

MY PLACE. MY FUTURE.

A plan for living, working and playing north of the river.

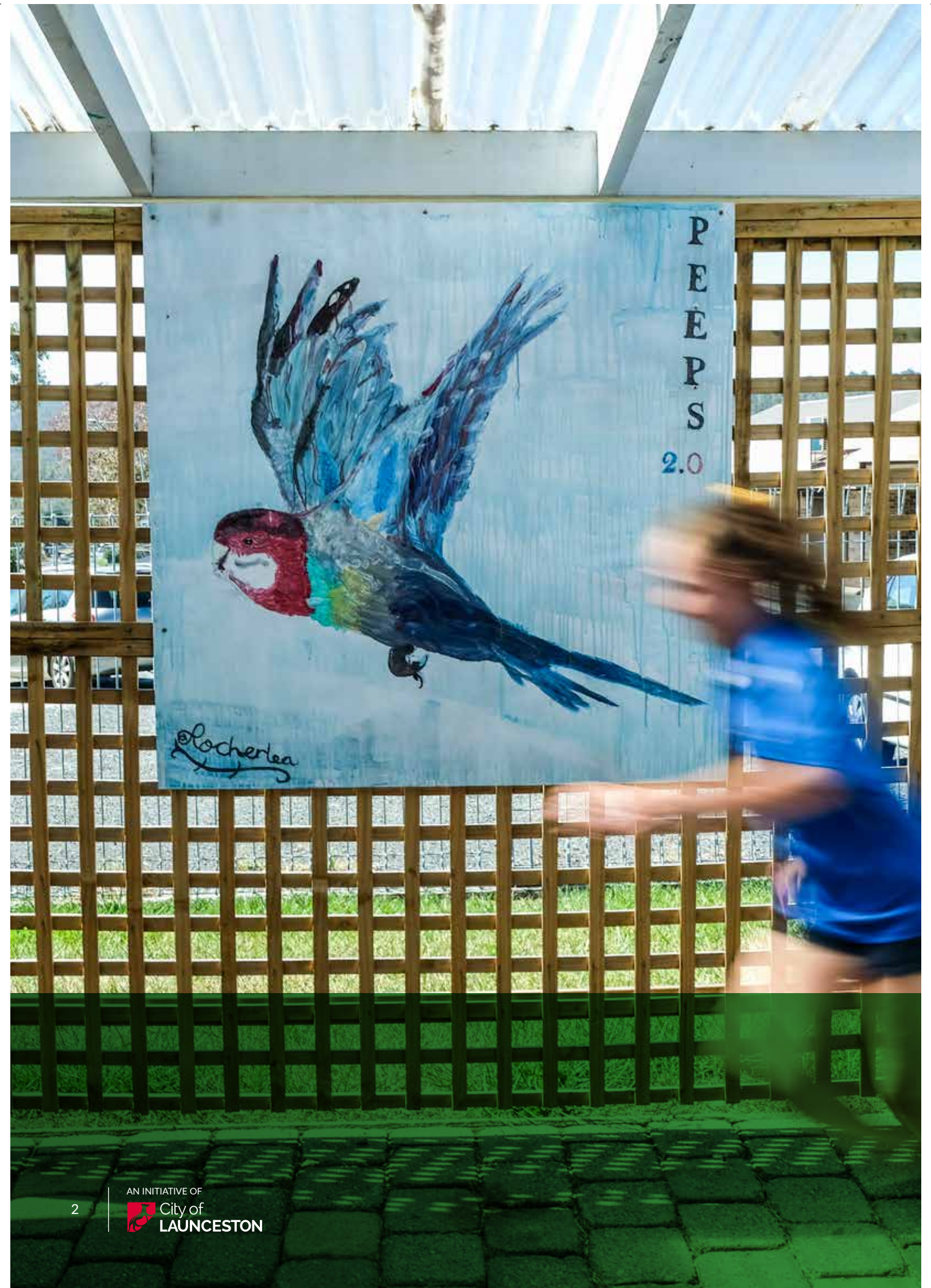


AN INITIATIVE OF



FINAL VERSION 1, 2019







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2 FOREWORD

WHY IS THE MY PLACE MY FUTURE PLAN SO IMPORTANT TO THE LAUNCESTON NORTHERN SUBURBS?



This is my home – I love living in the Northern Suburbs and I want the very best future for my family too.

We are a very proud, resilient, diverse, vibrant, innovative and heartfelt community who are very committed to seeing ongoing improvements within the Northern Suburbs for our young people, older people, families and new people arriving. Improvements, in particular, that will have long-lasting outcomes on health and wellbeing, employment opportunities and economic growth.

As mentioned so often from community members:

This is my home – I love living in the Northern Suburbs and I want the very best future for my family too.

Denise Delphin
Northern Suburbs Community Centre
General Manager

Not many people realise that those who live in the Northern Suburbs represent approximately one-third of the population within the Launceston municipality. With such a large representation, the My Place My Future Plan is an important part of achieving the vision of the Launceston City Deal; ensuring that by 2022, Launceston will be one of Australia's most liveable and innovative regional cities.

The My Place My Future Plan is a very 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 initial intention of the My Place My Future Plan, to be led by the community, has remained a critical focus throughout its development, resulting in a document that the communities in the Northern Suburbs should feel proud of.

We would like to praise the many people from community, not-for-profit organisations and government agencies that contributed to the My Place My Future Plan. This document is a credit to your passion and dedication, and that is what will enable us to work together to create positive changes.

My Place My Future Steering Committee



**“THE YOUNG PEOPLE ARE
THE FUTURE OF THE AREA”**



3 INTRODUCTION

HARNESSING THE OPPORTUNITY OF THE CITY DEAL



The project to develop the My Place My Future Plan was led by the City of Launceston, with support provided by the Tasmanian Government Department of the Coordinator General.

The My Place My Future Plan is a key commitment under the Launceston City Deal. The Launceston City Deal is a major investment in the future of Launceston and the surrounding region. It sets out a vision for a lively city with better education and job opportunities, regional economic growth and rising incomes. Over the longer term, the City Deal will help position Launceston as one of Australia's most liveable and innovative regional cities. To achieve this vision, the Commonwealth Government, the Tasmanian Government and the City of Launceston are cooperating to deliver investment and practical actions that build on Launceston's strengths and tackle key challenges.

One of the key questions to arise in the development of the My Place My Future Plan was how the link to the City Deal made the approach unique. There are a few different answers to this:

- It led to conversations between people that may otherwise never have occurred. This may have been due to different roles, levels of government, areas of expertise, or geographical location. This led to new ways of thinking and bringing work together.
- It led to open conversations within, and across, the different levels of government. Some of the considerations identified are complex, and the effects of any interventions may not be seen for many years. But the important thing is that they are being acknowledged and talked about.
- The governance and reporting structure of the City Deal has meant that there has been clear accountability throughout the process.

All of these elements working together have enabled the creation of a foundation for change.

Asset Based Community Driven Effort (ABCDE) Learning Sites: The Building Blocks for the My Place My Future Plan

The City of Launceston, through a partnership with the Bank of I.D.E.A.S., uses an asset-based community driven efforts (ABCDE) approach to develop Learning Sites throughout the Launceston municipality.

The Learning Sites have been the building blocks for the My Place My Future Plan, particularly when it comes to relationships. The Learning Sites have supported the My Place My Future consultations and engagement, and through the empowerment of the residents, helped the team better understand the concerns of the communities. Both projects are complementary in nature and support the work for the community at a grassroots and planning perspective.

What is the ABCDE Learning Site Model?

The ABCDE Learning Site model shifts peoples' thinking from needs and deficiencies to assets and capacities, and from consumer to co-producer, co-owner and citizen. Throughout the process, facilitators work with residents to discover, map, connect and celebrate their diverse range of community assets. These assets are then harnessed to complete actions that strengthen the communities.

Who are the Bank of I.D.E.A.S.?

The Bank of I.D.E.A.S. is an international community and economic development consultancy company.

A close-up photograph of a person's hands working on a cross-stitch project. The person is wearing glasses and a light-colored shirt. They are using a blue thread to stitch a colorful butterfly on a grid. The butterfly has orange, black, and white patterns on its wings. The background is a white surface with a patterned box and a white tray. A semi-transparent dark grey box with white text is overlaid on the top left of the image.

**“ALL THESE THINGS HAVE ENABLED
THE CREATION OF A FOUNDATION
FOR CHANGE”**

3 INTRODUCTION Cont.

Governance during the development of the My Place My Future Plan

The project to develop the My Place My Future Plan was led by the City of Launceston, with support provided by the State Government Department of the Coordinator General. Reports were periodically provided to the City Deal Executive Board, which consists of the University of Tasmania (UTAS), along with local, state and federal government representatives.

Additionally, a Northern Suburbs Steering Committee was developed. The purpose of the Northern Suburbs Steering Committee is to “ensure that the commitments outlined in the Northern Suburbs Revitalisation Plan are aligned with the highest priority needs of the community”

Members of the Northern Suburbs Steering Committee include:

- City of Launceston representatives
- Skills Tasmania
- Communities for Children Initiative
- TasCOSS
- Office of the Tasmanian Coordinator-General
- UTAS
- Northern Tasmanian Development Corporation
- Northern Suburbs Community Centre Inc.
- Starting Point Neighbourhood House
- Launceston Chamber of Commerce
- Migrant Resource Centre
- Primary Health Tasmania
- Child Health and Parenting Service

Integration with other strategies and plans

The My Place My Future Plan will not duplicate the work



Everyone should be able to have access to education that supports healthy living and following healthy lifestyles. By creating healthier people you will help create healthier communities.

of other strategies and plans; instead, the approach is to look for commonalities and identify opportunities for them to work together.

An example of this is the *Launceston Cultural Strategy*; both documents will complement each other to ensure that the best outcome is achieved for the Northern Suburbs and the Launceston municipality.

DID YOU KNOW?

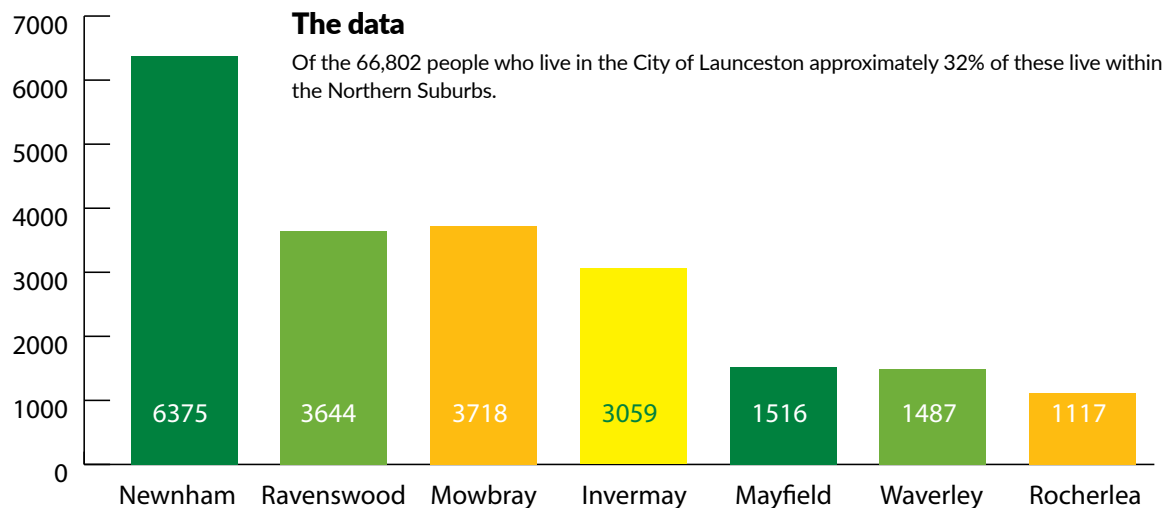
That when the deadly smallpox broke out in Launceston in 1887 a hospital was quickly erected on the Mowbray racecourse as an isolation hospital. Eight people died in the two months it took to get the outbreak under control, the victims being buried in graves nearby.



4 THE NORTHERN SUBURBS STORY

POPULATION DATA

“ Capturing the story of a region as diverse, rich and dynamic as the Northern Suburbs of Launceston is not easy. Indeed, like the individuals who live, work and play here, everyone’s stories are unique and ever-changing. However, it is important that an overall picture of life in the Northern Suburbs is captured and presented in a way that allows others to gain an insight into the area. This section will draw together all sorts of information to enable people to understand the Launceston Northern Suburbs.



Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Northern Suburbs Usual Resident Population 2016)

A short note on the data

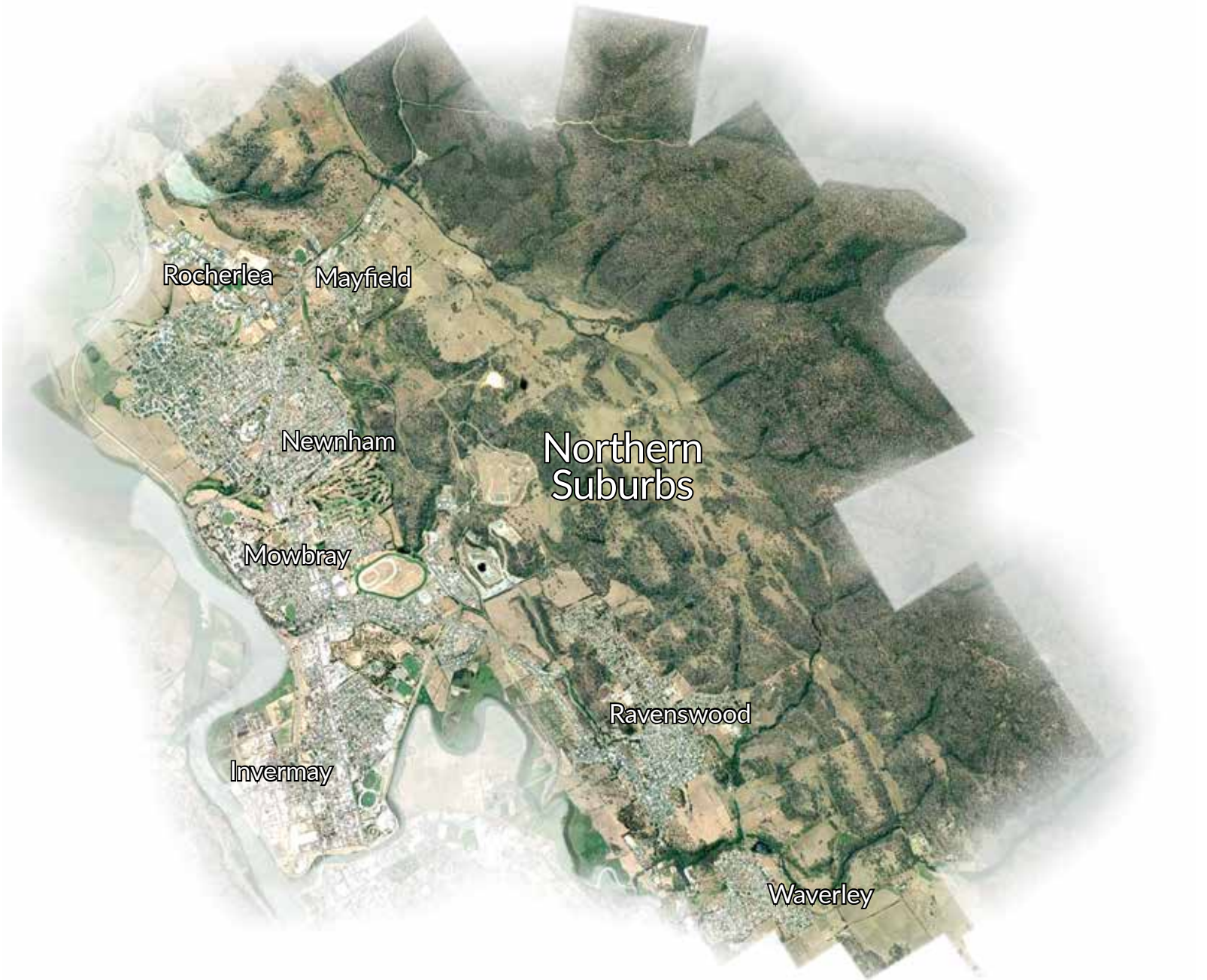
Data that refers to the City of Launceston is based upon the definition used by .id in May 2019. This definition can be viewed by accessing: <https://profile.id.com.au/launceston>.

DID YOU KNOW?

That the 1999 Miss Australia was born and raised in Ravenswood? Kathryn Hay was to be the second last Miss Australia but later became the first woman of Aboriginal descent to be elected to the Tasmanian parliament. She served one four year term as a Labor member for Bass.



THE REGION



Rocherlea

Mayfield

Newnham

Northern Suburbs

Mowbray

Ravenswood

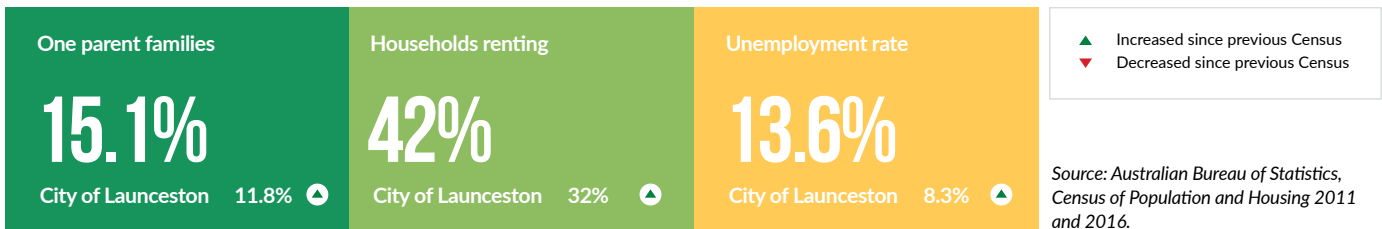
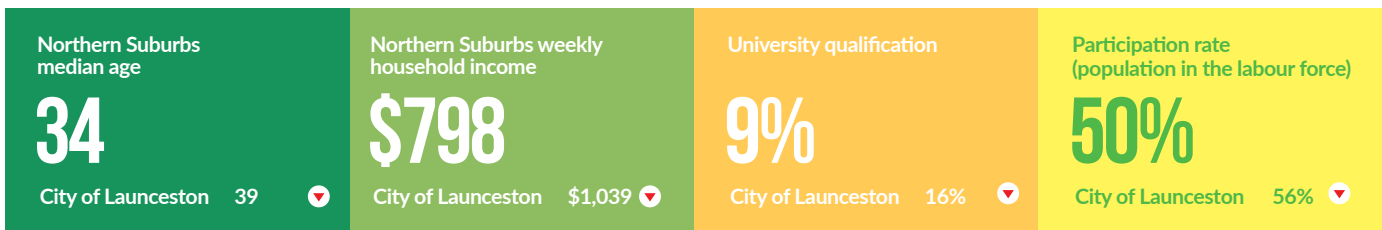
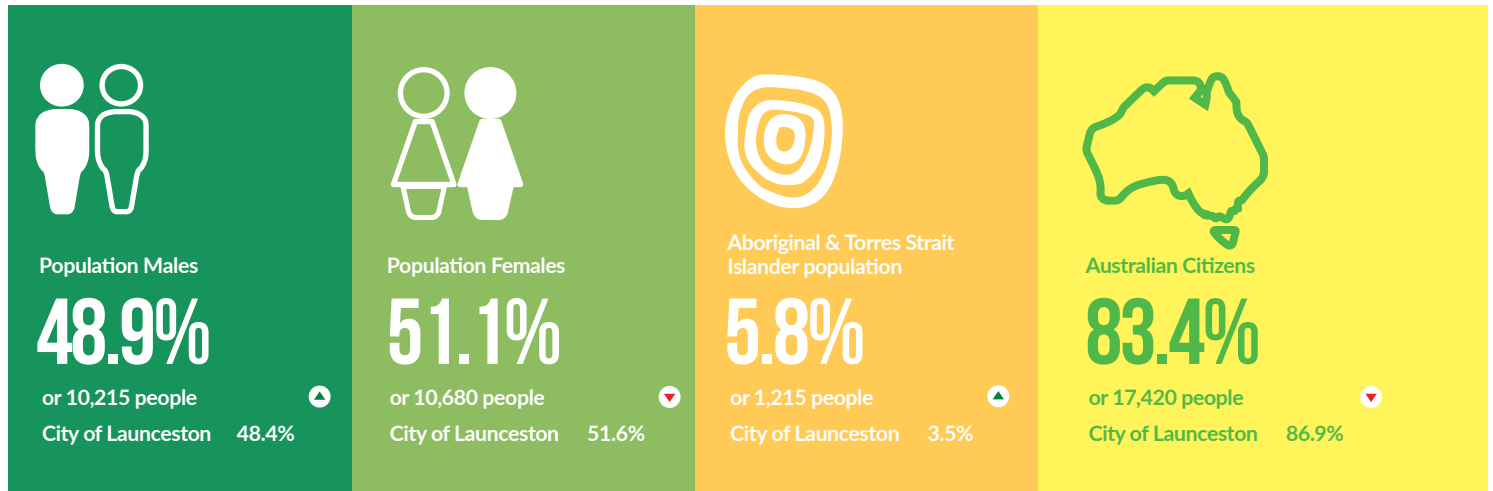
Invermay

Waverley

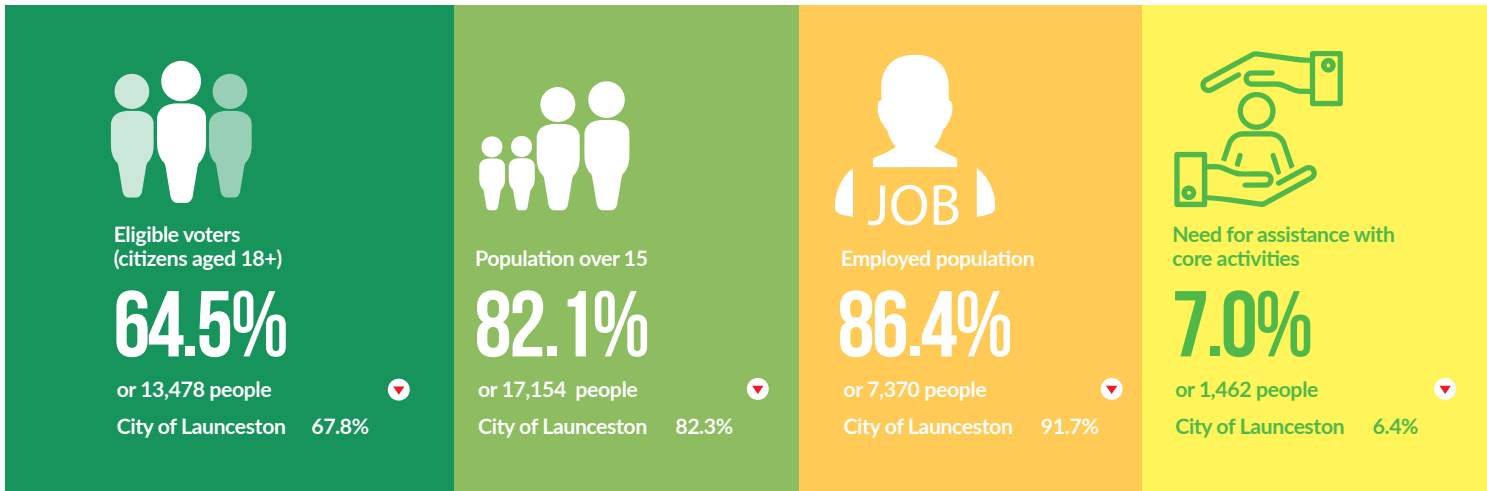


4 THE NORTHERN SUBURBS STORY Cont.

KEY POINTS



Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016.



Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016.

All of the suburbs have a lower percentage of households with internet connection compared to the City of Launceston and Australia.

All of the suburbs have a higher percentage of Aboriginal and Torres Strait Islander peoples when compared to the City of Launceston. This is most prominent in Mayfield (6.5%), Rocherlea (13.1%) and Ravenswood (8.7%).

When compared with the City of Launceston, four of the seven suburbs have a higher percentage of people that require assistance with core activities. This includes Mayfield (7.0%), Rocherlea (13.3%), Ravenswood (8.5%) and Waverley (6.7%).

There are three cohorts that everyone working in the Northern Suburbs should be aware of and consider if there is a need for targeted actions. These are:

- Culturally and Linguistically Diverse community;
- People who have a need for assistance with core activities; and
- Aboriginal and Torres Strait Islander peoples.



Northern Suburbs usual resident population is 20,917

4 THE NORTHERN SUBURBS STORY Cont.

7 UNIQUE COMMUNITIES

Each of the suburbs are unique; this is obvious when looking at the biggest differences in data when compared to the City of Launceston.

Statement	Suburb %	Launceston %
Compared to the City of Launceston, Invermay has:		
a higher percentage of the population over 15	85.5%	82.3%
a lower percentage of Australian Citizens	84.2%	86.9%
yet a higher percentage of eligible voters	68.7%	67.8%

Of all the Northern Suburbs, Invermay has the highest percentage of the population with a Bachelor or Higher Degree (14.7%).

Compared to the City of Launceston, Mowbray has:		
A lower percentage of Australian Citizens	74.6%	86.9%
A lower percentage of eligible voters	57.8%	67.8%

Of all the Northern Suburbs, Mowbray has the highest percentage of households experiencing rental stress (41.0%)¹.

Compared to the City of Launceston, Newnham has:		
A lower percentage of Australian Citizens	81.8%	86.9%
A higher percentage of the population over 15	83.7%	82.3%

Of all the Northern Suburbs, Newnham has the highest percentage of the population that fully own their home (28.8%).

¹ Rental Stress is defined as per the NATSEM (National Centre for Social and Economic Modelling) model as households in the lowest 40% of incomes, who are paying more than 30% of their usual gross weekly income on rent.

Statement	Suburb %	Launceston %
Compared to the City of Launceston, Mayfield has:		
a lower percentage of the population over 15	78.7%	82.3%

Of the Northern Suburbs, Mayfield has one of the highest percentages of the population with no qualifications (61.7%).

Compared to the City of Launceston, Rocherlea has:		
The highest difference in the percentage of employed population;	71.4%	91.7%
a higher number of Australian Citizens	87.4%	86.9%
a lower percentage of population aged over 15	76.4%	82.3%

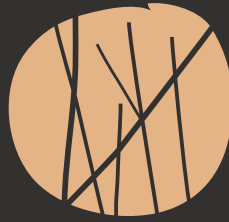
Of the Northern Suburbs, Rocherlea has the highest percentage of people renting through social housing (45.8%).

Compared to the City of Launceston, Ravenswood has:		
a lower percentage of the population aged over 15	79.6%	82.3%
a lower percentage of the population that are employed	82.1%	91.7%

Of the Northern Suburbs, Ravenswood has the second highest percentage of people renting through social housing (24.4%).

Compared to the City of Launceston, Waverley has:		
a lower percentage of the population aged 15 and over	80.8%	82.3%
A higher percentage of Australian citizens	90.7%	86.9%

Of the Northern Suburbs, Waverley has the second highest percentage of people employed full-time (47.2%)



THE FIRST TASMANIANS
our story

the Stoney Creek peoples

The city of Launceston is at the heart of the traditional homeland of the Stoney Creek peoples.

The *Tyerrernotepanner*, *Leterremairrener* and *Panninher* clans have lived here as custodians for many thousands of generations, above the floodplains where the three rivers, *Kunermurlukeker*, *Pleepertoommelar* and *Lakekeller* meet.

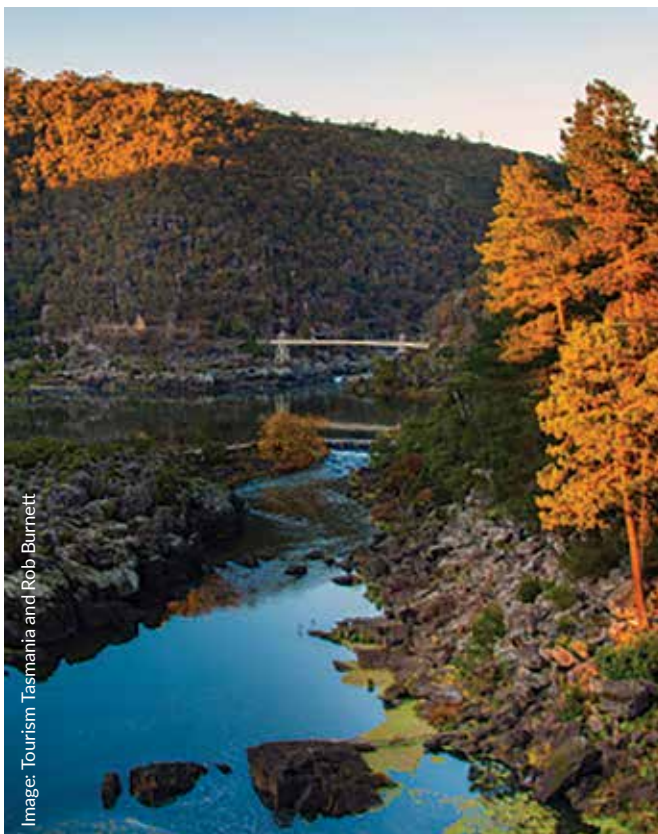
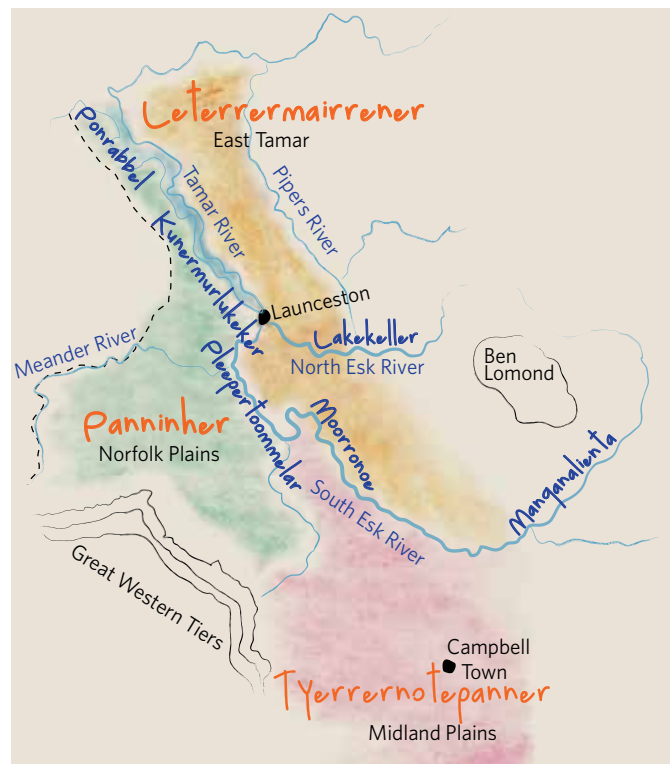


Image: Tourism Tasmania and Rob Burnett



Want to know more ?

If you want to know more, visit the *First Tasmanians Our Story* permanent exhibition at Queen Victoria Museum and Art Gallery (QVMAG). This is located at 12 Wellington Street, Launceston, and is open between 10am and 4pm, seven days a week, entry is free.

4 THE NORTHERN SUBURBS STORY Cont.

HISTORY POST 1813



1813

First building at Mt Stuart

1833

John Griffiths builds first bridge at Tamar Street

1817

Punt across North Esk for George Town Road is instigated

1916

Charles Street bridge opened

1904

Coogans furniture factory opens in Forster Street

1911

Trams start running to Retreat Hotel

1922

Railway roundhouse is opened - said to be the largest in the Southern Hemisphere

1917

Kings Wharf opens

1969

(April) Liquid oxygen tanker explodes at MTM Industries killing three men

1954

Mayfield Residents Action Group refuses to pay rent until water and sewerage issues resolved

1977

Kelsall and Kemp closes

1958

Wheat silos erected in Lindsay Street



1980

Australian Maritime College opens.

1985

Suburbs of Newnham, Mayfield and Rocherlea become part of Launceston city. Lilydale municipality scrapped

2018

Planning for the My Place My Future Plan commences

2017

Commitment to the My Place My Future Plan is obtained as all three levels of government officially signoff on the Launceston City Deal



1858

Daniel Harris granted a licence for the Mowbray Inn

1865

First Launceston Cup held at Mowbray

1873

Waverley Woollen Mills established

1835

Matthew Friend builds Newnham Hall

1864

Town of Invermay proclaimed

1868

Duke of Edinburgh turns first sod on the railway at Inveresk

1889

Invermay Primary School opens

1886

Inveresk Park opens

1891

St Finn Barrs School established by Mons. Beechinor

1887

Small pox isolation hospital established at Mowbray at the racecourse

1884

Railway wharf built

1924

Mowbray moved from St Leonards into Launceston municipality

1925

St Finn Barr's burns down. Rebuilt and opened 1927

1929

Inveresk flooded, Mowbray cut off

1923

Kelsall and Kemp opens

1924

Launceston Grammar opens at Mowbray after moving from the city

1927

Mowbray Heights Primary School opens

1950

Federal Government's Migrant Hostel opens at Mowbray

1948

Community School (later GV Brooks Community School) opens at Newnham

1951

James Nelsons opens

1949

Repcro Bearing factory at Mowbray begins production

1937

Star Theatre opens

2019

My Place My Future Plan is launched

**MY PLACE.
MY FUTURE.**

A Plan for Living, Working and Playing North of the River



4 THE NORTHERN SUBURBS STORY Cont.

THE CULTURAL SIGNIFICANCE

In particular, Mowbray has long been a place for a large number of new arrivals to Launceston

Mowbray has long held a special role within the broader Launceston region; it has been a home for many newly arrived migrants. After World War II, industries such as James Nelson's weaving mill supported immigration for experienced weavers from England. To house these employees, the Commonwealth Government built a migrants' hostel at Mowbray, in the area that is today's Dover Village.

The establishment of the Australian Maritime College and the University of Tasmania at Newnham in the 1980s and the 1990s saw Mowbray become home to hundreds of overseas students, drawn from the Middle East, South-East Asia and the Indian sub-continent. In the early 2000s another wave of migrants made Mowbray home, this time various groups of refugees arriving under Australia's Humanitarian Program, often fleeing from civil wars and political unrest. This migration is ongoing, with many migrants to Tasmania welcomed in Mowbray.



In 2016

14.9%

of people in Northern Suburbs were born overseas



In the Northern Suburbs

11.4%

of people spoke a language other than English at home in 2016

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016

The Northern Suburbs are also home to a large population of Aboriginal or Torres Strait Islander peoples

In 2016

5.8%

of the people in the Northern Suburbs identified themselves as Aboriginal or Torres Strait Islander.

The Aboriginal and Torres Strait Islander peoples are most prominent in Mayfield (6.5%), Rocherlea (13.1%) and Ravenswood (8.7%).

DID YOU KNOW?

The Ravenswood property was owned by David M'Gowan who also owned at one stage the distillery that gave Distillery Creek its name. M'Gowan's property surrounded the distillery and was at the southern end of what is now the suburb of Ravenswood. Newnham gets its name from Newnham Hall, built by Matthew Curling Friend around 1833. The Hall overlooked a stretch of the Tamar River that was, at the time, known as Newnham Reach. The Hall is still there, now a part of the Australian Maritime College.



Did you know about Tasmanian Aboriginal Child Care Association (TACCA)?

A childcare conference in Launceston in 1979 was the catalyst for an Aboriginal Childcare centre and after much research, surveys and fundraising, TACCA opened on 23 June 1983. Originally located in the old Waterside Workers Building in Lindsay Street the Centre was unique to Tasmania at the time, and one of only three in Australia. TACCA was set up as a grass roots community organisation that fulfilled a need for Aboriginal children from the local area and the Bass Strait Islands to have access to children's services as needed and that the children remain connected as an extended family, of major importance was the children would know their community and culture ongoing, this is still the case today.

TACCA nurtures children's safety and wellbeing within the context of their family connections, communities and cultural identity, as well as provides an environment for children to grow up knowing and being proud of their culture, and respectful of others and their cultures. For example, children learn palawa kani (Tasmanian Aboriginal language) as well as basic words and phrases from other languages of current children/families using the service.

"I tried to teach all of our children that because they are Aboriginal, they're special" - Auntie Molly Mallett, the founder of TACCA. Given the importance of family in Aboriginal culture, it is even more fitting that TACCA is today headed up by Auntie Molly's granddaughter. It is a brilliant example of residents of the north identifying a need, and addressing this a sustainable way that continues to this day, now located in Mowbray.



The Northern Suburbs and its community have great potential - already great things happening with community gardens and farms. Build on the unique culture and diversity here.

5 THE PROCESS

DEVELOPMENT OF THE PLAN

What approach was used to develop the Plan?

The process to develop The My Place My Future Plan (the Plan) was designed to ensure that:

- All stakeholders had the opportunity to have input;
- There was accountability and transparency over the process;
- It recognised information that was already available, but also continuously obtained more;
- All new information was used to check the validity of information previously received; and
- It recognised, and worked within, constraints, such as time and budget.

Phase	Community Consultation	Government Consultation
Kick-off		
Preliminary Analysis	✓	
Needs Analysis	✓	✓
Development of Actions		✓
Adoption and Launch	✓	✓



Love living in the Northern Suburbs. Much prefer living here. Northern Suburbs are a community and they come together as a community. Community feeling is amazing.

Where did the information come from to inform the Plan?

A number of different tools and strategies were used to gather the information that informed the Plan. These include:

- Desktop review and analysis of available literature and data;
- Targeted consultation with subject matter experts;
- Commissioned reports;
- Strategic partnerships;
- Workshops or focus group sessions;
- Community consultation; and
- Government and peak body consultation.

What happened to the information that was gathered?

The information gathered was used to develop a **Needs Analysis**. Subsequent versions of the **Needs Analysis** will continue to be released; this will ensure that the document remains a relevant tool to inform decision making.

How was the information gathering process structured?

Conversations and mechanisms to gather information were structured around six key pillars.

These pillars are:

- Housing
- Education
- Employment and Economic Growth
- Health and Wellbeing
- Transport
- Infrastructure and Public Spaces



**Q: IF YOU COULD ONLY DO ONE
THING TO IMPROVE YOUR
SUBURB, WHAT WOULD IT BE?**

A: “MORE ACTIVITIES”



5 THE PROCESS Cont.

DEVELOPMENT OF STRATEGIC ACTION AREAS

DID YOU KNOW?

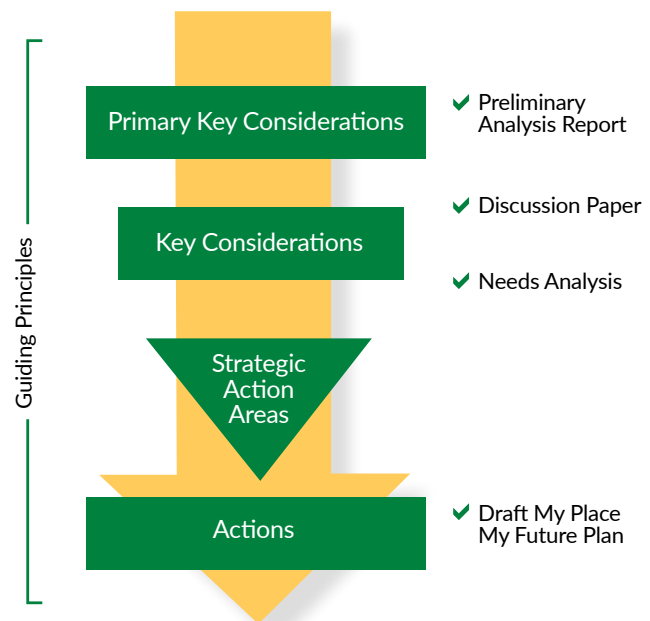
When the catastrophic flood that inundated Launceston in 1929 receded, it left a lasting mark on the city and its northern suburbs. Immediately apparent was the damage to infrastructure, with most of the streets in Invermay and Inveresk having been subject to flooding. The Council could not carry out suitable repairs because it was winter and so the work was put off for many months. This impacted on the industrial area around Kings Wharf and the wharf itself. Damage to the tram sheds in Invermay Road saw a new facility built at Glen Dhu, while the Launceston Bowls Club was able to only salvage its greens. The Tamar Yacht Club, Tamar Rowing Club and the Invermay Bowling Club all suffered extensive damage to their clubrooms.

In the 1950s a flood protection authority was set up to look at ways to avoid a repeat of 1929. The outcome was the scheme we have today; a series of flood levies that effectively keep flood water out of the low-lying Invermay and Inveresk.



How were the Strategic Action Areas determined?

All information gathered from the key phases contributed to the development of the Plan. A diagram showing how this information was used is below.



How do the Strategic Action Areas relate to the pillars?

The way that information was gathered was structured around the pillars; this worked well as a way of guiding conversations. However, it became problematic to structure the Strategic Action Areas and Strategies around these. This was because many of the pillars related to traditional ways of viewing the distribution of responsibilities and it was difficult to acknowledge the way that each of the pillars interacted with each other. Instead, the pillars **informed** the development of the Strategic Action Areas.

A photograph of a man with a full grey beard and a dark cap, wearing a striped short-sleeved shirt and work gloves. He is standing in a workshop filled with stacks of wood and materials. The background shows various wooden planks and a window on the left. The man is looking towards the camera with a slight smile.

**“BUILDING STRONG
RELATIONSHIPS ARE VITAL
TO ESTABLISH TRUST &
CONNECTION”**

6 THE VISION



Increasing inclusion and connectedness. Celebrating community assets. Equity in access.



Not the vision that you expected?

No, this is not your typical vision statement. However, this is not your typical plan. This vision was selected because:



It does not represent any one voice.

This vision can be, and will be, explained by many different people using their own voices.



It leaves room for all experiences.

This vision will mean something different to different people. This means that the Plan itself can adapt to these different experiences.



It is flexible and adaptive.

The Northern Suburbs will change, and this Plan needs to be able to change with it. This vision is broad enough that it can adapt as needed.



**“THERE ARE MANY POSITIVE
COMMUNITY HAPPENINGS IN THE
NORTHERN SUBURBS THAT NEED TO
BE SUPPORTED AND CELEBRATED”**



7 STRATEGIC ACTION AREAS

ENTERPRISE GROWTH

Strategic Action Area 1

Why is this Strategic Action Area important?

There is a need for a strategic approach to enterprise growth within the Northern Suburbs that identifies opportunities and makes it easier for enterprises to establish themselves, and to continue to grow and flourish.

This Strategic Action Area is focused on identifying ways to make it easier for enterprises to establish, grow and flourish in a manner that improves the economic status of both the Northern Suburbs and the broader City of Launceston municipality.

What strategies does this include?

Strategies included in this Strategic Action Area include:

- 1.1 Continue to develop Mowbray as a Major Activity Centre, leveraging its position as a multicultural hub of Launceston;
- 1.2 Develop and implement a targeted *Investment and Development Strategy*;
- 1.3 Enhance innovation and entrepreneurship;
- 1.4 Make private home ownership more achievable;
- 1.5 Draw upon research undertaken to inform the *Northern Transformation project*;
- 1.6 Ensure there are appropriate mechanisms to bring the education and training sectors together to focus on informing future approaches to increasing educational attainment rates in the Northern Suburbs;
- 1.7 Investigate mechanisms to identify and support micro-businesses, and address identified gaps; and
- 1.8 Advocate for alternative adaptable housing models, with a focus on energy efficiency and a wide range of housing types.

What might some of the actions look like?

There are many different actions that can be undertaken to implement the strategies listed above. Some of these actions will be short-term, some medium-term, and some long-term. It is important to be aware that the actions will not seek to duplicate existing programs or services. To ensure this does not occur, a gap analysis will be undertaken before actions are developed.

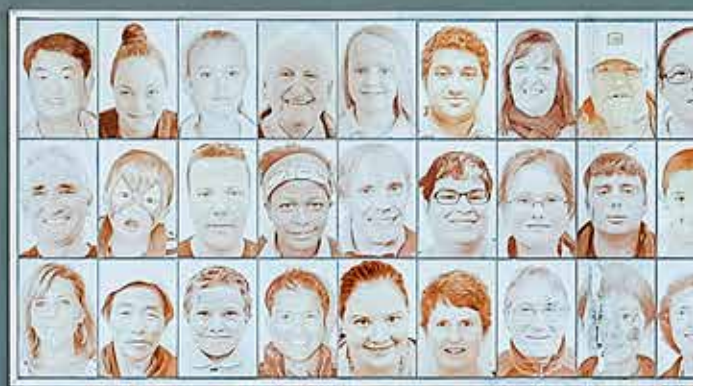
Some of the actions that may be undertaken include:

- A revision of the *Mowbray District Centre Precinct Plan 2013*;
- A seven day makeover of the Mowbray shopping precinct;
- Development of a *Northern Suburbs Economic Prospectus*;
- Implementation of opportunities for micro-businesses (i.e. regular markets);
- Develop and implement a *Northern Suburbs Small Business Incentive Program* that aims to make it easier for small enterprises to establish themselves in the Northern Suburbs; and
- Review resources available to support events in the Northern Suburbs.

Who is likely to be involved in the actions?

Many parties may be involved in the implementation of these actions. These may include:

- Local, State and Federal government departments;
- Service providers;
- Local Neighbourhood Houses;
- Businesses or entities with a vested interest;
- Economic Development Agencies; and
- Community.



7 STRATEGIC ACTION AREAS Cont.

EMPLOYMENT & WAGE GROWTH

Strategic Action Area 2

Why is this Strategic Action Area important?

Employment and income data highlight a need for a range of focused strategies aimed at increasing employment rates. Strategies in this Strategic Action Area will aim to do this by focusing on:

- Increasing employment opportunities in specific growth areas;
- Integrating with current strategies and initiatives; and/or
- Removing barriers to employment.

The growth area identified is Health Care and Social Assistance Industry (i.e. hospitals, medical and other health care services, residential care services and social assistance services).

The second focus of this Strategic Action Area is on sparking and nourishing innovation. *“Launceston has a long history of pioneering firsts and overcoming challenges. We believe we can and must build on this history to take advantage of our assets, natural endowments and capabilities so we are in front of (not left behind or ricocheted by) disruptive changes in the world”* (2nd Road, A new era of innovation for Greater Launceston).

What strategies does this include?

Strategies included in this Strategic Action Area include:

- 2.1 Increase adult learning opportunities, including literacy, numeracy, and digital literacy skills;
- 2.2 Increase skills, qualifications and work readiness in the identified growth areas;
- 2.3 Increase engagement in employment and education for people aged 25-54 years, and/or within identified cohorts;
- 2.4 Spark and nourish an interest in innovation and innovative technology, particularly in areas such as sustainability, waste and energy;
- 2.5 Strengthen mechanisms for employers to identify potential future employees; and
- 2.6 Model / trial best practice in relation to equal employment opportunities.

What might some of the actions look like?

There are many different actions that can be undertaken to implement the strategies listed above. Some of these actions will be short-term, some medium-term, and some long-term. It is important to be aware that the actions will not seek to duplicate existing programs or services.

To ensure this does not occur, a gap analysis will be undertaken before actions are developed.

Some of the actions that may be undertaken:

- Create specific networking events in the Northern Suburbs for employers to meet with prospective employees;
- Implement targeted adult literacy and numeracy programs;
- Work with education facilities to align the capacity to provide skills and qualifications with forecasted growth areas;
- Provide recommendations on the location of Job Network Agencies; and
- Implement an Innovation Hub in the Northern Suburbs.

Who is likely to be involved in the actions?

Many parties may be involved in the resulting actions. These may include:

- Education providers;
- Local, State and Federal government departments;
- Local Neighbourhood Houses;
- Service providers/ employment agencies;
- Industries that are accessible to the Northern Suburbs; and
- Community.



7 STRATEGIC ACTION AREAS Cont.

CELEBRATION OF COMMUNITY STRENGTHS

Strategic Action Area 3

Why is this Strategic Action Area important?

There are many amazing people, activities, programs, and places within the northern suburbs of Launceston, and it is important that these continue to be recognised, harnessed and celebrated.

This Strategic Action Area is focused on supporting the northern suburbs, the City of Launceston municipality, and the broader Tasmanian community, to celebrate the assets within the region and build upon the existing sense of pride.

What strategies does this include?

Strategies included in this Strategic Action Area include:

- 3.1 Develop a *Celebrating My Place My Future Program* that identifies strategies to utilise cultural and creative industries to showcase the historical, sporting and cultural assets of the Northern Suburbs to all audiences;
- 3.2 Seek opportunities to change, or modify, public spaces, to better reflect the activities and people that give meaning to the space;
- 3.3 Facilitate and support the development of community based social enterprises;
- 3.4 Develop and implement a *Social Inclusion Framework* within local government; and
- 3.5 Within a strength-based framework, facilitate opportunities for community leaders to build upon their skills.

What might some of the actions look like?

There are many different actions that can be undertaken to implement the strategies listed above. Some of these actions will be short-term, some medium-term, and some long-term. It is important to be aware that the actions will not seek to duplicate existing programs or services.

To ensure this does not occur, a gap analysis will be undertaken before actions are developed.

Some of the actions that may be undertaken include:

- A series of programs, events or promotional activities or opportunities that use creative mechanisms to celebrate the communities within the northern suburbs (i.e. photography competitions, food festivals, art programs, historical trail).
- Formal community leadership grant program that enables community leaders to build upon their strengths.

It is also important to note that the Launceston Cultural Strategy will play a key role in developing these actions.

Who is likely to be involved in the actions?

Many parties may be involved in the resulting actions. These may include:

- Education providers;
- Local, State and Federal government departments;
- Local Neighbourhood Houses;
- Service providers;
- Businesses or entities with a vested interest; and
- Community.



7 STRATEGIC ACTION AREAS Cont.

LIVEABILITY

Strategic Action Area 4

Why is this Strategic Action Area important?

All residents within the City of Launceston municipality should be able to live in an area that facilitates an active and enjoyable lifestyle, feels safe, supports wellness, and enhances a positive sense of belonging within the broader community.

This Strategic Action Area outlines an approach for continuous improvement to the liveability of the northern suburbs, including enhancing civic participation.

What strategies does this include?

Strategies included in this Strategic Action Area include:

- 4.1 Prioritise the development of the multi-purpose community facility.
- 4.2 Develop a *Northern Suburbs Facility Improvement Plan* that outlines:
 - o Continuous improvement approach to the physical attractiveness of the Northern Suburbs.
 - o Improved access to community, sport and recreation infrastructure, programs and opportunities.
 - o Installation of active gym equipment in public spaces.
 - o Increased access to safe active transport methods and associated infrastructure, with consideration to micro-business opportunities.
 - o Improvements to road and pedestrian connectivity.
 - o Broadened recycling facilities.
 - o Gap analysis of facilities such as public amenities, electric scooter charge points, bus stop infrastructure, public seating, rubbish bins, recreational spaces, public Wi-Fi and public telephones.
 - o Future requirements, such as electric car facilities.
- 4.3 Increase the number of targeted road safety campaigns.
- 4.4 Increase civic participation.
- 4.5 Increase access to the internet.

What might some of the actions look like?

There are many different actions that can be undertaken to implement the strategies listed above. Some of these actions will be short-term, some medium-term, and some long-term. It is important to be aware that the actions will not seek to duplicate existing programs or services.

To ensure this does not occur, a gap analysis will be undertaken before actions are developed.

Some of the actions that may be undertaken include:

- Implement community safety programs targeting hooning and unsafe driving practices.
- Improvements to streetscapes within the Northern Suburbs.
- Development of specific active transport trails that connect within the Northern Suburbs, and also connects the Northern Suburbs with areas of interest.
- Repurposing existing spaces to create more usable, enticing recreational spaces.
- Installation of additional security measures.
- Increased opportunities for direct engagement with Council and Councillors.
- Connect Mayfield and Rocherlea via the road network.
- Plan for the next roll-out of Wi-Fi infrastructure.

Who is likely to be involved in the actions?

Many parties may be involved in the resulting actions. These may include:

- Businesses or entities with a vested interest;
- Local, State and Federal government departments;
- Local Neighbourhood Houses;
- Service providers; and
- Community.



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7 STRATEGIC ACTION AREAS Cont.

STRENGTHENING THE NEXT GENERATION

Strategic Action Area 5

Why is this Strategic Action Area important?

There are some areas which can be influenced through the strategies detailed within this Plan; however, there are also some inter-generational systemic areas that will take many years to reflect the impact of any strategies. The intent of this Strategic Action Area is to focus on breaking this inter-generational cycle by building the capacity of children, their families, and young people - by focusing both on the first 1000 days and beyond.

What strategies does this include?

Strategies included in this Strategic Action Area include:

- 5.1 Ensure children, their families, and young people have access to appropriate, friendly, and safe public spaces;
- 5.2 Continue to focus on the importance of the first 1000 days;
- 5.3 Identify opportunities for the older generation to empower the younger generation;
- 5.4 Ensure that children, their families and young people have access to targeted mental health support and tools;
- 5.5 Increase awareness of needs relating to children in out-of-home care and vulnerable families;
- 5.6 Increase access to alternative models of education;
- 5.7 Increase opportunities for young people to obtain meaningful employment; and
- 5.8 Identify opportunities for children, their families, and young people to meaningfully engage in community, sport and recreation.

What might some of the actions look like?

There are many different actions that can be undertaken to implement the strategies listed above. Some of these actions will be short-term, some medium-term, and some long-term. It is important to be aware that the actions will not seek to duplicate existing programs or services.

To ensure this does not occur, a gap analysis will be undertaken before actions are developed.

Some of the actions that may be undertaken include:

- Develop youth specific 'hang-out' areas;
- Increase children, their families, and young people's access to targeted mental health support across all age brackets;
- Consider mechanisms to support parents address emerging concerns affecting youth (i.e. gaming, cyber-bullying, social media use);
- Implement a program targeted at connecting young people with the potential employees and developing skills required for employment; and
- Enhance mentor type relationships between older and younger people.

Who is likely to be involved in the actions?

Many parties may be involved in the resulting actions. These may include:

- Education providers;
- Businesses or entities with a vested interest;
- Local, State and Federal government departments;
- Local Neighbourhood Houses;
- Service providers; and
- Community.



DID YOU KNOW?

That when it opened in 1937 the Star Theatre was the first suburban theatre in Launceston and the most modern in the city. It was expected that the theatre would be the centre of clean and healthy entertainment for the suburb, which held a third of Launceston's population.



7 STRATEGIC ACTION AREAS Cont.

ACCESS

Strategic Action Area 6

Why is this Strategic Action Area important?

The term access can take on many different meanings, with this interpretation often driven by one's own experience. This was evident throughout the many community conversations that were had during the collection of the quantitative data.

The main focus areas for access that emerged were:

- Access to ongoing and consistent preventative health services including health promotion and education programs;
- Access to ongoing and consistent education and support to manage an existing condition;
- Access to a GP;
- Access to extra-curricular and leisure activities;
- Access for all;
- Access to a healthy and sustainable food source;
- Access to appropriate housing; and
- Access to transport.

There are many barriers that may prevent access to the listed items; however, they were often reported as linked to things such as finances, transport, or the availability of the service/ need.

The focus of this Strategic Action Area is on increasing access by creating the mechanisms to get the right people, at the right time, having the right conversation - and with access to the right information.

What strategies does this include?

Strategies included in this Strategic Action Area include:

- 6.1 Create a *Northern Suburbs Knowledge Bank* that compiles information and studies that relate to the northern suburbs, and is used to assist decision making;
- 6.2 Increase opportunities to develop partnerships and collaborations with existing providers to ensure that the Northern Suburbs are included in their service areas;

- 6.3 Review existing mechanisms for increasing health literacy within the Northern Suburbs and implement additional interventions if required;
- 6.4 Enable the community to easily identify available services, including those relating to health and education;
- 6.5 Prioritise transport needs across the Northern Suburbs and seek innovative and demand-based ways to address;
- 6.6 Increase the use of public and active transport; and
- 6.7 Expand and provide ongoing and consistent funding to established, evidence-based programs in the Northern Suburbs.

What might some of the actions look like?

There are many different actions that can be undertaken to implement the strategies listed above. Some of these actions will be short-term, some medium-term, and some long-term. It is important to be aware that the actions will not seek to duplicate existing programs or services. To ensure this does not occur, a gap analysis will be undertaken before actions are developed.

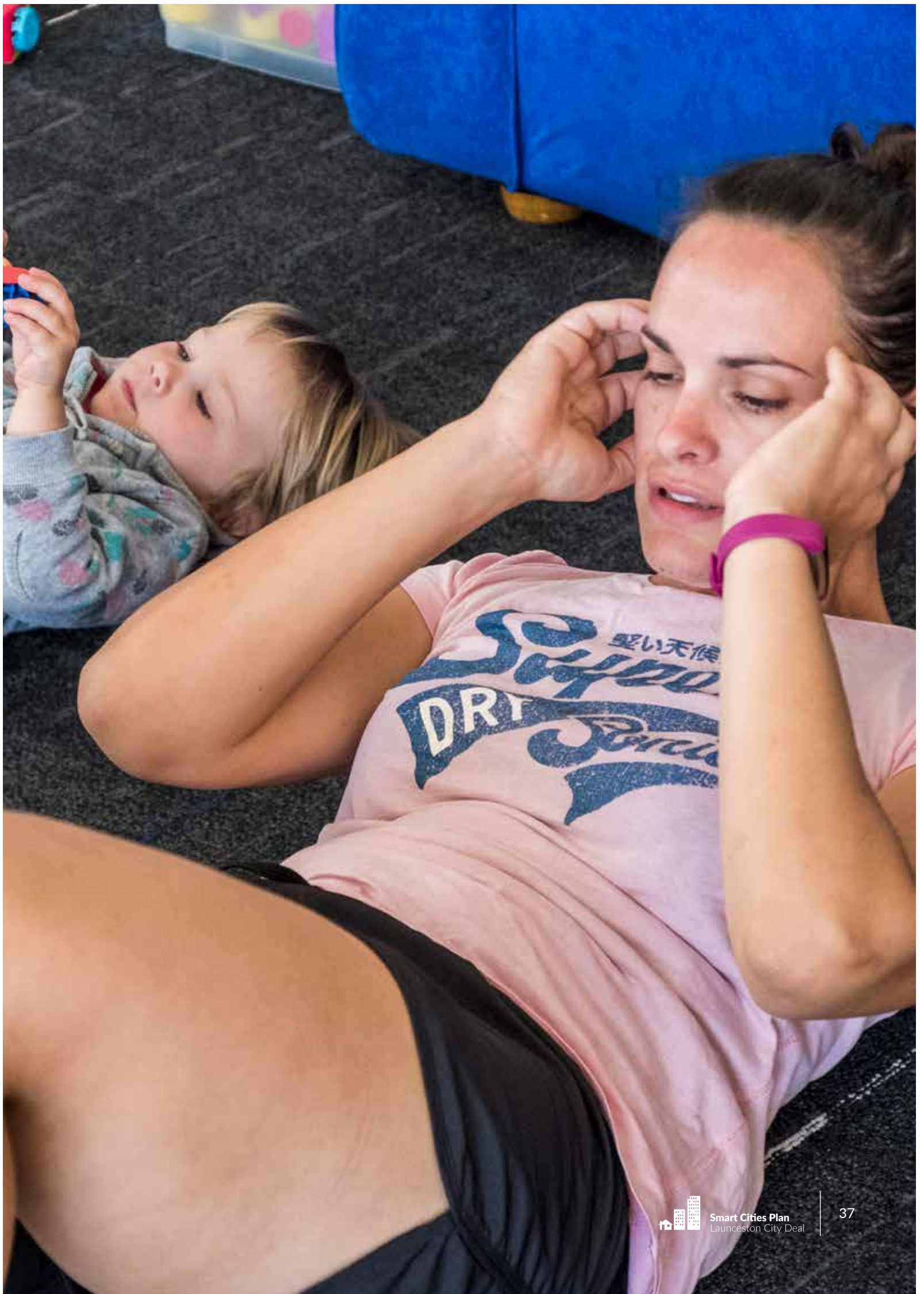
Some of the actions that may be undertaken include:

- Identify circumstances where transport is a barrier to access and seek to address;
- Support a targeted program of health promotion and education;
- Work with providers to improve 'locate a service' services; and
- Work with the Institute of Social Change invest in a longitudinal study of the health of the Northern Suburbs of Launceston specifically focussing on lifestyle risk behaviours and health outcomes.

Who is likely to be involved in the actions?

Many parties may be involved in the resulting actions. These may include:

- Businesses or entities with a vested interest;
- Local, State and Federal government departments;
- Service providers;
- Local Neighbourhood Houses;
- Health providers; and
- Community.



8 THE GOALS



Success for this Plan is difficult to define, as the communities are so diverse and unique. However, there are some changes that if brought about, will have an impact on the stated vision, and all of the people that live, work and play in the Northern Suburbs

Goal statement	What does success look like?
Make it easier for people living in the Northern Suburbs to access employment opportunities.	<ul style="list-style-type: none"> • Decreased % of the population who are reportedly disengaged. • Increased % of the population who are employed.
Make it easier for people living in the Northern Suburbs to feel connected to their community.	<ul style="list-style-type: none"> • Increased % of the population who spend time doing voluntary work. <ul style="list-style-type: none"> • Increased % of the population who report feeling part of the community.²
Make it easier for people living in the Northern Suburbs to access, and participate in, the vibrant culture of the Launceston municipality.	<ul style="list-style-type: none"> • Increased # of events held in the northern suburbs. • Increased attendance at cultural and sporting events, both in the Northern Suburbs and within the broader City of Launceston municipality.
Make it easier for people living in the Northern Suburbs to live a healthy lifestyle.	<ul style="list-style-type: none"> • Decreased # of avoidable hospital presentations.
Make it easier for people living in the Northern Suburbs to engage in education.	<ul style="list-style-type: none"> • Increased % of the population who have completed Year 12 or equivalent. • Increased school attendance rates.
Make it easier for people living in the Northern Suburbs to access supporting infrastructure.	<ul style="list-style-type: none"> • Increased % of the population with internet connection. • Increased # of people who report adequate access to recreational and leisure activities.³

Want to know more?

A separate Monitoring and Evaluation Plan will be established. This will identify data sources, additional information to be collected, and how outcomes for strategies listed in the Strategic Action Areas have influenced individual goals.

² Note that benchmarking information will be gathered between July and December 2019.

³ Note that benchmarking information will be gathered between July and December 2019.



“THERE NEEDS TO BE GREATER ACCESS TO HEALTHY FOOD, RECREATIONAL FACILITIES AND PUBLIC SPACES TO LEAD A HEALTHY LIFESTYLE”

9 IMPLEMENTATION OF THE PLAN

Guiding Principles

A series of Guiding Principles will be used to guide the implementation of the Plan and provide broad direction for the project team and the accountable agencies. It will also enable community members and organisations to understand the principles behind decision making.

The Guiding Principles are:

- Respect the environment, arts and culture, history, individuals and communities in the Northern Suburbs; Understand the uniqueness of each community in the Northern Suburbs;
- Appropriately balance a strength-based view of each community in the Northern Suburbs with recognition of any challenges;
- Pursue a standard of service excellence and equity of access;
- Foster the agency and empowerment of individuals and communities, and actively seek opportunities for co-design, collaboration and involvement within the development of the Plan and the implementation of the actions;
- Actively seek opportunities to incorporate a broad definition of arts and culture into planning; and
- Remain action orientated and outcomes based.

Implementation plan

An implementation plan will be developed to outline the actions that will be taken as result of these Strategic Action Areas. The Implementation Plan will:

- Seek innovative mechanisms to ensure that it remains flexible, relevant and adaptive to emerging needs;
- Be transparent;
- Adhere to the Guiding Principles; and
- Be continually updated to reflect the changing environment.

It is important to acknowledge that the My Place My Future Plan represents a new and innovative way of ensuring the three levels of government work together, and with community, to enable change.

A key focus during implementation will be on developing the right structures to ensure that any required changes can occur smoothly and efficiently.

The Implementation Plan will be supported by a commitment from all levels of government to undertake a shared annual review of all programs and services being delivered in the Northern Suburbs.

Framework for making decisions

It is important that emerging needs are able to receive swift, and direct action. To support this, a framework for making decisions in an effective and efficient manner will be included in the final version of the *My Place My Future Plan*.



DID YOU KNOW?

That the first distillery in Port Dalrymple was established on the banks of what became Distillery Creek at Waverley in 1824? It was built by James Towers, then run by his brother Robert and finally David McGowan. The distillery was shut down in 1839 as a result of the Distilleries Prohibition Act.





 **Smart Cities Plan**
Launceston City Deal

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