



Tomorrow Together

An engaged Launceston community. A bright future.

Tomorrow Together is our call to action to the community, businesses and industry to work together to tackle the big challenges facing Launceston.

Join us through community conversations, events, and online forums to shape the future of our city.



Welcome from The Mayor



From our earliest days, Launceston has been changing

The first people of Tasmania, the Palawa people, arrived in the Tamar Valley between 20-30,000 years ago across a land bridge that once connected the modern-day island Tasmania to the Australian mainland.

Around 10,000BC the global ice age ended causing sea levels to rise. The land bridge was inundated, and our unique and wonderful island was gradually formed. As a result, the Palawa were cut off from the mainland and in effect entirely isolated from the rest of the human race for some 8,000 years. When early French and British contact occurred in the early 1800s, everything changed.

The following decades saw the first of many fundamental shifts to life across Tasmania. The life of the Palawa, our natural environment, economic conditions and quality of life in the Tamar Valley changed forever and has continued since then.

Change is the new normal

Change has been happening in Launceston over a long time: from our foundation day in 1806 as one of Australia's oldest cities, to 2019. Within our living memory, our city has grown from a busy rural country town of approximately 5,000 to around 85,000 diverse people, families and industry. We are now a similar size to Bendigo (Vic) or Albury-Wodonga (Vic/NSW), but with a much better football team!

We all can point to aspects of our everyday lives that continue to rapidly change. How we communicate, travel and the work we do; how we learn, socialise, eat and be entertained is evolving. You might say some of these changes are for good, and some not.

You are all Launceston now

Some of you are new to Launceston and you are welcome. Some of you are descendants from families who have lived in the Valley from our earliest days, and for that we thank you. Some of you might be passing through and testing a new life here in Launceston. To you, we hope you decide to stay and make a new home here.

No matter where you are from, what you all probably enjoy is our beautiful historic city, our wild waterways and natural environment, and more affordable living and work opportunities. To ensure our city remains beautiful, affordable and liveable, we cannot be complacent and must work hard at protecting what we love today and to prepare for the future ahead.

Every day around the world, cities like Launceston search for ways to respect a common heritage while forging a thriving future for all. Cities around the world are frequently the source of great culture, joy, prosperity, knowledge, community wellbeing and innovation. The same cities can also be resource hungry, unhealthy, wasteful, expensive to run and not equal or accessible for everyone. These are big challenges for us all.

Come on Launceston, join us

Launceston people are both tough and kind. Our entrepreneurs have fought to create great industries and we have prospered during times of plenty. We have also supported each other during floods, fire and downturns. We have looked after those in need and I hope will continue to do so. I believe we are indeed a small city with a big heart.

Your councillors are here to work with you to create a roadmap for a future Launceston that is resilient, growing and accessible – a city that is inclusive, fair and prosperous. There is so much we must celebrate in what we have achieved. There is also so much we need to do now to make sure we maintain our character and grow.

We look forward to you getting involved in Tomorrow Together and for you to stamp your mark on our shared roadmap for the future.

I firmly believe our best years are yet to come. It is your city as much as anyone's. Are you ready for the journey?

Councillor Albert Van Zetten
Mayor, City of Launceston

Welcome from The General Manager



I joined Council as General Manager in 2017 and have been delighted to work with Launceston's Mayor, Councillors and the whole team to develop an industry leading best practice Council, which continues to deliver a progressive and innovative agenda for the city.

Community involvement is essential in contemporary Australian democracy, particularly at a local government level. It is our responsibility to act in the best interest of our local community and be your voice on the things that matter to you. However, in Australia local governments do not control all things that influence daily life of Australians.

A bit of an update of what has been keeping Council busy...

The City of Launceston is a very busy organisation. With an annual budget of \$109 million and over 550 employees, we deliver a wide range of services for residents and our regional neighbours.

In any one year, the City of Launceston will typically deliver significant projects that relate to major infrastructure works to roads and drainage, major investments in arts and culture, business promotion and the natural environment. Many of these go unseen by the general community, others would be more visible to you.

A challenge for us is that we need to look beyond the big announcements to those smaller projects or interactions we have with our community. We know these are often just as important to you. We also know the big-picture thinking of the future can be daunting and often hard to join up all the pieces.

So, we have a plan.

Welcome to Tomorrow Together

We have launched 'Tomorrow Together' as a new 18-month strategic community engagement program. It is designed to elevate our civic debate while deepening our discussions about the core challenges facing our city and the opportunities for us all to work towards.

Over the coming months you'll be invited to participate in a rolling calendar of public lectures, local community events, in-depth conversations or policy development work on some of the key challenges facing our city.

You will be able to participate on-line or face to face, individually or as part of a local group or school. Some events or discussions may be led by Council or by other agencies or partners. There will be many ways to get involved.

We have assembled a set of big themes to build on Council's existing corporate planning framework and what is required. These themes will focus our ambitious community engagement activity for the coming year, whilst allowing new ideas and topics to be explored and developed.

'Big' discussions will not be at the expense of detailed local engagement

Tomorrow Together will not replicate or reduce engagement on a day-to-day basis for you. You will always have access to our team on matters that relate to you or your family. In this way, Council business will continue as usual.

While Tomorrow Together rolls out, what you tell us and what we learn, will be carefully recorded. With your consent, what you say will be shared across Council, across project teams and with other partners who may be able to help. As well as this we will continue to engage with you on specific projects from time to time that may impact you.

Your insights and ideas will also be used throughout the year to contribute to Council's corporate plan, annual planning and budgeting process. It is here your contribution will play a major part.

Alone, the City of Launceston will not be able to make all the changes to everyday life and business that you may desire, but together we can be a force for changes that matter.

As always, I welcome your feedback and encourage your full participation over the coming months.

On behalf of the whole team

Michael Stretton
General Manager, City of Launceston



Introducing tomorrow together

Over the coming years, the City of Launceston will face big challenges that relate to population, economic diversification, and climate change. Council is actively planning for these challenges with projects either underway or on the horizon.

Tomorrow Together is our call to action to the community, businesses and industry to work together to tackle the big challenges.

Council is committed to coordinating its efforts on how we engage and involve the community in our decision making. This means providing a consistent entry point for community to join the conversation and making sure the conversation is continuous. It provides a space for you to tell us what is important to you, so we can keep you up-to-date on the opportunities to get involved and projects that interest you.

Some of the conversations we need to have are difficult and complex. This document provides the foundations for the conversations. It shares with you some of the background to our big challenges and what Council is working on in these areas.

Over the coming months we will host conversations across the city that are based on six overarching themes that cover many of the big issues that we are facing. These themes will also include opportunities to learn about the many projects and policies that Council is currently working on. The big themes will also stretch us to think differently.

The big themes of our conversations are:

1. **A Resilient City** – to ensure we continue to thrive no matter what stresses or challenges our city experiences
2. **A Well-designed City** – that cleverly plans for new residential and business development while preserving our character and liveability
3. **A Unique and Prosperous City** – to ensure we can attract and sustain a solid performing economy that builds on our city's uniqueness
4. **A Mobile and Accessible City** – where people and business have access to greater transport choices and can access the things they need
5. **A Social, Inclusive and Fair City** – a Launceston that offers access to services and spaces for all community members and celebrates our diversity
6. **A Focused and Sustainable Council** – to help us deliver on our commitment to continually improve our organisation's sustainability and drive a Launceston we can be proud of.

Over the next 18 months, we will host deep dive conversations on these topics, while also providing a space for ongoing dialogue.

Throughout the 18-month campaign there will be many opportunities and multiple ways to join the conversation and be kept up to date. We have also posed some big questions under each theme for you to start the conversation with your own family, friends, neighbours, colleagues or community group. Head to 'Chapter 7: How to get involved' to learn more about these opportunities.

Changing the way we engage with our community

Community Engagement can be defined as any process that involves the public in decision-making, and that uses community input to make better, more informed decisions. It includes:

- giving, seeking and sharing information
- responding to community-initiated issues
- continuously seeking different communication methods for those community members most affected by Council decisions prior to making the decision.

Engagement does not replace the final decision making power of the Council, the General Manager or employees, but provides support to the Council to enhance their capacity to make well-informed, acceptable and sustainable decisions.

The City of Launceston has a strong commitment to:

- building partnerships with a range of stakeholders, and to seek greater community involvement in the activities and decision making process of Council; and
- adhering to democratic processes, legislative requirements and the Council's values.

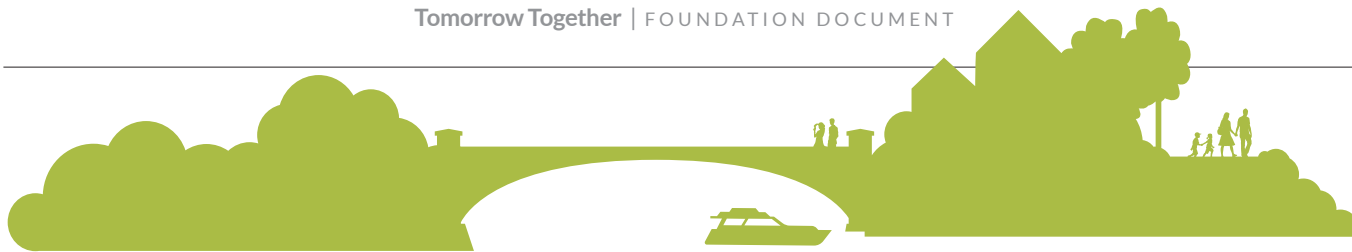
What does this mean for Council's business-as-usual?

Tomorrow Together is a campaign approach to community engagement that is changing the way we undertake community engagement at the City of Launceston. We will still have 'business as usual' activities, engagements, and projects; and you can continue to contact Council through the same means that you always have. Tomorrow Together will run alongside these 'business as usual' activities and will give Council the chance to discuss longer-term and more strategic concepts with the public.

The Strategic Plan 2014-2024 is Council's overarching guiding document. The document is broken into themes. The following table illustrates how the Strategic Plan themes relate to the Tomorrow Together themes.

Table 1: Alignment of Tomorrow Together engagement themes and Strategic Plan 2014-2024 goals

| STRATEGIC PLAN | TOMORROW TOGETHER |
|--|---|
| A creative and innovative city | A social, inclusive and fair city A well designed city |
| A city where people choose to live | A social, inclusive and fair city A well designed city A mobile and accessible city |
| A city in touch with its region | A focused and sustainable Council |
| A diverse and welcoming city | A social, inclusive and fair city |
| A city that values its environment | A resilient city |
| A city building its future | A well designed city A mobile and accessible city |
| A city that stimulates economic activity and vibrancy | A unique and prosperous city |
| A secure, accountable and responsive council | A focused and sustainable Council |



1. Where do we begin...?

Let's build a resilient City together

Cities around the world are facing unprecedented challenges from the effects of climate change, growing populations, inadequate infrastructure, and resource constraints. Resilience is what helps cities adapt and transform in the face of these challenges. It is preparing for both the expected and unexpected.¹

Launceston is seeing changes like never before – changes to the natural world, economic challenges, rapid changes in technology and growing regional reliance.

The common factors and systems that enhance a city's resilience, and help us to understand the holistic nature of planning for urban resilience, include:

- **Leadership and strategy** – the processes that promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning
- **Health and wellbeing** – everyone living and working in the city has access to what they need to survive and thrive
- **Economic and society** – the social and financial systems that enable urban populations to live peacefully, and act together
- **Infrastructure and environment** – the natural and artificial systems that provide critical services, protect, and connect urban assets enabling moving goods, services, and knowledge.²

WHAT DOES IT MEAN TO BE A RESILIENT CITY?

A resilient city is one where the capacity of individuals, communities, institutions, businesses, and systems within a city ensures they can survive, adapt, and grow no matter what kinds of chronic stresses and challenges they experience.

So why are we starting here..?

The concept of urban resilience is all encompassing of the big conversations we need to have to plan for success. It is a concept that brings everyone together.

Yes, Council has a significant role to play in creating a resilient city, by building the capacity of individuals and organisations to be active players is essential. Inclusive and integrated are two of the key characteristics of a resilient city. These relate to the processes of good governance and effective leadership that ensure investments and actions are appropriate, address the needs of the most vulnerable, and collectively create a resilient city – for everyone.³ It is about having as many people as possible at the table to create shared ownership and responsibility.

The success of our resilience will be driven by our ability to come together as a collective and tackle the big conversations that are to follow.

Figure 1



46% Launceston accounts for nearly half of Northern Tasmania's population

61%

of all hours worked in Northern Tasmania are within Launceston City



+2.9°

Tasmania is predicted to have 2.9° increase in temperature by 2100



Source: NTDC Key directions for Northern Tasmania (2018)

Source: DPAC Tas http://www.dpac.tas.gov.au/divisions/climatechange/adapting_to_climate_change_in_tasmania/appendix_1_predicted_changes_to_tasmanias_climate

¹ Source: 100 Resilient Cities - <https://www.100resilientcities.org/resources/>

² The City Resilience Framework, developed by the Rockefeller Foundation in partnership with global design firm Arup.

³ Source: 100 Resilient Cities - <https://www.100resilientcities.org/resources/>



WHAT COUNCIL IS CURRENTLY WORKING ON...

Preparing for climate resilience: Council is committed to establishing the City of Launceston as a community leader in sustainability and identifying local impacts of global issues such as climate change. To support this, Council is developing a Sustainability Strategy. This strategy will assist the community transition to a position of climate resilience.

Urban areas account for nearly three-quarters of humanity's carbon emissions. Reaching global emissions targets depends on our ability to reimagine and reinvent cities to promote economic prosperity, social equity, quality of life and climate resilience. To create and maintain a modern sustainable city requires a culture shift.

As a signatory to the Paris Agreement, Australia is required to act on climate change from 2020. As a region leader, Launceston has a role to play in the international efforts to address the climate crisis.

Improving how we manage and protect our urban water cycle:

Water is an integral part of any city. This includes our water resources, waterways and river environments.

The North Esk, South Esk and kanamaluka/Tamar Estuary are defining elements of Launceston. While the water quality of these rivers has improved in recent times, Council is committed to continuing to work with the community on further improvements.

The kanamaluka/Tamar Estuary is one of the longest estuaries in Australia, where tides carry marine waters from Bass Strait upstream as far as St Leonards. Estuaries are complex, dynamic environments with many intersecting processes, the kanamaluka/Tamar Estuary is no exception. Twice daily oceanic tides, water diversion, urban development and stormwater management all significantly impact this environment. Balancing the different social, economic and environmental values of this estuary are an ongoing challenge for Council with numerous values in competition. Council is committed to having a robust conversation with the community about the management of the estuary, including the financial implications of different options.

Key water projects Council is working on include:

- Tamar Estuary Management Taskforce and River Health Action Plan
- A review of sediment raking
- Stormwater system management
- Pipers River Catchment Plan
- Urban waterway masterplans
- Land use planning in levee protected areas policy.

Figure 2

CHARACTERISTICS OF A RESILIENT CITY



Reflective

Using past experiences to inform future decisions



Resourceful

Recognising alternative ways to use resources



Inclusive

Prioritising broad consultation to create a sense of shared ownership in decision making



Integrated

Bringing together a range of distinct systems and institutions



Robust

Well-conceived, constructed and managed systems



Redundant

Space capacity purposefully created to accommodate disruption



Flexible

Willingness and ability to adopt alternative strategies in response to changing circumstance

¹ Source: 100 Resilient Cities - <https://www.100resilientcities.org/resources/>

Improving our understanding of, readiness to respond to, and how we treat the risk from, the consequences of natural hazards events.

Due to the location of Launceston, flooding is a natural process that needs to be actively planned for. Areas most affected are those located on the traditional flood plains, such as Invermay, Newstead and Launceston.

Council is actively and continuously seeking to improve its understanding of flood risks and how best to manage impacts on people and infrastructure. Council has recently commissioned, and released, up-to-date flood modelling for the North Esk, South Esk and kanamaluka/Tamar Estuary. The modelling identified that climate change will result in an increase in the likelihood and consequence of major flooding events. This data will inform an update to Council's flood mitigation planning and the way levee protected lands are managed across the municipality via a best practice, and consultative land use planning policy. This will be implemented as a planning overlay into the incoming Tasmanian Planning Scheme.

Bushfires are another natural process Council needs to manage carefully, to balance the needs of the environment with protecting our communities. Bushfires in Tasmania are changing. The fire season is longer, and fires are occurring more frequently and more intensely. As our climate becomes hotter and drier, Council, in partnership with state government authorities, needs to work hard to protect communities.

Council is committed to working closely with the community to increase their understanding of bushfire management. Council's focus is around fire prevention through planning and building controls as well as fuel reduction through mowing, pruning, brush cutting and controlled burns. We know that controlled burns can impact local communities and we are working to improve how we communicate with you about controlled burns, bushfire prone areas, and how we can minimise the impacts.

Key projects Council is working on to improve our readiness to respond to natural hazards include:

- Reviewing floodplain management
- Bushfire management
- Developing planning mechanisms to ensure new residential development is consistent with the natural hazards and risks in the area
- Updating land slip modelling to ensure new buildings are protected from land slip
- Ensuring that climate change is factored into how the city grows and the location of new development
- Making planning controls consistent for flood prone areas
- Updating and reviewing Emergency Management Risk Assessment
- Updating and reviewing Municipal Emergency Management Plan and Recovery Plan
- Working with schools in the affected flood prone area
- Undertaking internal Emergency Management Exercises to build internal capacity
- Collaborating with our emergency partners and community members to support our community during times of disaster.

'Disaster resilience is based upon existing strengths and relationships. Individuals and communities are the starting point to build disaster resilience.'

Australian Disaster Resilience Handbook Collection -6, (2013)

FIGHTING FIRE WITH FIRE



Traditionally bushfires are a natural occurrence that help maintain vegetation structure and biodiversity e.g. helping to control weed infestations. The 1,900 hectares (approximately) of open forest, woodland and grassland areas that Council owns and manages are dispersed across the urban areas of Launceston and are also home to species that are fire dependent.

Controlled burns are a way of supporting biodiversity to continue in these areas while offering protection for both the natural environment and communities from severe wildfires, which burn everything.

Controlled burns reduce fuel that can minimise the severity of a wildfire and create fire breaks between areas of high vegetation and the community.

Council also protects the City from fire through planning where we develop, and how. This includes having tools such as Bushfire Prone Areas in the planning scheme to make sure our City is planned with fire in mind.

The environmental value of waste diversion

For every 31,000 tonnes of green and food organics we recycle, we can make a greenhouse gas saving of 7,750 tonnes of CO₂e.

This is the same as removing

1,861



cars permanently off the road.



..or saving

126,167

wheelie bins of waste

Recycling also achieves significant reductions in water and energy use, not to mention reducing harm to our native flora and fauna and improving the quality of our waterways and air.

Source: NTWMG Five-year strategy: 2017-2022

The social and economic value of waste diversion

Recycling can create over 3 times the amount of jobs than sending waste to landfill can. Approximately 140,000 tonnes of waste from northern Tasmania is disposed to landfill each year at the opportunity cost of considerable job creation.

Source: NTWMG Five-year strategy: 2017-2022

Reducing waste and managing it more efficiently

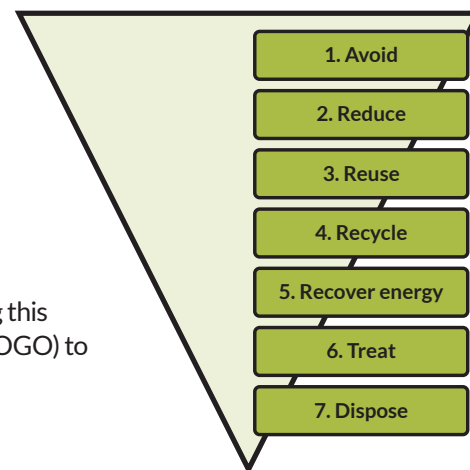
The City of Launceston is one of the seven councils that make up the Northern Tasmanian Waste Management Group (NTWMG). The NTWMG's current focus is on prioritising waste management practices where 'avoid' and 'reduce' are most preferable and 'dispose' is least preferable. The NTWMG's overall aim for its five-year strategy is to increase diversion of waste from landfill into more beneficial uses to realise economic, social and environmental gains for northern Tasmania.

Council is committed to demonstrating environmental leadership with regards to management of waste in the region and has made several steps towards achieving this commitment. These include introducing Food and Garden Organics Collection (FOGO) to reduce the amount of landfill we create in our city.

Additional key projects Council is working on include:

- Developing a Municipal Waste Strategy which will provide a 15-year road map for how we manage, avoid, reduce and manage waste
- City kerbside collection – exploring an opt-in mobile bin service for the CBD to increase the opportunity for kerbside recycling, eliminating the use of single use plastic bags and reducing work health safety issues for collection officers.

Figure 3



THE BIG CONVERSATIONS WE NEED TO HAVE AS A COMMUNITY

Council has made a real start in understanding how to build a city that is prepared for the challenges we will no doubt experience in coming years and generations. But we also know organisations, businesses and households are doing their bit too. This conversation is an opportunity for us to come together, learn from each other, explore each of our roles and responsibilities, and walk away empowered to do our bit.



The big questions that will drive our conversations are:

1. What will help Launceston adapt and transform in face of the big environmental challenges ahead?
2. How can we come together to address these challenges?

Moving us from a place where we 'survive' to a place where we 'thrive'.



2. Now let's design a City we want to live in

Balancing economic growth while preserving small-town vibes and providing equitable opportunity for everybody is a complex problem facing regional cities. As Launceston grows and diversifies its economy, it is important that the city remains affordable for all and can accommodate the needs of our diverse community.

For the economy to diversify and grow, Launceston's population will need to grow with it. While other Australian cities are experiencing growth through migration and are responding accordingly; Launceston is preparing our housing, transport and economic climate to attract people to move here. While Council is committed to facilitating this growth, it is also committed to ensuring we don't lose what makes Launceston special.

How we design our city and surrounding growth areas is a key part of this and needs careful consideration. We need to ensure the way we design the city provides affordable housing, locates housing where they have access to necessary services, education, transport and jobs, and preserves the character of our neighbourhoods.



WHAT COUNCIL IS WORKING ON...

Preserving what we love: Council wants to preserve the aspects of Launceston that we know and love such as heritage buildings, scenic views and the quality housing supply. We recognise that these attract people to work, live, and set up business in our city.

Council's Scenic Management Review is one way that we are protecting the scenic areas that the community value. We are also updating our planning system so that we are confident that new housing and residential areas respect the character of the area.

Reviewing the Heritage List over the next five years will also help us protect and enhance the character of the city. The review will improve controls building heritage, correct errors and update the level of detail about heritage properties.



Planning for the future: Further work on the Building Heights and Massing Study is a way for Launceston to make sure that we can facilitate development in the city, give a level of certainty around the development we can expect into the future, all while protecting the cultural and heritage values of the city.

Council is working to understand our current residential land supply and demand, and how to facilitate development in the growth corridor to the south. In particular, residential growth in Relbia, Alanvale and Strathroy that was identified in the Greater Launceston Plan. As we deepen our understanding of opportunities for growth, Council is also putting in mechanisms to make sure our planning system supports good housing, infrastructure support and services. We are working to make sure that growth can be positive and sustainable.

Strategic planning: to make sure our planning system is consistent with our needs and the rest of the State, Council is updating the Launceston Planning Scheme to align it with the State Planning Scheme. We will be working to let you know if and how this change might impact you.





Reviewing our existing assets:

Council is working on our Strategic Asset Management Plan, the Cemeteries Strategy, and the Open Space Strategy. We want to understand the life cycles of our major assets, when they are required for renewal and/or upgrade, and whether efficiencies can be made in the way that we manage them. We want to make sure that the assets Council owns are relevant. By only retaining those assets that benefit the city, Council will become more financially efficient and can invest in making the services that matter most to the community as good as possible.

THE BIG CONVERSATIONS WE NEED TO HAVE...

Launceston wants to hear from you about what a well-designed city means to you, and understand your priorities for designing a future for us all.



The big questions that will drive our conversations are:

1. What do you love about City of Launceston?
2. How can we make sure that we protect character of our neighbourhoods while providing for residential growth?
3. As we grow, how can we make sure that development is suitable, sustainable, and supports liveability?

RELEVANT PROJECTS

- Central Launceston Building Design Guidelines
- St Leonards Masterplan and Framework
- Strathroy Masterplan and Framework
- Heritage Place Listings and Precincts
- Residential Land Demand Supply Assessment
- Relbia Review and Feasibility Study
- Building heights and massing study
- Draft Launceston Local Provisions Schedule
- Review Council subdivision standards
- City Heart Project
- Infrastructure Policy Framework.





3. And while we're at it, let's make our City unique and prosperous

The City of Launceston is the major population centre for the Northern Tasmanian Region. The region incorporates the municipalities of George Town, Meander Valley, Northern Midlands and West Tamar. The success of the greater northern Tasmanian region is led by and depends on the success of Launceston.

There are several strategies that Council is committed to with regards to planning for the growth and prosperity of the region. These include:

- **The Northern Tasmania Development Corporation (NTDC) Key directions for Northern Tasmania:** sets out targets to grow the economy of Northern Tasmania over the coming decade. Targets include increasing the gross regional product by 50 per cent, growing the number of jobs by 8,000 (12% increase), and increasing the average take-home pay by \$100 per week.
- **Horizon 2021:** Council's economic development strategy. It provides direction to facilitate and promote economic development in the city over the next five years. The strategy outlines Launceston's capacity to grow as a regional city and to transition the economy towards modern markets.
- **The Greater Launceston Plan (GLP):** provides a unified and holistic approach to coordinating the long term planning and management of Launceston and broader urban area. The GLP focuses on providing a compact, highly accessible green city with robust sustainable communities and a vibrant diverse inner city core.
- **Launceston City Deal:** a five year plan to make Launceston one of Australia's most liveable and innovative regional cities, with growing incomes and falling levels of disadvantage. City Deal seeks to build on the GLP with a focus on jobs and skills growth; business, industry and population growth; a vibrant, liveable city; innovation and industry engagement; and a healthy Tamar estuary.

Key economic projects Council has been working on under these strategies, include:

- Greater Launceston Transformation Project - a collaborative project with City of Launceston and neighbouring municipalities to identify key technology needs and opportunities; this is part of the Launceston City Deal
- The City Heart Project - including the Civic Square redevelopment, Brisbane Street Mall redevelopment and new wayfinding signage
- Planning Scheme - the new Planning Scheme will ground many of the city's aspirations and make sure that development industry is provided with the right opportunities in the right locations.

Launceston's regional service role includes the provision of:

- Retail
(including bulky good and automotive retail)
- Commercial services
- Professional services
- Government administration
- Legal services and justice
- Health and community services
- Entertainment and the arts
- Higher education
- Regional sporting facilities
- Hospitality and tourism
- Transport and distribution.



Who are NTDC?

The Northern Tasmania Development Corporation (NTDC) is a regional body in northern Tasmania. There are eight Councils including City of Launceston that are part of the NTDC.

NTDC define their role as being: 'to facilitate and coordinate the economic and social development of Northern Tasmania' (NTDC, 2019).

THE BIG CHALLENGES AND OPPORTUNITIES WE ARE FOCUSING ON

How we diversify and grow our industry offerings

The success of the region will be dependent on a commitment from government and industry to invest and pro-actively grow the city's offerings and attract investment and people.

Council recognises that to be a prosperous city we need to welcome growth and actively seek to create an environment for investment. This includes strengthening our brand, a brand that illustrates our uniqueness, and promotes the right ingredients that will drive investment and economic growth.

Council is committed to working with stakeholders, businesses and industry to modernise the Launceston economy and drive innovation in businesses and industries. We can no longer rely on manufacturing to drive our economic performance as we did in the past. Attracting creative industries is seen as way to support this as they can add value to production through design technology performance, packaging and branding.⁴

Council also recognises the important role of tourism for attracting business and people to Launceston. There is a need to look at how we can increase visitor numbers through a mix of diversifying and strengthening our offerings.

How we attract and retain people

Overall, to grow our economy the population of Launceston needs to grow too. However, the population and economy of Launceston is not forecast to grow significantly without government intervention.

While overall population may increase, the working population is expected to decline, with an overall ageing population. These trends are likely to impact the opportunity for future business and industry growth. Council is committed to having an active role in driving population growth in Launceston, and the Greater Launceston region.

Business as usual

- The city represents 60% of Northern Tasmanian regional population and gross regional production (this means that the future of the region and Launceston are intertwined)
- The region currently spends more than it earns
- The annual regional deficit is now over \$1 billion a year
- Annual deficits are predicted to continue through to 2036
- On average right now Tasmanians have the lowest disposable income in Australia.

To move away from business as usual, what's needed?

- To grow \$300 million of investment per year, each year for a decade above business as usual
 - this equates to the design, build and completion of the UTAS relocation to Inveresk each year, or 10 Silos developments each year.
- Grow exports
- Increase population
- Encourage innovation
- Attract investment
- Boost productivity
- Invest in place making infrastructure.

⁴City of Launceston Strategic Plan 2014-2024

A solid performing economy will retain and attract people as well as provide exciting opportunities for our talented young people.⁵

THE BIG CONVERSATIONS WE NEED TO HAVE AS A COMMUNITY

Business and industry are what drives the economy. Council has a key role to play in providing an enabling environment through the delivery of services, infrastructure and support mechanisms like planning controls and Launceston's 'lifestyle' attributes. Essentially, our success will be dependent on a collaborative approach with business, industry, community and other tiers of government. Council is dedicated to having a robust conversation with community about the need to shift our economy to survive and thrive. We want to hear from the community about innovation and how we can embrace new industries and systems together.



The big questions to start to drive this conversation are around a shared vision and approach, include:

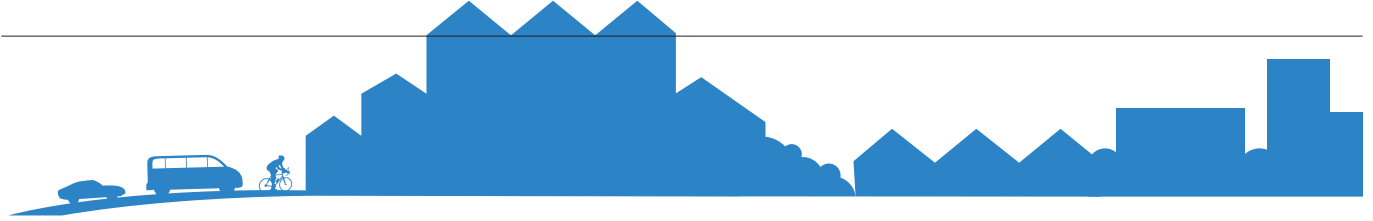
1. What will make Launceston a unique and attractive place to invest?
2. What are the new businesses, industries and systems we want to attract to Launceston?
3. What makes you nervous or excited about growing Launceston's population, business and industry?

POPULATION GROWTH AND TRENDS

- Launceston has very low population growth; it is the 4th lowest of the 50 largest cities in Australia; and we slipped from the 17th largest city to the 21st largest city over the last 5 years which indicates slow growth and declining comparative population growth with other regional centres
- Net population growth [to 2018] for the city is 27 people since 2011
- The last census period shows a rapidly aging population and changing demographic:
 - aging impact [1,976 have moved into plus 50 category in past five years [to 2016] and approximately 1,000 people have moved into high personal care category in past decade]
 - a significant net loss [1,063] people of working age/young families from the city [in the five years to 2016]
 - changing cultural demographic with an increase in 1,429 humanitarian migrants live in Launceston in 2016 [which means different and lower conventional retail spending]
- Just to maintain our current economy, the region needs to grow by 10,000 people to 2031
- If the region is to grow and be attractive to investors, the Coordinator General suggests we need a population of over 150,000. That would mean an additional 6,000 people right now and 60,000 by 2040.

⁵City of Launceston Strategic Plan 2014-2024





4. Let's keep moving by creating a mobile and accessible city

Being a mobile and accessible city means that across Launceston, people can connect to businesses, access services, education, employment and the facilities they need. Balancing different transport needs of the community is a challenge facing cities across Australia. Making cities safe and accessible for everyone means re-thinking traditional car-dominated design.

An accessible city invites people of all abilities, economic backgrounds and ages to enjoy our city without being restricted or limited by the type of transport they use, or their personal physical capability.

Launceston is car dependent

The way people move to and around Launceston is dominated by cars, and driving is often the default mode of transport, rather than walking, cycling or public transport.

How this is impacting you, the community and the environment you love

Globally, we know that overreliance on cars can have negative impacts on the natural environment, air quality, human health, road safety, and the overall experience and liveability of a city. Transport plays a key role in determining the quality of a region, city, precinct and community. Active transport modes such as walking and cycling can increase wellbeing, and reduce negative health impacts such as cardiovascular disease and obesity.

Transport is essential to a thriving city but not a standalone solution

As Launceston grows, all greater Launceston councils, together with communities, developers and businesses, need to plan for transport in an integrated way that supports a healthy, inclusive, economically vibrant and liveable city.

Launceston has a finite resource of land for transport in and around our city. We need to be efficient with how we plan our land use. This means designing our streets to accommodate many transport needs; and at a larger scale planning our city to encourage active and sustainable transport where neighbourhoods contain the basic services and facilities we need.

We know that parking and car use are important for many people; as many of us use them for getting to the local café, going shopping, getting to work, accessing services and visiting family or friends. Parking cannot be addressed in isolation of the bigger picture we are trying to achieve in the city. Let us agree on the outcomes we are trying to achieve and then design the right integrated transport system.

'transport is not an end in itself but rather a means of allowing people to access what they need.'⁶

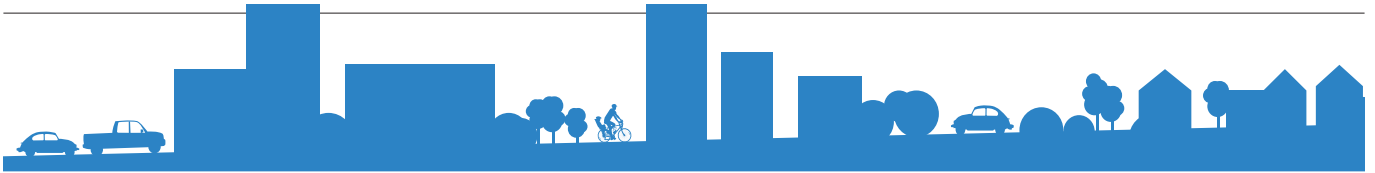
RELEVANT PROJECTS

- Greater Launceston Mobility Plan
- Launceston Parking Plan
- Invermay Traffic masterplan
- Implementation of the Greater Launceston Metropolitan Passenger Transport Plan
- Growth Area Planning.

Example dilemma we need your help solving:

We want to support the economic viability of businesses in the city by ensuring their customers can get to them. This includes being able to easily find a car park, walk, cycle or catch a bus there. The challenge is that everyone wants free parking. If we make parking free all day outside local businesses then we could be limiting access to these businesses by making it difficult to achieve turn-over of vehicles and therefore limiting the number of customers that can get to them.

⁶ 'Mobilising sustainable transport for development' UN Secretary-General's High-Level Advisory Group on Sustainable Transport (2016)



WHAT COUNCIL IS WORKING ON...

Council is faced with the opportunity to align transport and infrastructure more closely, and make sure that we maintain Launceston as a liveable city. Council's focus across transport-related projects is:

- **Using the land we have available for transport efficiencies:** Council has been working to make sure land use planning is efficient and contributes towards our sustainability, wellbeing and climate resilience. This happens through our planning department, masterplans and traffic strategies. We are also planning the layout of the city to balance different transport needs and remove conflicts where possible.
- **Ensuring everyone can access the city:** we're improving wayfinding in the city as part of the City Heart project; understanding your vision for integrated transport in the city through our Greater Launceston Transport Vision and Strategy; and reviewing how parking is provided and managed, all with a focus on making transport more accessible for more people.
- **Connecting Launceston regionally:** Launceston is a regional hub that supports growth and economic vibrancy in neighbouring areas. Through our shared vision for the transport network of Greater Launceston, Council is working collaboratively to help the region move forward, and to make sure that goods and people can move around Tasmania to the benefit of visitors, businesses and communities.

THE BIG CONVERSATIONS WE NEED TO HAVE...

Transport is not the sole responsibility of Council, but we recognise that it is one of the factors that will drive our ability to successfully balance population and economic growth with liveability. It is important that we creatively plan positive changes to how we move around our city.



The big questions that will drive our conversations are:

1. What does a mobile and accessible Launceston look like to you?
2. How can we make Launceston accessible to more people through multiple modes of transport (including walking, cycling and public transport)?
3. As we grow, how can we protect the good amenity of our city and maintain access to the services we need?

MOVING WHO?

When we talk about different transit types we are referring to all sorts of non-car ways of getting around Launceston.

Who might not be able to, or doesn't use a car?

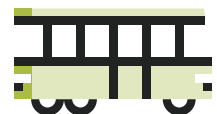
- Your grandma (or you!) and her mobility scooter
- Your friend with a young child and a pram
- Your neighbour who cycles to avoid traffic jams to get to work quicker
- Your niece or nephew who can't drive yet but needs to get to school or their part-time job in the city
- People who due to their disability can't drive
- The one car family down the road that can't afford a second car.

LAUNCESTON IN MOTION



89% of journeys to work in Launceston are made by car

2% of trips are by passenger transport



Parking is cheap and readily available in Launceston's CBD

The commuting distance is one of the shortest in Australian cities



A suburban Launceston bus ticket costs more than an all-day car parking ticket

Commuters heavily rely on a limited number of key roads to access to the City



Source: Greater Launceston Transport Vision, 2018



5. ...and ensure our City is social, inclusive and fair

Australians are arguably now more connected than ever before, however, loneliness, social isolation and the gap in wealth and equality are complex social issues that impact our health, life expectancy and community cohesion.

Our challenge is to work together to address issues of social isolation, disparity and unfairness to create a Launceston that is welcoming for all. As outlined in the Corporate Strategic Plan, 'Council is invested in our community's long-term health, wellbeing, safety and resilience.' Council has a role to play in creating equal opportunity to connect with other people, to celebrate culture and to feel safe and included. This means that Council (alongside individuals, other levels of government, and communities) needs to invest and support community services, facilities and programs.

Internationally, the Organisation for Economic Co-operation and Development (OECD) has created a framework to measure wellbeing in cities and regions. The figure below shows the variables that impact quality of life and wellbeing, as well as the future impacts to wellbeing. A part of making our city fair, social and inclusive involves understanding the level of wellbeing within our community.

The vision for better social inclusion is also supported by the Tasmanian State Government, who we are working with on key projects such as the City Deal.

'My vision for Tasmania is for a strong, confident and inclusive society where all people in Tasmania are treated fairly, with respect and without discrimination, and have an equal opportunity, and responsibility, to engage in Tasmanian life.'

– Premier Will Hodgman



WHAT IS COUNCIL WORKING ON?

The path towards a more social, inclusive and fair Launceston requires the work of everybody, not just Council. City of Launceston has been working to make our city safe, social and inclusive through:

- **Community development** and youth services are parts of Council that work with vulnerable people within our community to create better social outcomes
- **My Place My Future:** is a unique undertaking. It is a place-based approach that builds upon the City Deal foundation and brings together the northern suburbs communities, local, state and federal governments. The My Place My Future plan will provide an integrated approach to the revitalisation of the Launceston northern suburbs, with the aim of supporting improved lifestyle, social and economic outcomes.

OECD Framework for measuring well-being & progress

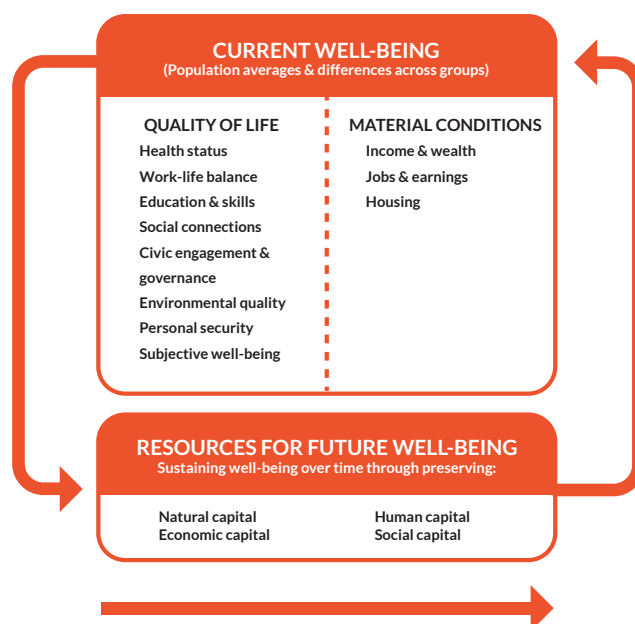


Figure 4: source: <http://www.oecd.org/statistics/measuring-well-being-and-progress.htm>



- **Youth engagement framework:** defines when and how council works with and for young people in our municipality
- **Learning site:** is a place-based, asset based community driven program. Council has been working with communities in particular suburbs over the course of months to focus on what's strong about their communities, not what's wrong.
- **National Suicide Prevention Trial:** is an education and engagement program to reduce the number of people in Launceston impacted by suicide. The program works with people who are at risk, local GPs and bereaved families.
- **Cultural Strategy:** is the City of Launceston's guiding work to deliver initiatives for a healthy, vibrant Launceston that attracts and supports business, entrepreneurship and is a great place to live.

In the future, Council will be aiming to make our work more inclusive and fair through new policies and frameworks relating to access and social inclusion.

THE BIG CONVERSATIONS WE NEED TO HAVE...

We want a city that supports diversity, is socially inclusive and where people feel valued and can live with dignity. Outlined in the Greater Launceston Plan is the ten-year goal to: 'offer access to services and spaces for all community members and to work in partnership with others to address the needs of vulnerable and diverse communities'. We understand that this requires delivering services, policies and community infrastructure.

We would like to have a conversation with our community to understand how we can foster and promote Launceston as a welcoming place.



The big questions that will drive our conversations are:

1. What does a social, inclusive and fair community of Launceston look like to you?
2. What can make Launceston safe and welcoming?
3. What are the services, facilities and programs that are important to you and your community?

FAIR GO! LAUNCESTON IN A SOCIAL SNAPSHOT

6.83% 

Launceston's unemployment rate (6.83%) is higher than that of Tasmania (5.8%), Greater Hobart (6%) and Australia more broadly (5.2%)

(City of Launceston Economic Profile: <http://economy.id.com.au> 2018)

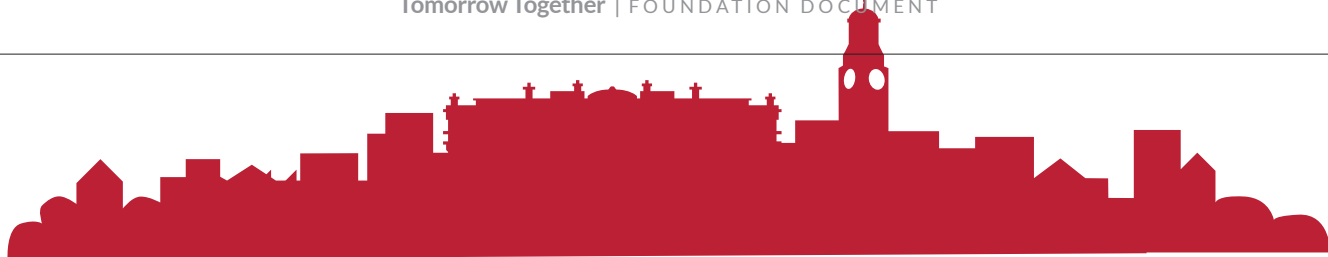


Tasmania has the second highest suicide rate in Australia; 14 people per 100,000 people die by suicide annually (source: Tasmanian Suicide Prevention Strategy, 2016-2020)

The City of Launceston has a range of social and demographic challenges specific to us including:



...as well as limited access to affordable housing, social support and services; and underperformance in education and training.



6. A focused and sustainable Council

The role of local government in Tasmania

There are three spheres of government in Australia: the Australian Government (Federal), State Government, and Local Government. The roles, responsibilities and power of local government is determined by the Local Government Act 1993 (the Act). The Act describes the role of council as:

- to provide for the health, safety and wellbeing of the community
- to represent the interests of the community
- to provide for the peace, order and good government of the municipal area.

The income to provide these roles is derived from taxes on property called rates, fees for services and grants. The implementation of council decisions and the day to day running of the council is the responsibility of the General Manager.

Rates and service fees are Council's primary source of revenue. In the last financial year rates and fees represented 75% of revenue. Provision of services is where the majority of spending goes (72.4% in the last financial year).

Many of the challenges facing our economy, environment and community are outside the direct control of local government. For example, major transport infrastructure is funded by state and federal government. In these instances, council can act as an advocate to other tiers of government to attract investment or broker partnerships with industry.

Our challenge

Council recognises the importance of delivering, where it can, beyond its statutory requirements to generate wider social, economic and environmental benefits. But good governance is also about organisational sustainability and ensuring its services and operations are within its financial capacity.

A day in the life of local government...

On any given day, councils are managing land use to ensure development is consistent with community expectations and that building standards are met. They are managing and recycling waste, maintaining stormwater and drainage systems, roads, streets, public buildings, bridges and parks. They are supporting communities to prepare for natural disasters and providing cultural and sporting venues, events and opportunities. Councils are also providing social welfare programs like childcare, aged care and youth programs and supporting community health through immunisation programs and safe drinking water. They are considering environmental concerns like climate change and biodiversity and how to mitigate these for future generations.

Source: Tasmanian Government, 'Review of Tasmania's Local Government'

As outlined in Council's Strategic Plan 2014-2024 being a responsive and accountable organisation requires decisions that are made on the basis of relevant and complete information, including information about the implications of decisions and alternative options. This includes involving the community in the conversations around how we plan and deliver to meet community needs.

Setting our future direction

Over this campaign we will be hosting conversations around all the big challenges and opportunities facing Launceston. This theme is about confirming Council's role in responding and delivering on the outputs of those conversations.

We operate on behalf of the Launceston community so it is essential the community is at the table for this challenging task. We will be looking at establishing a community panel made up of a representative sample of the Launceston community who will debate and deliberate on how Council can meet the city's growing challenges while addressing our future financial challenges.



There will also be opportunities for the broader community to get involved and contribute.

THE BIG CONVERSATIONS WE NEED TO HAVE...

There are some tough conversations we will need to have about how we prioritise and focus our finite resources to meet the social, environmental and economic needs of our city. This may mean that Council needs to stop undertaking some activities to make our efforts focused and sustained. The conversation needs to be robust, transparent and well informed.

The big questions that will drive our conversations are:

1. Where should we focus our efforts in providing for the community while ensuring the financial sustainability of Council?
2. How can we engage with a diverse and representative group of the community to help us make tough decisions?
3. How can we best talk to you about the difficult decisions facing Council, the trade-offs we need to make, and be transparent about how and why we make the decisions we do?

The range of services local government provides for in Tasmania include:

- Road and construction
- Street lighting
- Rubbish collection
- Stormwater drainage
- Some traffic or parking regulations
- Planning and building services
- Public health such as inspecting cafes, shops and manufacturing premises to check for hygienic conditions
- Sporting ovals, parks and public reserves
- Public swimming pools
- Community halls
- Community arts facilities
- Some community services such as immunisation services, services for young people and seniors and health promotion
- Community festivals and events
- Economic development and tourism.

helping us deliver our commitment to continually improve our organisational sustainability and drive a Launceston we can all be proud of.

Where the dollars come from

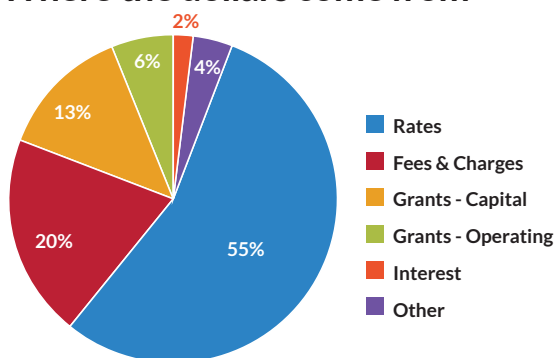


Figure 5: Council income generation

Spend by program

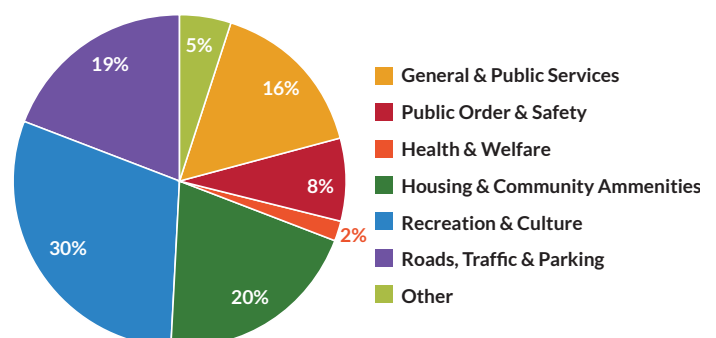


Figure 6: Council spending by program



7. How to get involved

Council will continue to inform you and provide updates about projects, works that may impact you, and respond to customer queries through our customer support centre as we have in the past. Tomorrow Together will run alongside these 'business as usual' activities and will give Council the chance to discuss longer-term and more strategic concepts with the public.



Sign-up to stay informed

The best way to get involved is to sign-up for Tomorrow Together project updates. Register online at yourvoiceyourlaunceston.com.au. Don't have a computer? Come in and use the free computers at the Town Hall Customer Service Centre to get involved.



Follow us on Facebook

Head to City of Launceston Official and follow and like our page.



Follow us on Instagram

Follow us on Instagram - Launceston_official #tomorrowtogether



Visit us in person!

Call in to the City of Launceston Town Hall Customer Service Centre, to speak to us or view the information stand.



Attend an event

Find out what's happening in and around Launceston and get involved!
Come along to a community event or neighbourhood talk.



