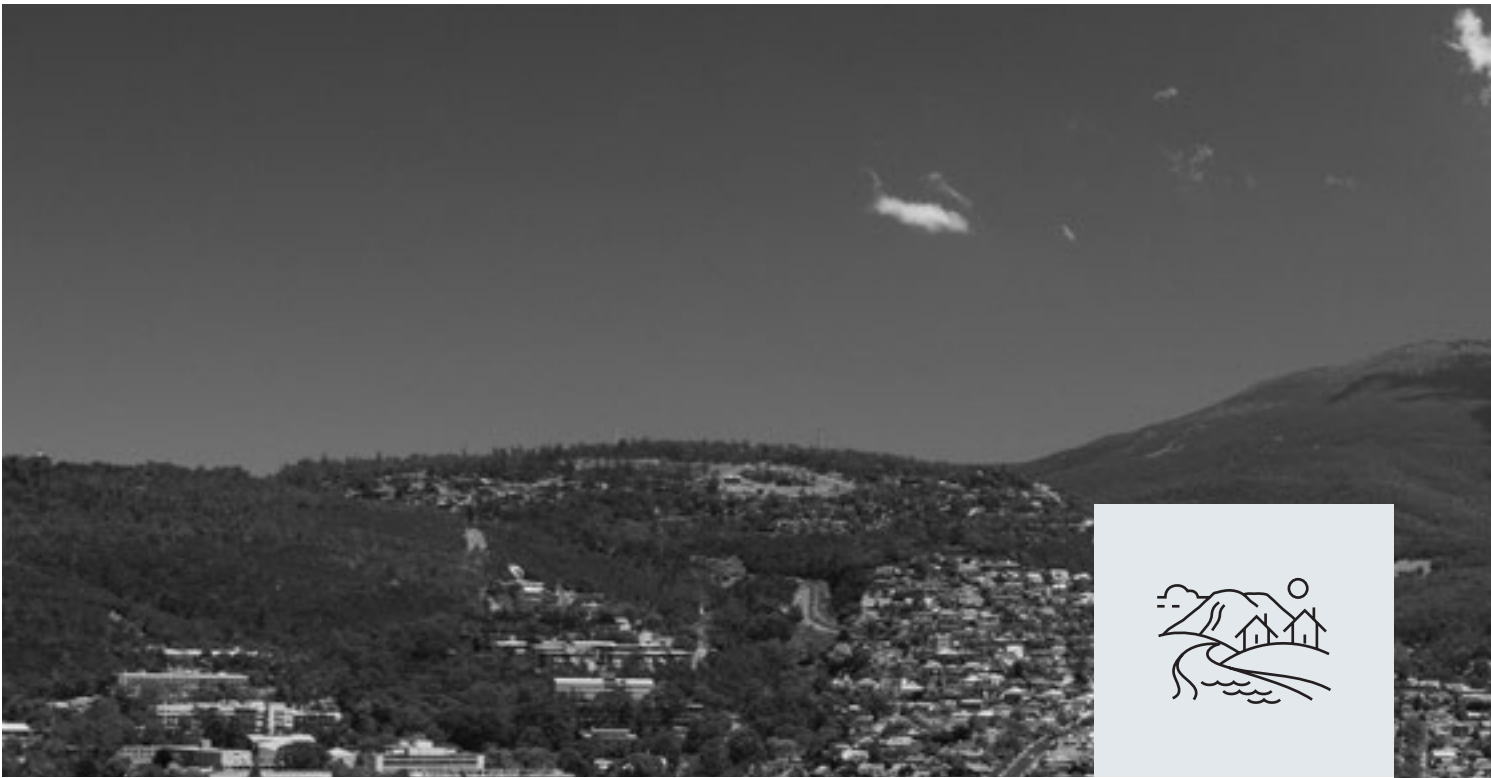
This plan uses the eight pillars from the community vision to guide the outcomes and strategies.

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 and 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.

Appendix 1 (page 66) provides a Glossary of Key Terms.

Appendix 2 (page 68) provides a list of Key Strategies, Plans and Frameworks that support the implementation of this plan.



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

Outcome:

- 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/Mt Wellington, the River Derwent, natural areas, quiet spaces 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 the global climate and biodiversity emergency and other factors on Hobart identity and sense of place.

Outcome:

- 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, government and other stakeholders, such as the Macquarie Point Development Corporation and University of Tasmania, to ensure development project outcomes integrate with Hobart’s identity and the community vision.
- 1.2.6** Develop and implement public realm design guidelines for streetscapes and public spaces that are high-quality, comfortable, vibrant, walkable and safe.
- 1.2.7** Champion, encourage and acknowledge design excellence in the built environment.



Outcome:

- 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 that provides for integrated, strategic decision-making and 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 working towards shared goals 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.

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

Pillar 2

Outcome:

- 2.1** Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together towards shared goals.

Strategies:

- 2.1.1** Demonstrate leadership in Aboriginal social justice 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.



Outcome:

- 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 backgrounds and life experiences to participate in Hobart life.
- 2.2.2** Support and advocate for all people and communities to celebrate their histories and identities and encourage mutual understanding.
- 2.2.3** Provide and support activities and programs that celebrate diversity to reduce social isolation and build social cohesion.
- 2.2.4** Review and implement cross-cultural, diversity, equal access and other awareness and learning opportunities for staff.
- 2.2.5** Acknowledge and celebrate the value of volunteering and support further development of volunteer programs.
- 2.2.6** Identify those people in the community who are most disadvantaged, excluded and vulnerable and develop appropriate initiatives to address their issues, in partnership with stakeholders.
- 2.2.7** Ensure all community members have the opportunity and capacity to access City of Hobart information, services and programs.





Outcome:

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 neighbourhoods, streets and public spaces help all people to be healthy and physically active.
- 2.3.5** Consider mental, physical 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 community-based organisations.
- 2.3.9** Support citizen science and other community contributions to knowledge and innovation.

Outcome:

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** Ensure that Hobart is a safe and liveable city by enhancing community and public safety and security, working in partnership with key stakeholders.
- 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

Outcome:

- 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.

Outcome:

- 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.



Outcome:

- 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 guidance on the City's regulatory and administrative requirements.
- 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.

Outcome:

- 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 public, 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. We know that not all Hobartians have benefitted from the current phase of economic growth. The health of the local and regional economy also 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 distinctive and of high quality.

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

Outcome:

- 4.1 Hobart's economy reflects its unique environment, culture and identity.**

Strategies:

- 4.1.1** Identify and support Hobart's niche industries, which reflect the geography, climate, 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 economic value to support holistic understanding of economic development.
- 4.1.4** Continue to 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.

Outcome:

- 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** Increase internship, research and work experience opportunities at the City of Hobart.
- 4.2.4** Recognise and celebrate the contribution of volunteers and unpaid workers to the city economy.



Outcome:

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 local businesses and retailers through the promotion of retail and other services in the city centre and retail precincts.
- 4.3.4** Support people to participate in new professional connections and networks, inviting ideas and creating opportunities.
- 4.3.5** Connect with and support regional Tasmanian businesses for the benefit of all.
- 4.3.6** Develop and maintain visitor services and tourism infrastructure in partnership with stakeholders and government agencies.
- 4.3.7** Support the City's existing international relationships and respond to new opportunities, in line with the community vision.
- 4.3.8** Develop greater community involvement in international relations programs.



Pillar 4

Outcome:

- 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 guidance on the City's regulatory and administrative requirements.

Outcome:

- 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** Acknowledge, celebrate and support Hobart's position as a gateway to the Antarctic and Southern Ocean.
- 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 tourism and housing demand cycles, 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

Outcome:

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.
- 5.1.6** Work with stakeholders to prioritise low-emission, energy efficient, renewable transport and technology initiatives, including trialling emerging solutions.
- 5.1.7** Collaborate with stakeholders and business on the efficient, sustainable and innovative movement of people, information and goods.





Outcome:

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 and reduce air and noise pollution.
- 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 a fundamental mode of transport.
- 5.2.7** Support and encourage more people to ride bicycles through the development of safe paths and streets, separated cycleways, end-of-journey facilities 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

Outcome:

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** Use technology, including in assets and new civil infrastructure, to respond to challenges and enhance quality of life, in line with the community vision.
- 5.3.3** Connect innovation to values, understanding community needs before implementing new technologies.
- 5.3.4** Encourage technology solutions that support face-to-face connections.
- 5.3.5** Engage in technology collaborations with all levels of government, industry stakeholders, the education sector and the wider community.
- 5.3.6** Test the benefits of emerging technologies, providing insights for strategic, operational and legislative change.
- 5.3.7** Work with community, businesses and other stakeholders to bridge the digital divide and ensure digital communications and technologies are accessible and available to all.



Outcome:

5.4 Data informs decision-making.

Strategies:

- 5.4.1** Progress and continually improve the integration of the City's 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/Mt 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 activities and hobbies, such as mountain biking, kayaking, trail and 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.

The global climate and biodiversity emergency is a major issue 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

Outcome:

- 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, in partnership with stakeholders, prioritising links between the river, bushland and the mountain, through acquisitions and other opportunities.
- 6.1.3** Protect and enhance Hobart habitats and ecosystems, in partnership with stakeholders, 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.

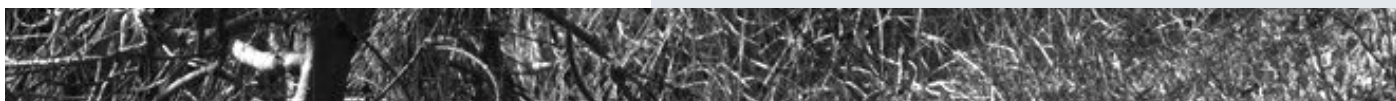


Outcome:

- 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.

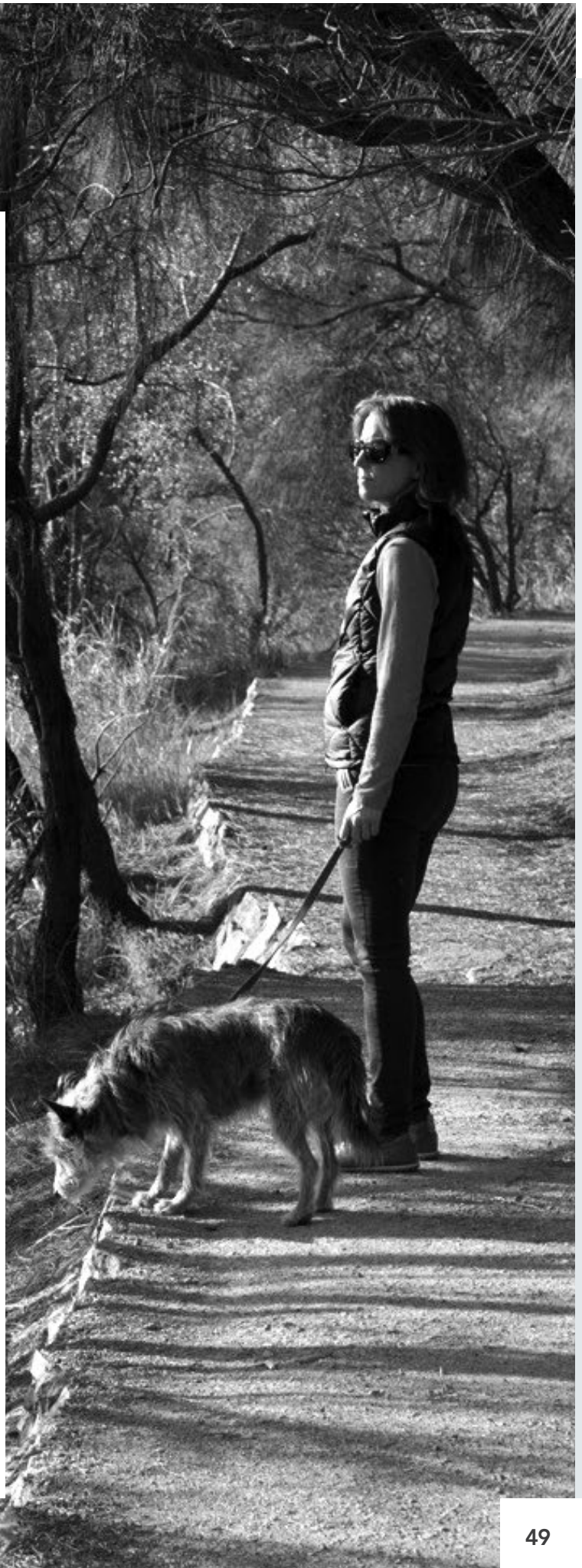


Outcome:

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** Continue to provide leadership in water-sensitive design and maintenance throughout Hobart.
- 6.3.7** Manage and maintain the City's stormwater assets using best practice asset management principles.



Pillar 6

Outcome:

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

Strategies:

- 6.4.1** Adopt a holistic approach to climate change mitigation and adaptation across all pillars of the strategic plan.
- 6.4.2** Lead the development and implementation of a regional response to the global climate and biodiversity emergency.
- 6.4.3** Provide flexible and timely responses to climate change impacts, risks and hazards.
- 6.4.4** Actively manage bushfire risk in collaboration with the community and fire and emergency services.
- 6.4.5** Investigate traditional patterns of burning and their potential to complement existing fire management practices.
- 6.4.6** Anticipate, map, monitor and manage coastal and land stability hazards.
- 6.4.7** Map, monitor and manage flood risks and impacts.
- 6.4.8** Develop and implement resilient infrastructure to deal with extreme weather events.
- 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 activities.
- 6.4.11** Engage with Hobart communities about the risks and benefits of various climate mitigation approaches.

Outcome:

6.5 Hobart's bushland, parks and reserves are 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 and encourage equal access.





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, 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, increased 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

Outcome:

- 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 homelessness and housing affordability, diversity and supply.
- 7.1.2** Advocate for people at risk of housing stress and homelessness.
- 7.1.3** Encourage recognition and understanding of the issues 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.



Outcome:

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 buildings and 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 ensure 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 suburbs, helping people meet their daily needs in human scale neighbourhoods.
- 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

Outcome:

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

Strategies:

- 7.3.1** Ensure the City's infrastructure supports affordable, sustainable and healthy living, and access to services for all.
- 7.3.2** Enhance asset management practices, to ensure assets meet future needs and respond to the impacts of climate change.
- 7.3.3** Ensure City-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.



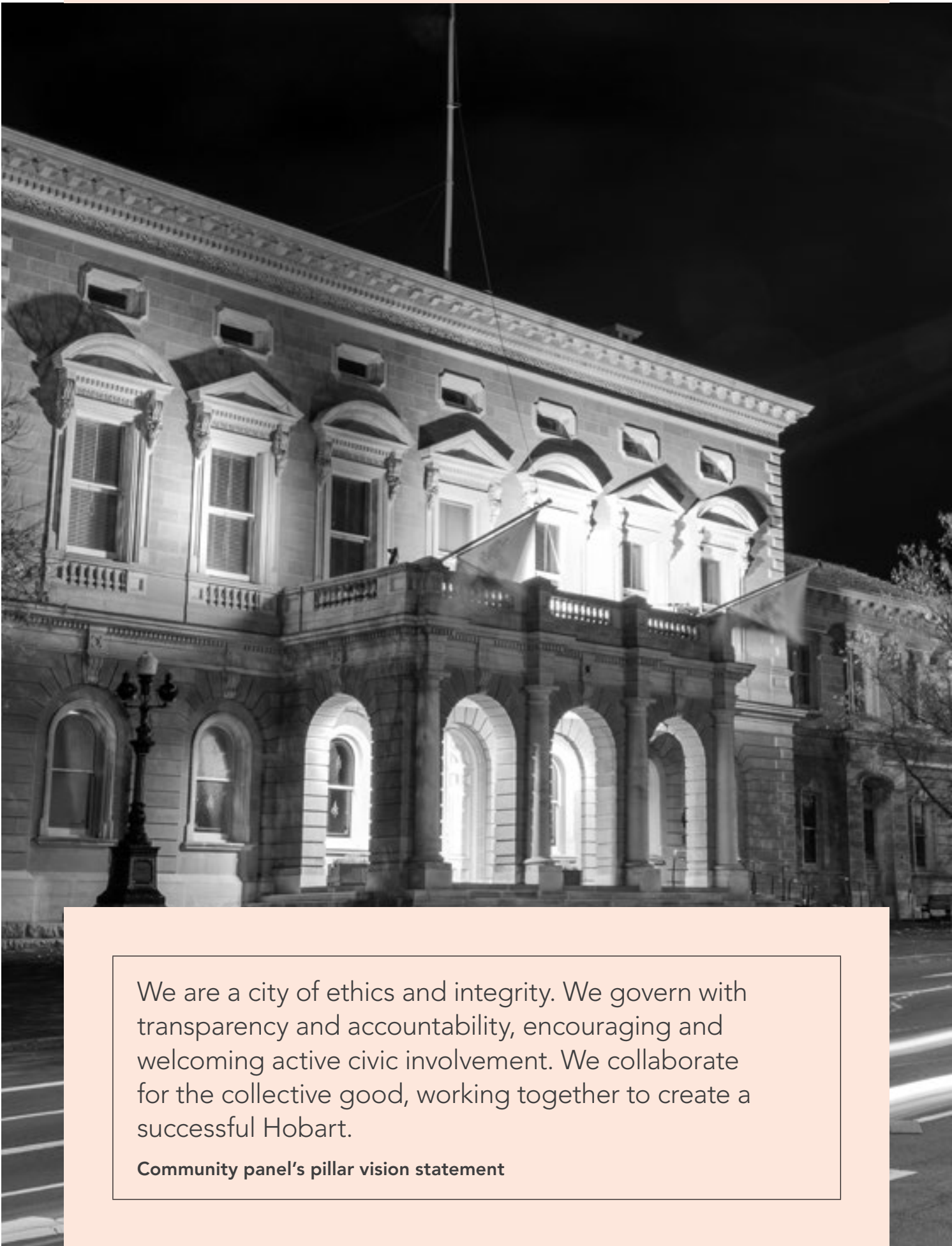
Outcome:

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

Strategies:

- | | |
|---|--|
| <p>7.4.1 Ensure the City's land use and development policies work to maintain Hobart's identity and character.</p> | <p>7.4.5 Create development guidelines that facilitate working with existing building stock, including making energy efficient and climate change-resilient upgrades.</p> |
| <p>7.4.2 Undertake whole-of-precinct planning for key growth areas of the city, in partnership with the Tasmanian government.</p> | <p>7.4.6 Work with experts in government, industry and academia to understand the trends and changes that will affect Hobart's built environment.</p> |
| <p>7.4.3 Ensure transport and land use planning are integrated to deliver the best economic, social and environmental outcomes into the future.</p> | <p>7.4.7 Engage the community in conversations about the built environment, land use planning and major projects.</p> |
| <p>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.</p> | <p>7.4.8 Support transparency and ease of engagement on planning and building issues.</p> |





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

Outcome:

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.



Outcome:

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 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.



Outcome:

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.
- 8.3.6** Ensure City decision-makers are accessible and consider community input.



Pillar 8

Outcome:

- 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 City of Hobart brand.



Outcome:

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 part of any strategic plan is 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 facilitate 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.





Appendix 1 - Glossary

Biodiversity - the variety of life on Earth. It refers to the number, variety and variability of living organisms (animals, plants, fungi, microbes, etc.), the genetic differences among them, and the ecosystems in which they occur.

Citizen science - the collection and analysis of data by community members, typically as part of a collaborative project with professional scientists or subject specialists.

Community panel – a form of deliberative democracy, a community engagement method involving bringing together a group of community members to discuss and offer recommendations or decisions on a topic of importance, in this case, the community vision for Hobart.

Community panel's pillar vision statement - statements written by the vision project community panellists to guide each pillar.

Housing stress – the lowest 40 per cent of income earners who pay more than 30 per cent of their gross income on housing costs (rent or mortgage payments).

Open data – data that is made publicly available and can be freely accessed and used by anyone.

Outcomes - the goals the City aims to achieve.

Participatory community engagement methods - methods of community involvement in civic decision-making that focus on active engagement in project design and/or implementation. The City of Hobart's overall community engagement framework and practice are based on the International Association for Public Participation (IAP2) spectrum.

Pillars - aspects of city life, as described in the community vision.



Place-making - a multi-faceted approach to the planning, design and management of public spaces. Place-making capitalises on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.

Public realm - streets, squares, parks, green spaces and other outdoor places that require no key to access and are available, without charge for everyone to use and should not be seen in isolation but in the context of its adjacent buildings, their uses and its location in a wider network of public and private space.

Resilience - the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive in the face of adversity, trauma, tragedy, threats or significant stress.

Sense of place - describes people's relationships, connections and bonds with places. It evolves through culture, history, environment, economics, politics, geography and all kinds of other interactions between humans and their environments.

Smart Cities – the City of Hobart defines a Smart City as one that combines human ingenuity with technological innovations that enhance quality of life for all.

Strategies - how the City will achieve the outcomes in this plan.

Sustainable economic thinking - economic development that attempts to satisfy the needs of people, but in a manner that sustains natural resources and the environment for future generations.

Urban forest – all of the trees in the city: in bushland, parks, private gardens and street reserves.

Water-sensitive design – an approach to planning and design in urban areas that makes use of stormwater as a resource and reduces the harm it causes to rivers and creeks.

Appendix 2 – Resourcing and informing strategies

The strategies, plans and frameworks listed below apply broadly to City operations and may also provide specific goals and guidance for city programs. They support the implementation of the strategic plan. This is not an exhaustive list, for full details see hobartcity.com.au

- Hobart: A community vision for our island capital
- Community Engagement Framework
- Local Retail Precincts Plan
- Inner City Action Plan
- Social Inclusion Strategy 2014–19
- Aboriginal Strategy (under review)
- Positive Ageing Strategy 2014–19
- Multicultural Strategy 2014–19
- Youth Strategy 2014–19
- Equal Access Strategy 2014–19
- Recreation Management Plan 2009 (under review)
- Municipal Emergency Plan
- Community Recovery Plan
- Community Safety Commitment
- Creative Hobart
- Public Art Framework
- Economic Development activities
- Transport Strategy 2018–30
- Connected Hobart: Smart City Framework 2019–30
- Biodiversity Management Plan
- Climate Change Strategy 2008-13 (under review)
- Street Tree Strategy
- Energy Savings Action Plan 2018–20
- Asset Management strategies
- Public Toilet Strategy 2015–25
- Housing and Homelessness Strategy 2016–19 (under review)
- Long-Term Financial Management Plan 2019–39
- Customer Service Charter
- Procurement Strategy



Appendix 3 - 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
- Tasmanian Travel and Information Centre cruise ship arrival / departure schedule 2017–18
- Tourism Research Australia
- Government Education Training International (Tasmanian Government) 2017

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