



A Hobart 2025 Strategic Framework

Adopted by the Hobart City Council 15 October 2007

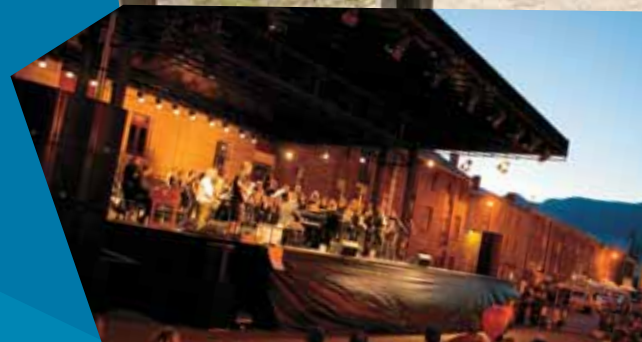


Table of Contents

Introduction.....	2
Vision and Future Directions.....	3
FD1 – Offers opportunities for all ages and a city for life.....	4
FD2 – Is recognised for its natural beauty and quality of environment	6
FD3 – Is well governed at a regional and community level.....	9
FD4 – Achieves good quality development and urban management.....	11
FD5 – Is highly accessible through efficient transport options.....	13
FD6 – Builds strong and healthy communities through diversity, participation and empathy	15
FD7 – Is dynamic, vibrant and culturally expressive	18

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Introduction

Hobart is one of the most beautiful and liveable cities in the world. This Strategic Framework identifies the direction needed to continue improving the quality of life of Tasmania's capital city.

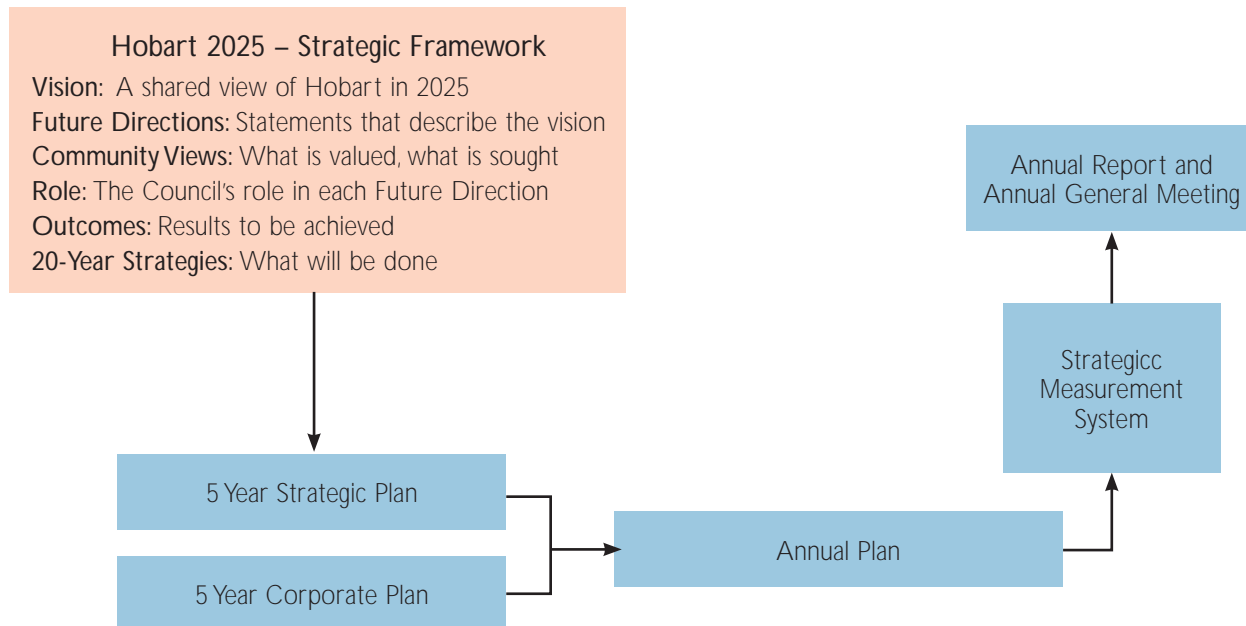
Central to the framework is a long-term vision for the city, developed in conjunction with residents, business, interest groups, key city stakeholders, young people and students from across the city. The vision represents a shared understanding of what Hobart should be like in 2025.

The future directions statements and key strategies underpin the vision and provide the basis for five-year strategic plans to be implemented through the Council's Annual Plan. Performance will be continually monitored

through a Strategic Measurement System, with results documented in an annual report to the community. The five-year Strategic Plan will focus on the community and its desired direction.

The organisation will respond internally through a corporate plan covering the same five years. The corporate plan will identify financial, asset, service delivery and organisational capabilities that will ensure that the Council's day-to-day operations align with the Strategic Plan.

The following diagram summarises the system for planning, implementation, monitoring and reporting.



Vision – Hobart 2025

In 2025 Hobart will be a city that:

- offers opportunities for all ages and a city for life;
- is recognised for its natural beauty and quality of environment;
- is well-governed at regional and community levels;
- achieves good quality development and urban management;
- is highly accessible through efficient transport options;
- builds strong and healthy communities through diversity, participation and empathy; and
- is dynamic, vibrant and culturally expressive.

Future Directions

The focus of this Strategic Framework is on delivering results in response to each of the key themes within the vision. The following section outlines each of the key themes and describes the future direction that will guide the development of strategy toward the year 2025.

Key themes, arising from community consultation, demonstrate aspects of the city that the community values now as well as aspects that the community seeks to achieve for Hobart in 2025. The future direction statements and outcomes arise from this information.

As future direction statements are wide-ranging, the specific role of the Council in relation to each has been identified, as well as corresponding key strategies and both will be the focus of five-yearly Strategic Plan reviews.

Future Direction I

FD1 – offers opportunities for all ages and a city for life

Future Direction:

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers; a city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

What the Community values about Hobart in 2007:

University and facilities, marine science and research networks.



What the Community would like Hobart to be in 2025:

Retaining young people; opportunities in education, work and life; University of Tasmania as a premier university in southern hemisphere; greater education options and opportunities for young people, including housing and employment; recognised nationally and internationally as the gateway to the Antarctic.

Council's Role:

The city's future depends on its ability to grow both socially and economically and to offer choice to citizens in all aspects of their lives. The Council will use its resources to support increased opportunities by:

- promoting economic activity that will lead to improved job opportunities;
- supporting and nurturing creative and research communities;
- acknowledging the capacity of the city and the contribution of all community members as well as recognising their different needs; and
- developing and managing a range of facilities, services and activities to provide a lifestyle appropriate to the capital city and its community.

Outcomes to be Achieved:

- FD1.1. Opportunities for education, employment and fulfilling careers and retaining our young people.
- FD1.2. Lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

Future Direction I

Outcomes and Strategies

FD1.1. Opportunities for education, employment and fulfilling careers and retaining young people.

- 1.1.1. Identify opportunities to support education, employment and the principle of life-long learning.
- 1.1.2. Create opportunities to grow the research sector through partnerships with the University of Tasmania and other education/research providers.
- 1.1.3. Promote Hobart as a centre for education at all levels by focusing on the needs of students and encouraging growth in educational facilities and support services.
- 1.1.4. Actively monitor gaps and opportunities in the regional economy of Hobart to identify potential areas of skill shortages and strategic opportunities and to assist in influencing future educational opportunities.
- 1.1.5. Support niche and local business activities that promote the uniqueness of Hobart and Tasmania.
- 1.1.6. Develop a range of mechanisms that promote small business start-up opportunities.
- 1.1.7. Support a viable mix of business activity within the city.

FD1.2. Lifestyle that will encourage all ages to see the city as a desirable location and lifelong home

- 1.2.1. Continue to develop Hobart's cultural strengths to support lifestyle and employment choices.
- 1.2.2. Enhance and promote easy access for all ages, into and around the city.
- 1.2.3. Provide activities for young people and families and develop infrastructure, public spaces and facilities to support a wide range of entertainment, arts, cultural, sporting and recreational opportunities.
- 1.2.4. Pursue the enhancement and application of communication technology as a strategic advantage for Hobart.
- 1.2.5. Improve and promote safety for our citizens in and around the city.
- 1.2.6. Promote housing choices and affordability in our city.



Future Direction 2

FD2 – is recognised for its natural beauty and quality of environment

Future Direction:

In 2025 Hobart will be a city that respects the natural beauty of Mount Wellington, the Derwent River, bushland surrounds and foreshore locations. The community connection to the environment has been enhanced through the protection of views, vistas, access and linkages. The physical environment has been conserved in a way that ensures we have a healthy and attractive city.

What the Community values about Hobart in 2007:

Natural environment, bushland scenery, views and vistas, Mount Wellington, Derwent River and waterfront, setting, snow, quality, quantity and variety of parks.

What the Community would like Hobart to be in 2025:

An unspoilt mountain, waterfront and natural environment; a clean green, healthy city with the natural environment protected; a clean healthy river; more effective energy use, less pollution and greater use of alternative fuels.

Council's Role:

The Council is a custodian of a number of the city's natural assets and will work with the community to ensure that Hobart's unique environment is maintained by:

- implementing policies to protect landscape, skyline, bushland, waterways and coastal values, and preserve historic and cultural landscapes;
- maintaining and enhancing the landscape and natural values;
- encouraging appropriate access to and use of the city's bushland areas while maintaining biodiversity and natural ecosystems;
- promoting an appropriate standard of building and urban design; and
- forming partnerships with neighbouring councils and other spheres of government to address regional environmental challenges.

Outcomes to be Achieved:

- FD2.1. The natural beauty of Mount Wellington, the Derwent River, bushland surrounds and foreshore locations is highly valued.
- FD2.2. Community connection to the natural environment through the protection of views, vistas, access and linkages is enhanced.
- FD2.3. The physical environment has been conserved in a way that ensures we have a healthy and attractive city.
- FD2.4. Better understanding of climate change and its potential effect on the natural and built environment and strategies developed.

Future Direction 2

Outcomes and Strategies

FD2.1. The natural beauty of Mount Wellington, the Derwent River, bushland surrounds and foreshore locations is highly valued.

- 2.1.1. Retain and promote the unique character and values of Hobart's bushland for the long-term benefit of the community.
- 2.1.2. Protect and enhance the value of foreshore locations as useable public assets.
- 2.1.3. Improve the management of the Derwent River and tributaries through working with other councils, governments, private sector and local communities.
- 2.1.4. Manage the Wellington Range through a coordinated cross-government approach.
- 2.1.5. Support the community's appreciation of the city's natural environmental assets and promote their value.

FD2.2. Community connection to the natural environment through the protection of views, vistas, access and linkages is enhanced.

- 2.2.1. Enhance the value of the city's open space to the community through the development of physical linkages.
- 2.2.2. Incorporate into the Planning Scheme significant landscapes and development standards for the built environment that respects Hobart's scenic and historic values.
- 2.2.3. Support the protection of views, vistas, access and linkages through working with other councils, governments, private sector and local communities.

FD2.3. The physical environment has been conserved in a manner that will ensure a healthy and attractive city.

- 2.3.1. Retain and develop the city's parks and urban open space as an integral part of a healthy and attractive city.
- 2.3.2. Enhance the water quality of the Derwent River and its tributaries through the introduction of an integrated water management approach.
- 2.3.3. Promote opportunities to improve the city's energy efficiency.
- 2.3.4. Manage waste minimisation strategies and effective disposal of residual solid waste through working with other councils, governments, private sector and local communities.
- 2.3.5. Maintain and enhance physical infrastructure and essential services.
- 2.3.6. Maintain effective bushfire management practices that balance conservation and community safety.
- 2.3.7. Develop and implement strategies to minimise greenhouse gas emissions.
- 2.3.8. Maintain and improve Hobart's bushland, including encouragement for active community participation.
- 2.3.9. Introduce a new City of Hobart Planning Scheme that recognises the cultural heritage values and character of the city's natural and built environment.

FD2.4. Climate change and its potential impacts on the natural and built environment are more fully understood and strategies developed.

- 2.4.1. Undertake a climate change risk analysis and develop a mitigation plan.



Future Direction 3

FD3 – is well governed at a regional and community level

Future Direction:

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships will be created with governments, the private sector and local communities to achieve significant regional, city and community goals.

What the Community would like Hobart to be in 2025:

Gives young people a voice and a forum; provides better regional planning and improved governance standards.

Council's Role:

As the capital city Council, its role is to provide appropriate leadership of the city and of the region through:

- partnerships and strategic alliances with other stakeholders to achieve effective outcomes that will benefit the city and the region; and
- devising strategies to manage the impact on the city of regional development.

Outcomes to be Achieved:

FD3.1. An integrated approach to the planning and development of the wider metropolitan region.

FD3.2. Partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals.

FD3.3. Development of technologies that give young people opportunities to contribute to planning and development in the city.



Future Direction 3

Outcomes and Strategies:

FD3.1. An integrated approach to the planning and development of the wider metropolitan region.

- 3.1.1. Promote an integrated approach to the planning and development of the wider metropolitan region by governments.
- 3.1.2. Local government in the region will speak with a united voice on integrated regional planning and development.

FD3.2. Partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals.

- 3.2.1. Develop and promote networks and effective partnerships to achieve regional, city and community goals.
- 3.2.2. Monitor the dynamics of the region, city and local communities to understand the drivers of change and interrelationships that will affect the region's development.

FD3.3. Development of technologies that give young people opportunities to contribute to planning and development in the city.

- 3.3.1. Monitor developments in technology that provide the opportunity for young people to participate in planning and other issues in the city.



Future Direction 4

FD4 – achieves good quality development and urban management

Future Direction:

In 2025 Hobart will be a city that remains unique in its own right, protecting its built heritage and history while pursuing quality development, the principles of sustainable cities and the reduction of ecological impacts. It will value access to the waterfront, foreshores, public and open spaces and continue to enjoy the benefits of scale and proximity.

What the Community values about Hobart in 2007:

History, heritage and architecture; preserving buildings, scale and size of the city; proximity of mountain to city, river; liveability; access to waterfront; clean air, water and city, clean environment.

What the Community would like Hobart to be in 2025:

Is sustainable, energy efficient and a conserver of energy; balancing the past with the future; providing better development planning; heritage protection; public open spaces; greater user of and access to the foreshore and waterfront; quality development; views and sightlines are retained; our historic architecture has become more widely recognised and valued; support for retaining the city's uniqueness, not mimicking other cities.

Council's Role:

The Council has responsibility for facilitating development that enhances the built and natural environment and fulfils the needs and aspirations of the wider Hobart community. It also has responsibility to ensure that use and development maximises bio-diversity protection and fulfils sustainable development objectives.

Council's role includes:

- implementing policies to protect landscapes, skylines, bushland and coastal values and preserve historic and cultural landscapes and built assets;
- promoting and encouraging an appropriate standard of building and urban design;
- regularly consulting with key stakeholders and the wider community;
- engaging the State Government and other southern Tasmanian councils to achieve more sustainable regional planning outcomes;
- enhancing the Council's extensive system of public open spaces as well as pedestrian and bicycle linkages;
- developing, managing and protecting Hobart's infrastructure assets to the highest standard.

Future Direction 4

Outcomes to be Achieved:

- FD4.1. The city remains unique in its own right, protecting its built heritage and history.
- FD4.2. Quality development with the principles of sustainable cities and the reduction of ecological impacts pursued.
- FD4.3. Access to the waterfront, foreshores, public and open spaces is valued.
- FD4.4. The city continues to enjoy the benefits of scale and proximity.

Outcomes and Strategies

- FD4.1. Remains unique in its own right, protecting its built heritage and history.
 - 4.1.1. Planning schemes provide overarching principles that reflect the protection of cultural heritage and significant landscapes.
 - 4.1.2. Promote awareness of Hobart's unique qualities through education, interpretation and support.
 - 4.1.3. Explore additional funding opportunities for protection of heritage.
- FD4.2. Quality development with the principles of sustainable cities and the reduction of ecological impacts pursued.
 - 4.2.1. Develop and promote principles and projects to ensure sustainable, energy efficient and quality development.
 - 4.2.2. Provide and maintain quality infrastructure and services that enhance the efficient operation of the city.
 - 4.2.3. Encourage and facilitate public art as an intrinsic part of Hobart's built and natural environment.

- FD4.3. Access to the waterfront, foreshores, public and open spaces is valued.

- 4.3.1. Improve the value of the open space network through a strategic approach to acquire and dispose of land.
- 4.3.2. Improve access to waterfront, waterways and foreshore spaces.
- 4.3.3. Protect public open space from the adverse effect of inappropriate development.

- FD4.4. Continues to enjoy the benefits of scale and proximity.

- 4.4.1. Pursue a wider metropolitan growth strategy.
- 4.4.2. Promote the accessibility of the city in relation to its surrounds and to interstate capital cities as a positive aspect of Hobart as a location.



Future Direction 5

FD5 – is highly accessible through efficient transport systems

Future Direction:

In 2025 Hobart will be a city that maintains its convenience and accessibility through the greater use of transport alternatives and an effective road and travel network.

An integrated approach to transport planning within the city and across the wider metropolitan region will be the result of improved public transport options, cycle ways and walking tracks linking open spaces for transport and recreation, the availability of adequate parking for commuters and shoppers, the take-up of sustainable transport options, the reduction of through traffic and the management of a safe and efficient road network.

What the Community values about Hobart in 2007:

Easy access and convenience.

What the Community would like Hobart to be in 2025:

Offers an increased range of transport options, an integrated multiform transport system between the city and suburbs, better public transport, more use of the river for access and transport, cycle infrastructure and pedestrian access providing linkages.

Council's Role:

The Council has an integral role in transport planning and in providing a safe and convenient travel network for the movement of people and goods, both through and within the city. This is achieved by:

- developing and implementing transport strategies, policies and plans in conjunction with stakeholders who include other local government authorities in the region, State and Federal government and private transport operators;
- providing and maintaining public infrastructure assets, including roads, bridges, footpaths, cycleways, walking tracks, lighting and parking facilities;
- on-going community consultation and provision of traffic management schemes and devices to support levels of the road network and to achieve acceptable standards of road safety; and
- off-street and on-street parking strategies.

Outcomes to be Achieved:

- FD5.1. Convenience and accessibility through the greater use of transport alternatives and an effective road and travel network.
- FD5.2. An integrated approach to transport planning within the city and across the wider metropolitan region.

Future Direction 5

Outcomes and Strategies

FD5.1. Convenience and accessibility through the greater use of sustainable transport alternatives and an effective road and travel network.

- 5.1.1. Improve walking and bike access to and within the city and provide infrastructure and facilities.
- 5.1.2. Promote an effective public transport system serving all sectors of the community and encourage increased use of the system.
- 5.1.3. Pursue practical, sustainable transport, including alternative systems and improvements to existing systems.
- 5.1.4. Improve the efficiency and safety of the existing road and travel network through provision of appropriate infrastructure and road management.
- 5.1.5. Extend the National Highway Network to the south and east of Hobart.

FD5.2. Integrated approach to transport planning within the city and across the wider metropolitan region.

- 5.2.1. Link land use and transport planning at a strategic level and pursue a regional approach to integrated transport planning, including all spheres of government.
- 5.2.2. Transport planning within the City responds to major land use developments.



Future Direction 6

FD6 – builds strong and healthy communities through diversity, participation and empathy

Future Direction:

In 2025 Hobart will be a city that reflects a spirit of community and tolerance. By valuing diversity and encouraging participation by all ages in the life of their community, a friendly and compassionate society will underpin a safe and healthy city.

What the Community values about Hobart in 2007:

Pace of life; diversity of cultures and experiences; friendly people; sense of community; multicultural, atmosphere; quiet, peaceful; facilities for elderly and sick.

What the Community would like Hobart to be in 2025:

Build on Hobart's friendliness, tolerance and diversity; greater community involvement; improved health system; a sense of community for young and old with no racism and sexism, no homeless people; more entertainment for young people; events and activities; a safe, friendly, colourful and tolerant city.

Council's Role:

Council's role is to assist in providing for the wellbeing, health and safety and of the community through:

- facilitating community and cultural development by working with the community and other spheres of government;
- providing and promoting quality, safe and accessible sporting, recreation and leisure facilities and activities;
- providing a healthy environment through environmental monitoring, management of Council activities and promotion of environmental health issues in the community;
- public health monitoring and promotion, including health education and immunisation programs;
- safe design and management of public spaces under the Council's control;
- providing leadership in local emergency management; and
- working with the community and other spheres of government to facilitate a reduction in homelessness.

Outcomes to be Achieved:

FD6.1. A spirit of community.

FD6.2. Diversity is valued and there is participation by all in their community.

FD6.3. A friendly and compassionate society.

FD6.4. A safe and healthy city.

Future Direction 6

Outcomes and Strategies

FD6.1. A spirit of community.

- 6.1.1. Create opportunities for the community to participate in shared experiences, where all sectors of the community can feel welcomed and valued.
- 6.1.2. Improve amenity of community spaces to promote community participation and wellbeing.
- 6.1.3. Support local identity and a sense of belonging and place through an integrated approach to land use planning, social planning and a focus on local areas.

FD6.2. Diversity is valued and there is participation by all in their community.

- 6.2.1. Ensure that Council activities and services are physically and culturally accessible to its diverse community.
- 6.2.2. Monitor changes in the community to ensure that community strengths and needs are appropriately addressed.
- 6.2.3. Encourage participation in community activities.

FD6.3. A friendly and compassionate society.

- 6.3.1. In conjunction with key stakeholders, develop and implement, strategies to assist the disadvantaged in our community.
- 6.3.2. Promote community education and awareness on social issues.

FD6.4. A safe and healthy city.

- 6.4.1. Ensure we have a less vulnerable and more resilient community through contemporary emergency management practices.
- 6.4.2. Encourage health care services that support community needs to locate and remain in Hobart.
- 6.4.3. Pursue city safety strategies, including those to promote community perceptions of safety.
- 6.4.4. Encourage community participation in activities that create healthy lifestyles.





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Future Direction 7

FD7 – is dynamic, vibrant and culturally expressive

Future Direction:

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

What the Community would like Hobart to be in 2025:

A centre of excellence; a vibrant city, a smart city; harmonious people; support for niche industries; offering a vibrant waterfront lifestyle and entertainment together with public and community art, the safest tourist destination, a hotspot for cultural and artistic endeavours; recognises its Aboriginal heritage.

Council's Role:

Council's role is to work with other spheres of government and the community to:

- support and enhance the cultural life of Hobart;
- facilitate economic development and tourism for Tasmania's capital city and major visitor gateway; and
- promote the city and build the image of Hobart locally, nationally and internationally.

Outcomes to be Achieved:

- FD7.1. A destination of choice and a place for business.
- FD7.2. Clever thinking and support for creativity will help build a strong economic foundation.
- FD7.3. Entertainment, arts and cultural activities promote the distinctive character of the city and lifestyle opportunities, and strong communities will ensure a vibrancy and way of life that is Hobart.



Future Direction 7

Outcomes and Strategies

FD7.1. A destination of choice and a place for business.

- 7.1.1. Assist city growth through development strategies.
- 7.1.2. Actively promote Hobart's competitive advantages.
- 7.1.3. Reinforce Hobart's place in Tasmania as the capital city and centre of State Government.



FD7.2. Clever thinking and support for creativity will help build a strong economic foundation.

- 7.2.1. Promote economic growth through creative and innovative businesses.
- 7.2.2. Explore partnership opportunities that build on existing research facilities, networks and technological initiatives.
- 7.2.3. Support potential growth industries that are compatible with the city's future direction statements and foster small business growth and viability.



FD7.3. Entertainment, arts and cultural activities promote the distinctive character of the city, and lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

- 7.3.1. Involve the community in arts and cultural development and support the arts and cultural sector.
- 7.3.2. Promote multi-functional venues, facilities, and spaces suitable for a full range of events and activities for all ages and cultures.







HOBART
CITY COUNCIL

