



MAKING BURNIE 2030

Community Strategic Plan Adopted by Burnie City Council 20 September 2011

Document Explanation

This document provides the full Making Burnie 2030 community strategic plan, including community profile indicators with baselines and targets. Two appendices also accompany this document: *App 1 CPI Historical Data and Baselines* and *App 2 Links to Tasmania Together Benchmarks*.

It is intended that these documents be publically available for reference on the website and that an abridged, shorter version be professionally produced for publication and distribution to the community.

Open Letter to the Community

Earlier this year we extended an invitation to you to be bold, to share your dreams, to shed your inhibitions and to get excited about the future of your City.

This creative journey, Making Burnie 2030 posed one important question: What kind of future do we want for our children?

Burnie is a city in transition. We are resilient, have a big heart and take great pride in our city and the achievements of our people. We also acknowledge that there have been tough times and there are always new challenges and work to be done.

Making Burnie 2030 brought together many individuals from different sectors of our community. Over 500 clever, creative, audacious, inspiring and compassionate people interested in and passionate about the future of Burnie joined together to share their thoughts, dreams and ideas about what the future should hold for our children.

This is the community's strategic plan for Burnie.

From this plan, Council will develop its own corporate plan and identify its primary responsibilities. However the success of Making Burnie 2030 hinges on all community partners committing to develop their own goals and strategies and the community working together to ensure we meet the broader objectives.

We want to take this opportunity to genuinely thank each of you involved in the great experience that was Making Burnie 2030. Thank you for your passion, commitment, honesty, time and valuable contribution. The hard work begins now and we would be delighted if you would continue with us on this inspiring journey.

It is now our great pleasure to commend the Making Burnie 2030 Strategic Plan to you. We hope you enjoy reading this plan for our preferred future and we challenge you to identify one area you can play an active role in facilitating change. We are excited about the future of our city. Are you?

Ald Anita Dow
Chair Making Burnie 2030
Deputy Mayor



Contents

| | |
|--|-----------|
| Reflecting on Our Past | 4 |
| Understanding Our Present | 5 |
| Our Values: a framework for choices | 7 |
| Our Vision: the preferred future Burnie 2030 | 8 |
| A Picture of our Future in 2030..... | 9 |
| Future Directions | 11 |
| <i>An attractive place to live, work and play</i> | <i>12</i> |
| <i>An inclusive and healthy community.....</i> | <i>14</i> |
| <i>A centre for information, knowledge and learning.....</i> | <i>16</i> |
| <i>A secure, innovative and diverse economy.....</i> | <i>18</i> |
| <i>A natural and built environment that is respected and cared for</i> | <i>21</i> |
| <i>A regional hub.....</i> | <i>23</i> |
| Measuring Our Progress | 25 |

Reflecting on Our Past

Our past has given us knowledge and wisdom to help us chart and develop our preferred future. In our past there is also baggage that holds us back and needs to be left behind so we can move ahead.

Many visionary people came to Burnie, helped build it and made both rich lives and livelihoods. There is much pride to build on in our city. However sometimes, those less fortunate were left behind and we could have been more inclusive.

Burnie has been a regional centre for education, health, retail, arts and culture and we wish to enhance this role.

Once industry was put before the environment and this made Burnie unattractive and polluted. We have worked hard and our environment and city are now clean again. However town planning did not consider the full consequences of various land uses and what the future might demand. We must now plan to support and help create our preferred future.

There was a heavy reliance on benevolent industry and this made us dependent. Now we need to be self-sustaining. Our future Burnie needs to be inclusive providing opportunities for all.

Once we trained people to do the job they were employed to do for life. The future will be much more demanding and we must encourage, promote and facilitate life-long learning, skill development, higher education and knowledge development throughout our entire community.

Our port and industry has kept us connected to the world. What happens outside our city and in the rest of the world affects us and we must be aware of outside opportunities and threats.

Understanding Our Present

Our community has a 'can do' attitude and energy for change which makes us resilient.

Burnie is now an attractive, liveable coastal city with a variety of health, education, arts, culture, sport and recreation services and facilities. However our accommodation, shops, restaurants and cafes could provide more variety especially as our region grows. Service standards also need to improve and Burnie needs entertainment options for young people and young professionals.

Living here is affordable and there is easy access to the experiences of the North-West Coast, other Tasmanian centres, Melbourne and mainland Australia.

Our busy and productive port provides vital freight links between our State, mainland Australia and the rest of the world.

We are close to nature with great Bass Strait coastlines and beaches as well as the surrounding hills, mountains and wilderness that offer sensational vistas and views. Our climate is mild and temperate; our rainfall plentiful and the surrounding agricultural lands productive. Our land and rainfall provides quality produce – milk, cheeses, meats, vegetables and even whisky!

Our proximity to the mines on the West Coast has led to the creation of a specialised mining equipment manufacturing industry which is a global leader. This has encouraged other businesses to adopt innovative and specialized approaches enabling them to export to the world.

Some people however have been left behind and this has led to social disadvantage along with poor health and education outcomes. This needs to improve and we need to continue to work together on improving the wellbeing of our community.

Burnie is part of the Cradle Coast Region in North-West Tasmania. There are many things happening outside Burnie that will influence our community. In planning our preferred future we need to be aware of:

- The *opportunities and threats of globalisation*. To participate in international markets we must be globally competitive.
- The *emerging carbon economy* and increasing environmental awareness means Burnie should 'live lightly' on its natural resources and offer a clean and green environment in which to live, work and play.
- The *increasing focus on learning, education and knowledge* in the world which we must reflect to create, innovate and remain competitive.
- The *dynamic and increasing use of communications* and social networking technologies provide opportunities to connect Burnie with the world.
- Growing demand for *local produce that is 'clean and green'*. Burnie is well-placed to support our regional producers in responding to this trend.
- *Travel is becoming more affordable*, particularly for the emerging middle classes of China and India. Burnie has much to offer within its boundaries and as a gateway to the famous wilderness areas of our island.
- *Populations around the globe are ageing*. We need to prepare for our own ageing population by encouraging people to remain well, active and connected and by making Burnie a place where young people will want to live, stay, or go away and return to.

Our Values: a framework for choices

These are the values that will guide our choice and behaviour as we move towards our preferred future.

In all our dealings we will:

Be bold and courageous

To lead, innovate and take risks

Work together

Engaging and collaborating to realise innovative, smart and sustainable solutions to our challenges and opportunities

Value knowledge

As a way of realising our potential and encouraging life-long learning

Be respectful and inclusive

Of each other, our environment and our heritage
Bringing everyone along on the journey
Balancing urban and rural needs, work and life, industry and environment

Our Vision: the preferred future Burnie 2030

Making Burnie 2030

A vibrant, thriving beautiful place

Burnie has a personality and an energy that is at once recognisable
Our commerce and industry are diverse, innovative, bold and a source of pride
The coastline and hinterland provide the natural beauty in which we live

A caring community

We care about each other and warmly welcome those who visit Burnie
An inclusive community that builds goodwill and wellbeing

A regional leader engaged with the world

We are a regional leader in education, health, retail, services, arts and culture
We are connected with the world through information, business, social and rich cultural connections

A City that lives its dreams

We seize and make the most of our opportunities
Those who live here know that you can make it in Burnie

A Picture of our Future in 2030

In 2030 Burnie has the physical and social infrastructure needed for a vibrant city. There is a focus on quality urban design, parklands and public spaces where people can come together. There is strong participation in the arts, community events and sport and there is always something happening for people of all ages to enjoy.

The city has become known for innovative, adaptive, environmentally responsible housing design and there are many options to meet differing community needs.

The Paper Mill site has been revitalized and is used for a variety of community and business activities. It has become a hub for activity once again.

At the heart of the city the central business district offers inner city living and great shopping experiences that visitors and locals enjoy.

Road transport linkages around and through Burnie flow smoothly to support the lifestyle and needs of the community.

Burnie is known for healthy living. The North West Area Health Service and the University-based Rural Clinical School are leaders in rural health care and their role as a valuable regional and state resource has grown.

People take responsibility for their health and wellbeing and care for each other. Gone are the days of poor health outcomes arising from social disadvantage. Good health is now an economic driver.

People are attracted to Burnie because of the healthy food, clean environment, programs and extensive health infrastructure. Medical professionals are trained at the hospital and clinical school and many stay. International people find that Burnie is a welcoming place to call home.

Lifelong learning is valued and practiced in the clever city of Burnie. Post year ten retention is comparable with the rest of Australia. A wide range of education opportunities are available using multi-purpose physical facilities and advanced communication technologies.

The University, Skills Institute, Polytechnic, colleges and schools work together with business and industry to support the needs of the community.

Burnie is a destination of choice for education and many students stay in the purpose-built accommodation available in the city. Businesses understand that knowledge and multi-skilling is the pathway to an innovative workforce.

Burnie is still the City of Makers and niche industries building on sustainable local strengths are thriving. There is a strong Burnie brand that stands for quality and local excellence.

Burnie is known by visitors as being on the edge of wilderness adventure. Visitors of all ages enjoy the fine food, the wide range of accommodation and vibrant shopping.

Co-operative business relationships develop opportunities. High speed

communication technologies are available to all businesses.

Burnie sits between the sparkling blue seas of Bass Strait and the forests of the hinterland. The clean beaches and fresh air are invigorating and community groups work together to protect and care for flora and fauna.

The carbon footprint of Burnie is small, helped by the use of renewable energy, water and waste management and a focus on environmental sustainability in all areas of community endeavor.

The built environment is appreciated for its architectural and heritage value that reflects Burnie's past but also speaks to Burnie's future.

Burnie is the hub for the Cradle Coast region providing a full range of health, education, community and commercial services. Burnie City Council is an active participant in regional local government issues and is respected as a collaborative leader.

Logistics are a key strength; the port is Tasmania's key freight link to the rest of the world and the road, rail and airport infrastructure connect Burnie to the State.

Future Directions

We will pursue six future directions to achieve our 2030 vision:

- 1** An attractive place to live, work and play
- 2** An inclusive and healthy community
- 3** A centre for information, knowledge and learning
- 4** A secure, innovative and diverse economy
- 5** A natural and built environment that is respected and cared for
- 6** A regional hub

The following pages set out the strategic objectives for each future direction, as well as the indicators that will help us measure our progress in each area.

Future Direction 1

An attractive place to live, work and play

In 2030 Burnie has the physical and social infrastructure needed for a vibrant city. There is a focus on quality urban design, parklands and public spaces where people can come together. There is strong participation in the arts, community events and sport and there is always something happening for people of all ages to enjoy. The city has become known for innovative, environmentally responsible housing design and there are many options to meet differing community needs. The Paper Mill site has been revitalised and is used for a variety of community and business activities. It has become a hub for activity once again. At the heart of the city the central business district offers inner city living and great shopping experiences that visitors and locals enjoy. Road transport linkages around and through Burnie flow smoothly to support the lifestyle and needs of the community.

| Strategic Objectives | | Stakeholders | Council Role |
|----------------------|---|--|--------------------------|
| 1.1 | A range of vibrant, safe and attractive community spaces. | The community, service clubs, Council. | Provider |
| 1.2 | A community that celebrates and participates in its arts, culture and heritage. | Performing and visual arts community, music groups, heritage associations, schools. | Facilitator Provider |
| 1.3 | A community that promotes and values its broad range of quality leisure, recreational and sporting opportunities. | Sporting clubs and associations, recreational and physical wellbeing groups, State Government, service clubs, schools. | Provider Facilitator |
| 1.4 | An innovative range of accommodation and residential options addressing all the needs of the community. | Private developers, UTAS, housing providers, aged care providers, disability services, State Government. | Facilitator Regulator |
| 1.5 | A vibrant and progressive central business district. | Business and retail associations including Chamber of Commerce, Citylink. | Advocate Facilitator |
| 1.6 | A re-invigorated Paper Mill site that adds value to the regional economy. | Tas Paper, future investors, Council, State Government, relevant authorities. | Advocate |
| 1.7 | A road transport system that meets the needs of the community and supports the wider region. | State government, Council. | Provider Advocate |

| Community Profile Indicators | | Measure, Baseline and Targets | |
|------------------------------|---|-------------------------------|--|
| CPI | Overall Population Growth | | |
| 1A | If Burnie improves as an attractive place to live, work and play, the net population of the municipality should grow. | <i>Measure</i> | Number of persons living in Burnie (ABS) |
| | | <i>Baseline</i> | 19,892 (2010) |
| | | <i>Target</i> | 23,000 by 2030 (an average increase of 155 people per year) |
| CPI | Middle Aged Population Growth | | |
| 1B | This measure provides a broad indicator of the attraction of families and workers as a target group for growth. | <i>Measure</i> | Number of persons 25-54 living in Burnie (ABS) |
| | | <i>Baseline</i> | 39.0% (5yr avg to 2009) |
| | | <i>Target</i> | 41.0% by 2030 (an average increase of 88 MA's per year) |
| CPI | Professionals and Trades | | |
| 1C | If Burnie is an attractive place to work, it should be reflected in an increasing percentage of the population as professionals and trades. | <i>Measure</i> | Number of professionals and trades as a % of population (ABS) |
| | | <i>Baseline</i> | 3,442 (2008) |
| | | <i>Target</i> | 4,500 in 2030 (an average increase of 48 P&T's per year) |
| CPI | Standard of Parks | | |
| 1D | A community that values its recreational spaces will be reflected in the satisfaction rating for the standard of parks across Burnie. | <i>Measure</i> | Level of community satisfaction with Burnie's parks and playgrounds (Local) |
| | | <i>Baseline</i> | 76% (2006) |
| | | <i>Target</i> | 85% by 2030 |
| CPI | Public Place Assaults | | |
| 1E | Community spaces that are considered safe will be reflected in the number of assaults in public places. | <i>Measure</i> | Number of public place assaults. |
| | | <i>Baseline</i> | 70 (5yr avg to 2011) |
| | | <i>Target</i> | Less than 40 per year |
| CPI | Cultural Participation | | |
| 1F | The number of people engaging in cultural activities will increase as Burnie becomes a more attractive place to live, work and play. | <i>Measure</i> | People numbers participating in and attending cultural events at BAFC and BRAG (BCC) |
| | | <i>Baseline</i> | 59,061 (2yr avg to 2011) |
| | | <i>Target</i> | 65,000 by 2014 and sustained long term |
| CPI | Paper Mill Site Conversion | | |
| 1G | It is a community desire to see this strategic parcel of land converted to productive use that will benefit the municipality. | <i>Measure</i> | % of Paper Mill land that has been converted to productive use (Local) |
| | | <i>Baseline</i> | 13.1% (2011) |
| | | <i>Target</i> | 100% conversion by 2030 |

Future Direction 2

An inclusive and healthy community

In 2030 Burnie is known for healthy living. The North West Area Health Service and the University-based Rural Clinical School are leaders in rural health care and their role as a valuable regional and state resource has grown. People take responsibility for their health and wellbeing and care for each other. Gone are the days of poor health outcomes arising from social disadvantage. Good health is now an economic driver. People are attracted to Burnie because of the healthy food, clean environment, programs and extensive health infrastructure. Medical professionals are trained at the hospital and clinical school and many stay. International people find that Burnie is a welcoming place to call home.

| Strategic Objectives | | Stakeholders | Council Role |
|----------------------|---|---|-------------------------|
| 2.1 | Well-developed health infrastructure and programs respond to and meet regional needs. | State government, hospital services, acute care providers, specialists and GPs, preventative health services, Rural Clinical School, schools, aged care providers, mental health and disability services. | Facilitator Advocate |
| 2.2 | The importance of physical and emotional wellbeing is valued and actively adopted by the community. | Preventative health services, specialists and GPs, gymnasiums, trainers and wellbeing centres, mental health and disability services. | Advocate |
| 2.3 | A place where everyone feels accepted and participates freely in community activities. | Community at large. | Provider Facilitator |

Community Profile Indicators

Measure, Baseline and Targets

CPI SEIFA Index

2A The SEIFA indexes provide a measure of a community's socio-economic status. An increasing SEIFA index indicates improvement. The higher the percentile attained, the higher ranked the index is within the state.

Measure State percentile ranking for Burnie's SEIFA Index of Relative Disadvantage (ABS)

Baseline Percentile 37 (2006)

Target To reach percentile 50 or higher in the state by 2030

CPI SEIFA Index Suburbs

2B Burnie traditionally has a large gap between its highest and lowest suburbs on the SEIFA index. This target is aimed at seeing the lower indexed suburbs improving significantly.

Measure Number of Burnie suburbs below a score of 900 on the SEIFA Index of Relative Disadvantage (ABS)

Baseline 5 (2006)

Target 0 by 2030

| | | | |
|------------|--|-----------------|---|
| CPI | Voluntary Work | | |
| 2C | The level of volunteer work in a community may be considered an indicator of inclusiveness and belonging. | <i>Measure</i> | % of persons undertaking voluntary work for an organisation or group (ABS) |
| | | <i>Baseline</i> | 20.9% (2006) |
| | | <i>Target</i> | 25.0% by 2030 |
| CPI | Overseas Born Population | | |
| 2D | As Burnie becomes a more inclusive and welcoming community, this may be reflected through an increased proportion of overseas born people choosing Burnie as a home. | <i>Measure</i> | Overseas born population as a percentage of Burnie population |
| | | <i>Baseline</i> | 8.5% (2006) |
| | | <i>Target</i> | 15.0% by 2030 (average increase of 72 OBP's per year) |
| CPI | Insufficient Physical Activity | | |
| 2E | A community that values its physical health will be evidenced by a strong level of physical activity for wellbeing. | <i>Measure</i> | Proportion of population over 18 undertaking insufficient amounts of physical activity for healthy lifestyles |
| | | <i>Baseline</i> | 23.3% (2009) |
| | | <i>Target</i> | Less than 20.0% by 2030 |
| CPI | BMI Overweight and Obese | | |
| 2F | Addressing obesity will contribute toward improved physical and emotional health and reduce a factor in chronic disease. | <i>Measure</i> | Proportion of population over 18 with BMI classified as overweight or obese |
| | | <i>Baseline</i> | 56.0% (2009) |
| | | <i>Target</i> | Less than 40.0% by 2030 |
| CPI | Daily Smoking Habits | | |
| 2G | Reducing the incidence of smoking will contribute toward a healthier community and reduce a factor in chronic disease. | <i>Measure</i> | Proportion of population over 18 with daily smoking habits |
| | | <i>Baseline</i> | 20.5% (2009) |
| | | <i>Target</i> | Less than 10.0% by 2030 |
| CPI | Risky Alcohol Consumption | | |
| 2H | Alcohol consumption at risky levels can be a contributor to negative behavioural outcomes and a factor in chronic disease. | <i>Measure</i> | Proportion of population over 18 undertaking risky alcohol consumption |
| | | <i>Baseline</i> | 8.2% (2009) |
| | | <i>Target</i> | Less than 5.0% by 2030 |
| CPI | Public Health Services | | |
| 2I | A wide and comprehensive range of health services will be an indicator of Burnie's capacity to respond to regional health needs. | <i>Measure</i> | Number of public health services located in Burnie |
| | | <i>Baseline</i> | 66 (2011) |
| | | <i>Target</i> | To maintain or increase services every year |

Future Direction 3

A centre for information, knowledge and learning

Lifelong learning is valued and practiced in the clever city of Burnie. Post year ten retention is performing better than the rest of Australia. A wide range of education opportunities are available using multi-purpose physical facilities and advanced communication technologies. The University, Skills Institute, Polytechnic, colleges and schools work together with business and industry to support the needs of the community. Burnie is a destination of choice for education and many students stay in the purpose-built accommodation available in the city. Businesses understand that knowledge and multi-skilling is the pathway to an innovative workforce.

| Strategic Objectives | | Stakeholders | Council Role |
|----------------------|--|---|-------------------------|
| 3.1 | UTAS is a strong leader in the provision of education and research in the Burnie region. | UTAS, Council. | Advocate |
| 3.2 | The education providers work together and are responsive in meeting the learning needs of the community. | Primary schools, secondary schools, post-secondary and tertiary educators, registered training organisations. | Advocate Facilitator |
| 3.3 | The community is engaged in education and values learning from the early years and throughout life. | Child care providers, education providers, LINC, schools, playgroups, infant support associations. | Provider Advocate |
| 3.4 | Our community is skilled and able to manage change and meet global, regional and local challenges. | Primary schools, secondary schools, post-secondary and tertiary educators, registered training organisations. | Advocate Facilitator |
| 3.5 | Opportunities exist for people to achieve their dreams and potential. | Education providers, registered training organisations, professional networks, local business and industry. | Advocate |

| Community Profile Indicators | | Measure, Baseline and Targets |
|------------------------------|--|---|
| CPI | Australian Early Development Index | |
| 3A | A community that encourages and engages in early learning will be reflected in improved AEDI results. A lower value reflects improvement. | <p><i>Measure</i> % of children developmentally vulnerable on one or more domains (AEDI Tas Report)</p> <p><i>Baseline</i> 27.5%</p> <p><i>Target</i> Less than 20.0% by 2030</p> |
| CPI | Public School Participation Rates | |
| 3B | Strong participation rates at school, both primary and secondary will indicate a higher level of engagement in education. | <p><i>Measure</i> Average proportion of students attending school each day (Ed Dep)</p> <p><i>Baseline</i> 91.5% (2010)</p> <p><i>Target</i> Greater than 93.0%</p> |
| CPI | Year 10 Retention | |
| 3C | An increase in the number of people completing education beyond Year 10 will indicate a higher level of educational attainment. | <p><i>Measure</i> Proportion of Year 10 students progressing to post-secondary education (Ed Dep)</p> <p><i>Baseline</i> 72.8% (2010)</p> <p><i>Target</i> Greater than 80.0% (recognising apprenticeships and traineeships are not included)</p> |
| CPI | Apprenticeships and Traineeships | |
| 3D | A strong take up of apprenticeships and traineeships indicates an investment in learning and training for employment. | <p><i>Measure</i> Number of active apprenticeships and traineeships in 7320 (Skills Tasmania)</p> <p><i>Baseline</i> 681 (2011)</p> <p><i>Target</i> 1,000 by 2030</p> |
| CPI | Internet Access | |
| 3E | Access to internet in the household is one indicator of access to learning opportunities and online interaction. | <p><i>Measure</i> Proportion of households with access to internet at home (ABS)</p> <p><i>Baseline</i> 52.0% (2006)</p> <p><i>Target</i> 90.0% by 2030</p> |
| CPI | UTAS Student Numbers | |
| 3F | As UTAS grows its role as a strong leader in education and research for the region, its enrolment numbers at Cradle Coast Campus will continue to grow. | <p><i>Measure</i> Number of students who have completed study throughout the year at UTAS Cradle Coast Campus (UTAS)</p> <p><i>Baseline</i> 940 (2010)</p> <p><i>Target</i> 6,100 by 2030</p> |
| CPI | UTAS Courses | |
| 3G | As UTAS grows its role as a strong leader in education and research for the region, its course offerings at Cradle Coast Campus will continue to expand. | <p><i>Measure</i> Number of years offered for bachelor degree or higher at UTAS Cradle Coast Campus (UTAS)</p> <p><i>Baseline</i> 33 (2011)</p> <p><i>Target</i> 100 by 2030</p> |

Future Direction 4

A secure, innovative and diverse economy

In 2030 Burnie is still the City of Makers and niche industries building on sustainable local strengths are thriving. There is a strong Burnie brand that stands for quality and local excellence. Burnie is known by visitors as being on the edge of wilderness adventure. Visitors of all ages enjoy the fine food, the wide range of accommodation and vibrant shopping. Cooperative business relationships develop opportunities. High speed communication technologies are available to all businesses.

| Strategic Objectives | | Stakeholders | Council Role |
|----------------------|--|---|-------------------------------------|
| 4.1 | A globally competitive business community, focused on the development of niche and premium products. | State Government, Federal Government, local business and industry, Advance Burnie. | Facilitator Advocate |
| 4.2 | A highly skilled workforce with a focus on innovation and entrepreneurship. | Education and training providers, local business and industry, business support and consulting providers, industry bodies and associations. | Advocate |
| 4.3 | A five-star visitor experience on the edge of adventure. | Hospitality industry, accommodation and tourism providers, secondary and post secondary education providers in hospitality, industry bodies and associations. | Provider Facilitator Advocate |
| 4.4 | The City of Makers renowned for its niche industries, specialty manufacturing and artisanship. | Manufacturing industries, local artisans, brand partners, Makers' Workshop. | Provider Facilitator |
| 4.5 | The opportunities offered by contemporary communications technology are maximised. | Communications providers, State Government, Federal Government. | Facilitator Advocate |

| Community Profile Indicators | | Measure, Baseline and Targets | |
|------------------------------|--|-------------------------------|--|
| CPI | Unemployment Rate | | |
| 4A | Whilst many contributing factors are outside the community's direct control, the unemployment rate is a broad indicator of the level of employment opportunity in the region. | <i>Measure</i> | Burnie unemployment rate as a rolling five year average (ABS) |
| | | <i>Baseline</i> | 8.9% Burnie, 5.4% Tas (5 yr avg to 2010) |
| | | <i>Target</i> | Rolling 5yr average to be less than state rolling 5yr average by 2030 |
| CPI | Employment Participation Rate | | |
| 4B | This rate is influenced by a range of factors outside the community's control, such as an ageing population and the economic climate, however it remains a broad indicator of how many people are engaged in the labour force. | <i>Measure</i> | Burnie employment participation rate (DEEWR) |
| | | <i>Baseline</i> | 54.0% (2006) |
| | | <i>Target</i> | Greater than 60.0% |
| CPI | Employing Business Entries and Exits | | |
| 4C | The net growth in number of employing businesses provides an indicator of confidence in the economy. | <i>Measure</i> | Net growth in employing businesses as three year average (ABS) |
| | | <i>Baseline</i> | 35 (3yr average to 2007) |
| | | <i>Target</i> | 3yr average of 50 per year |
| CPI | Building Applications | | |
| 4D | The number of building applications received can be considered an indicator of the level of investment. | <i>Measure</i> | Number of building applications received per year as three year average (BCC) |
| | | <i>Baseline</i> | 261 (3yr avg to 2011) |
| | | <i>Target</i> | At least 320 each year |
| CPI | Change in Property Values | | |
| 4E | The increase in total capital value from new properties year to year (excluding revaluation years) is an indication of the level of investment in Burnie. | <i>Measure</i> | Annual increase in supplementary capital values (new properties) (BCC) |
| | | <i>Baseline</i> | 1.4% (3yr avg to 2011) |
| | | <i>Target</i> | Rolling 3yr average above 1.5% |
| CPI | Innovation Index | | |
| 4F | The level of innovation in industry and business will be an indicator of Burnie's entrepreneurship, innovation and niche industry. | <i>Measure</i> | Share of innovation-active firms (AIRC) |
| | | <i>Baseline</i> | 67.7% (2006) |
| | | <i>Target</i> | 80.0% by 2030 |
| CPI | Visitors Who Stop and Look | | |
| 4G | As Burnie's tourism value increases, this will be reflected in the proportion of north-west visitors who stop and look around in Burnie. | <i>Measure</i> | Number of visitors to north-west Tasmania who stop and look around in Burnie (TVS) |
| | | <i>Baseline</i> | 17.6% (4yr avg to 2011) |
| | | <i>Target</i> | 25.0% by 2030 |

| | | |
|-----|--|---|
| CPI | Visitors Who Stay Overnight | |
| 4H | As the tourism value of Burnie and the region increases, this will be reflected in the number of north-west visitors who choose to stay overnight in Burnie. | <p><i>Measure</i> % of north-west bed nights spent in Burnie (TVS)</p> <p><i>Baseline</i> 12.3% (4yr avg to 2011)</p> <p><i>Target</i> 17.5% by 2030</p> |
| CPI | Retail Contribution | |
| 4I | An increasing value in retail contribution indicates growth in number and/or quality of retail. | <p><i>Measure</i> Gross revenue output of retail in Burnie (ABS)</p> <p><i>Baseline</i> \$109.5M (2010)</p> <p><i>Target</i> Annual growth at least 1% higher than CPI each year</p> |
| CPI | Hospitality Contribution | |
| 4J | This measure aims to monitor a growing supply of hospitality providers, including accommodation, cafes and restaurants. | <p><i>Measure</i> Gross revenue output of accommodation, cafes and restaurants in Burnie (ABS)</p> <p><i>Baseline</i> \$58.0M (2010)</p> <p><i>Target</i> Annual growth at least 1% higher than CPI each year</p> |
| CPI | Manufacturing Contribution | |
| 4K | This measure monitors the value of manufacturing to the Burnie economy which is recognised as a major contributor. | <p><i>Measure</i> Gross revenue output of manufacturing in Burnie (ABS)</p> <p><i>Baseline</i> \$1,052.3M (2010)</p> <p><i>Target</i> Annual growth at least 1% higher than CPI each year</p> |
| CPI | Agriculture, Forestry and Fishing Contribution | |
| 4L | The agriculture sector is expected to be a key area of expansion in the North-West Coast. | <p><i>Measure</i> Gross revenue output of agriculture, forestry and fishing (ABS)</p> <p><i>Baseline</i> 58.5M (2010)</p> <p><i>Target</i> Annual growth at least 1% higher than CPI each year</p> |
| CPI | Burnie Gross Regional Product | |
| 4M | A strong economy will be reflected through a growing gross regional product. This can also be monitored as a percentage of gross state product, to determine Burnie' relative contribution to the state economy over time. | <p><i>Measure</i> Gross Regional Product for Burnie (ABS)</p> <p><i>Baseline</i> \$1,167M (2010)</p> <p><i>Target</i> Annual growth at least 1% higher than CPI each year</p> |

Future Direction 5

A natural and built environment that is respected and cared for

Burnie sits between the sparkling blue seas of Bass Strait and the forests of the hinterland. The clean beaches and fresh air are invigorating and community groups work together to protect and care for flora and fauna. The carbon footprint of Burnie is small, helped by the use of renewable energy, water and waste management and a focus on environmental sustainability in all areas of community endeavour. The built environment is appreciated for its architectural and heritage value that reflects Burnie's past but also speaks to Burnie's future.

| Strategic Objectives | | Stakeholders | Council Role |
|----------------------|--|---|-------------------------|
| 5.1 | Our natural resources are protected and enhanced. | State Government, Federal Government, conservation and environment groups, relevant authorities, Council, community at large. | Facilitator Provider |
| 5.2 | The region develops and uses renewable energy sources. | State Government, Federal Government, energy providers. | Advocate |
| 5.3 | A strong level of participation and collaboration in community based environmental protection and conservation groups. | CCA Natural Resource Management, conservation and environment groups. | Facilitator |
| 5.4 | A region that is energy, water and waste efficient. | State Government, Federal Government, water authority, Council. | Provider Advocate |
| 5.5 | A built environment that is valued, reflects our past and embraces our future. | Heritage and historical associations, Council. | Advocate Facilitator |

| Community Profile Indicators | | Measure, Baseline and Targets | |
|------------------------------|---|-------------------------------|--|
| CPI | Water Usage | | |
| 5A | A region that is water efficient will be reflected in reduced household water consumption. | <i>Measure</i> | Average household water consumption in litres per day (CMW) |
| | | <i>Baseline</i> | 682L (2011) |
| | | <i>Targets</i> | 548L by 2030 |
| CPI | Waste | | |
| 5B | Our environment will benefit from a decreasing volume of landfill and an increase in recycling or re-use of products. | <i>Measure</i> | Ratio of landfill waste to recycling waste volumes (BCC) |
| | | <i>Baseline</i> | 66:34 (2011) |
| | | <i>Target</i> | 50:50 by 2030 |
| CPI | Air Quality | | |
| 5C | Burnie's air quality is monitored on an hourly basis at Emu River. | <i>Measure</i> | % of hourly measurements each month that exceed the advisory reporting standard for PM _{2.5} (EPA) |
| | | <i>Baseline</i> | 4.0% in highest month (2011) |
| | | <i>Target</i> | 0.0% in any given month |
| CPI | Recreational Water Quality | | |
| 5D | The monitoring of water quality for recreational beaches and public swimming pools identifies potential threats to public health. | <i>Measure</i> | % of test readings outside compliance range (recreational beaches, public and privately operated swimming pools) |
| | | <i>Baseline</i> | 2.0% (3yr avg to 2011) |
| | | <i>Target</i> | 0.0% |
| CPI | Riverways | | |
| 5E | Healthy riverways can be an indicator of how the natural environment is managed. | <i>Measure</i> | Pesticide monitoring of Cam River (DPIWE) |
| | | <i>Baseline</i> | Not Detected (2010) |
| | | <i>Target</i> | Not Detected |

Future Direction 6

A regional hub

Burnie is the hub for the Cradle Coast region providing a full range of health, education, community and commercial services. Burnie City Council is an active participant in regional local government issues and is respected as a collaborative leader. Logistics are a key strength; the port is Tasmania's key freight link to the rest of the world and the road, rail and airport infrastructure connect Burnie to the State.

| Strategic Objectives | | Stakeholders | Council Role |
|----------------------|---|--|-------------------------|
| 6.1 | Burnie is the community and commercial services centre for the broader North-West region. | Regional health service providers, tertiary education providers, port and rail providers. | Facilitator Advocate |
| 6.2 | Effective, efficient and integrated transport linkages service and connect Burnie with the state, region and world. | State Government, port and rail providers, airport and flight service providers. | Facilitator Advocate |
| 6.3 | The City provides leadership and works collaboratively on regional strategic issues. | Local government associations, surrounding councils; peak industry groups, State Government, Federal Government. | Facilitator Advocate |

Community Profile Indicators Measure, Baseline and Targets

CPI **Port Freight Volume**

6A An increasing volume of freight through the Burnie Port will indicate the port's importance in the state freight network.

Measure Freight TEU's in and out of Burnie Port (Tasports)
Baseline 229,851 (2010)
Target 3% annual increase on past year

CPI **Air Travel**

6B The number of seats available through Burnie Airport responds to local demand for the airport as a direct mainland transport link.

Measure Total number of seats available by public carrier over 12 months (BAC)
Baseline 103,836 (2011)
Target To maintain greater than 100,000

CPI **Patient Transfer Flights**

6C The number of patient transfer flights is an indicator of the level of need for Burnie Airport in supporting health infrastructure for the region.

Measure Number of patient transfer flights over the year (BAC)
Baseline 361 (2011)
Target No target applies, the number is an indication of need rather than desired growth

| | | |
|--|---|---|
| CPI Rail Volume | | |
| 6D | As Burnie grows as the regional hub for freight transport, this will be reflected in increasing rail freight volume to and from Burnie. | <i>Measure</i> Volume of rail freight in and out of Burnie (Tasrail) <i>Baseline</i> Unpublished <i>Target</i> 3% annual increase on past year |
| CPI Road Freight | | |
| 6E | The level of road freight forms a significant part of the total freight volume in and out of Burnie. | <i>Measure</i> Volume of road freight in and out of Marine Terrace - Port (DIER) <i>Baseline</i> To be determined as ratio road:rail <i>Target</i> To be determined as ratio road:rail |
| CPI UTAS Student Numbers | | |
| 6F | If UTAS is to become a strong leader in education and research, its enrolment numbers at Cradle Coast Campus will continue to grow. | <i>Measure</i> Number of enrolments at UTAS Cradle Coast Campus (UTAS) <i>Baseline</i> 940 (2010) <i>Target</i> 6,100 by 2030 |
| CPI Public Health Services | | |
| 6G | A wide and comprehensive range of health services will be an indicator of Burnie's capacity to respond to regional health needs. | <i>Measure</i> Number of public health services located in Burnie <i>Baseline</i> 66 (2011) <i>Target</i> To maintain or increase number of services every year |
| CPI Elected Representatives in Burnie | | |
| 6H | As Burnie develops as a regional hub, this will be supported by a strong level of state and federal representatives locating an office in Burnie. | <i>Measure</i> Percentage of elected representatives with an office presence in Burnie (Local) <i>Baseline</i> 62.5% (2011) <i>Target</i> 75% |
| CPI Government Departments in Burnie | | |
| 6I | As Burnie develops as a regional hub, this will be supported by a strong level of government department presence in Burnie. | <i>Measure</i> Number of state and federal government departments with an office presence in Burnie (Local) <i>Baseline</i> 37 (2011) <i>Target</i> To maintain or increase number every year |

Measuring Our Progress

Each of the six future directions contain a set of indicators that we will use to gauge our progress toward achieving the Making Burnie 2030 Vision.

The set of measures for each direction are broad indicators only, and should be taken together. One indicator alone cannot provide a conclusive measure about the success of strategies. Rather, they are intended as a *set of indicators* to provide some way to measure our community's progress in each of the six major directions, taking into account the range of external influences and factors outside our control, which are inherently part of our fast changing world and global linkages.

As much of the data for the measures is taken from ABS census data, a more comprehensive report will be compiled every five years, providing an assessment of progress on the full set of measures by comparing progress to Baselines and planned targets.

Interim community profiles will be produced at intervals between census that provide a progress report on those data sets that are available on a more frequent basis.

As time progresses, it is likely that various indicators may be adjusted or new indicators developed as new or improved data sets become available. Feedback on this area can be provided at any time to Council, and this aspect will remain flexible.

Finally, it is important to be reminded that this document is a whole-of-community plan, and many community stakeholders will contribute to its success. In line with this, Council will develop a specific corporate plan that focuses on the areas toward which it has a primary responsibility.

INDEX: SOURCES OF DATA FOR COMMUNITY PROFILE INDICATORS

| | | |
|---------------|---|---|
| CPI 1A | Overall population growth Measure – Number of persons living in Burnie | ABS Cat 3218.0 Regional Population Growth Australia; LGA60610 Available annually |
| CPI 1B | Middle Aged Population Growth Measure – Number of persons 25-49 living in Burnie | ABS National Regional Profile – Burnie LGA60610 Available annually with approximate two year lag |
| CPI 1C | Professionals and Trades Measure – Number of professionals and trades as a % of population | ABS 1379.0.55.001 National Regional Profile Burnie (C) LGA60610 Available annually with approximate 2-3 year lag |
| CPI 1D | Standard of Parks Measure – Level of community satisfaction with Burnie's parks and playgrounds | Municipal survey commissioned by Council through LGAT Available as commissioned. |
| CPI 1E | Public Place Assaults Measure – Number of public place assaults | Tasmania Police, Corporate Performance Report. Available annually |

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|---------------|--|--|
| CPI 1F | Cultural Participation Measure – People numbers participating in and attending cultural events at BAFC and BRAG | Burnie City Council, Attendance records published in Agenda Available annually |
| CPI 1G | Paper Mill Site Conversion Measure – % of Paper Mill land that has been converted to productive use | Local Assessment (LIST Searches) Annual estimate of new productive land use as percentage of total Paper Mill land (41.9ha) |
| CPI 2A | SEIFA Index Measure – State percentile ranking for Burnie’s SEIFA Index of Relative Disadvantage | ABS 2033.0.55.001 Socio-economic Indexes for Areas (SEIFA) by LGA Available on Census, most recent 2006 |
| CPI 2B | SEIFA Index Suburbs Measure – Number of Burnie suburbs below a score of 900 on the SEIFA Index of Relative Disadvantage | ABS 2033.0.55.001 Socio-economic Indexes for Areas (SEIFA) by suburb, LGA Available on Census, most recent 2006 |
| CPI 2C | Voluntary Work Measure – % of persons undertaking work for an organisation or group | 1379.0.55.001 National Regional Profile, Burnie (C) Available on Census, most recent 2006 |
| CPI 2D | Overseas Born Population Measure – Overseas born population as a percentage of Burnie population | 1379.0.55.001 National Regional Profile, Burnie (C) Available on census, most recent 2006 |
| CPI 2E | Insufficient Physical Activity Measure – Proportion of population over 18 undertaking insufficient amounts of physical activity for healthy lifestyles | Menzies Research Institute Tasmania – Tasmanian Population Health Survey, 2009 Next survey to be advised. |
| CPI 2F | BMI Overweight and Obese Measure – Proportion of population over 18 with BMI classified as overweight or obese | Menzies Research Institute Tasmania – Tasmanian Population Health Survey, 2009 Next survey to be advised. |
| CPI 2G | Daily Smoking Habits Measure – Proportion of population over 18 with daily smoking habits. | Menzies Research Institute Tasmania – Tasmanian Population Health Survey, 2009 Next survey to be advised. |
| CPI 2H | Risky Alcohol Consumption Measure – Proportion of population over 18 undertaking risky alcohol consumption | Menzies Research Institute Tasmania – Tasmanian Population Health Survey, 2009 Next survey to be advised. |
| CPI 2I | Public Health Services Measure – Number of public health services located in Burnie | North West Area Health Service Available on request, review annually |
| CPI 3A | Australian Early Development Index Measure – % of children developmentally vulnerable on one or more domains | AEDI Tasmania Report Available annually |
| CPI 3B | Public School Participation Rates Measure – Average proportion of students attending school each day | Department of Education School Improvement Report Available Annually Data covers Public Schools only |
| CPI 3C | Year 10 Retention Measure – Proportion of Year 10 students progressing to post-secondary education | Department of Education School Improvement Report Available Annually Data covers Public Schools only |
| CPI 3D | Apprenticeships and Traineeships Measure – Number of active apprenticeships and traineeships in 7320 | Skills Tasmania, dataset 7320 Available upon request |

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|---------------|--|---|
| CPI 3E | Internet Access Measure – Number of households with access to internet at home | 1379.0.55.001 National Regional Profile, Burnie (C) Available on Census, most recent 2006 |
| CPI 3F | UTAS Student Numbers Measure – Number of students who have completed study throughout the year at UTAS Cradle Coast Campus | UTAS Cradle Coast Campus, provided on request Available annually |
| CPI 3G | UTAS Courses Measure – Number of years offered for bachelor degree or higher at UTAS Cradle Coast Campus | UTAS Cradle Coast Campus website and confirmation with staff Available annually |
| CPI 4A | Unemployment Rate Measure – Burnie unemployment rate as a rolling five year average | ABS 1379.0.55.001 National Regional Profile Burnie (C) LGA60610 Available annually with approximate 2 year lag |
| CPI 4B | Employment Participation Rate Measure – Burnie employment participation rate | Department of Education, Employment and Workplace Relations (DEEWR) Available estimate on request |
| CPI 4C | Employing Business Entries and Exits Measure – Net growth in employing businesses as three year average | ABS 1379.0.55.001 National Regional Profile Burnie (C) LGA60610 Available annually with approximate 2-3 year lag |
| CPI 4D | Building Applications Measure – Number of building applications received per year as 3 year average | Burnie City Council, Reported in Agenda Available monthly |
| CPI 4E | Change in Property Values Measure – Annual increase in supplementary capital values (new properties) | Burnie City Council Available annually (revaluations conducted every six years) |
| CPI 4F | Innovation Index Measure – Share of innovation-active firms | Australian Innovation Research Council (AIRC) Available at cost following Tasmanian Innovation Census (estimate 5 years) |
| CPI 4G | Visitors who stop and look Measure – % of visitors to north-west Tasmania who stop and look around in Burnie | Tourism Tasmania; Tasmanian Visitor Survey (Web Reporter Tool) Sourced annually, for year ended March |
| CPI 4H | Visitors who stay overnight Measure – % of north-west bed nights spent in Burnie. | Tourism Tasmania; Tasmanian Visitor Survey (Web Reporter Tool) Sourced annually, for year ended March |
| CPI 4I | Retail Contribution Measure – Gross revenue output of retail in Burnie | ABS Gross Revenue Output (through Remplan) Available annually |
| CPI 4J | Hospitality Contribution Measure – Gross revenue output of accommodation, cafes and restaurants in Burnie | ABS Gross Revenue Output (through Remplan) Available annually |
| CPI 4K | Manufacturing Contribution Measure – Gross revenue output of manufacturing in Burnie | ABS Gross Revenue Output (through Remplan) Available annually |
| CPI 4L | Agriculture, Forestry and Fishing Contribution Measure – Gross revenue output of agriculture, forestry and fishing in Burnie | ABS Gross Revenue Output (through Remplan) Available annually |
| CPI 4M | Burnie Gross Regional Product Measure – Gross Regional Product for Burnie | ABS Gross Regional Product (through Remplan) Available annually |

| | | |
|---------------|---|---|
| CPI 5A | Water Usage Measure – Average household water consumption in litres per day | Cradle Mountain Water Available annually, on request |
| CPI 5B | Waste Measure – Ratio of landfill waste to recycling waste volumes | Burnie City Council Waste and recycling volumes published in monthly Open Agenda |
| CPI 5C | Air Quality Measure – % of hourly measurements each month that exceed the advisory reporting standard for PM _{2.5} | Environment Protection Authority - Division Website/Publications – BLANKET Technical Report. Available annually, calendar year. |
| CPI 5D | Recreational Water Quality Measure - % of test readings outside compliance range (recreational beaches, public and privately operated swimming pools) | Burnie City Council Water quality samplings published in Annual Report |
| CPI 5E | Riverways Measure - Pesticide monitoring of Cam River (DPIWE) | Dept Primary Industries, Parks, Water and Environment Pesticide Monitoring in Water Catchments Published to website at least annually |
| CPI 6A | Port Freight Volume Measure – Freight TEU's in and out of Burnie Port | Tasports Annual Report Published annually with Burnie Port TEU's |
| CPI 6B | Air Travel Measure – Total number of seats available by public carrier over 12 months. | Burnie Airport Corporation Available annually on request |
| CPI 6C | Patient Transfer Flights Measure – Number of patient transfer flights over the year | Burnie Airport Corporation Available annually on request |
| CPI 6D | Rail Volume Measure – Volume of rail freight in and out of Burnie | Tasrail Provided on request, data not publically available at time of printing |
| CPI 6E | Road Freight Measure – Volume of road freight in and out of Marine Terrace – Port | Department of Infrastructure, Energy and Resources Tasmanian Freight Survey; survey frequency not known. |
| CPI 6F | UTAS Student Numbers Measure – Number of students who have completed study throughout the year at UTAS Cradle Coast Campus | UTAS Cradle Coast Campus, provided on request Available annually |
| CPI 6G | Public Health Services Measure – Number of public health services located in Burnie | North West Area Health Service Available on request, review annually |
| CPI 6H | Elected Representatives in Burnie Measure – % of elected representatives with an office presence in Burnie | Local Assessment |
| CPI 6I | Government Departments in Burnie Measure – Number of state and federal government departments with an office presence in Burnie | Local Assessment |

Notes to Community Profile Indicators

2011 means either the year ended in any month 2011, depending on the data collection source.

Potential Future Indicators

The following indicators may be introduced once data sets and effective measures can be established:

- Future Direction 1 – Journey to work data
- Future Direction 1 – Rural Clinical School retention/internship
- Future Direction 2 – Indicator for mental health
- Future Direction 4 – Number of businesses that trade online
- Future Direction 5 – Carbon footprint measure
- Future Direction 5 – Broader data for riverways
- Future Direction 5 – Energy usage