

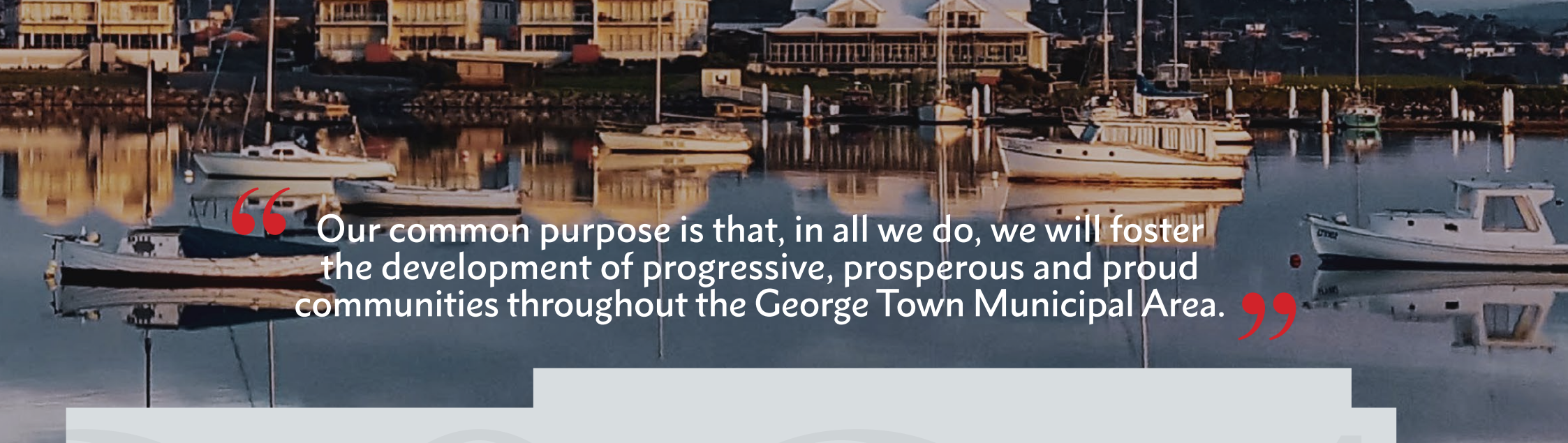


PROGRESSIVE, PROSPEROUS & PROUD

COMMUNITY STRATEGIC PLAN

2024 – 2030





“ Our common purpose is that, in all we do, we will foster the development of progressive, prosperous and proud communities throughout the George Town Municipal Area. ”

A Welcome Message from the Mayor and General Manager

01

What is a Community Strategic Plan?

02

Strategic Framework – how it links to action

02

Community achievement highlights over the past four years

04

The review of the George Town Community Strategic Plan to 2023

06

How the Community Strategic Plan can be used

07

Plan Structure

07

George Town community demographic snapshot

08

George Town Community Strategic Plan 2024 to 2030

12

Vision

12

Guiding Principles

13

Future Directions

14

Outcomes, Priorities and Performance Indicators

15

Future Direction 1: Progressive well-resourced communities

16

Future Direction 2: Prosperity in all aspects of life and living

20

Future Direction 3: Community pride

26

Future direction 4: Leadership and accountable governance

28

A Welcome Message from the Mayor and General Manager

A community strategic plan guides us to the future we want. As a community we can take what the future presents and then act, hoping for a good outcome. Alternatively, we can work out what we want our future to be for all the ages, abilities and interests of those who live, work, play, learn and invest here. This enables us all to purposefully shape actions towards that goal – collective effort around what matters most.

The George Town Community Strategic Plan was developed in 2020 with input from community members, stakeholders and interest groups. During 2023 a review of the direction and intent of the 2020-2030 Community Strategic Plan has been undertaken to ensure its vision, guiding principles and future directions are still relevant and useful.

The review has shown that since 2020, much has been done to help achieve the vision of being a *'Progressive, Prosperous and Proud'* community. This vision still resonates with many community members who see it as a work in progress towards 2030. In fact, our 2030 destination, guiding principles and future directions are seen, by some, as even more important now as we address the task of balancing potential economic growth with community services, inclusivity and custodianship of our beautiful environment and productive landscapes. This is the focus of the next four years.

“Our potential is to balance the opportunities of economic growth and development, whilst ensuring our community strengthening and inclusivity, services, and infrastructure, care and custodianship of our beautiful environment are all equal in our thinking, designing and collective endeavours. Balance means you can't have one without the others.”

In the reviewed Community Strategic Plan there are changes to strategic priorities which aim to reflect this balance of economy, community and environment. Throughout the plan there are also quotations from the community engagement process that reflect community sentiment.

This is a Community Strategic Plan. Whilst Council oversees its development, it is not a plan for Council to deliver alone. Many groups and organisations across our community will need to find their place in the plan and contribute their actions and resources. Council will provide services where it has a responsibility and will also help facilitate activities and advocate on your behalf.

It is our unwavering aspiration that everyone across our community continues to contribute to the vision of being *'progressive, prosperous and proud'*.

Mayor: Greg Keiser on behalf of the George Town Council and Community
General Manager: Shane Power on behalf of the George Town Council Organisation

“A Community Strategic Plan calls us all to play our part”

What is a Community Strategic Plan?

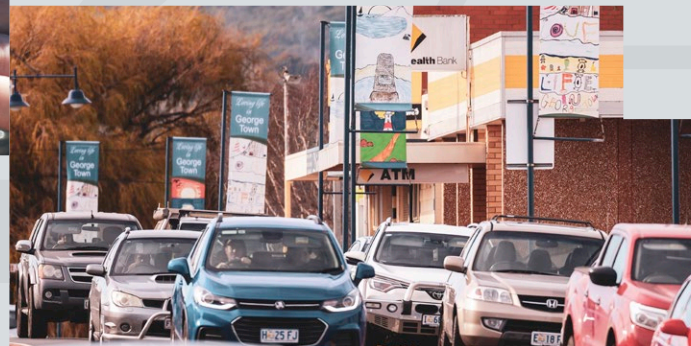
A Community Strategic Plan is a 'what' document that describes what we, as a community, agree should be our preferred future. It captures shared aspirations and highlights what matters most. It also represents a partnership between Council and the Community. To achieve what we want for our young people and communities requires an alignment of efforts from all who could and should contribute.

No one organisation, including Council, can achieve everything in the plan. There are many groups, organisations, individuals and other levels of government who have a role to play. This is the collective that needs to bring their efforts to the strategies and actions of achieving the preferred future. It is in their plans that the 'how' of actions and priorities will be found.



Strategic Framework— how it links to action


The diagram on the following page sets out the integrated planning framework. It describes how the Community Strategic Plan can influence the delivery of actions from organisations and groups across the communities of George Town.






George Town Community Strategic Plan

Longer term 2020 to 2030

 **Vision**
What we want
George Town to be.

Guiding Principles

To guide future
choices and
behaviour.

 **Future directions**
Groupings of similar outcomes.

Desired Outcomes


Community outcomes wanted in
the future. They are written as
though they have happened.

Strategic priorities

Areas of work that will help
realise the desired outcomes.

 **Community
Strategic Plan**

This is a WHAT
document, and does
not get into HOW the
desired outcomes
will be achieved.


 **Performance
measures**
Measurement at this level
focuses on effort and
achievement of tasks.


Delivery plans

Organisations usually plan
activities and finances over
a three to four period.
Ideally, they should aim to
achieve their part of the
Community Strategic Plan.

Linkage to the Strategic plan

The linkage between the Delivery Plan and the
Strategic Plan is at the desired outcome and strategic
priority level. Not everything in the Strategic Plan can
be done at once nor by one organisation. The secret to
success is all organisations and groups working on the
outcomes relevant to them. The Delivery Plan will
schedule work according to priority, set out actions to
be taken and allocate funding and resources. It moves
from WHAT is wanted to HOW it will be achieved.

 **Actions**
The Delivery Plan will
set out the actions to be
taken to help achieve the
desired outcomes.
Actions include
programs which are
ongoing and projects
that have a beginning
and an end.


 **Performance
measures**
Indicators will measure the
effort put into programs
and projects and efficiency
of completion. It will also
need to assess if the
actions are having an
effect on the baseline data.

Annual Operational Plan

The Annual Operational Plan sets out the work to be completed
in a financial year. It is a one-year slice off the delivery plan. It is
shaped around a budget, a timeline and accountability for
completion. The linkage between the delivery and the annual
plan is at the action level. It is a document focused on HOW.

Linkage to the Delivery plan is at the actions level

Programs and projects
are scheduled, funded
and organised into tasks
for completion.

 **Performance
Measures**
At this level performance
will be measured against
the desired outcomes.
Baseline data is needed
to describe progress.

Community achievement highlights over the past four years

A number of achievements of the past four years were revealed during the review process. The community effort that has gone into these outcomes is a source of pride to us all.



PROGRESSIVE

- The development of the Reflect Reconciliation Plan: kinimathatakinta (George Town) Reconciliation Action Plan developed in partnership with Council, local Aboriginal Community representatives, Reconciliation Tasmania, Bell Bay Aluminium and elected representatives.
- Seagulls to Chips - Growing leadership skills in our young people – a collaboration for future impact.
- The innovations and activities of our industrial and advanced manufacturing sector and companies.
- Active George Town for health and wellbeing (and fun too!)
- Future Impact Group initiatives of Make George Town Yours Main Street beautification activities.
- Creative George Town school holiday arts and crafts programs.
- Launchpad program focused on mentoring and connecting unemployed people into training and work.

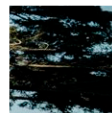
PROSPEROUS

Economic prosperity:

- Diversification of our economy with the Bell Bay Precinct and Port facilitating opportunities in advanced manufacturing, renewable energies and circular economy activities.
- The emerging sectors of tourism, produce and the care economy.
- An increase in population and growth in the domestic economy through housing construction.

Social prosperity:

- Education and learning including pathways to employment through our schools, Trade Training Centre, Launchpad and RTO's.
- Growth and response to the care economy.
- Health professionals established in George Town with some operating five days a week.



Environmental prosperity:

- The work of NRM North, Tamar NRM, East Tamar Landcare and the Progress and Community Associations keep us focused on the significant aspects of our environment – the health of the kanamaluka/Tamar Estuary, sea grass, saltmarsh, reef and coastline.
- Working on our challenges around weeds, feral animals and protecting the native flora and fauna.

“

In the last few years, I have experienced a change in pride in our place.

When visitors come, they say how much the place has changed and how beautiful parts are looking.

This shift in our reputation and how the place looks needs to be continued.

”

PROUD

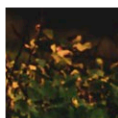
- Dual naming of the library.
- First Nations young people leading welcoming ceremonies.
- The continued work of the ‘heart’ of our community - the Progress and Community Associations throughout the municipality that build community, stage recreation activities and events, and care for the environment.
- Youth Voice Showcase involving 270 young people and featuring the successes, challenges and future directions.
- Social infrastructure developments of the Surf Cub, Universal Access at East Beach, sports grounds investment, the Aquatic Centre approval, upgrades at Beechford, Low Head, Hillwood, Bellingham and Weymouth.
- Redevelopment of Regent Square.

LEADERSHIP AND ACCOUNTABLE GOVERNANCE

- Good working relationships with all other levels of government on major projects and opportunities.
- Positive and productive working relationships with neighbouring municipalities.
- Active role in regional development through our regional economic and environmental groups.
- Introduction of an Enterprise Resource Planning system for Council operational efficiencies.

The review of the George Town Community Strategic Plan to 2023

The review involved a range of engagement activities, collation and interpretation of feedback. These learnings and insights informed change and strategic focus for the next four years.



STAGE	WHAT WAS DONE
Initiating meeting with George Town Council – Councillors and Leadership Team.	<p>Analysis of present situation of George Town Municipality from ABS and id profile data and information</p> <p>Understanding what engagement processes Council, Community, Industry and Business are undertaking and what data and information would be available to the review</p> <p>Council workshop to understand what has changed from the perspective of the Councillors and Leadership Team</p>
Engagement specific to the review	<p>Future Impact Group survey</p> <p>World Café contributions</p> <p>Our Future: Youth Voices</p> <p>25 x interviews with stakeholder representatives</p>
Collation and interpretation of existing data, information and inputs.	<p>Identification of key themes and associated desired outcomes</p>
Draft plan	<p>Councillor review of draft plan</p> <p>Senior Leadership Team review of draft plan</p> <p>Revised plan ready for launch and community feedback</p>
Feedback on draft plan	<p>Revised plan released for broader community feedback</p> <p>Collation of feedback</p> <p>Development of recommendations for sign off by Councillors and Senior Leadership Team</p>
Adoption	<p>Adoption by Council on behalf of the Community</p>

How the Community Strategic Plan can be used

A Community Strategic Plan is a 'what' document. It describes what the communities of the George Town Municipality agree should be their preferred future. It captures shared aspirations and highlights what matters most.

It also represents a partnership between Council and the Community. To achieve what is wanted, requires an alignment of efforts from all who could and should contribute. No one organisation, including Council, can achieve everything in the plan. There are many groups, organisations, individuals and other levels of government who have a role to play in achieving the future strategic outcomes. Also not every outcome and objective in the plan can be achieved at once.



Plan Structure

The plan has the following components:

A vision: What the community wants George Town Municipality to be in 2030.

Guiding principles or values: To guide future choices and behaviour.

Future directions: They are like themes that contain similar outcomes. The narrative for each direction is written as though the desired ideal state has been achieved.

Outcomes and objectives: Within each future direction are a number of overall desired community outcomes and associated objectives that are written as if they have already been achieved.

Community partners: For each direction there is an indicative list of partners that need to collaborate to help achieve the desired outcomes and objectives.

Performance indicators: A number of suggested indicators to monitor progress.

George Town community demographic snapshot

The 2020 strategic plan was based on ABS 2016 census data. The review has used ABS data from the 2021 census along with more recent information from Id profile. There are positive trends around population, employment and education. However, issues associated with an ageing population and levels of comparative disadvantage need system understandings and collective efforts to make change.

“There are different generations that now make up our population. You see young people, families and retirees. Some were born here, and others have chosen the George Town municipality as their home.”

POPULATION

7,033 ↑ 5.5%
since 2011

49.5%



50.5%



5.2%

Aboriginal people

81.3%
born in Australia



Median age
has risen to

↑ 49

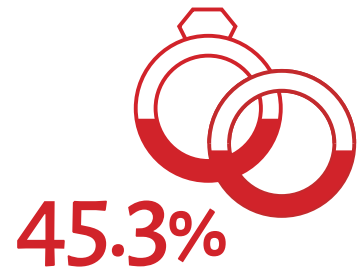


32%

are between
55 & 74 years old



FAMILIES & HOUSEHOLDS



of people aged 15 and over are married



More couples **without children** than with children



Most **single** parents are **women**



11.7% of households are **one parent families**



Lone person households (high)



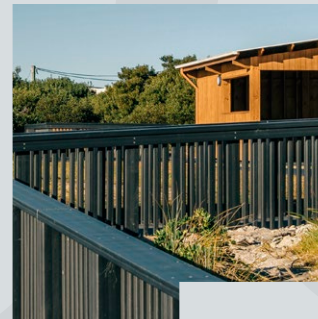
2.2 persons

Average household size

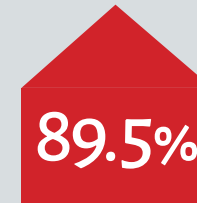


0.8

Average number of persons per bedroom



DWELLINGS



of dwellings are **separate houses**



83.8% of dwellings **occupied**
15.9% **unoccupied**



43.6% of dwellings **owned outright**
28.1% **mortgaged**



6% of dwellings were rented by a **state housing authority**



INCOME & EMPLOYMENT

ABS 2021 census



Incomes **lower** than
Tasmania and Australia

10%

Unemployment
(falling) ↓



46.7%

Labour force
participation rate
(increasing) ↑



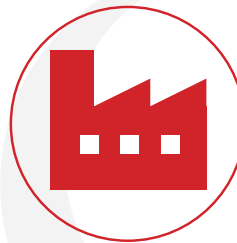
high level
of **disadvantage**
(SEIFA index)



Number of
volunteers
falling ↓

jobseeker

↓ number of
payments **falling**



Largest industry
is **manufacturing**, next **health
care & social assistance**



2 largest
occupations:
**technicians,
trades workers
& labourers**



3rd highest
occupation:
**community &
personal services**

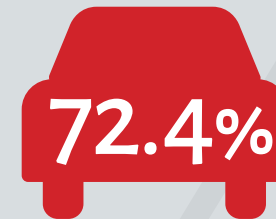


Falling employment
in **manufacturing,
retail & transport**



Rising employment
in **health care &
social assistance,
education & training**

VEHICLES & TRANSPORT



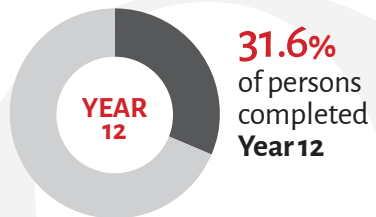
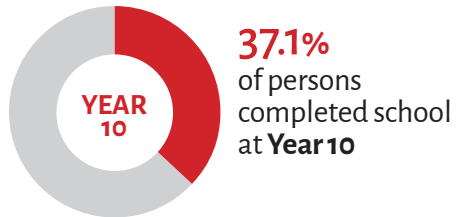
of persons travelled
to work by car

33.6% have **one vehicle**
32% of houses have **two vehicles**



Car ownership has
increased since 2016 ↑

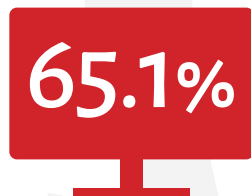
EDUCATION



Increasing number of **graduate diplomas** and **bachelor's degrees** since 2011



Number of females with **non-school qualifications rising** & exceeding men



Digital literacy. National average 73.2% (improving)



HEALTH



23% of men and **25%** of women have a **long-term health condition**

1
arthritis

2
mental health

3
asthma

Top 3 long term health conditions

674

persons **need assistance** with core activities (increasing)



Vision

“ We are the Communities of George Town
Progressive, Prosperous, Proud! ”

Progressive in our aspirations and approaches

We are resilient and adaptive. With courage, we respond creatively to our challenges and opportunities. The energy of our young people drives us all forward and we value and encourage participation from our elders who support, contribute and encourage the endeavours of our communities.



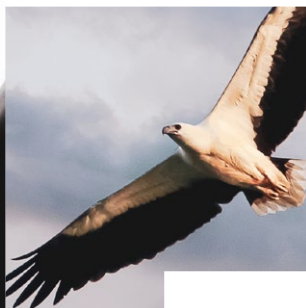
Prosperous in all aspects of our life – economy, community and environment

Economically we prosper as a community of lifelong learners. We encourage, coach and mentor our young people to reach their potential. We are making and building a diverse economy centred around doing old things in new ways and new things first. We promote our enviable lifestyle as the setting for entrepreneurial endeavours. Our population continues to grow with people who identify with the things we value in our place and living here. Visitors are welcome to stay and experience

our environment, adventure activities, culture, celebrations and produce.

We are community builders who acknowledge the original custodians of our place and learn from all they know about the land, river, sea and sky. We promote active and healthy living and enjoy doing that together. We find joy and learning in our rich and inclusive community life, the achievements found at all levels throughout our community. Seeing our young people aspire, inspires us all.

We respect and are grateful for our beautiful environment of coastlines, beaches, rivers, creeks, rolling hills, rich agricultural land



and built heritage. We cherish all living things, respect and care for our environment, so it will continue to nurture us and the generations to come.

Proud of who we are, what we do and how we do it

We foster positive and productive attitudes and know that inspirational leadership is found everywhere within our communities. We care for one another and back ourselves.

“*‘The vision of being progressive, prosperous and proud communities still resonates.*

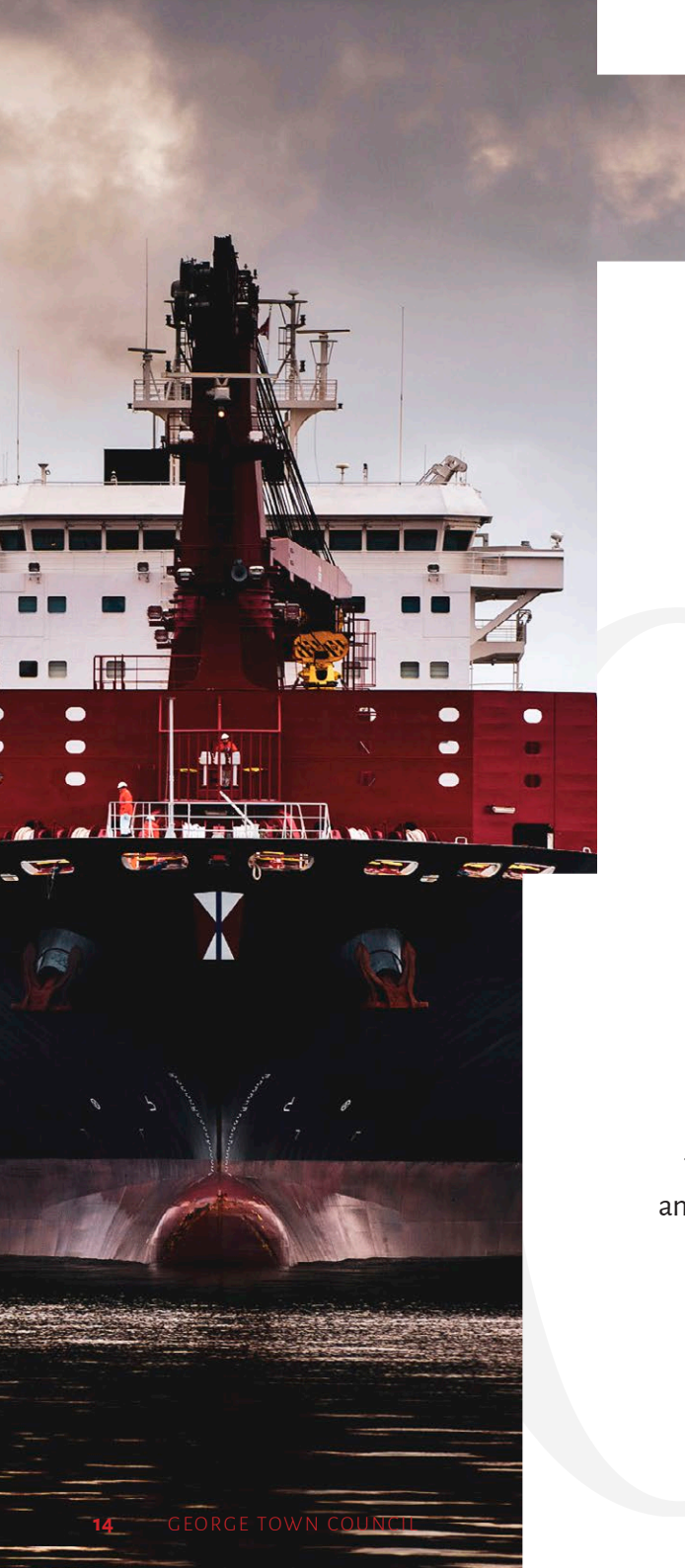
In fact, it is even stronger and more meaningful with the opportunities we have and the need to prepare for growth.’

The change in the last decade in George Town has come through having a vision to follow, changing mindsets and collaborating.”

Guiding Principles

In all we do, we will:





Future Directions

Progressive well-resourced communities

Recreational and sporting opportunities; strategic plans for all communities; public infrastructure; social infrastructure; diverse volunteering base; community celebrations

Prosperity for all in all aspects of life

Economic development and diversification; employment growth; employability skills; population growth; education, learning and training; tourism and supporting businesses and events; healthy, active communities; natural landscapes and values; community building

Community pride

Inclusion and engagement; built environment; reputation building; communications; safety and security; responsive emergency services

Leadership and accountable governance

Culture of engagement and participation; planning and regulatory responsibilities; working relationships and collaborations; change management and accountability

Outcomes, Priorities and Performance Indicators

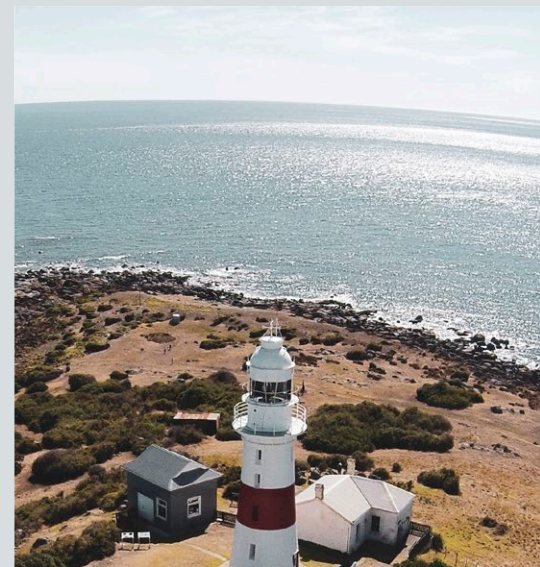
- Within each future direction are a number of community desired outcomes. Desired outcomes are written as if they have already been achieved. They describe the 'end' result.
- The strategic priorities describe what should be the focus of future efforts to achieve the desired outcome or the 'means' to achieve the 'end' results.
- There is also an indication of partners to help in this process.
- Progress needs to be monitored, measured and reported. Indicators from reliable, regularly collected data can be used as a baseline. Benchmarking performance against Tasmania as whole will help with interpretation.



Progressive well-resourced communities

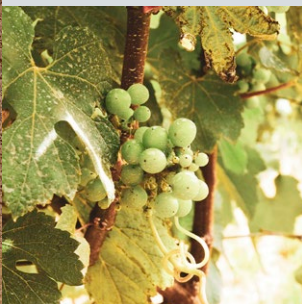
The municipal area includes the main township of George Town and the smaller coastal and country communities. All are thriving. Here people live, work and have 'shacks' for weekend retreats and holidays. Many communities have active and well-organised progress and community associations that undertake improvement projects and provide a voice for their area. There are many active volunteers supporting activities across the municipality. This spirit of self-reliance provides the foundation for well-connected and outcome orientated communities.

In these healthy communities, everyone has access to sports and recreation facilities and outdoor opportunities facilitated by joined-up pathways, tracks, trails, beaches and natural areas. Recreation is valuable as a means of involving young people in community life. Cultural, artistic and community events, festivals, performances and exhibitions provide vibrancy and build a sense of place and belonging.



Community resources provide support for all and help build the capacity to learn new skills and maximise opportunities. The George Town Hub at Regents Square is an exemplar of collaboration between State Government services to provide access to learning, child and family services and government transactions in a warm, welcoming environment. The George Town Collective Impact Initiative and Group is an example of harnessing community stakeholders to influence and shape future outcomes. Communities are interdependent, with strong networks and self-reliance.

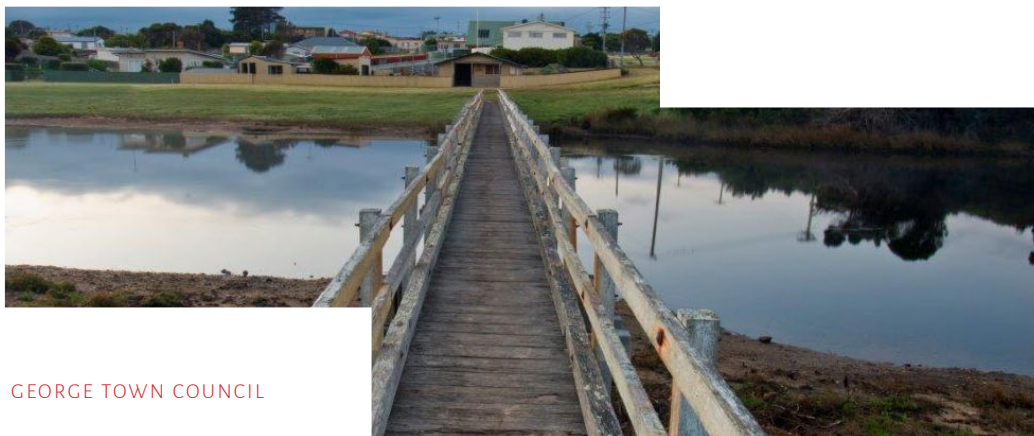
Communities have the public infrastructure resources to function well, and there are no barriers to fully participating in community life. Roads, pathways, drains, water and sewer, parklands, sports fields, halls and public toilets, mobile phone and internet access, underpin community life and health. They are provided by a range of organisations. Everyone has access to services and support from local providers.



DESIRED OUTCOMES	STRATEGIC PRIORITIES
Social infrastructure and services match growth and community needs	<p>Community services and social infrastructure match the aspirations and needs of growing communities</p> <p>Childcare operations respond to and facilitate workforce needs and participation</p> <p>An operational all-year-round youth hub engages young people in recreational activities, creative arts and programs</p> <p>Necessary community services and social infrastructure are funded</p> <p>Well designed and maintained, safe spaces and places work well</p> <p>Available and accessible transport to services</p>
Formal and Informal sporting and recreational opportunities for all	<p>An Aquatic, Health and Well-Being Centre</p> <p>Growing membership and participation in sporting activities</p> <p>Young people engage in the sporting and recreational activities of their choice</p> <p>Formal and informal recreation and fitness facilities for all ages and abilities through shared pathways, tracks, trails and exercise stations</p> <p>Safe usage of mountain bike trails by residents and visitors</p> <p>All ages use parks, open spaces, beaches, tracks and trails through regular events and activities that create vibrancy and inclusion</p>

DESIRED OUTCOMES	STRATEGIC PRIORITIES
Local access to services and support	Local needs and service gaps are understood and filled Expanded local provision and workforce capabilities particularly for services and supports in NDIS and Aged Care
Vibrant local communities	Progress and Community Associations plan and achieve their annual priorities
A diverse and active volunteering base	Diversified and increased volunteer base Young people volunteer in areas that interest them Volunteers are recognised and celebrated

DESIRED OUTCOMES	STRATEGIC PRIORITIES
Community celebrations build the areas identity	Cultural, artistic and seasonal produce celebrations engage and build understanding of the community and its value proposition An activated and resourced events strategy New and creative ideas grow event attendance numbers A published on-line events program helps planning and promotions All events include activities designed by young people
Public transport available across George Town	Increased availability and usage of public transport across the George Town municipality



POTENTIAL CONTRIBUTORS AND COLLABORATORS

George Town Council
State agencies
TasWater
Future Impact Group
Township progress associations
Recreation and sporting groups
George Town Neighbourhood House
NDIS, Aged Care providers and health providers
Local advocates for people with special needs
Volunteer groups
Event organisers
Culture and arts groups



PERFORMANCE INDICATORS

Community surveys
Sports participation, club memberships,
Progress and Community Associations membership
Event attendance
Environmental data associated with
water quality and sewage
Volunteer numbers



Prosperity in all aspects of life and living

Economy, Community and Environment

Prosperous George Town communities are enriched and successful economically, socially and environmentally. People have the opportunity to generate income and build both financial and social capital while caring for the environment. There are education and training opportunities for all ages but particularly for young people. Learning is seen as valued and lifelong across the community. There is a focus on pathways to employment.

Healthy, active living within a healthy environment are central to a prosperous community life as is being connected socially and digitally. Innovative social, recreation, arts, events and cultural activities bring people together and enrich life and living throughout the George Town municipality.

The area's natural assets include the kanamaluka/Tamar Estuary, and the important eco-systems of seagrass beds, Rocky Reef, tidal wetlands and saltmarsh, coastlines, beaches, rivers, creeks, agricultural landscapes and bush land. This beautiful, natural environment facilitates a range of recreational opportunities for residents and visitors – walking, riding, swimming, surfing, diving, sailing, penguin and wildlife watching, eating, drinking or just being still and reflecting. Respectful management ensures it is preserved for present and future generations.





The Bell Bay Precinct, Advanced Manufacturing Zone and Port are rapidly moving to being part of a global story of future industries, clean energy and circular economy. Agricultural production includes grazing, seafoods, a significant grape growing and wine producing sector, distillation of whisky and gin.

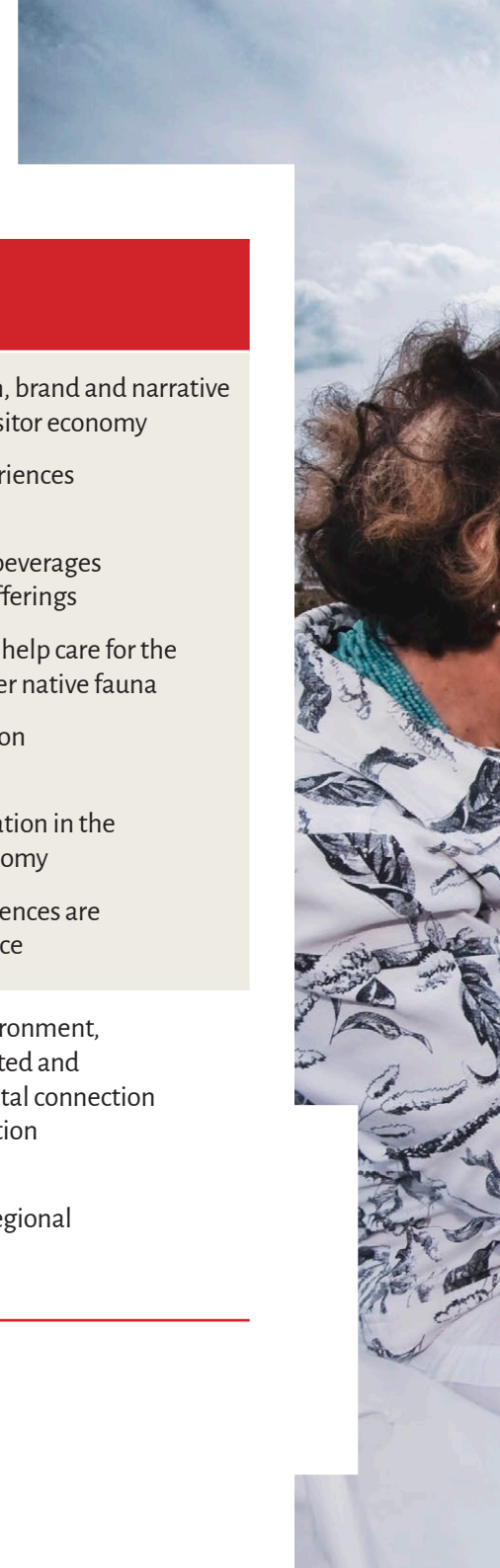
Tourism is an emerging central economic and social focus for our communities. There is also the opportunity to build a deeper understanding and connection to cultural heritage particularly with First Nations peoples and more recent European history through proudly promoting the stories of the community's on-going development and achievements.

“How do we grow and develop without losing the things that make us the community we love living in?”

“How do we make sure no one is left behind and the potential of growth and development is shared?”

These economic, community and environmental outcomes are powered by George Town's three key advantages:

- The digital connection and literacy of George Town communities gives a technological advantage for existing and future entrepreneurial endeavours, manufacturing and business development, education responses, environmental monitoring, population attraction, increasing community capacity and reputation building.
- The many voluntary groups and organisations working across all areas of life throughout George Town – Progress and Community Associations, Library, Neighbourhood House, Child and Family Learning Centre, Future Impact Group, environment, history, culture, events, sport and recreation, health and active living, care and support groups – collective efforts for positive impact and change.
- A 'community of learners' with increasing engagement in education and training including lifelong learning. There is an unwavering focus on improving educational, training and learning outcomes for our young people, giving them hope and support in reaching their potential.



DESIRED OUTCOMES	STRATEGIC PRIORITIES
A diversified local economy	<p>An economy transitioning from heavy industry to advanced manufacturing, renewable energy, visitor economy, care, area branded produce and niche products through a circular economy approach</p> <p>The Bell Bay Precinct and Port is central to the State's economy and a global enabler of the green economy and advanced manufacturing</p> <p>The Bell Bay Port and Advanced Manufacturing Zone is promoted in the domestic and state economy highlighting the advantages of deep water, available land, protected water, inter-nodal rail, access to services and innovation</p> <p>Expanded research supports the development of the future green economy and advanced manufacturing</p>
Responsive and innovative care economy	<p>A skilled aged care and NDIS local workforce</p> <p>Work opportunities within the care economy to respond to needs particularly in Aged Care and NDIS</p>

DESIRED OUTCOMES	STRATEGIC PRIORITIES
Growth in tourism yield	<p>Compelling value proposition, brand and narrative supports the growth of the visitor economy</p> <p>Existing and new visitor experiences increase overnight stays</p> <p>Local, seasonal produce and beverages promote local gastronomic offerings</p> <p>New coastal eco-experiences help care for the local penguin colony and other native fauna</p> <p>Cultural heritage interpretation supports a sense of place</p> <p>A range of visitor accommodation in the area supports the visitor economy</p> <p>Promoted Wild Tamar Experiences are central to the visitor experience</p>
Increased population across the municipality	<p>The area's advantages of environment, diverse housing, well-connected and supportive communities, digital connection and the importance of education and learning, attracts people</p> <p>Positive contribution to the regional population growth strategy</p>



DESIRED OUTCOMES	STRATEGIC PRIORITIES
Skilled local workforce for a diversified economy	<p>There are meaningful jobs for all ages</p> <p>The workforce has the skills needed for a future diversified economy</p> <p>Training programs are available to up-skill and re-skill to meet workforce needs</p> <p>A range of workforce accommodation is available</p>
Young people have employment skills and pathways	<p>Education and training opportunities for students are available both in and out of school</p> <p>Programs bridge the transition from school to work</p> <p>A 'can do' attitude energises education and training</p> <p>Collaboration between industry, businesses, educationalists, and trainers in the design of work training programs</p>
Local businesses thrive and respond to local and visitor needs	<p>Local main street businesses are engaged in beautification and renewal activities</p> <p>'Support Local; Buy Local; Employ Local' campaigns grow local businesses and employment</p> <p>Opening hours and service standards meet customer and visitor needs</p>



DESIRED OUTCOMES	STRATEGIC PRIORITIES
Supported entrepreneurial endeavours and start-ups	<p>A strong start-up eco-system supports entrepreneurial endeavours</p> <p>New industries foster entrepreneurial activities</p>
Sustainable and innovative waste management	<p>All waste streams are managed sustainably</p> <p>Value adding, and circular economy endeavours are supported and implemented</p>
Community of learners	<p>Education and training are valued and celebrated</p> <p>Diversity of learners and learning needs are supported through a variety of learning environments and opportunities</p> <p>Education and training respond to the needs of existing and future industry and businesses</p> <p>Clear pathways to employment through training, work experience, mentoring and coaching</p> <p>Strong ties with TasTAFE, University of Tasmania and the Australian Maritime College</p> <p>A 'benefits of learning' campaign joins the dots between learning, employment, pathways and connecting with people and networks</p>

DESIRED OUTCOMES	STRATEGIC PRIORITIES
A strength-based reputation	<p>A strong George Town and Region brand, value proposition and narrative</p> <p>The areas value proposition guides promotional activities</p>
Healthy, active communities	<p>Preventative health and well-being practices are central to community life</p> <p>High health and well-being literacy</p> <p>Growing, cooking and eating fresh, seasonal produce is central to eating well</p> <p>Active participation in sport, recreation, cultural and creative activities across all ages</p> <p>People make informed choices about drug and alcohol use</p> <p>Mental health support is available</p> <p>The effects of trauma and associated behaviours are understood and influence how things are done</p> <p>There are enough health and well-being professionals and services to meet community needs</p> <p>Veterinary services are available to care for animals in the community</p>

DESIRED OUTCOMES	STRATEGIC PRIORITIES
A healthy and respected environment	<p>The efforts of Tamar NRM, NRM North, Landcare, Coastcare and Wildcare groups and other environmental interests are valued and supported</p> <p>Local natural landscapes and values are protected</p> <p>The effects of climate change are mitigated</p> <p>The environmental challenges of invasive weeds and feral animals are collectively controlled</p> <p>Workforces, community members, farmers and small land holders have the capacity to address key environmental challenges</p> <p>Local penguins and other fauna thrive in a safe habitat</p> <p>Animal policies build safe animal and human interrelationships</p>
Sustainable, connected housing and neighbourhoods	<p>Housing developments meet Environmentally Sustainable Design principles</p> <p>Renewable and clean technologies are used in new neighbourhoods</p> <p>Neighbourhoods are climate resilient</p> <p>Leafy, green spaces and shared pathways connect housing developments to other community spaces</p> <p>Housing supply meets demand</p> <p>Infill development is encouraged</p>

POTENTIAL CONTRIBUTORS AND COLLABORATORS

Bell Bay Advanced Manufacturing Zone (BBAMZ)
 Local Industries, businesses and developers
 George Town Chamber of Commerce
 Department of State Growth, Department of Natural Resources and Environment Tasmania, Department of Health Tasmania, Department of Education Tasmania
 Future Impact Group
 Northern Tasmania Development Corporation (NTDC)
 kinimathatakinta/George Town library
 George Town Neighbourhood House
 Tourism operators, Museums
 Health organisations and medical providers
 Tamar NRM, NRM North, Landcare Tasmania, Wildcare and Coastcare
 Australian Maritime College (AMC)
 University of Tasmania (UTAS)
 Visit Northern Tasmania (VNT)

PERFORMANCE INDICATORS

Education attainment and retention statistics
 Number of apprentices and trainees
 Local data on production, sales and industry/business start ups
 Local employment statistics and income statistics
 Demographic data and information including the stories behind change
 Visitor numbers and yield, attendance at attractions
 Health and co-morbidity data
 Participation in recreation, arts and cultural events
 Digital literacy



“
 Industry and businesses need a workforce, and many workers would prefer to live locally. Local housing is an enabler that offers benefits for workers, industry, businesses and the municipality overall through an increase in the number of people calling the George Town municipality ‘home’.
 ”

Community Pride

The difficult past we share with First Nations people is formally acknowledged through the Reflect Reconciliation Plan and as a community we all play a role activating this plan and developing ongoing community relationships. 'ya palingina' (Welcome) now greets everyone as they arrive into George Town.

Community pride and a strong sense of belonging is growing through being inclusive and supportive, focusing on our strengths of location, environment, lifestyle and potential. Our communities look and feel good, and everyone feels safe and secure.

Stories of achievement and innovation build community pride and confidence. New stories are being made by those living here. The achievements of our young people inspire, and they are encouraged to take a leadership role in building community pride. Our people remain our greatest advocates.



DESIRED OUTCOMES	STRATEGIC PRIORITIES
Everyone in our community is valued and included	<p>Reconciliation is successfully planned, guided and resourced</p> <p>Respect, inclusion and a sense of belonging is part of our community culture across all age groupings</p> <p>Young people feel safe to be themselves without fear of judgement or bullying</p> <p>Programs and events celebrate community achievements and build relationships</p> <p>A diverse communications program of what's happening in the community is available through a range of mediums</p>
All communities take pride in their place	<p>There is community pride in place, who we are, what we do and how we do it</p> <p>The plans, programs and achievements of groups that work to improve amenity and build pride in our communities are supported and celebrated</p> <p>The design and maintenance of public spaces and places reinforces community identity and reputation</p> <p>All communities are weed-free, litter-free, safe and appealing</p>



DESIRED OUTCOMES	STRATEGIC PRIORITIES
Safe and secure communities	Preventative activities achieve safety and security Validated community, preventative approaches end domestic and family violence and change attitudes
Community groups work together on common goals	A cohesive community with capacity to work together and achieve common goals Community projects and programs are communicated so duplication is avoided, and everyone knows what is going on
Responsive emergency services	There are enough professional, para-professional and volunteer emergency services personnel and equipment to effectively respond to emergencies Communities work together with all other agencies for prevention and if necessary co-ordinated emergency responses

POTENTIAL PARTNERSHIPS

Police and Emergency Service Providers
George Town Council
George Town Neighbourhood House
Education providers
Neighbourhood Watch
Community Groups
Industry, Business and Producers
Service sector
Future Impact Group

PERFORMANCE INDICATORS

Community surveys
Crime statistics, emergency response data and information
Feelings of inclusion and sense of belonging
Demographic data and information including the stories behind change



Leadership and accountable governance

Leadership is not confined to positions of authority or large organisations and can be exercised at any time to energise others and bring about change. Fostering and developing leadership skills will help build stronger, resilient communities.

Individuals, groups and organisations have the capabilities and accountability for successfully governing themselves. Knowledge and understanding of governance principles and accountability enables the equitable and fair operation of all groups across the municipality. This in turn, builds positive and productive relationships. Exploring new ways of doing things is part of 'the way we do the things we do around here'.

Positive mindsets, skilled interventions and effective communications help people explore and embrace new ideas and ways. These skills help deliver sustainable change and community resilience.

DESIRED OUTCOMES	STRATEGIC PRIORITIES
A culture of engagement, communication and participation	<p>Community views are heard through skilled, trusted and inclusive community engagement processes</p> <p>Young people are included and involved in decision making</p> <p>A diverse communications program utilises community networks, connectors and influencers</p>
Positive mindsets across communities	<p>Communities are open to new ideas and have the courage to try new things</p>
Capable leadership in communities	<p>Communities have skilled leaders and contemporary leadership practices that guide change and manage complexity</p> <p>Council is capable, nimble, well-resourced and responsive</p> <p>Courage, kindness and determination is fostered when working through challenges and opportunities</p>



DESIRED OUTCOMES	STRATEGIC PRIORITIES
Young people are a supported, recognised community resource	<p>A resourced George Town Youth Strategy guides actions</p> <p>The collective efforts of the George Town Youth Workers Coalition helps maximise the use of resources</p> <p>The 'Our Futures Program' develops young leaders</p>
Positive and productive working relationship with all levels of government and their agencies	<p>Government agencies provide current and timely data about services and community priorities</p> <p>The outcomes and directions sought by all levels of government are understood</p> <p>Government grant funding and investment is attracted</p>
Collaborative working relationships with neighbouring Councils and regional organisations	<p>Positive working relationships exist with neighbouring Councils</p> <p>George Town is active in regional development and works collaboratively on beneficial regional initiatives</p>
Fair and open planning and regulatory processes	<p>There is community knowledge and understanding of planning and regulatory responsibilities and processes</p>

POTENTIAL PARTNERSHIPS

George Town Council
 State and Australian Government agencies
 Regional Development Australia - Tasmania
 Visit Northern Tasmania
 Northern Tasmania Development Corporation
 Neighbouring Councils
 George Town Chamber of Commerce
 BBAMZ
 Future Impact Group
 Youth leadership organisations

PERFORMANCE INDICATORS

Grant funding attracted
 Planning approvals and appeals data
 Community participation in engagement activities
 Community involvement and satisfaction
 Compliance outcomes





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