



DRAFT

City of Hobart

strategic
plan 2014–2019



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Introduction

The City of Hobart in presenting this Strategic Plan seeks to address the current global, national and local economic conditions which are imposing enormous pressures on all Councils to maintain service levels while seeking to establish and maintain a financially sustainable position over the long term.

In meeting these challenges the City of Hobart will:

- understand its community, its strengths and vulnerabilities, and be able to engage with and advocate on behalf of its communities in a way that builds relevance and recognition as a legitimate community representative, able to express and represent local interests;
- be resilient, able to sustain an appropriate level of performance and have the ability to generate sufficient income to maintain effective and efficient operations and to secure a financially sustainable future;
- be strategic in building relationships and cooperative arrangements at a regional, state, national and international level;
- create a city that is a dynamic, vibrant and attractive place, continually reinforcing the economic foundation of the city and supporting business growth, investment and further quality development;
- manage the environment and natural resources of the city in a way that ensures the future generations have the opportunity to appreciate and understand the values of the city's natural setting enjoyed by the current and past generations; and
- demonstrate a high standard of governance through good decision-making, transparency of actions and ethical behaviour, community engagement and effective communications and responsible application of legislation and local laws.

The effective distillation of all these principles into plans and actions will create a sustainable capital city recognised nationally and internationally as a desirable destination, with a strong and healthy community that values its local government for its contribution to their wellbeing.

That is our aim for the City of Hobart through the 'Hobart 2025' community vision and this Strategic Plan.



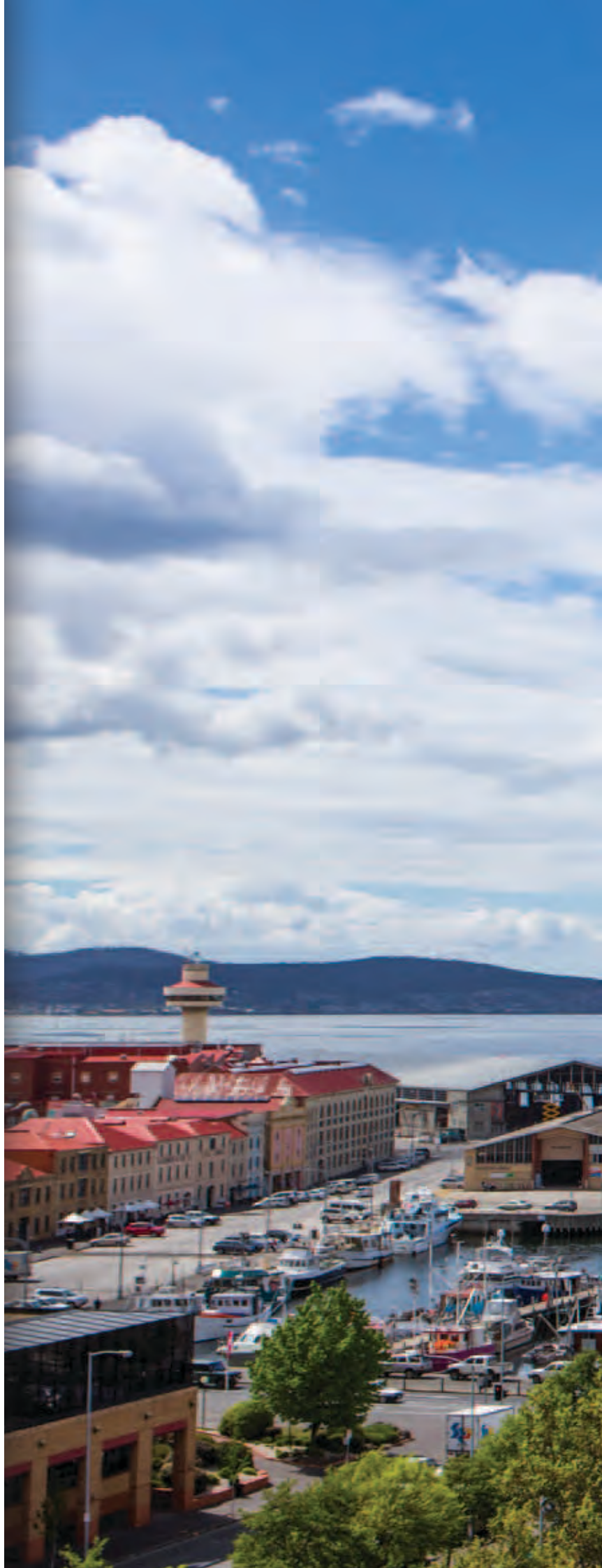
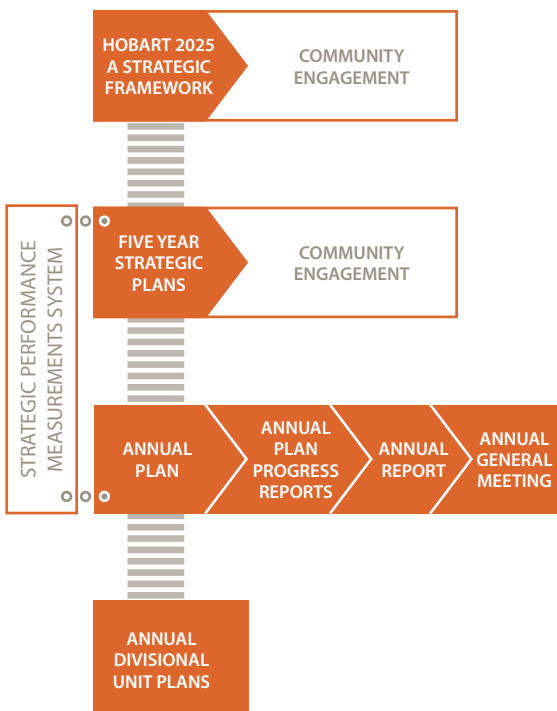
Planning and Reporting Framework

The City of Hobart has a clearly defined Community Vision (Hobart 2025 – A Strategic Framework). This Vision is implemented through a series of five-year Strategic Plans.

The Annual Plan reflects the 2025 Community Vision and the Strategic Plan. It contains the major actions / initiatives and budget estimates for each year of Council's operations.

The Annual Plan is developed following the completion of individual Divisional Unit Plans where the operational priorities and major actions / initiatives are identified along with the annual budget estimates for each function area.

The effectiveness of the actions undertaken is monitored through progress reports to Council and the Strategic Performance Measurement System which is contained in the Council's Annual Report.





Mission

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

The focus of this Strategic Plan is on delivering results in response to each of the Future Directions set out in the 20-Year Vision. The Vision describes what the community of Hobart – its residents, businesses, community groups, private and non-private stakeholders – aspire the City to be by 2025. The Vision identified a number of issues to be addressed, and the key areas of activity have been developed and set out in this Strategic Plan.

Our Vision for 2025

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

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

FD3 – is well governed at a regional and community level

FD4 – Achieves good quality development and urban management

FD5 – Is highly accessible through efficient transport systems

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

FD7 – Is dynamic, vibrant and culturally expressive

This Vision will be achieved through the following Priority Areas of Activity 2014–2019

Economic Development, Vibrancy and Culture (FD1 and FD7)

Urban Management (FD4 and FD5)

Environment and Natural Resources (FD2)

Strong, Safe and Healthy Communities (FD6)

Governance (FD3)

The success of the Strategic Plan will be measured by the achievement of the issues. Annual Business Plans will contain the detailed priority actions in achieving the strategic objectives.



Priority Area of Activity

Economic Development, Vibrancy and Culture

Future Direction Statements

FD 1 – Offers opportunities for all ages and a city for life

FD 7 – Is dynamic, vibrant and culturally expressive

Context of Issues

Hobart is a growing centre for the development of tourism, events, arts and culture, science and education. These activities will enable the Council to leverage off the economy and manage growth in a sustainable way, along with strengthening Hobart's recognition internationally and to attract inward investment that enhances the City's culture.

Hobart needs to consistently engage with the business community in a constructive way to ensure Hobart will continue to be an economically and culturally vibrant city. Consistency, gaining trust, building partnerships and engaging businesses in retail precincts is of great importance to support vibrant places.

5-Year Priorities

- Effectively engage with business
- Facilitating quality development and investment
- Supporting events and building city activation
- Establishing the City's role in support of the retail sector
- Supporting creative industries
- Attracting students and international visitors
- Contribute to the City economy through international relationships.

Strategic Objectives

The strategic objectives are to:

1. Effectively engage with the business community
2. Enhance partnerships with key investors and economic players in research, education, arts, culture and tourism
3. Support and facilitate the University of Tasmania's progressive campus growth into the City
4. Improve Hobart's international relations and international recognition
5. Explore a policy position on facilitating development in Hobart beyond the major development assistance policy
6. Work towards city activation in partnership with the business and the wider community
7. Support the events sector to ensure a diverse offering and a year-round program
8. Improve the City's service delivery and funding for events
9. Establish appropriate mechanisms to support the retail sector
10. Better understand and promote the potential of creative industries in Hobart and the wider region
11. Deliver quality visitor services and to respond to changing demographics and cultures





Priority Area of Activity

Urban Management

Future Direction Statements

FD4 – achieves good quality development and urban management

FD5 – is highly accessible through efficient transport systems

Context of Issues

Significant private and public investment in major infrastructure and construction projects will allow growth and the employment of a wide range of people. The Inner City Action Plan (ICAP) will provide strong support in integrating an increased range of city activity and ensure a working city that provides support, safety and enjoyment for all people using or traversing the City.

Underpinning the developments, the Council has responsibility to administer the City of Hobart Planning Scheme and Sullivans Cove Planning Scheme, managing our heritage and continuing the collaboration with other Councils as part of the Regional Planning Initiative.

5-Year Priorities

- Having an accessible City with better active transport connections
- Implement the approved projects in the Inner City Action Plan
- Implementing the new Hobart City Planning Scheme and the Sullivans Cove Planning Scheme
- Managing and promoting heritage in the City
- Developing key open spaces including the Queens Domain and the Hobart Rivulet Park

Strategic Objectives

The strategic objectives are to:

1. Enhance the accessibility to, and within, the City
2. Enhance connections within Hobart for all modes of people movement
3. Proactively manage the provision of parking in response to contemporary transport needs
4. Further implement the Inner city Action Plan initiatives
5. Develop place-making opportunities in Hobart
6. Develop and manage the recreational, environmental and cultural values of the open space network of parks, bushland reserves and sporting facilities
7. Implement the new planning schemes and support the regional planning initiative
8. Further identify, protect and promote heritage assets in Hobart



Priority Area of Activity

Environment and Natural Resources

Future Direction Statement

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

Context of Issues

Hobart's natural resources contribute greatly to the character and appeal of Hobart and are important for recreation and cultural connectedness.

Management, through the protection of its natural environment, will continue to be a priority along with minimising environmental harm, pollution and managing the impacts of climate change.

With the existing landfill nearing the end of its asset life, an alternative is to be identified and the existing site rehabilitated along with the long-term management of storm water.

5-Year Priorities

- Leading climate change mitigation and adaptation practices
- Having a greater resilience to natural hazards
- Achieving sustainable waste management

Strategic Objectives

The strategic Objectives are to:

1. Show leadership in addressing and responding to climate change impacts
2. Enhance community resilience to natural hazards
3. Improve the environment of Hobart through improved monitoring and regulatory awareness
4. Increase public awareness and participation in the care of bushland areas
5. Provide for the City's long-term management of waste
6. Improve the quality of stormwater flows and reduce risk of storm water inundation
7. Responsibly manage the natural and cultural values of the open space network





Priority Area of Activity

Strong, Safe and Healthy Communities

Future Direction Statement

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

Context of Issues

The Council will continue to build a socially inclusive Hobart, working in partnership with community members, groups, organisations and government agencies to respond to the needs and aspirations of the Hobart community.

A focus will be continuing to improve community safety and public health, promoting healthy and active lifestyles, fostering social connectedness, building participation by providing and supporting a diversity of social, recreational, cultural and educational opportunities.

It is important for the Council to be informed about its community, including through ongoing community engagement and sharing information to encourage participation.

5-Year Priorities

- Increasing community participation
- Improving community safety
- Increasing public health and healthy lifestyles

Strategic Objectives

The strategic objectives are to:

1. Stimulate community participation
2. Improve management of community facilities and open spaces
3. Further build community safety
4. Promote good public health outcomes
5. Encourage healthy lifestyles
6. Establish a clear role for the City on housing and support homelessness initiatives
7. Support education and lifelong learning opportunities
8. Review the future operations and strategic redevelopment of the Hobart Aquatic Centre
9. Increase utilisation of City facilities in line with the Creative Hobart Strategy.



Priority Area of Activity

Governance

Future Direction Statement

FD3 – is well governed at a regional and community level

Context of Issues

Hobart is the Capital City of Tasmania and plays an important role for both the local community, and the wider region. It is important that the Council communicates with its own residents, businesses, developers, stakeholders, with national and international relationships.

Operating in an environment where statutory obligations are to be met and service delivery expectations are increasing, within tight financial restraints, requires strategic leadership and informed decision making.

The City aims to support growth and development and has the duty to ensure the highest standards of accountability, good governance and ethical decision-making.

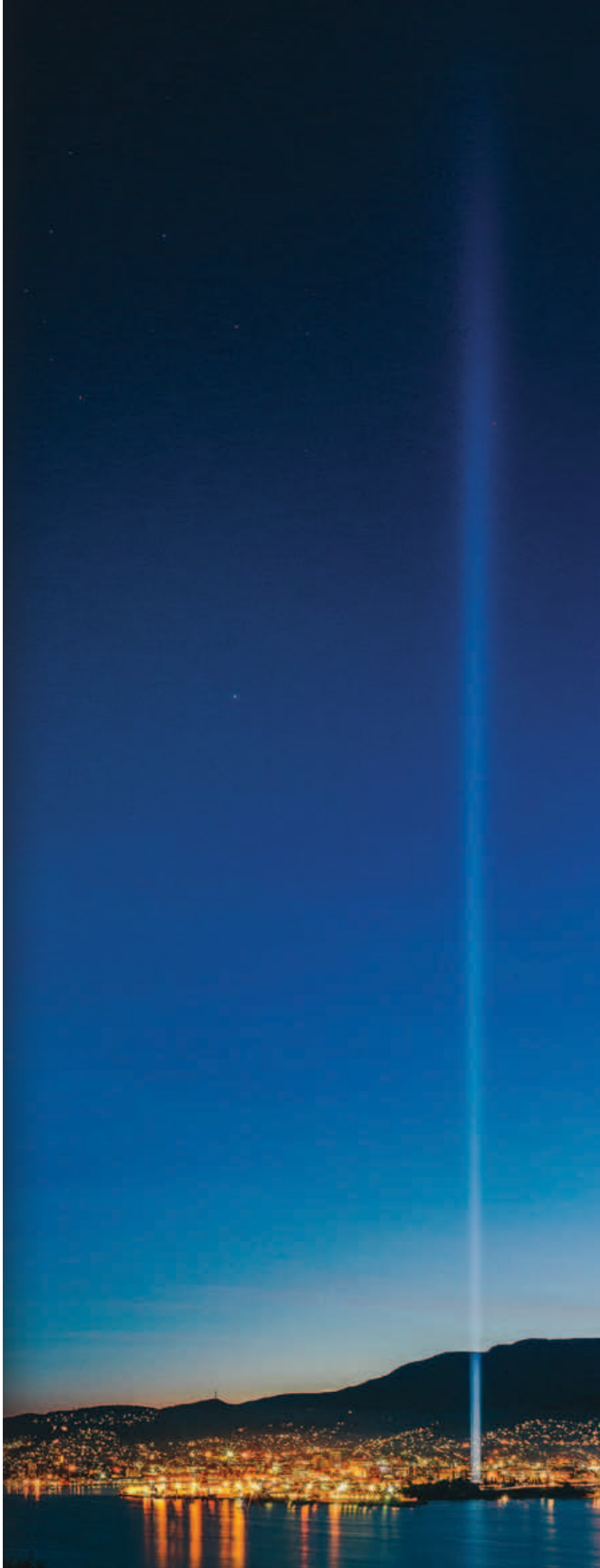
5-Year Priorities

- Providing strategic leadership
- Demonstrating accountability and transparency
- Achieving organisational sustainability
- Effective community engagement and communication
- Effective stakeholder and intergovernmental relations

Strategic Objectives

The strategic objectives are to:

1. Ensure the City's decision-making is driven by good qualified advice
2. Anticipate, benefit from and respond to external changes and opportunities
3. Be accountable and transparent
4. Review and optimise the City's service delivery
5. Engage and communicate effectively with the community
6. Enhance financial sustainability of the City
7. Optimise sustainability of asset management while meeting service delivery needs
8. Enhance workforce capacity and safety
9. Enhance corporate resilience to natural hazards
10. Improve corporate environmental sustainability
11. Develop and promote partnerships to achieve regional, city and community goals
12. Continue to review the City's activities and services to ensure ongoing relevance to the community





Contact

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or Visit the Council website hobartcity.com.au



