

CITY OF HOBART

CAPITAL CITY STRATEGIC PLAN 2023



City of **HOBART**



Acknowledgment of Country

In recognition of the deep history and culture of our city, we acknowledge the Tasmanian Aboriginal People as the Traditional Custodians of this land. 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.

We recognise that we have much to learn from Aboriginal People today, who represent the world's oldest continuing culture. We recognise the value of continuing Aboriginal knowledge and cultural practice. We pay our sincere respects to Elders past and present and to all Aboriginal People living in and around Hobart.



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HOBART TODAY

WHO WE ARE



55 981

population



37

median age
in years



30%

forecast increase in
population growth
by 2046



1.6%

of people identify
as Aboriginal &
Torres Strait Islander

WHERE WE LIVE



720

people per
square km¹



20 000

trees managed by
City of Hobart, not
including bushland



26%

tree coverage
in urban areas



7791

hectares
(land area)



134km

of walking
and mountain
bike trails



3084

hectares of parks, gardens,
reserves, bushland and
undeveloped open spaces



79

urban
neighbourhood
parks



80

hectares of sports
grounds and
facilities



1.6m

visits to kunanyi /
Mt Wellington annually



28%

of all visitors to Tasmania
visit kunanyi / Mt Wellington

¹ Compared to Greater Hobart at 149 persons per square km

HOBART TODAY

WHERE WE COME FROM



28%

of people
born overseas
(15 747 people)



Top 5

overseas birthplaces
are China, UK, India,
Nepal and NZ



78%

are Australian
citizens



6273

International
students

HOW WE LIVE



59%

purchasing or
owning a home



35%

renting



25 019

total rateable
properties



21 708

residential rateable
properties



5.49%

Consumer Price Index
– Hobart (June 2023)



\$630

Median weekly
rent (house)



\$956K

Median house
price



27%

of households
in rental stress



441

people experiencing
homelessness

HOBART TODAY

HOW WE WORK



6874

total businesses



40%

of businesses have less
than 20 employees



66 663

local jobs



73%

of people over 15 completed
Year 12 schooling or equivalent



49%

have Bachelor's
degree or above



10%

have vocational
qualifications



8.3bn

2022 GRP, an increase of
3.26% from 2021



\$1842

Typical net weekly
household income

HOW WE ENGAGE IN CIVIC LIFE



38 546

enrolled voters



32 433

votes in 2022 council
elections with an 84%
response rate

YOUR SAY HOBART



34 730

people were informed
about a project¹



10 271

people were engaged
on City projects²



3923

active registered users
on Your Say

1. They viewed a document, image, video, FAQ, etc
2. Provided feedback via an online tool)

HOW WE RELATE



25%

of residents have
volunteered



19%

speak another
language at home



92%

are proficient
in English





MESSAGE FROM THE LORD MAYOR

Welcome to the City of Hobart's Capital City Strategic Plan 2023.

On behalf of the Hobart City Council I am pleased to present the City of Hobart's Capital City Strategic Plan 2023—the four-year review of the 2019-29 Strategic Plan.

The 2019-29 Strategic Plan was produced as a guide that shows the City of Hobart and its people the future that we wish for our city. Its creation was informed by *Hobart: A community vision for our island capital* which was developed by the community in 2018 and is a demonstration of the pride and care that the residents of Hobart have for their city.

In many ways, the Hobart of 2023 is quite different to the Hobart of 2019 when the 10-year strategic plan was endorsed.

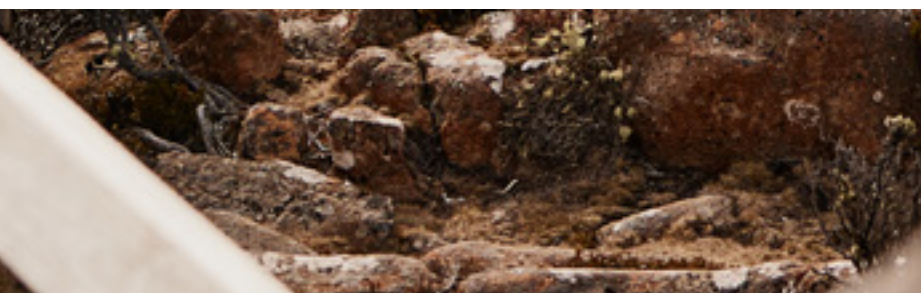
Increases in population growth over the last ten years, and in Greater Hobart has impacted on accommodation, transport, and how we access and utilise services and shared areas.

The COVID-19 pandemic has accelerated trends regarding remote and flexible work, and how individuals interact with our city, bringing with it a host of social, economic, environmental and policy implications. Significant cost of living increases have impacted budgets—both domestic and the City's—and are affecting the nature of the city economy. Finally, we are seeing intensification of the impacts of climate change in our environment, on people and the economy.

This four-year review of the strategic plan has given the Council the opportunity to consider these changes and factors that will impact Hobart in the future. The review builds on the work done in the last four-years, addresses the challenges ahead of us and embraces opportunities for change and growth in line with the community vision. The strategic plan will position the City of Hobart, our residents, businesses and the wider community to face these challenges and opportunities in the future and strives to leave no one behind.

The Council looks forward to working with the community, businesses and the wider community to deliver the strategic plan and to achieve a future for Hobart that benefits everyone.

Cr. Anna Reynolds
Lord Mayor



WELCOME: OUR COMMITMENT

Hobart has a sense of community and connection rarely experienced in a capital city. The people of Hobart value its unique history and culture, connections to the natural environment and the human scale of the city. The Tasmanian Aboriginal peoples' connection to Country remains unbroken and underlies our special connection to place in the past, present and into the future.

The City of Hobart values the collective ownership of Hobart that community members feel. As we grow, we strive to nurture the aspects of Hobart that our communities value most. This includes maintaining this special connection to people and place as Hobart continues to evolve.

“

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*, page 14

Hobart is experiencing strong population growth that is expected to continue. A growing population places challenges and opportunities on the things that make Hobart unique. Rapid social, economic, and environmental challenges due to the COVID-19 pandemic, climate change, and housing and transport pressures change the way our communities interact with the city. These changes demand strong governance structures to embrace growth and other challenges as we move into the future.

We are as committed now as we were in 2019 to work together with our communities to achieve a future for Hobart that benefits everyone. Through this Capital City Strategic Plan 2023 review, the City of Hobart is pleased to demonstrate this commitment.

Welcome to the City of Hobart Capital City Strategic Plan 2023.



About the Capital City Strategic Plan

The Capital City Strategic Plan 2023 is a partner document to the Community Vision and reflects the community's values and aspirations in *Hobart: A community vision for our island capital*. Adopted by Council in September 2019, it is crucial to the City's work, guiding the development of long-term strategies and plans to set priorities and guide practical decision-making.

A community vision for Hobart

Hobart: A community vision for our island capital taught us what people value about our island capital and what they aspire to for its future. It was developed in 2018 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 a community panel to draft the vision. The community panel consisted of 46 community members and businesspeople from across the region.

Through the dedication of the people involved, the community vision resulted in three parts: identity statements, the eight pillars, and the vision statement. The identity statements are the stories that summarise the values and special qualities that community members and stakeholders want to see reinforced, developed, or improved, and the pillars represent the aspirations for major aspects of life in Hobart.

The vision is not based on concrete policies or actions, rather it outlines the kind of future people would like to see for Hobart. It articulates 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 and calls on us to demonstrate long-term commitment to help create the city our community wants.

OUR MISSION

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

VISION STATEMENT

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.

Our community pillars

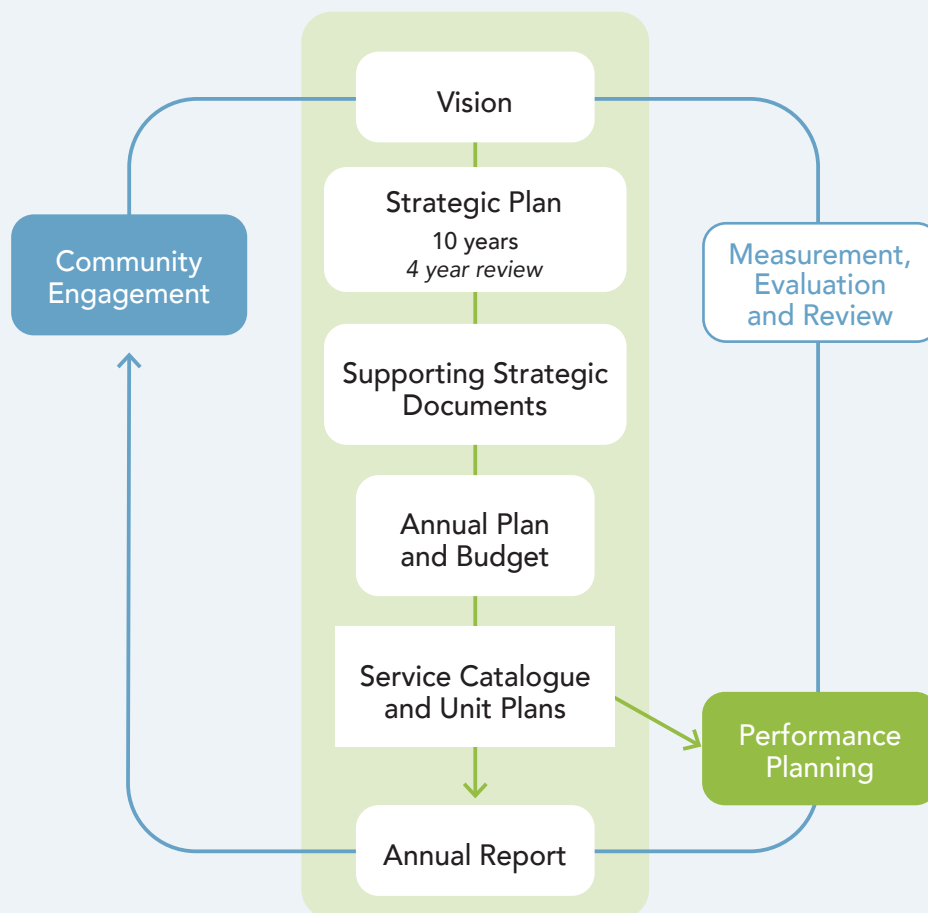
The community pillars represent the major parts of life in Hobart and provide the organising framework for this strategic plan.



The City of Hobart's Integrated Planning and Reporting Framework

The Capital City Strategic Plan and Community Vision are the foundation of the City of Hobart's Integrated Planning and Reporting Framework. This framework guides staff in annual planning and reporting and fosters continuous improvement, transparency, accountability, and good decision-making.

The framework defines a timely and coordinated system that enables the City to effectively manage resources, achieve its goals and objectives and evaluate and communicate our performance. Ultimately, the framework delivers public value to our community and ensures that the Capital City Strategic Plan and Long-Term Financial Management Plan are put into action through the City's Annual Plan and Annual Budget Program.



Strategic plan 2023 review

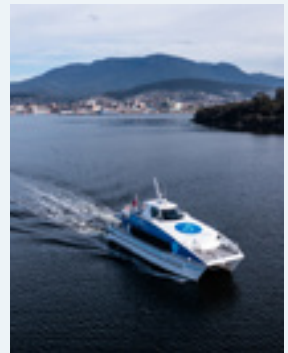
The Local Government Act 1993 requires that all local governments prepare a ten-year strategic plan that must be reviewed every four years. The review is timely as there have been many social and economic changes since the 2019 Plan was developed.

This review helps us to respond to the major challenges we face now and be prepared for the future of our growing city. It will be used to develop the City of Hobart's long-term strategies, set priorities, and guide practical decision-making. The review also identifies challenges, opportunities and corporate priorities that will have major impacts on the future of the city and its governance.

What we have achieved

Since the finalisation of the 2019 Plan, the City has worked hard to deliver against the strategic pillars and there have been many substantial achievement, including:

- ✓ Connected Hobart Smart City Framework and Action Plan.
- ✓ Sustainable Hobart Action Plan.
- ✓ Parks redevelopments: Swan Street Park, Fern Tree Park, Tolman's Hill Park, Legacy Park.
- ✓ Single-Use Plastics By-Law.
- ✓ Hobart CBD speed limit reduction to 40kph.
- ✓ Aboriginal Commitment and Action Plan.
- ✓ Smoke-free CBD.
- ✓ The Crowther Reinterpretation Project.
- ✓ Bushfire Management Strategy.
- ✓ Ferry Service from Bellerive to Hobart.
- ✓ Hobart Current – a biennial program showcasing contemporary artists working across different media.
- ✓ Construction of the Bridge of Remembrance and Rose Garden bridges.
- ✓ Safe City Hub to monitor and enhance safety and security across Hobart.
- ✓ Development of the Central Hobart Plan.



In addition, the City of Hobart delivered several programs and initiatives that responded to the impact of COVID-19 and helped address community recovery.

How we undertook the review

The review began with an audit of our progress towards the outcomes and strategies listed in the strategic plan, drawing upon our annual reporting process. A key influence on the review involved looking at what has changed in the last four years. Hobart has experienced significant social, economic, and policy changes since the 2019 strategic plan was adopted, many of which have been significantly influenced by the COVID-19 pandemic.

Summary of changes from 2019 and their impact on Hobart

Population growth	Hobart's population has grown steadily over this period, including a jump in younger age groups. While this presents significant opportunities for the city, a growing population can also lead to challenges through increased demand for housing, services, transport and other amenities and infrastructure.
COVID-19 pandemic	The 2019 plan was developed prior to the COVID-19 pandemic, which forced a rapid shift in all aspects of Hobart life. The sudden impacts of the pandemic transformed the way people work and interact with our city, bringing with it a host of social, economic, environmental and policy implications. The city's community and economy continue a strong recovery; however, COVID-19 continues to have an impact on the city. This includes impacts on tourism, as well as essential services and businesses.
Cost of living	Rising costs of living are placing increasing pressure on our communities, exacerbating existing issues such as housing affordability. After a period of low inflation, Hobart – like the rest of the world – is experiencing a prolonged period of high inflation.
Climate change	Cities and communities are essential in enacting genuine climate solutions. The Federal and State governments have introduced wide-ranging legislation committing to action on climate change. Urgent and coordinated action is vital at all levels of government and with our communities to reduce risks and leverage opportunities.

Strategic plan 2023 review

As part of the review, the results of the annual community satisfaction surveys were also analysed to better understand what issues are important to the community and Hobart business owners. Key issues identified from the 2021 and 2022 surveys were: planning and development and the impacts of population growth such as increased traffic and housing affordability and availability.

We also looked at factors that will impact Hobart in the future.

Future trends and how they could impact Hobart

Continuing strong population growth	Hobart's population is forecast to increase from approximately 57 000 to over 74 000 by 2046. Managing this growth will require careful strategic planning.
Global economic uncertainty	The world is currently grappling with high inflation. Together with increasing global tensions, this is causing significant economic uncertainty.
Climate change	Adverse impacts from human-cause climate change will intensify ¹ and will continue to have significant economic, social and environmental impacts, requiring collective action and investment in to reduce emissions and build resilience.
Increased digital disruption	Rapid technological advancements, such as automation, artificial intelligence, and robotics are likely to disrupt industries and transform the workforce.
Future of local government review	The Tasmanian Government has commissioned a review of the role, function, and design of local government in Tasmania. The outcomes of this review will have implications for the City of Hobart.
Community expectations	Increased demand from citizens for all types of organisations to enhance trust, transparency, fairness, and environmental and social governance.

¹ International Panel on Climate Change: AR6 Synthesis Report: Climate Change 2023, March 2023.
<https://www.ipcc.ch/report/sixth-assessment-report-cycle/>

How we engaged

During the review of the strategic plan we asked community members, stakeholders and organisations if the draft plan addressed the opportunities and challenges facing Hobart over the next 10 years. Engagement on the strategic plan was undertaken through the City's community engagement portal, Your Say Hobart. In total, 48 individuals and organisations provided input through Your Say Hobart and an additional six submissions were received.

“

Hobartians want to see a city that thrives and embraces development whilst caring for our beautiful natural resources.”

“

The city needs to plan for sustainable infrastructure, affordable housing, efficient transportation systems, and the provision of public services to accommodate the growing population while maintaining a sense of community and preserving the city's charm.”

“

Keep involving as many members of the community as possible so that you take us with you as you forge ahead with any changes.”

What we learned

From the feedback received, we learned that:

- There was a clear desire for the City to focus on planning for the future to ensure the needs of a growing population are met, while retaining Hobart's sense of place. This included investing in key infrastructure, housing, open space and sustainable building design.
- There was strong support for major developments that are seen to provide considerable economic benefits.
- People want to see our transport systems improved with a particular focus on public transport, including light rail and ferry services and active travel modes such as walking and cycling.
- The protection of our natural environment as a key asset and our response to climate change were seen as opportunities both in their contribution to Hobart as a destination and as a benefit to the local community.
- People saw potential opportunities for the City's natural assets, arts and culture and food industry to add value to the visitor economy.
- People recognise the importance of economic diversification, including supporting emerging sectors and industries, innovation and start-ups, and partnering with local institutions to build a sustainable and future fit workforce. Supporting local businesses was also a key theme and recognising the value of small businesses.
- People want increased community engagement opportunities and involvement in council decision-making.
- People recognise the need to foster strong partnerships and collaborations at a local, national and international level and the need to have a shared approach with neighbouring councils.
- People want to see more or upgraded facilities to improve community health and wellbeing outcomes.

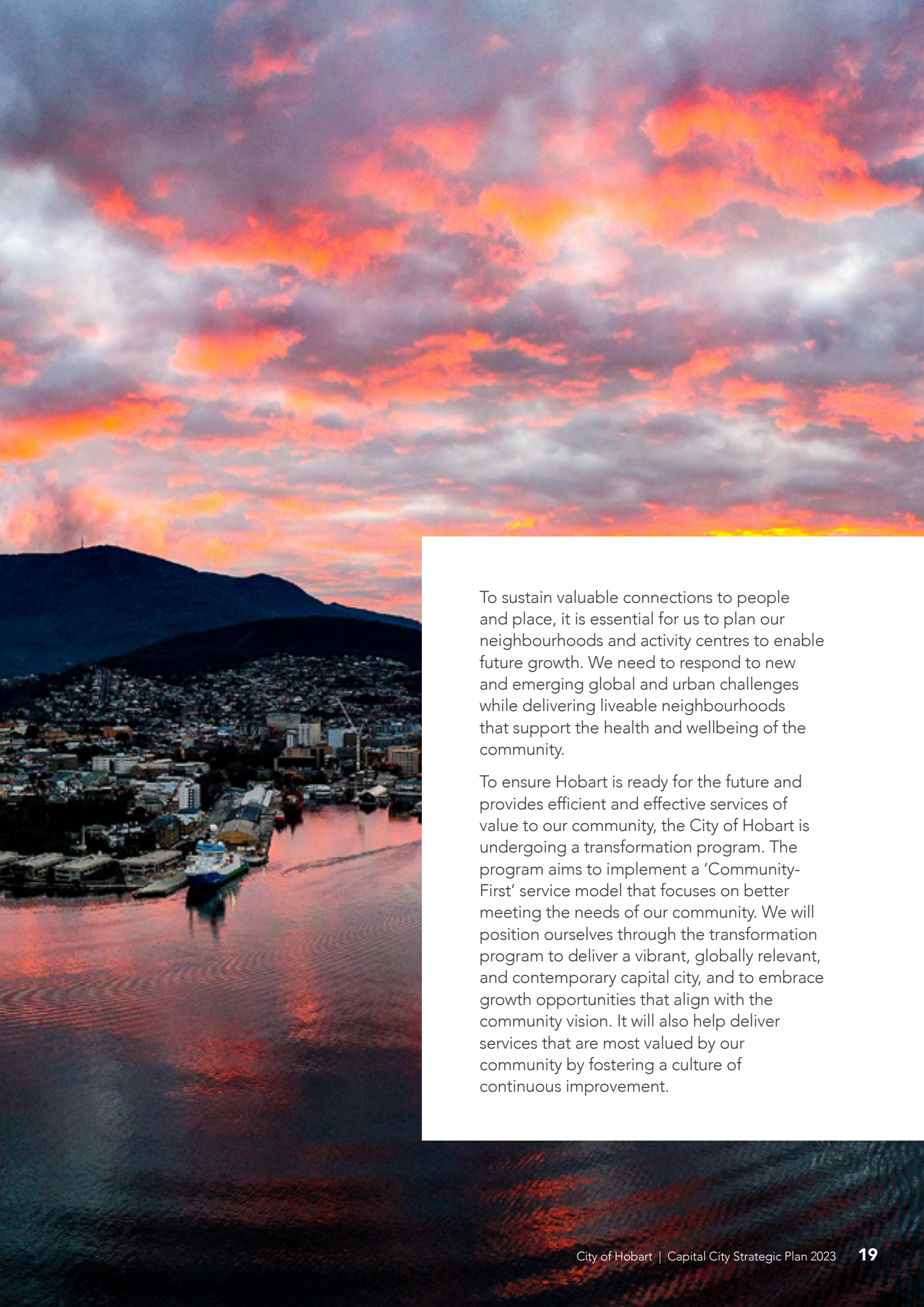
FOCUS ON THE FUTURE

Future-ready Hobart

As Tasmania's capital city local government, the City of Hobart is at the forefront of shaping a contemporary capital city that is future-ready, working within our strategic objectives while embracing change and evolving to stay relevant to our social, economic, and environmental context. The City is working hard to be able to deliver on the current and future needs of our residents, businesses and wider community while retaining the city's sense of place. As an organisation we need to be innovative and inspire confidence while being responsive to community needs and wellbeing.

As the City of Hobart transitions to a globally relevant capital city, we are welcoming opportunities for growth and building international connections in alignment with the community vision. To achieve this, the City of Hobart must provide leadership and work with key stakeholders.





To sustain valuable connections to people and place, it is essential for us to plan our neighbourhoods and activity centres to enable future growth. We need to respond to new and emerging global and urban challenges while delivering liveable neighbourhoods that support the health and wellbeing of the community.

To ensure Hobart is ready for the future and provides efficient and effective services of value to our community, the City of Hobart is undergoing a transformation program. The program aims to implement a 'Community-First' service model that focuses on better meeting the needs of our community. We will position ourselves through the transformation program to deliver a vibrant, globally relevant, and contemporary capital city, and to embrace growth opportunities that align with the community vision. It will also help deliver services that are most valued by our community by fostering a culture of continuous improvement.



Economic outlook

The City of Hobart is not immune to global and domestic economic conditions, and the direct impact on our budgetary position must be considered to ensure ongoing financial sustainability.

Global growth is forecast to remain well below the historical average over the next two years and real incomes have declined as the cost of living has escalated.

Economic growth is forecast to slow in Australia in 2023 due to rising interest rates, the high cost of living and a decline in real wealth. Domestic activity is forecast to pick up a little from late 2024 onwards as the damping of growth from the current monetary policy tightening starts to wane and inflation moderates.

Consumer price inflation was 7.8 per cent in 2022 and remains high. Global factors including pandemic-related disruptions to supply chains and Russia's invasion of Ukraine have accounted

for much of the increase in inflation over the past year. Domestically, strong domestic demand, a tight labour market, flood related disruptions and capacity constraints have also contributed to the upward pressure on prices.

Inflation is forecast to decline to the Reserve Bank of Australia's target of 2-3 per cent over the coming years. As global price pressures ease, this will flow to domestic prices, slower growth in domestic demand and moderation in labour markets are expected to reduce domestic inflationary pressures.

Now more than ever, we need to ensure that the City of Hobart is making an impact to address community need. We need to focus on the planning and prioritisation of our work to optimise organisational performance so that we are financially responsible while striving towards delivering public value.

2029 SNAPSHOT



60 980

Forecast population in 2029.
(8.7% growth)



2.36

People per household.
(increase of 0.05 people
per household)



24 754

Private dwellings.
(7.3% increase)

Future Hobart Plan 2050

The Capital City Strategic Plan is our primary planning document that outlines the outcomes we are aiming to achieve over a 10-year period. The Future Hobart Plan is an overarching document that will provide a strategic vision for the city with a particular focus on strategic land use planning. The Future Hobart Plan will ensure the planning scheme articulates a cohesive planning vision for land use and development that reflects the aspirations for the future of the city within the context of the State Government's 30-Year Greater Hobart Plan.

The Future Hobart Plan includes defining the built environment, social, economic, environmental, cultural, mobility, and amenity aspects of our future.

Hobart is made up of diverse and successful neighbourhoods that are experienced differently across the city by locals, visitors, business, and industry. Planning communities that feature and protect their natural and cultural heritage, while accommodating desired

land use and development activities consistent with contemporary standards, will enable the best outcomes to be achieved.

Under the Future Hobart Plan, several neighbourhood plans will be developed to ensure that the City of Hobart is at the forefront of urban planning policy, process, and outcomes that support future growth and the health and wellbeing of the community.

Planning for communities is a long-term proposition. It is also a joint venture involving the input, investment and commitment of government, agencies, industry, and most importantly, community. Each neighbourhood plan requires a collaborative effort between the City and the community to generate ideas of public value and shape a collective vision unique to each place. The neighbourhood plans will be flexible and outcome-focused, providing opportunities for strong community and stakeholder leadership to overcome challenges or to deliver innovations in planning and development.



SUSTAINABLE DEVELOPMENT GOALS



Local action, globally connected

Our work to make Hobart a better place is an important contribution to the global movement to work towards a better world for current and future generations. This global movement is guided by the United Nations Sustainable Development Goals (also known as the Global Goals).

Adopted by 193 countries including Australia, the Global Goals are a universal call-to-action to ensure that by 2030 all people enjoy peace and prosperity on a thriving planet. The Capital City Strategic Plan is our commitment to locally and culturally appropriate implementation of the Sustainable Development Goals.

City of Hobart Pillars



PILLAR 1 SENSE OF PLACE



PILLAR 2 INCLUSION, PARTICIPATION AND BELONGING



PILLAR 3 CREATIVITY AND CULTURE



PILLAR 4 CITY ECONOMICS



PILLAR 5 MOVEMENT AND CONNECTIVITY



PILLAR 6 NATURAL ENVIRONMENT



PILLAR 7 BUILT ENVIRONMENT



PILLAR 8 GOVERNANCE AND CIVIC INVOLVEMENT



How to read this plan

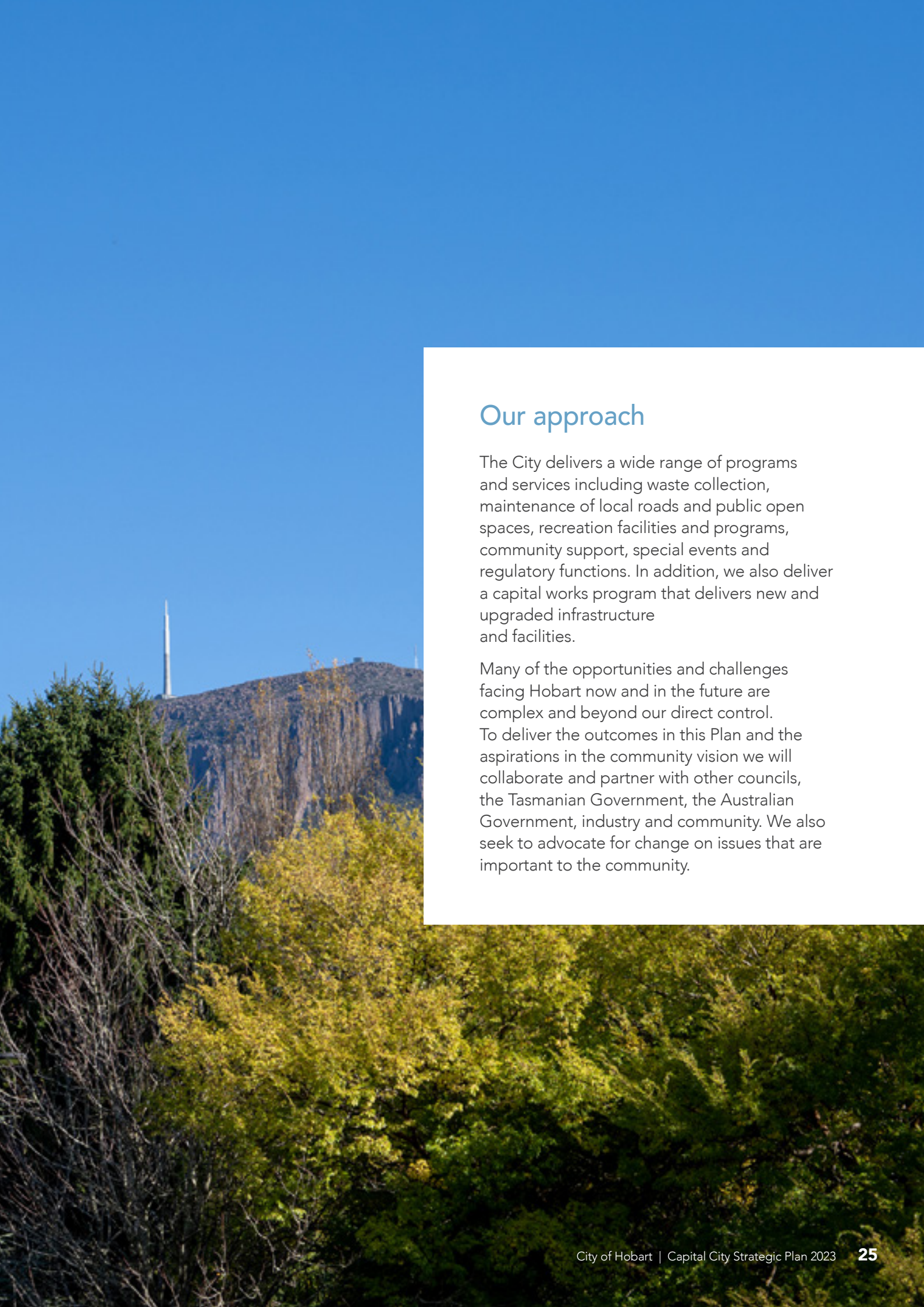
This plan uses the eight pillars from the community vision to guide the outcomes and strategies.

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	WHAT THIS TERM MEANS
Pillars	The aspects of city life, as described in the community vision.
Community vision statements	These statements were written by the vision project community panellists themselves. The statements are included in each pillar of the strategic plan as a reminder of the community's goals and intent.
Outcomes	The outcomes are the goals we aim to achieve. They are linked to the focus areas of the vision. They are numbered as 1.1, 1.2 and so on.
Strategies	The strategies are how we will achieve the outcomes. They reflect the 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.

A glossary of key terms can be found in Appendix 1.





Our approach

The City delivers a wide range of programs and services including waste collection, maintenance of local roads and public open spaces, recreation facilities and programs, community support, special events and regulatory functions. In addition, we also deliver a capital works program that delivers new and upgraded infrastructure and facilities.

Many of the opportunities and challenges facing Hobart now and in the future are complex and beyond our direct control. To deliver the outcomes in this Plan and the aspirations in the community vision we will collaborate and partner with other councils, the Tasmanian Government, the Australian Government, industry and community. We also seek to advocate for change on issues that are important to the community.



PILLAR 1

SENSE OF PLACE

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.





OUTCOME 1.1

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

STRATEGIES

-
- 1.1.1 Protect and enhance, core elements of Hobart identity – kunanyi / Mount Wellington, timtumili minanya / River Derwent, natural areas, green spaces and Hobart's heritage, culture and human scale – so they continue to be valued as central features of Hobart's landscape and social fabric.
 - 1.1.2 Create opportunities for people to connect to place and Country, supporting community activities, 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, cultural 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's 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 Celebrate and highlight the distinctiveness of Hobart's character, and historical and cultural heritage.
 - 1.2.2 Ensure City place-making planning and initiatives embody civic pride by reflecting community values and the character of local neighbourhoods.
 - 1.2.3 Ensure major project outcomes integrate with Hobart's identity and the community vision.
 - 1.2.4 Develop and implement the Future Hobart Plan, Central Hobart Plan and related neighbourhood plans.
 - 1.2.5 Implement Urban Design and Public Realm Design guidelines for streetscapes and public spaces that are welcoming, high-quality, comfortable, vibrant, green accessible, inclusive and safe.
 - 1.2.6 Champion, encourage and acknowledge design excellence in the built environment.
-



PILLAR 2

COMMUNITY INCLUSION, PARTICIPATION AND BELONGING

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





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, wellbeing and inclusion in partnership with Aboriginal people. |
| 2.1.2 | Highlight Tasmanian Aboriginal history and culture, including acknowledgment of the darkness of our shared experience, through interpretation, naming, arts and events. |
| 2.1.3 | Engage with Aboriginal people on how they want the City to work with them. |
| 2.1.4 | Demonstrate leadership through affirmative action measures around Aboriginal employment and procurement of goods and services from Aboriginal businesses. |

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 cultures, histories and identities, encouraging mutual understanding in the community. |
| 2.2.3 | Review and implement multicultural, diversity, equal access and other awareness and learning opportunities for staff. |
| 2.2.4 | Build and leverage our evidence base, experience and community knowledge to understand those who are most disadvantaged, excluded and vulnerable and develop appropriate initiatives. |
| 2.2.5 | Recognise the impact and value of volunteering on the delivery of City programs and the benefits to the community. |

PILLAR 2

OUTCOME 2.3

Hobart communities are active, have good health and wellbeing and are engaged in lifelong learning.

STRATEGIES

- | | |
|-------|--|
| 2.3.1 | Provide diverse activities and programs that reduce social isolation and build social cohesion and improve health and wellbeing. |
| 2.3.2 | Provide and progressively enhance a range of accessible quality places, facilities and infrastructure that support healthy living and where people can enjoy social, education and recreation activities and events. |
| 2.3.3 | Provide diverse and accessible sporting and recreation facilities with neighbouring councils and the State Government. |
| 2.3.4 | Provide a range of quality and inclusive play spaces. |
| 2.3.5 | Ensure neighbourhoods, streets and public spaces help all people to be healthy and physically active. |
| 2.3.6 | Support accessible learning opportunities for people at all ages and stages of life, including foundational learning skills. |
| 2.3.7 | Consider mental, physical and social health and wellbeing in the development of strategies, policies, projects and initiatives. |
| 2.3.8 | Encourage and support community initiated social food initiatives that contribute to sustainable and resilient food systems, such as community gardens, food banks and other community enterprises. |
| 2.3.9 | Enhance relationships with educational institutions and community-based organisations. |





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 | Protect and improve public and environmental health, wellbeing and safety. |
| 2.4.2 | Ensure that Hobart is a safe and liveable city by enhancing community wellbeing and public safety and security. |
| 2.4.3 | Maintain and, when necessary, activate the City of Hobart Municipal Emergency Plan, Public Health Emergency Management Plan and Community Recovery Plan. |
| 2.4.4 | Support and implement initiatives to build resilience to emergencies, with a focus on those most vulnerable. |





PILLAR 3 CREATIVITY AND CULTURE

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.





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 | Collaborate with, champion and celebrate Hobart's creative and cultural institutions. |
|-------|---|
-
- | | |
|-------|---|
| 3.1.3 | Implement a diverse public arts program that reflects Hobart's unique identity, through innovative, publicly accessible works of art. |
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| 3.1.4 | Build creative arts and design thinking into the City's projects. |
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OUTCOME 3.2

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

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| 3.2.1 | Support Tasmanian Aboriginal people to develop initiatives that enable creative and cultural practice. |
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| 3.2.2 | Support creative and cultural initiatives that invite people to engage with Tasmanian Aboriginal history and culture. |
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| 3.2.3 | Use the creative arts as a platform for encouraging participation in public life and raising awareness of important issues. |
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| 3.2.4 | Support arts and events as a means of story sharing and sparking conversations about ideas, histories and diverse cultures. |
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PILLAR 3

OUTCOME 3.3

Everyone in Hobart can participate in a diverse and thriving creative community.

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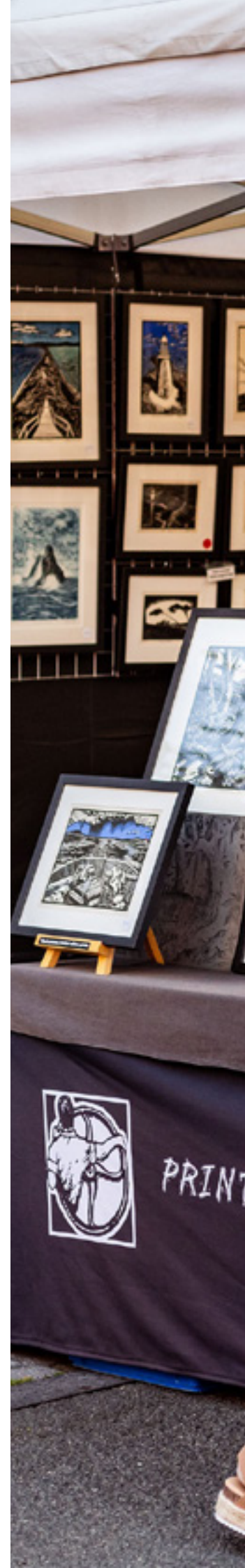
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| 3.3.1 | Provide affordable, inclusive and accessible opportunities for community members to engage in arts and culture. |
| 3.3.2 | Provide opportunities through commissions, events, exhibitions and mentoring for diverse creative practitioners to develop meaningful experiences for residents and visitors. |
| 3.3.3 | Promote Hobart as a hub for creative practitioners to network, collaborate, access services and apply their skills. |
| 3.3.4 | Support creative and cultural programs and activities by providing grants, sponsorships and partnerships funding and other support. |

OUTCOME 3.4

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

STRATEGIES

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| 3.4.1 | Support the activation of City-owned spaces for creative, cultural, community and commercial initiatives. |
| 3.4.2 | Activate public spaces and venues, to benefit the community and business sector through changes to infrastructure, public art, performances, events, festivals and markets. |
| 3.4.3 | Support and encourage initiatives to incorporate public art into public, private and commercial developments. |







PILLAR 4

CITY ECONOMIES

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.



OUTCOME 4.1

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

STRATEGIES

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| 4.1.1 | Attract investment that supports businesses and communities to flourish in ways consistent with the community vision. |
| 4.1.2 | Identify and support Hobart's industries, which reflect the geography, climate, places, and skills found in Tasmania. |
| 4.1.3 | Partner with local businesses, stakeholders and Government to develop capacity to transform toward a zero emissions and resilient city that can leverage circular economy practices. |
| 4.1.4 | Support the local community and businesses to foster the vibrancy of local areas to contribute to attractive and unique destinations. |
| 4.1.5 | Continue to incorporate sustainable economic thinking into the City's operations and decision-making. |

PILLAR 4

OUTCOME 4.2

Diverse connections give people opportunities to participate in the economic life of the city and help the economy, businesses and workers thrive.

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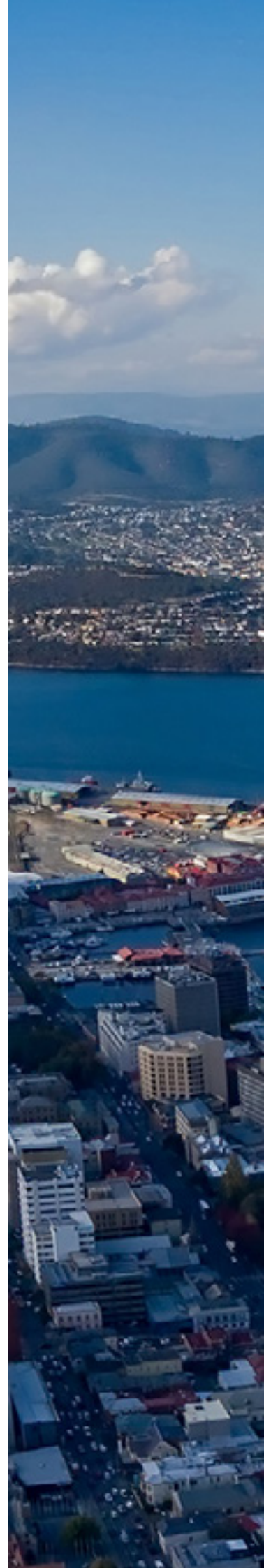
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| 4.2.1 | Support ways of welcoming people of all backgrounds to participate in Hobart's economy and professional communities. |
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| 4.2.2 | Actively support and engage with local businesses, business groups and networks, industry associations, key institutions and other stakeholders in the Hobart economy. |
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| 4.2.3 | Support local businesses and retailers through the promotion of retail and other services in the city centre and retail precincts. |
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| 4.2.4 | Build and maintain international partnerships that deliver mutual economic and community benefits. |
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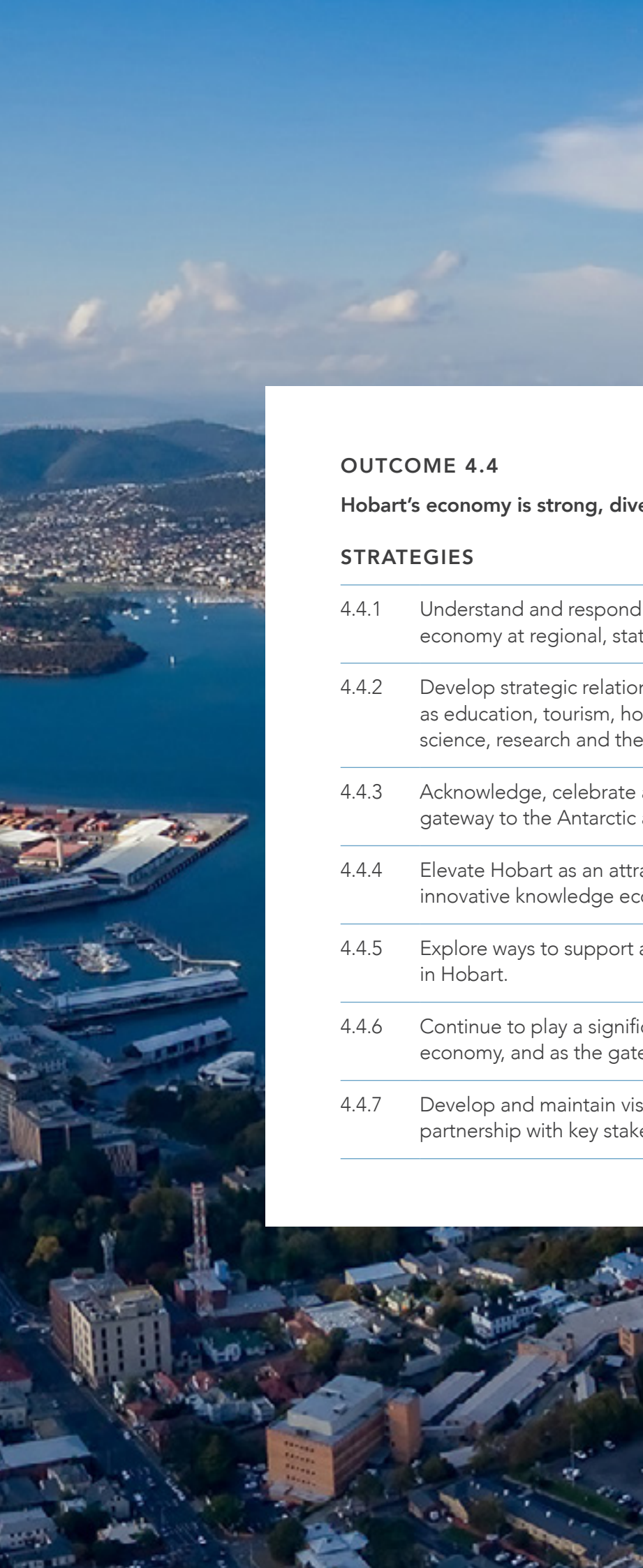
OUTCOME 4.3

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

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| 4.3.1 | Support and engage with new and emerging entrepreneurs and provide businesses with guidance on the City's regulatory and administrative requirements. |
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| 4.3.2 | Build organisational capability to respond to systemic city challenges through rapid and participatory research, design, testing, and scaling. |
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| 4.3.3 | Support opportunities for businesses to test new ideas and explore how creative regulation can support innovation. |
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OUTCOME 4.4

Hobart's economy is strong, diverse and resilient.

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| 4.4.1 | Understand and respond to the strategic context of the Hobart economy at regional, state, national and international levels. |
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| 4.4.2 | Develop strategic relationships in major Hobart industries such as education, tourism, hospitality, health, community services, science, research and the public and creative sectors. |
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| 4.4.3 | Acknowledge, celebrate and leverage Hobart's position as a gateway to the Antarctic and Southern Ocean. |
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| 4.4.4 | Elevate Hobart as an attractive location for high value and innovative knowledge economy industries. |
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| 4.4.5 | Explore ways to support and grow the night-time economy in Hobart. |
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| 4.4.6 | Continue to play a significant role in the visitor and tourism economy, and as the gateway city to Tasmania. |
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| 4.4.7 | Develop and maintain visitor services and tourism infrastructure in partnership with key stakeholders and government agencies. |
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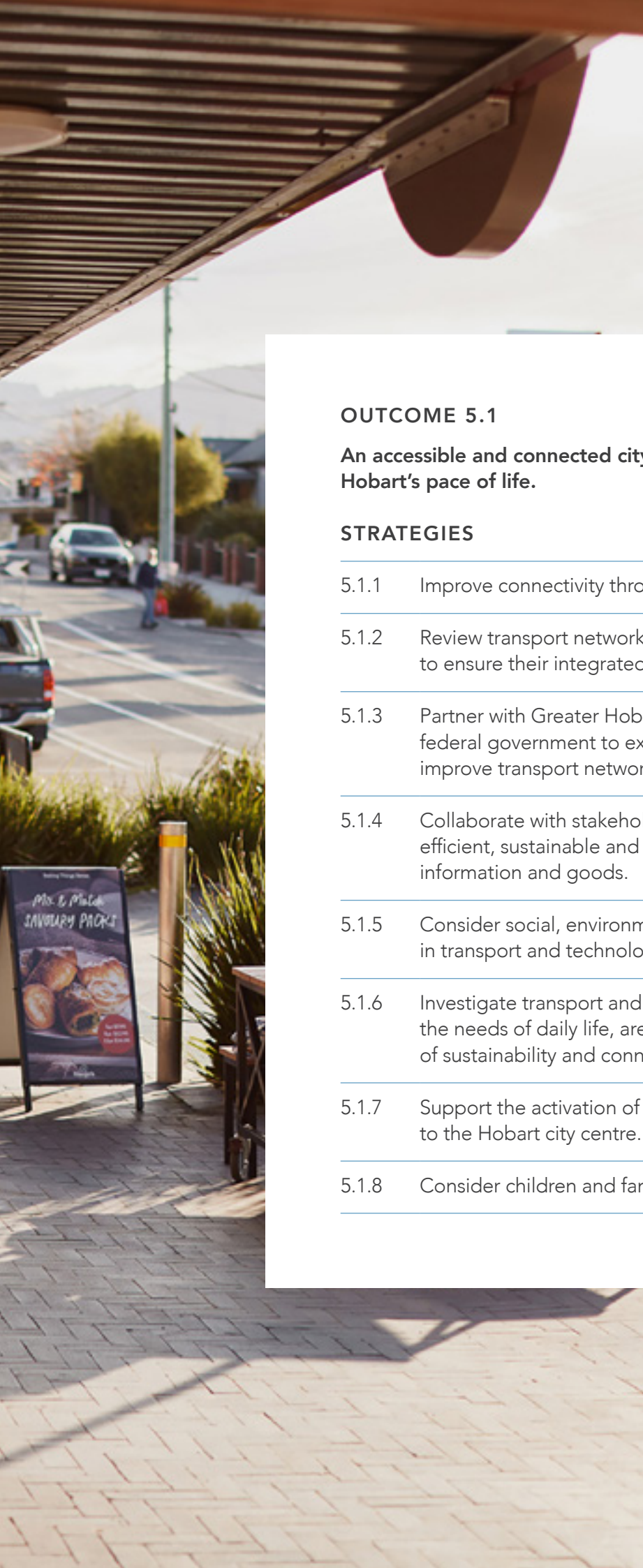


PILLAR 5

MOVEMENT AND CONNECTIVITY

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.





OUTCOME 5.1

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

STRATEGIES

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| 5.1.1 | Improve connectivity throughout Hobart's inner city and suburbs. |
| 5.1.2 | Review transport networks, with the Tasmanian Government, to ensure their integrated planning and operation. |
| 5.1.3 | Partner with Greater Hobart Councils and state and federal government to explore regional initiatives to improve transport networks. |
| 5.1.4 | Collaborate with stakeholders and business on accessible, efficient, sustainable and innovative movement of people, information and goods. |
| 5.1.5 | Consider social, environmental and economic elements in transport and technology decision-making. |
| 5.1.6 | Investigate transport and technology possibilities that meet the needs of daily life, are accessible, and reinforce values of sustainability and connection. |
| 5.1.7 | Support the activation of the Northern Rail Corridor to the Hobart city centre. |
| 5.1.8 | Consider children and family needs in city mobility planning. |

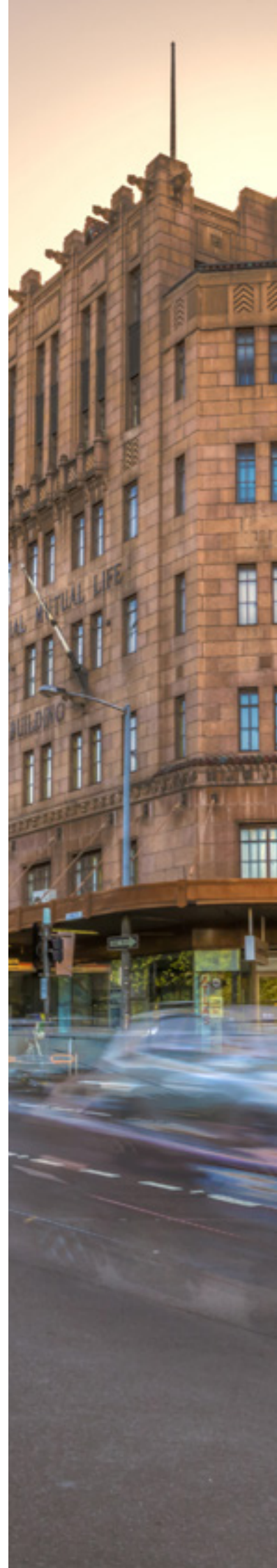
PILLAR 5

OUTCOME 5.2

Hobart has effective and environmentally sustainable transport systems.

STRATEGIES

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| 5.2.1 | Prioritise zero emissions and energy efficient transport and technology initiatives that improve city life. |
| 5.2.2 | Prioritise and promote opportunities for safe, accessible and integrated active transport. |
| 5.2.3 | Advocate for and promote the increased use of public transport. |
| 5.2.4 | Develop and enhance greenways and linear parks between the city centre and surrounding areas. |
| 5.2.5 | Provide commuter and smart parking solutions that support a balanced, accessible and sustainable transport network. |
| 5.2.6 | Identify and implement infrastructure improvements to enhance access and road safety and reduce air and noise pollution. |
| 5.2.7 | Develop, upgrade and maintain the City's network of roads, bridges, cycleways, footpaths and walkways to ensure they are safe, accessible and sustainable. |





OUTCOME 5.3

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

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| 5.3.1 | Use technology, including in assets and new civil infrastructure, to respond to challenges and enhance quality of life, in line with the community vision. |
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| 5.3.2 | Embrace opportunities to use innovative technologies to support and manage transport networks and help us achieve the vision of being a vibrant and sustainable city. |
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| 5.3.3 | Respond to the current trends and future opportunities of the smart cities concept and associated technologies. |
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| 5.3.4 | Connect innovation to values, understanding community needs before implementing new technologies. |
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| 5.3.5 | Bridge the digital divide and ensure digital communications and technologies are accessible and available to all. |
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| 5.3.6 | Test the benefits of emerging technologies, providing insights for strategic, operational and legislative change. |
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| 5.3.7 | Progress and continually improve the integration and security of the City's business systems. |
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OUTCOME 5.4

Data informs decision-making.

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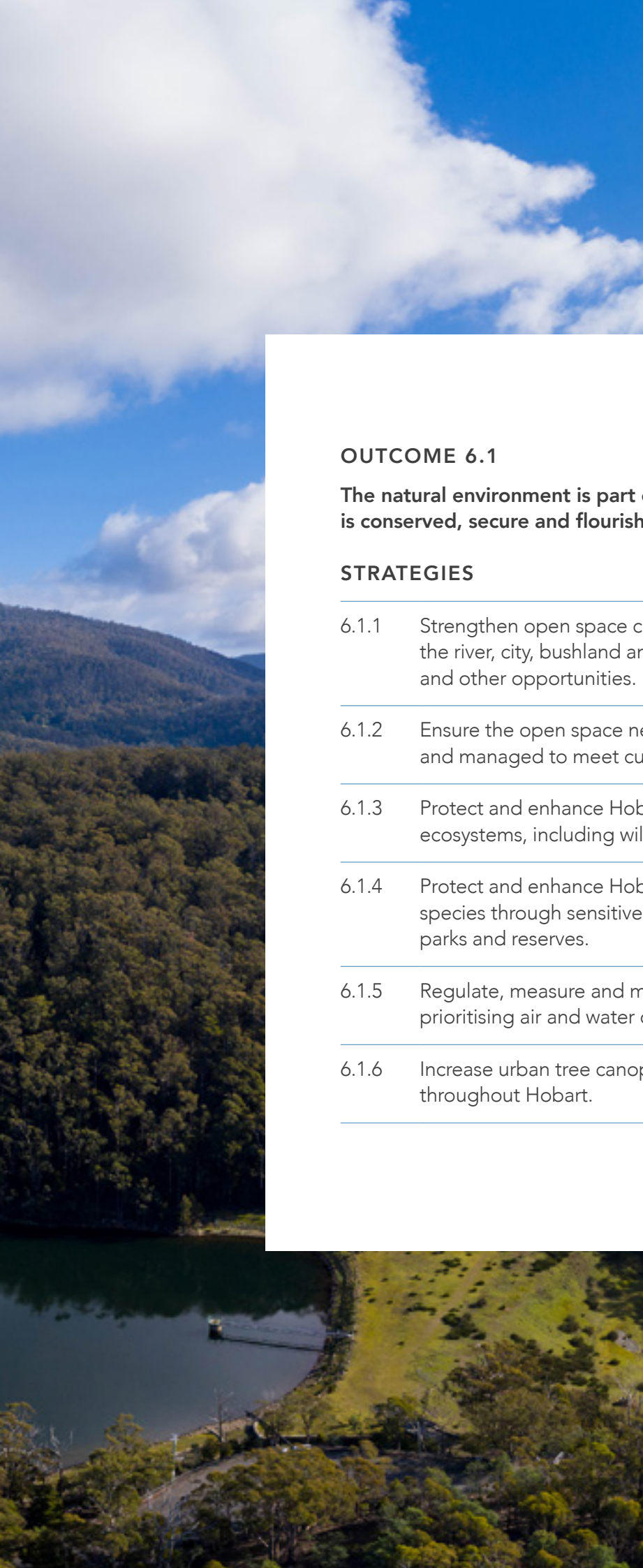
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| 5.4.1 | Gather and appropriately manage relevant data that can be used to guide decision-making, monitor trends and measure progress. |
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| 5.4.2 | Implement best practice data collection, storage, analytics and communication. |
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| 5.4.3 | Develop preparedness and critical response capabilities against cybersecurity threats and incidents. |
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PILLAR 6

NATURAL ENVIRONMENT

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.



OUTCOME 6.1

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

STRATEGIES

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- 6.1.1 Strengthen open space connectivity, prioritising links between the river, city, bushland and the mountain, through acquisitions and other opportunities.
 - 6.1.2 Ensure the open space network across the City is planned for and managed to meet current and future population needs.
 - 6.1.3 Protect and enhance Hobart habitats, key natural assets and ecosystems, including wildlife corridors and waterways.
 - 6.1.4 Protect and enhance Hobart’s biodiversity, manage invasive species through sensitive and ecologically sustainable use of parks and reserves.
 - 6.1.5 Regulate, measure and manage potentially polluting activities, prioritising air and water quality.
 - 6.1.6 Increase urban tree canopy cover and greenery throughout Hobart.
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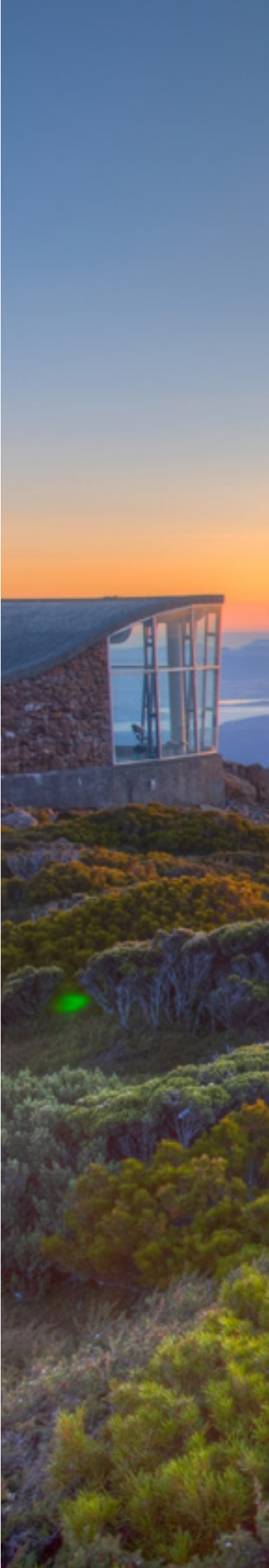
PILLAR 6

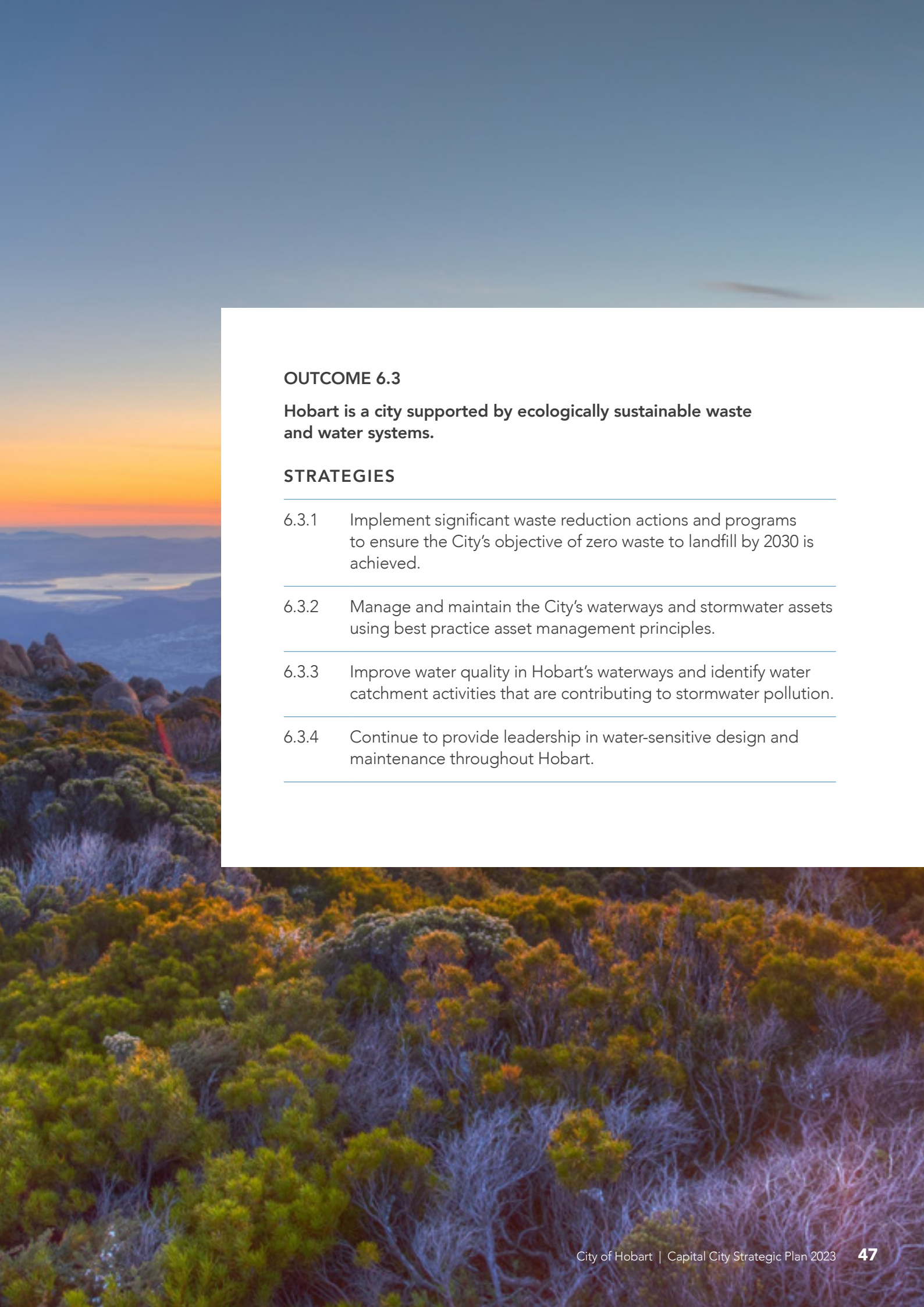
OUTCOME 6.2

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 foster their connection to nature.
6.2.2	Increase public awareness of and participation in environmental conservation and the care of bushland areas.
6.2.3	Care for Tasmanian Aboriginal sites, resources and landscapes in collaboration with Tasmanian Aboriginal people.
6.2.4	Engage with Tasmanian Aboriginal people to develop opportunities for undertaking and reflecting cultural practices and heritage in Hobart's bushland and public spaces.
6.2.5	Learn from and contribute to global best practices on management of the natural environment.





OUTCOME 6.3

Hobart is a city supported by ecologically sustainable waste and water systems.

STRATEGIES

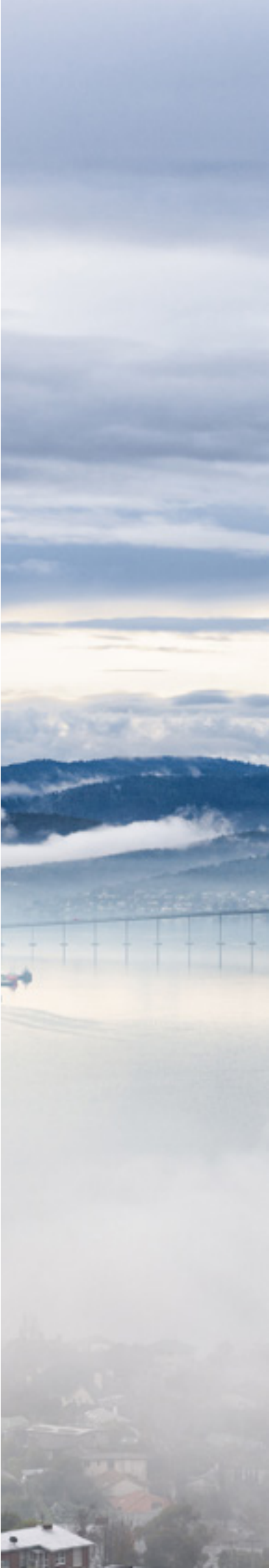
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| 6.3.1 | Implement significant waste reduction actions and programs to ensure the City's objective of zero waste to landfill by 2030 is achieved. |
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| 6.3.2 | Manage and maintain the City's waterways and stormwater assets using best practice asset management principles. |
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| 6.3.3 | Improve water quality in Hobart's waterways and identify water catchment activities that are contributing to stormwater pollution. |
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| 6.3.4 | Continue to provide leadership in water-sensitive design and maintenance throughout Hobart. |
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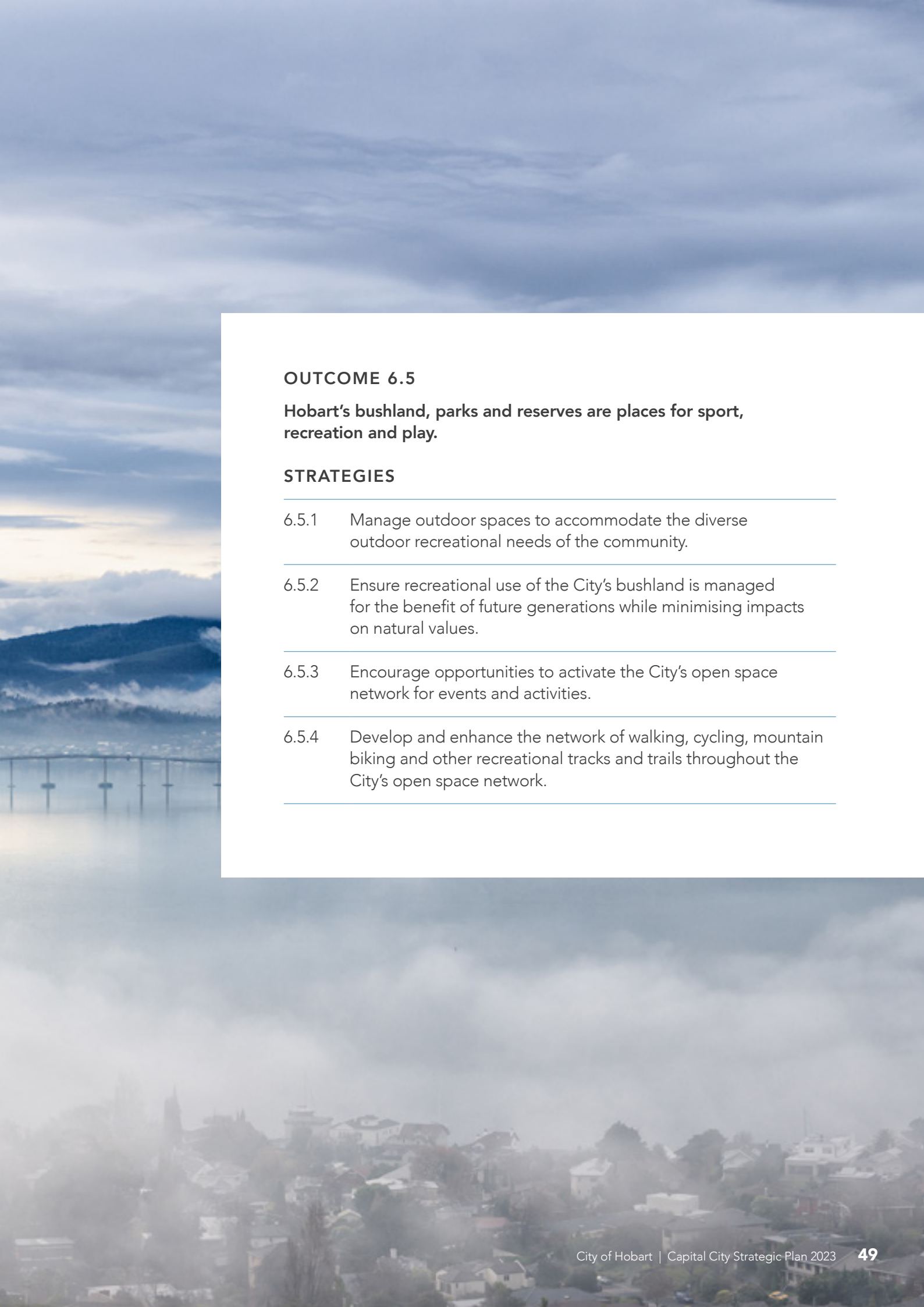
PILLAR 6

OUTCOME 6.4

Hobart is a leader on climate change moving toward a zero emissions and climate-resilient city.

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| 6.4.1 | Respond to the global climate and biodiversity emergency by leading an evidence-based and integrated response to climate change, working with the community to support an equitable transition to zero emissions and a climate-resilient Hobart. |
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| 6.4.2 | Build climate resilience by increasing community understanding on managing risks and vulnerabilities to climate-related hazards, such as extreme weather events, floods and bushfires. |
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| 6.4.3 | Protect and enhance bushland, wetland and urban green spaces and restore natural systems to better absorb carbon. |
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| 6.4.4 | Pursue opportunities to collaborate on climate change across Tasmania and mobilise community leaders to enable and implement climate solutions. |
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| 6.4.5 | Incorporate disclosure of climate change risk and opportunities into the City's planning, operations, finances and risk management. |
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| 6.4.6 | Actively map, manage and monitor climate-related risks such as flood and bushfire in collaboration with the community and emergency services. |
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| 6.4.7 | Invest in resilient infrastructure to deal with extreme weather events. |
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OUTCOME 6.5

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

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| 6.5.1 | Manage outdoor spaces to accommodate the diverse outdoor recreational needs of the community. |
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| 6.5.2 | Ensure recreational use of the City's bushland is managed for the benefit of future generations while minimising impacts on natural values. |
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| 6.5.3 | Encourage opportunities to activate the City's open space network for events and activities. |
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| 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. |
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PILLAR 7 BUILT ENVIRONMENT

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.

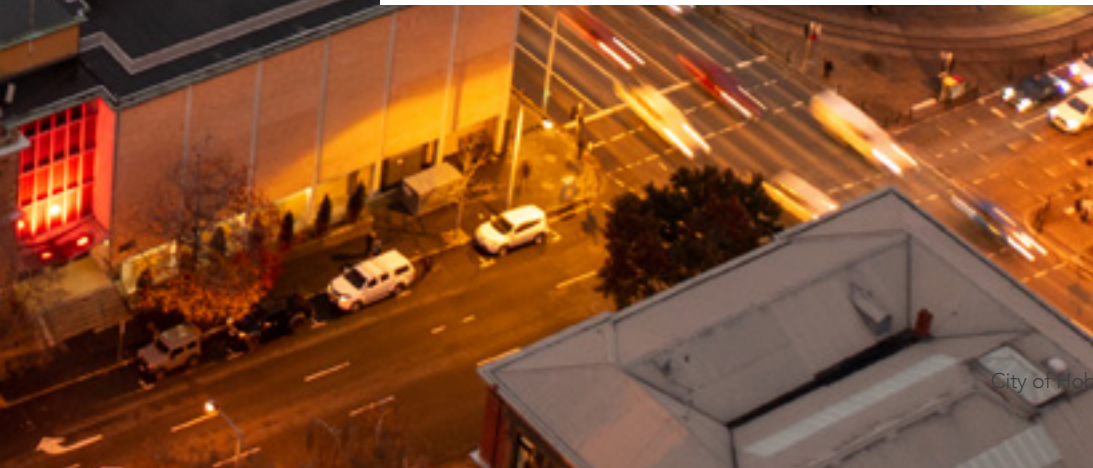


OUTCOME 7.1

Hobart has a diverse supply of housing and affordable homes.

STRATEGIES

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| 7.1.1 | Identify issues and pursue opportunities to address homelessness and housing affordability. |
| 7.1.2 | Advocate for increased housing supply including social and affordable housing delivered through a range of supported accommodation models. |
| 7.1.3 | Advocate for legislative and other tools that support increased supply of housing, including social and affordable housing. |
| 7.1.4 | Identify and leverage City-owned assets that could support beneficial social and affordable housing outcomes. |
| 7.1.5 | Monitor and respond to research and trends that may impact housing supply. |
| 7.1.6 | Support members of the community who are experiencing homelessness. |



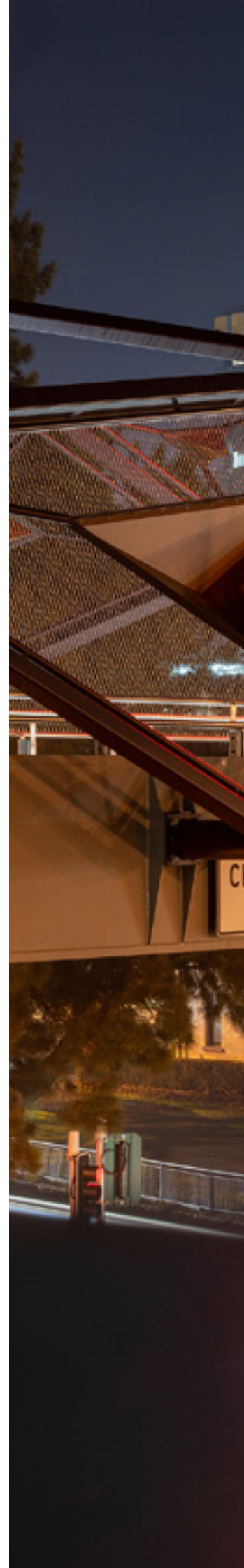
PILLAR 7

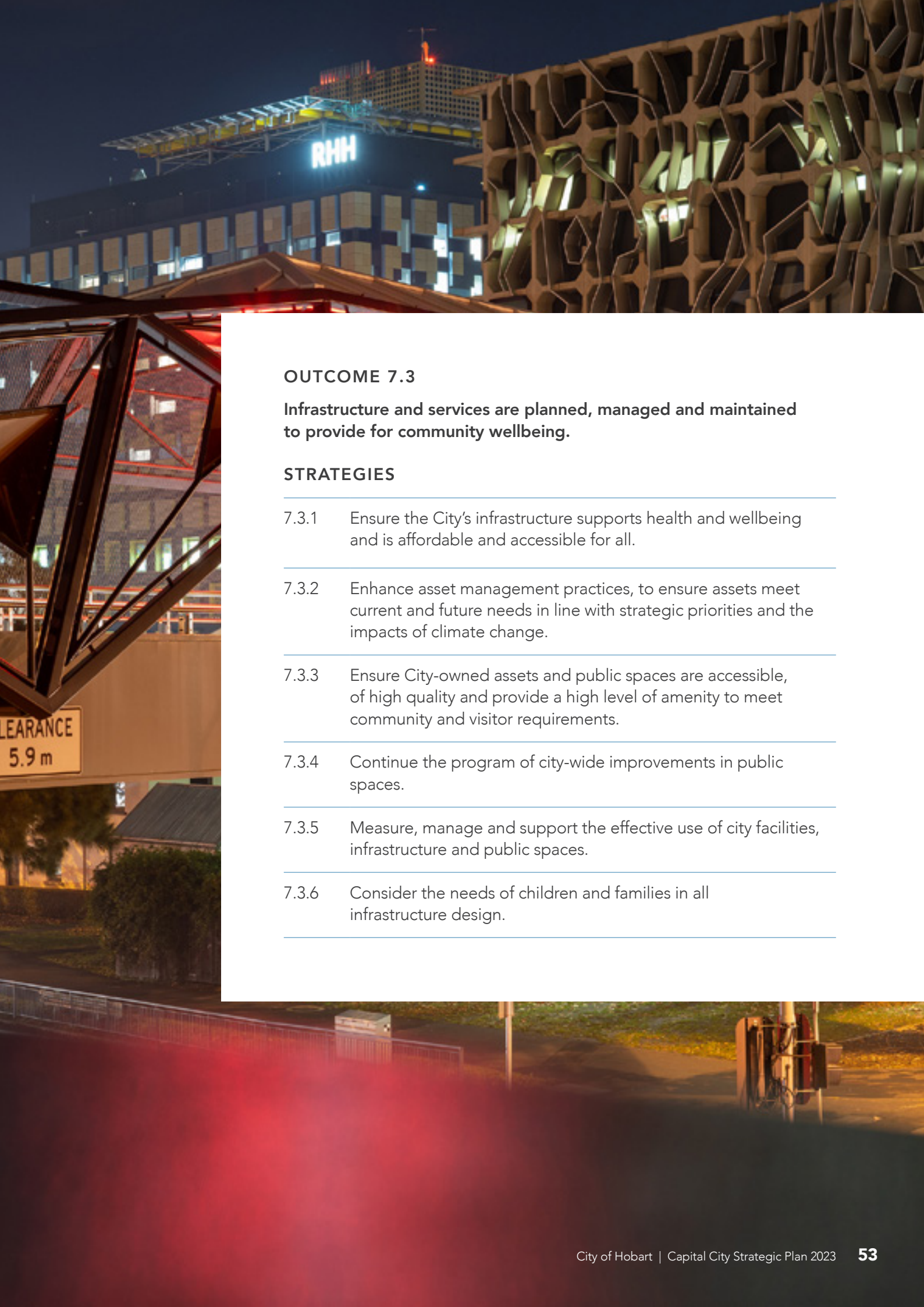
OUTCOME 7.2

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

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| 7.2.1 | Develop and advocate for increasing city densification that reflects Hobart's character, in line with neighbourhood structure planning. |
| 7.2.2 | Advocate for systems that leverage development that improves the city's infrastructure, open space and social and community needs. |
| 7.2.3 | Ensure that social and economic outcomes, accessibility, climate change, biodiversity, sustainability and greening are factored into city design. |
| 7.2.4 | Support existing buildings 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 history, heritage, culture and environment. |
| 7.2.6 | Promote contemporary heritage conservation practices, that provide for the best possible care of heritage sites and adaptive reuse of heritage assets. |
| 7.2.7 | Advocate for iconic buildings and spaces to remain open for public use and access |





OUTCOME 7.3

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

STRATEGIES

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- 7.3.1 Ensure the City's infrastructure supports health and wellbeing and is affordable and accessible for all.
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- 7.3.2 Enhance asset management practices, to ensure assets meet current and future needs in line with strategic priorities and the impacts of climate change.
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- 7.3.3 Ensure City-owned assets and public spaces are accessible, of high quality and provide a high level of amenity to meet community and visitor requirements.
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- 7.3.4 Continue the program of city-wide improvements in public spaces.
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- 7.3.5 Measure, manage and support the effective use of city facilities, infrastructure and public spaces.
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- 7.3.6 Consider the needs of children and families in all infrastructure design.
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PILLAR 7

OUTCOME 7.4

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

STRATEGIES

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| 7.4.1 | Advocate for creative and sustainable ways to manage population growth in the built environment. |
| 7.4.2 | Ensure transport and land use planning are integrated to deliver the best economic, social and environmental outcomes into the future. |
| 7.4.3 | Ensure the City's land use and development policies work to maintain Hobart's identity and character. |
| 7.4.4 | Develop neighbourhood structure plans for key areas of the city. |
| 7.4.5 | Create development guidelines that facilitate working with existing buildings, including making energy efficient and climate-resilient upgrades. |
| 7.4.6 | Continue to work with tertiary, vocational and research institutions as they transition to future teaching models to understand the impact on the public realm. |





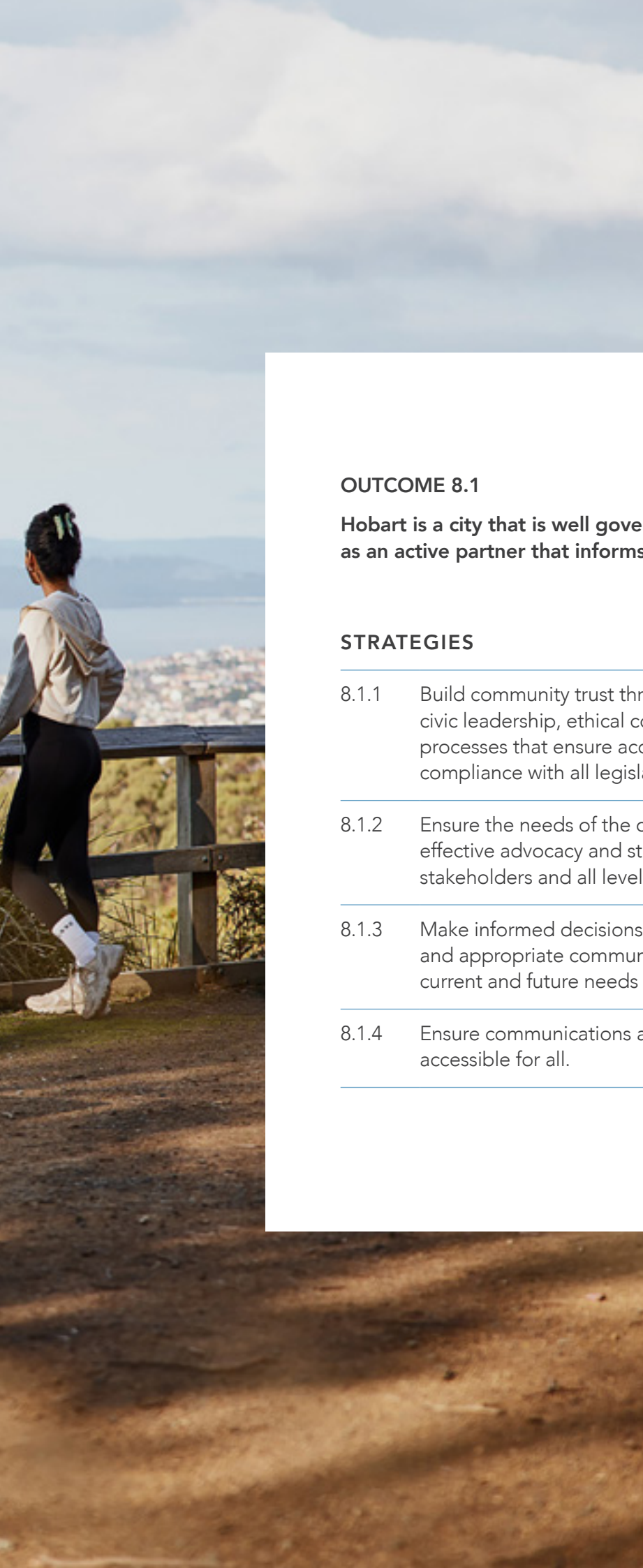


PILLAR 8

GOVERNANCE AND CIVIC INVOLVEMENT

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.





OUTCOME 8.1

Hobart is a city that is well governed that recognises the community as an active partner that informs decisions.

STRATEGIES

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| 8.1.1 | Build community trust through the implementation of effective civic leadership, ethical conduct and responsible governance processes that ensure accountability, transparency and compliance with all legislated and statutory requirements. |
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| 8.1.2 | Ensure the needs of the community are well represented through effective advocacy and strong collaborative partnerships with key stakeholders and all levels of government. |
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| 8.1.3 | Make informed decisions by undertaking genuine, transparent and appropriate community engagement to understand the current and future needs of the community. |
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| 8.1.4 | Ensure communications are clear, consistent, timely and accessible for all. |
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PILLAR 8

OUTCOME 8.2

Hobart is a city that delivers public value and excellence by being a financially responsible, high performing and accountable organisation that is responsive to the needs of the community.

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| 8.2.1 | Monitor and maintain financial sustainability into the future through responsible management of annual budgets, assets and long-term financial planning. |
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| 8.2.2 | Align service delivery expectations with available funding so that the sustainable management of all required supporting assets is achieved. |
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| 8.2.3 | Increase the efficiency and effectiveness of service delivery across the organisation and improve services, project management and asset planning. |
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| 8.2.4 | Achieve improved customer service and experiences by enabling a customer-focused approach to service delivery. |
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| 8.2.5 | Maintain a rating system that supports fairness, capacity to pay and effectiveness. |
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| 8.2.6 | Deliver high quality and timely procurement to support the delivery of programs, projects and services while achieving value for money. |
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| 8.2.7 | Ensure risks and legal processes are identified and managed effectively to achieve organisational priorities and strategic objectives and legislative requirements. |
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| 8.2.8 | Ensure a cross-disciplinary organisational culture that provides for integrated, strategic decision-making and diverse input into major projects. |
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| 8.2.9 | Make effective use of research, evaluation and data to inform the City's work. |
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| 8.2.10 | Attract, retain and invest in a high performance, diverse, values-led, and engaged workforce. |
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| 8.2.11 | Foster a positive and supportive organisational culture that prioritises the health, safety and wellbeing of staff, elected members and volunteers. |
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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 the vision for the city: that we are meeting their aspirations and retaining the identity of Hobart.

To deliver on the outcomes for Hobart that this strategic 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 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 and summarised in the Annual Report.

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.

Central Hobart Plan – a comprehensive plan to guide the future development of Central Hobart over the next 20 years.

Circular economy – a system where materials never become waste and nature is regenerated. In a circular economy, products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting. The circular economy tackles climate change and other global challenges, like biodiversity loss, waste, and pollution.

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

Housing/rental stress – the lowest 40 per cent of income earners who pay more than 30 per cent of their gross income on housing costs.

Future Hobart Plan – overarching document that will provide a strategic vision for land use planning in Hobart.

Infrastructure – the physical structures and systems that serve a place and community that are necessary for people and the economy to function. In terms of local government infrastructure includes roads, bridges, footpaths, stormwater drains, parks, open spaces, buildings, waterways.

International partnerships – these are relationships that the City of Hobart has with overseas cities to promote understanding. They offer a means for our city to recognise and honour a number of our international communities as well as provide opportunities to engage in a variety of activities. These activities are mostly in areas of economic, educational, cultural and knowledge exchange.

kunanyi / Mount Wellington – Aboriginal dual name for Mount Wellington.

Outcomes – the goals we aim to achieve.

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

Place-making – a collaborative process by which the public realm is shaped in order to maximise shared value and creating public spaces that promote health and wellbeing. Place-making strengthens the connection between people and the places they share.

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.

Public value – the value an organisation or activity contributes to society.

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 sources of stress.

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

timtumili minanya – palawa kani name for the River Derwent.

United Nations Sustainable Development Goals (also referred to as Global Goals or SDG's) – the 17 goals were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

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 1

DATA SOURCES

Australian Bureau of Statistics, 2021 Census

Demographic and economic resources, id. – the population experts
www.id.com.au

Population and household forecasts, 2021 to 2046, prepared by id.
(informed decisions), January 2023

Study in Australia, 2023
(<https://www.studying-in-australia.org/international-students-in-australia-statistics/>)

Tasmanian Electoral Commission, 2022

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