

BRIGHTON COUNCIL

2050 VISION FULL REPORT



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Executive summary

The Brighton Municipality is home to a proud community with a strong sense of identity and optimism. Brighton Council is committed to serving that community.

Part of Brighton Council's commitment involves maintaining informed and purposeful strategic plans which strive to meet the community's diverse needs and aspirations. For Brighton Council having a 30-year vision is an important way to achieve long-term goals for the good of the entire community.

In 2020, Brighton Council decided it was time to refresh its previous 30-year vision (called Brighton 2040) with a new 30-year plan called 2050 Vision. The Council launched a project to develop 2050 Vision over the course of several months. This involved a broad consultation process which explored the thoughts, feelings and hopes of local residents, businesses, visitors and other stakeholders about the future for the Municipality through a series of engagement activities between August and November 2020.

The consultation process resulted in the development of a final Council-endorsed 2050 Vision. The final 2050 Vision was captured in a 4-page summary document and expanded on in a longer Report (this document). Both of these products were launched in February 2021 and promoted widely across the Municipality and made available online.

The final 2050 Vision represents a bold and optimistic aspirational plan for the Brighton Municipality, with a clear focus on the Council's multiple roles of Provider, Regulator, Facilitator and Advocate. The 2050 Vision will be used to guide planning and decision making by Council and community over the coming years.



1. Background

Brighton is home to a proud community with a strong sense of identity and optimism. The Municipality is located approximately 20 kilometres north-east of Hobart on the eastern side of the Derwent River and forms part of the urban-rural interface of Greater Hobart. It is Tasmania's fastest growing community with a population exceeding 17,000, and an annual growth rate well in excess of 2 per cent.

Brighton Council is known for being a progressive, sustainable and efficient local government body. The Council has a track record of responsible financial management and stable governance and prides itself on a culture that attracts and retains talented and loyal staff. Brighton Council is committed to taking action to build a community enriched with diversity, vigour and vitality based on quality services and facilities – education, public transport, health and community services – to cater for its growing population.

Brighton Council has nine Councillors, one of whom also serves as the mayor. In Tony Foster AM OAM JP, the Council has the longest serving mayor in Tasmania. Mr Foster will retire from the Council in June 2021 after 27 years as mayor. All Councillors are charged with representing the interests of electors and ratepayers and to make decisions on policy formulation, budgeting, the provision of services, work priorities and strategic planning. The next Local Government Elections are scheduled for 2022.

In June 2020 Brighton Council appointed James Dryburgh as its new General Manager following the retirement of Ron Sanderson who led the Council for 15 years. James previously served as the Council's Chief Operating Officer.

In line with good governance principles and legal requirements, Brighton Council is committed to maintaining strategic plans. As part of that focus, the Council is in the practice of developing 30-year visions to guide both strategic and operational work. In 2006, the elected members, staff and some stakeholders developed a long-term plan called *Brighton 2040*. This was created through a process designed to "involve key stakeholders working together to develop... a preferred future and strategies to achieve the best possible outcomes for the Brighton Municipal Area". That document has been useful in guiding the work of the Council both in terms of its internal culture and its outputs with and for the community.

In 2020, Brighton Council decided it was time to refresh its vision, taking account of how the Municipality, Tasmania and the world has changed in the last 14 years. The Council launched a project to develop a new 30-year plan called 2050 Vision. The 2050 Vision project explored the thoughts, feelings and hopes of local residents, businesses, visitors and other stakeholders about the future for the Municipality. Developed over the course of several months, the project delivered a final 2050 Vision in February 2021 which was promoted widely across the Municipality and used by Council to guide its future activities.

2. Methodology

Brighton Council engaged a collaboration of three leading Tasmanian consultants to help create the 2050 Vision. The team of consultants designed and delivered a broad program of internal and external stakeholder engagement, developed the 2050 Vision and generated supporting communications materials. The highly experienced team had skills in community facilitation, specialist communications, advance strategy development and award-winning design as well as a deep familiarity with local government work. The approach taken was highly collaborative which resulted in a tailored process of consultation as well as final products designed to meet the needs of Brighton Council and the community.

Both the *process* for creating the Vision and the final *products* were important.

The process for creating the Vision set out to be as consultative as possible, so that the Vision properly represented the needs and aspirations of the community: the people living, working, visiting and owning homes and businesses in the Municipality over the thirty-year period from 2020 to 2050. It was particularly important to engage local young people who will be active community members and leaders in 2050. In addition to community, the process also needed to engage Brighton Council staff and elected Councillors who would use the Vision to inform their strategic, operational and advocacy work.

The final products from the process included a 4-page summary of the Vision and a longer Report (this document) along with various promotional materials (including for social media and traditional media). The final 2050 Vision represents a bold and optimistic plan for the Brighton Municipality, focusing on the Council's multiple roles of Provider, Regulator, Facilitator and Advocate. It will be used to guide planning and decision making by Council and community over the next 30 years.

The following table outlines key phases in the process of delivering the 2050 Vision:

Activity	Delivery date
Initial consultant discussions with Brighton Council to understand and clarify needs.	Early July 2020
Planning meeting no.1 (Brighton Council staff and consultants).	30 July 2020
Brighton Community News article: Vision and survey promotion.	20 August 2020
Survey runs.	27 August–19 September 2020
Consultation interviews.	28 August–13 October 2020
Face to face survey with local community.	9–11 September 2020
Brighton Alive forum.	15 September 2020
Planning meeting no.2 (Brighton Council staff and consultants).	15 September 2020
School forums.	27 October 2020
Stakeholder workshop.	29 October 2020
Brighton Community News article: Results of survey and Vision update.	11 November 2020
Elected Councillor workshop.	8 December 2020
Council meeting to approve the final 2050 Vision.	8 January 2021
Brighton Community News article: Release of the 2050 Vision.	February 2021
Promotion of the 2050 Vision across the local community and online.	February 2021

3. Existing research and forecasting on Brighton

Considerations

2050 Vision was created within some constraints. These circumstances were acknowledged and where possible managed by the project team as the process of delivering the Vision unfolded.

While the community engagement was comprehensive, engagement with the online survey was higher in some suburbs than in others. Efforts were made by both Brighton Council and the consultants to mitigate this (e.g. by setting up multiple face to face interactions with the community which allowed for assisted survey completion, as well as school and community forums). Some suburbs (e.g. Brighton and Old Beach with 55% of survey responses collectively) were nevertheless more represented than others in the online survey (Bridgewater and Gagebrook accounted for 14% of survey responses collectively). The project team was diligent in ensuring that views from the less-represented communities were reflected in the final Vision while input from workshops and elected members also helped to ensure a good spread of views by the end of the process.

The 2050 Vision was also developed during COVID-19. While the necessary restrictions imposed by the pandemic did not interfere with the engagement process (which was conducted in a COVID-safe manner), the long-term recovery process from the global pandemic may influence the economic, social and organisational projections and forecasting for Brighton Municipality.

A review of existing Brighton documentation, demographic trends, key major projects and research on the future of Brighton was undertaken by the project team.

Plans and strategies reviewed included Brighton 2040 Vision, Climate Change and Resilience Strategy, Strategic Plan 2019-2029, Brighton Annual Plan 2020-21 and Brighton Structure Plan 2018.

Forecasting and research reviewed included Regional population trends in Tasmania: Issues and options (UTaS 2019), Southern Central Sub-region (SCS) Regional Workforce Planning (KPMG 2017), Brighton Socio-Economic Profile and Opportunity Assessment (AEC Group 2020) and an interview with leading economist Saul Eslake.

The following information generated from this process was especially helpful in the process of creating the 2050 Vision. This information was also presented to those who attended the stakeholder Workshop on 29 October 2020 and participants used this information in delivering their own contributions to the process.

About Brighton

Compared to the 28 other Local Government Areas (LGAs) in Tasmania Brighton:

- Is small (area 171 km² is the 4th smallest in Tasmania) but has the 11th largest population (17,675 as at 30 June 2019).
- Has one of the fastest population growth rates over the five years to June 2019 (1.73% pa).
- Is one of Tasmania's youngest (median age 33.4 at 2016 census, cf. Tasmania 42).
- Is one of Tasmania's least multi-cultural (6% have both parents born overseas, cf. Tasmania 14.5%, Australia 34.4%), 3.5% of households with language other than English spoken at home (cf. Tasmania 6.5%, Australia 22.2%).
- Is one of Tasmania's least well-educated (34.7% with no qualifications beyond year 10, cf. Tasmania 27.7%, Australia 18.8%).
- Is on average not as disadvantaged as it is often perceived as being.
- Nevertheless has significant pockets of socio-economic disadvantage. It has the 9th highest Index of Relative Socio-Economic Disadvantage among Tasmanian LGAs (1.07 in 2017-18).



4. Council sphere of influence

About Brighton Council

- Brighton Council's purpose is "To lead change for better community liveability".
- Brighton Council's values are: Innovation, Communication, Caring Helpful, Can Do Attitude, Community Pride.
- Brighton Council aims to be a leader in mitigating and planning for climate change, reducing risks, costs and its environmental footprint. It also seeks to work with and empower its community to address climate change issues, minimise harm, reduce environmental impacts and create resilient and sustainable communities (Climate Change and Resilience Strategy).
- Brighton currently has the lowest level of rates and charges per head of any Tasmanian LGA at \$518 per head in 2017–18 cf. state average of \$937.
- Brighton spends a lot less than other councils: operating expenditure per head of \$874 in 2017–18 was the lowest of any council (cf. state-wide average of \$1,475).

About Brighton's future

- Brighton is projected to be the fastest growing LGA in the State to 2042 in percentage terms with an expected population of 22,700 or 33.9% change.
- The Brighton Structure Plan 2018 (BSP) estimates that by 2033 Brighton needs, amongst other things, an additional:
 - 2,708 dwellings.
 - 7,220 sqm of retail floor space.
 - 13 additional GPs in three clinics.
- Brighton High School is expected to come online in 2025. The 2020–21 State Budget included \$40 million towards the new \$50m Brighton High School.
- Bridgewater Bridge is due to be built by approximately 2025. The 2020–21 State Budget included \$112 million towards the Bridgewater Bridge replacement (total cost in excess of \$570 million includes substantial Federal Government funding).
- Brighton's economy has recorded considerable economic growth in recent years largely driven by growth in the transport, postal and warehousing, and health care and social assistance industries.
- Transport, postal and warehousing is anticipated to continue to grow strongly into the future being Brighton's fastest growing industry.

Everyone has a role to play in shaping the future of the Brighton Municipality, including the community, local organisations, businesses and the State and Federal governments.

Of course, the elected members and Council staff have a particular responsibility for bringing the Vision to life, since 2050 Vision is a Brighton Council strategy. For that reason, the 2050 Vision consultation process and the final 2050 Vision itself, focused squarely on Brighton Council's areas or responsibility: the things that Brighton Council has the power to shape and influence. Those things were listed under four categories: Provider, Regulator, Facilitator and Advocate. Focusing on the four roles that Council has, ensured that the Council developed a Vision which it would have the ability to deliver.

Survey and workshop consultation questions were designed to generate responses across each of the four categories. In the interviews and focus groups, respondents were asked to connect their knowledge to the implications for Brighton Council under these four categories.

An overview of the four categories with examples is provided below:

Council role	Definition	Example activities
<i>Provider</i>	The services and facilities Council is directly responsible for delivering to community.	Waste management, parks and open space, recreation facilities, infrastructure, transport (roads), active transport.
<i>Regulator</i>	The processes and rules Council administers to ensure compliance to legislation, regulations and bylaws that keep the community safe and liveable.	Regulation and approval, animal management, planning and zoning, building and plumbing permits and environmental health.
<i>Facilitator</i>	Council encouraging or making easy action or engagement.	Encouraging investment and employment in the area, access and inclusion, community participation, climate action (including sustainable energy use and renewables), arts and culture, collaborations, relationships, and partnerships.
<i>Advocate</i>	Council promoting or recommending actions to others on behalf of the Municipality.	Political representation, affordable housing, education opportunities and outcomes, transport (roads, walking, cycling), health and wellbeing services, lobbying on behalf of community on State and Federal matters.

5. Consultation

The 2050 Vision consultation process ran from August until November 2020. During this four-month period, Brighton Council sought to understand the priorities, aspirations and values of key stakeholders to inform the development of the 2050 Vision. Consultation comprised an online survey, a stakeholder workshop, interviews, focus groups and a workshop with the Council’s elected members. A total of 584 people participated in the online survey with an extra 30 young people from Jordan River Learning Federation subsequently completing the survey during a Council-led forum at school. In total 99 stakeholders participated in face-to-face activities.

Snapshot

614 survey participants (584 original survey + extra 30 young people)
99 face to face participants
= 713 total participants

Survey

An online survey was designed to gather community aspirations and ideas to inform the 2050 Vision. The survey was promoted via the Council’s Facebook page, website, Brighton Community News and face to face at Green Point Plaza Shopping Centre, Cove Hill Fair Shopping Centre and Gagebrook Community Centre. A total of 584 people participated in the nine-question survey, which ran from 27 August to 19 September 2020. Demographics were also captured as part of the survey and these are shown below.

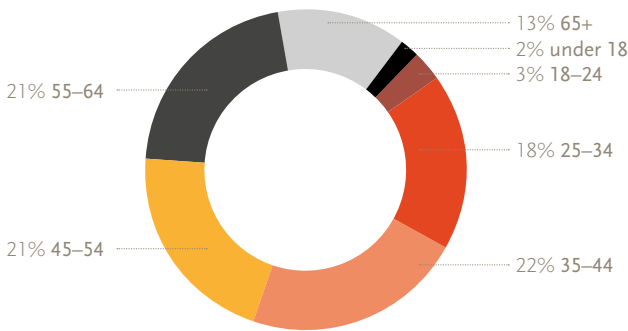
Snapshot

Open for 24 days (from 27 August to 19 September)
584 responses

The key demographics in response to the survey can be found below:

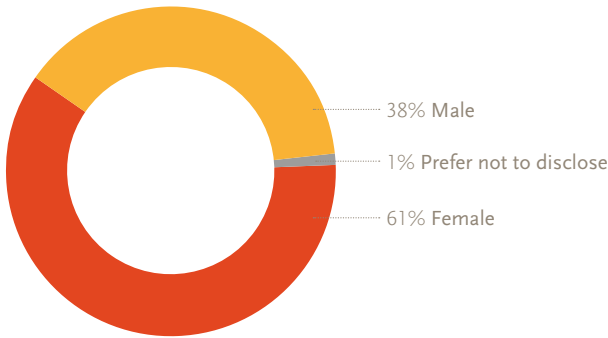
Age

Survey participants were a broad range of ages, with fewer responses from people under the age of 18 (2%) and the most responses from the 35-44 age bracket (22%). The lack of responses in the survey from young people was mitigated by direct engagement with two schools (see Young People below) where an additional 30 young people from Jordan River Learning Federation also completed the survey.



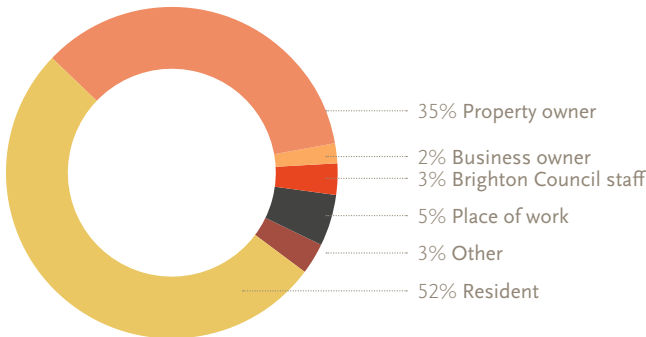
Gender

Females accounted for the largest proportion of online survey participants (61%), while males accounted for around a third of the sample (38%). Under 1% of participants preferred not to disclose their gender identity.



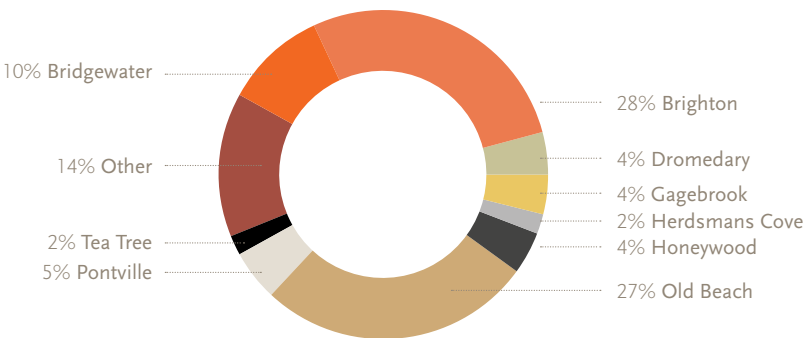
Connection to Brighton

The online survey captured feedback from a diverse range of people with multiple connections to the Brighton area. Just over half (52%) of survey participants were residents and 35% were property owners. Other respondents identified themselves as business owners (2%), Brighton Council staff (3%) or as working in Brighton (5%).



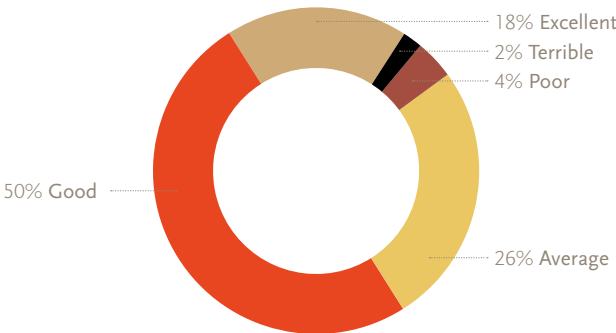
Suburbs where participants live

All Brighton suburbs were represented across the engagement activities. The largest number of participants were from Old Beach and Brighton, accounting for 55% of the sample between them. The smallest number of participants were from Herdsman Cove and Tea Tree, accounting together for 4% of the sample. Compared to their populations, smaller numbers were also recorded from Bridgewater (10%) and Gagebrook (4%).



Brighton Council’s performance

Participants were asked to rate Brighton Council’s overall performance. A total of 68% responded ‘good’ or ‘excellent’, 26% ‘average’ and only 6% ‘poor’ or ‘terrible’.



Responses to a series of open-ended questions were analysed by theme with the findings described below.

Q: HOW WOULD YOU LIKE TO BE ABLE TO DESCRIBE THE BRIGHTON COUNCIL AREA IN 2050?

In the above question participants were asked to rank their responses to a series of statements from extremely important to not at all important. Weighted responses can be found below.

	Not At All Important	Slightly Important	Important	Very Important	Extremely Important
Clean and tidy	1%	1%	10%	32%	57%
A place and a community to feel proud of	1%	2%	15%	32%	51%
Easy to move around with good footpaths, trails and cycleways	1%	3%	15%	31%	51%
Health and wellbeing is adequately supported by services	0%	2%	15%	33%	50%
Liveable neighbourhoods and housing	1%	3%	13%	34%	48%
A place where people are connected and care for one another	0%	4%	22%	33%	40%
Well connected to Hobart and the rest of the region	1%	3%	21%	35%	40%
An affordable place to live	2%	6%	25%	29%	38%
A place for quality education and where you can learn new skills	2%	5%	23%	32%	38%
Attractive streets and lots of trees	1%	7%	20%	34%	38%
A place with broad local employment opportunities	1%	6%	24%	33%	37%
Sustainable, environmentally conscious and addressing climate change issues	4%	8%	24%	28%	36%
Thriving, with vibrant commercial areas, businesses and industrial areas to visit and work	2%	8%	23%	32%	35%
Informed and involved in planning and decision making	1%	3%	26%	35%	35%
A place offering many leisure and sporting activities	1%	6%	26%	35%	31%
Supportive and inclusive of people with different needs and backgrounds	2%	7%	30%	31%	30%
Home to arts, culture and the creative industries	9%	20%	33%	22%	16%

Q: WHAT DO YOU LOVE ABOUT THE BRIGHTON COUNCIL AREA IN 2020?

- Key themes in response to this open-ended question include:
- Peaceful, quiet, beautiful, rural, spacious (23% of respondents)
“I absolutely love the fact that we are close to a lot of natural beauty. The infrastructure is quite good and the council is quite progressive but still very Tasmanian.”
 - Community or people (18%)
“That it is very clean, great community feel, lots of friendly people and the health and safety is amazing and I could go in.”
 - Walking tracks, bike tracks, packs or recreation facilities (13%)
“Honestly? The trees and the installation of the dog park in Old Beach. They both make our (my family) lives liveable. Such simple little things and yet they make a huge impact.”
 - Praise for Council (general- 8%, low rates- 9%, ‘progressive’- 4%)
“I find Brighton Council very progressive; staff are always pleasant and helpful. We have low rates good services, when you drive around the area grounds are well kept, trees are looked after really well, it is just a really pleasant Municipality in which to live.”
 - Close to Hobart or easy access (8%)
“That it is so close to Hobart yet still has that country feel and doesn’t feel like you are smothered in suburbia.”

Q: HOW WOULD YOU LIKE BRIGHTON COUNCIL AREA TO BE DIFFERENT IN 2050?

- Key themes in response to this open-ended question include:
- More parks, trees, footpaths, bike and walking tracks (19% of respondents).
 - More options for shopping and food (16%).
 - Better transport infrastructure (public transport- 9%, roads and/or bridges- 10%).
 - A better place to live for children and young people including education, facilities and opportunities (11%).
 - Better planning and design (11%).
 - A safer place to live (9%).
 - Action on climate change and sustainability, including green bins (9%).

Q: THE BRIGHTON COUNCIL AREA IS FORECAST TO GROW BY AT LEAST 34% BY 2050. WHAT IMPACT DO YOU THINK THIS WILL HAVE ON THE COMMUNITY?

- Key themes in response to this open-ended question include:
- Services and facilities to support growth (22%).
 - Infrastructure to support growth (15%).
 - Attract business and employment opportunities (17%).
 - It will positively increase diverse people to the area including different cultures and ages (10%).
 - Concerns about increase in housing density and loss or rural amenity (8%).

“It can go either way depending on how it is managed. Planning will need to be considered, inclusive, creative where possible and promote positive values and equality.”

Workshop

A workshop was held on 29 October with key internal and external stakeholders, including community members from business, community services, MONA, the Tasmanian Aboriginal Centre, State Government, Jordan River Learning Federation and the Police as well as Brighton Council Councillors and staff.

Snapshot

At Brighton Civic Centre

29 October: All day workshop

33 participants (16 diverse stakeholders, 7 Councillors, 10 Brighton Council staff)

The workshop design was highly participatory and encouraged people to draw upon their critical thinking skills and creativity to imagine what the future for the Municipality could look like. The process was designed to hear all voices, regardless of their formal role, personality or status. Participants were introduced to all relevant information (such as the survey results and forecasting for Brighton) so that their conversation was robust and well informed.

- The workshop was divided into four main sections:
- Introductions: Who are we and why are we here?

- What we know: Understanding the context, data and what the community wants.
- Thinking big: What do we want for Brighton by 2050?
- Wrap up

Key themes and specific ideas generated through the workshop are captured in the 2050 Vision and can also be found in this report in Part 6 of this Report, 'Final 2050 Vision' under the subheading 'Council's role and example actions'.

Feedback was gathered at the end of the day through a participatory voting activity. The group voted for 'the best thing about the day' and the four most popular responses were as follows:

- *"Planning for the future and meeting lovely people."*
- *"Hearing the diversity of opinions, ideas and points of view from a range of people."*
- *"Being in a room of people sharing positive ideas and change."*
- *"I came here with a fixed notion of what I believed community wanted. It changed in the first 30 minutes."*



Additional community engagement

A total of 26 people engaged in seven semi-structured meetings, interviews and focus groups which were conducted between 28 August – 13 October 2020 via phone, Zoom and in person. This additional community engagement offered the opportunity to discuss topics in more depth and to gather additional input and ideas from people with a strong connection to Brighton, or with specific expertise.

Snapshot

- 3 x phone or Zoom interviews
- 2 x face to face meetings
- 1 x Brighton Alive forum
- = 26 people engaged through meetings, interviews and focus groups

People engaged included key business leaders, communication specialists, sustainability experts, renowned economist Saul Eslake and Brighton Alive, which is an open collective of organisations and community members in the Brighton Municipality.

Sessions ran from 20-60 minutes and explored the below questions:

- Participant’s connection to the Brighton Municipality.
- Brighton as a place to live/work in 2020.
- Changes outside of Brighton (in Tasmania, Australia or globally), that may influence the Municipality between now and 2050.
- Individual aspirations, values and priorities for the future.
- Considerations when managing forecasted growth.

Feedback varied depending on the participant’s field of interest or expertise. Some of the key themes which emerged included:

- A desire for services, infrastructure and spaces to improve liveability.
- The importance of Brighton leading in climate action.
- The need for improved transport and roads.
- Employment opportunities.
- A desire for community spaces for recreation, leisure and wellbeing.
- Inclusion: To ensure the Municipality respects and enables all people.
- Community safety.
- Community pride and reputation.

An interview guide can be found in Appendix 3.

Young people

It was important to engage young people in crafting the Brighton 2050 Vision, as this group will make up the largest cohort of people living, working and leading in the Brighton Municipality in 2050. Young people participated through the original community survey as well as two school forums facilitated by Brighton Council with Jordan River Learning Federation years 9-12 and East Derwent Primary School years 5-8. At the Jordan River school forums an additional 30 young people completed the survey, with results found below.

Snapshot

- 30 young people (under the age of 24) responded to the original survey
- 40 young people engaged in 2 school forums
- 30 additional young people (under the age of 18) completed survey at school forum
- = 100 young people engaged in consultation

Survey demographics

Of the young people who completed the survey at the school forum all were under the age of 18. A total of 45% were female, 42% male and the remainder preferring not to disclose their gender identity.

The highest level of respondents were from Bridgewater (39%) and Gagebrook (19%) which helped to redress the underrepresentation of these suburbs in the community-wide online survey.

Open ended questions

Themes from the two school forums and the survey completed at the school forum are summarised in the table below:

	What do you love /what is it like to live in Brighton Council area in 2020?	How would you like the Brighton Council area to be different in 2050?
General	<ul style="list-style-type: none">• <i>“They have planted more trees and make our community a better place as they always have new ideas to make things better.”</i>• <i>“I like how it is easy to get to places.”</i>• <i>“I love the fact that everyone knows each other and people always walk their dogs.”</i>	<ul style="list-style-type: none">• <i>“To have more places to work, more places to go for a family outing. More music stores and better places to live.”</i>• <i>“To make the roads safe from accidents and the footpaths safe as well and to put some more lights around.”</i>• <i>“More entertainment and places to take your family, more pools, dog parks, beaches etc.”</i>
Community	<ul style="list-style-type: none">• The area still has strong sense of community and that “people know each other”.• Lack of entertainment or “places to hang out”.• Lack of shops.• Problems with theft and aggressive behaviour.• Bullying issues within school grounds.	<ul style="list-style-type: none">• Places for young people to gather and hang out.• Affordable housing.• Larger houses.• Driver training school.• Job opportunities.• More community events (i.e. carnivals and farmers markets).• More libraries.
Health	<ul style="list-style-type: none">• Lack of healthy alternatives to takeaway foods.• Mental health issues.• Addiction issues.	<ul style="list-style-type: none">• Creation or upgrading of new sports facilities.• Local sports teams (swimming, horse riding, martial arts, gymnastics).• Better healthcare facilities.
Public spaces	<ul style="list-style-type: none">• Adequate school crossings and refuges.• Nice trees and maintained parks.• Frequent littering.• Frequent graffiti / ‘tagging’.	<ul style="list-style-type: none">• More public parks or expansion of existing parks.• Urban art projects (i.e. graffiti murals)• Better management of vandalism.• More bins.• Improved footpaths.• Fishing, camping and BBQ areas.

6. Final 2050 Vision

Following the consultation process (set out above), the 2050 Vision itself was developed. The Vision was structured to allow increasing levels of detail across various levels. As such, the Vision opens with an Overarching Vision Statement which sets out the broad aspirations of the community. After that there are six themes (or headings) with each of those containing multiple sub-themes which expand on the themes (or headings). Finally, each sub-theme is then expressed further through specific suggested actions that Brighton Council and the community could take to deliver on the Vision in practice. These suggested actions were made by participants during the Vision process.

All of this information is set out below.

2050 Vision: Overarching Vision Statement

Our place is thriving: a destination for business, learning and creation.

Our home is comfortable: safe, clean and peaceful with services and facilities for all.

Our community is proud: we embrace who we are now, while celebrating our ancient past.

Our Council cares: progressive and consultative, it combines fair rates with great services.

Our opportunities are for all: from the young to the elderly.

Our environment is cherished: we act sustainably and mindful of climate change.

Brighton: We love it.

2050 Vision: Themes and sub themes

A thriving place

1. Attracting economic development and job opportunities.
2. Enabling major infrastructure projects for a growing community.
3. Ensuring quality education and training to meet the needs of everyone.
4. Delivering connections across Brighton and beyond with good public transport and roads.
5. Offering a diverse mix of local places to shop, eat and socialise.
6. Encouraging the arts, culture and the creative industries.

"A hub for business and people in the future. It is perfectly situated to be easily accessible and has the space to plan out world class facilities." *Survey response*

A proud community

1. Inspiring pride in where we live and who we are.
2. Building connections with communal events and spaces.
3. Fostering an inclusive approach which empowers all regardless of who you are and where you come from.
4. Valuing our Aboriginal culture as part of our learning, decision making and identity.
5. Supporting efforts to resolve our social and economic challenges.
6. Ensuring all voices are included and represented in shaping our future.

"I'd like a place that everyone is proud of. Equal opportunities for all. Lots of social activities for children and the elderly. A place where everyone respects each other." *Survey response*

A good life at every age

1. Engaging young people in planning and decision making.
2. Facilitating local education and employment opportunities for young people.
3. Supporting opportunities for recreation and leisure for everyone at every stage of life.
4. Ensuring services and programs tailored for our young and our elderly residents.
5. Creating child friendly environments including parks and playgrounds.
6. Advocating for safe, affordable homes for first home buyers and those on low incomes.

"A huge investment will have been made in youth, so the residents of 2050 have big aspirations." *Survey response*

A comfortable home

1. Ensuring safe, clean and tidy neighbourhoods.
2. Boosting community health and wellbeing.
3. Creating opportunities for residents to play a role in shaping Brighton.
4. Ensuring an abundance of trees and open spaces in the urban areas.
5. Maintaining a semi-rural feel with our mountain and river views and historical buildings.
6. Making it easy to get around with good, connected footpaths, trails and cycleways.

"Growth is good, but don't lose the large country town feel that Brighton has." *Survey response*

A caring Council

1. Committing to fair rates while staying financially sustainable.
2. Remaining innovative and progressive.
3. Listening to our community and keeping people informed and engaged in planning and decision making.
4. Being an employer of choice with staff who are friendly, dynamic and helpful.
5. Matching infrastructure and services as our population grows.
6. Managing efficient and cost-effective regulation, design and planning for growth, affordability and amenity.

"Brighton Council seems to be all about the ratepayers and residents by creating a better community and keeping rates as low as possible." *Survey response*

A sustainable environment

1. Embracing best-practice environmentally sustainable initiatives.
2. Embedding climate change awareness into decision making.
3. Nurturing natural places for people and wildlife.
4. Reducing, reusing and recycling waste through integrated management.
5. Supporting locally grown fresh and healthy food.
6. Embracing sustainable travel options.

"I'd like Council to be a leader on climate adaptation and the changes required to transfer to a future that is legitimately sustainable for the land and people." *Survey response*

2050 Vision: Council’s role and example actions

The below table includes ideas for action under each of the 2050 Vision themes and sub-themes. These suggested actions were generated through the survey, workshop and additional community engagement process.

In addition to supporting the development of 2050 Vision, these actions may be used to inform strategic or operational planning by Brighton Council as well as community activity in support of the Vision.

A thriving place	
Subtheme	Example of action
Attracting economic development and job opportunities.	<ul style="list-style-type: none">• Diversification of trades and businesses, including green and emerging technologies.• Affordable commercial spaces available to businesses.• Incentives for industry and businesses to move to or stay in Brighton.• Marketing existing and future tourism opportunities.• Move a State Government department to Brighton.
Enabling major infrastructure projects for a growing community.	<ul style="list-style-type: none">• Completion of new Bridgewater Bridge.• A new local High School.• A vibrant industrial area.
Ensuring quality education and training to meet the needs of everyone.	<ul style="list-style-type: none">• Construction, trades and hospitality through Trade Training Centre.• Local industry mentors for high school students.
Delivering connections across Brighton and beyond with good public transport and roads.	<ul style="list-style-type: none">• Light rail connection.• Derwent River Ferry service.• Regular bus services to greater areas (including local attractions).• Express buses from key Brighton locations to the city.• Regular road maintenance schedule.
Offering a diverse mix of local places to shop, eat and socialise.	<ul style="list-style-type: none">• Closer access to grocery shopping (Brighton specifically).• More takeaways/cafes with healthy options.• A good fruit and veg shop and deli (like Hill St).• Local restaurants.• A vibrant shopping strip with a healthy mix of small and large businesses so people can get what they need locally.
Encouraging the arts, culture and the creative industries.	<ul style="list-style-type: none">• Community artwork commissioned.• Free studio space for artists.• Attract festivals and cultural events.• More arts and cultural exhibitions and events at the Civic Centre.

A proud community

Subtheme	Example of action
Inspiring pride in where we live and who we are.	<ul style="list-style-type: none"> Promoting positive stories in media. Continued support for Brighton Community News. Annual community events celebrating Brighton.
Building connections with communal events and spaces.	<ul style="list-style-type: none"> Places for young people to hang out. Free spaces for community to hold events, groups meetings etc. Community gardens.
Fostering an inclusive approach which empowers all regardless of who you are and where you come from.	<ul style="list-style-type: none"> Welcome packs for new residents. Council material features and celebrates people from different backgrounds. Ensuring accessibility of facilities and services.
Valuing our Aboriginal culture as part of our learning, decision making and identity.	<ul style="list-style-type: none"> Include palawa kani on street/place names. Aboriginal history/cultural trails in Municipality. Aboriginal Heritage Officers involved in land development.
Supporting efforts to resolve our social and economic challenges.	<ul style="list-style-type: none"> Better policing including security cameras in hot spots maybe a local security firm that looks after the Brighton Municipality. Drug treatment facility. Blue street lights. Action to divert drivers from hooning into more socially-beneficial pursuits. Action to address aggressive behaviour and bullying.
Ensuring all voices are included and represented in shaping our future.	<ul style="list-style-type: none"> Diverse council representation. Examples provided include people with lived experience of hardship, Aboriginal people, people living with a disability different cultures and Brighton suburbs. Community members on Council committees. Brighton Council to be more representative of Bridgewater/ Gagebrook and Herdsmans Cove communities.

A good life at every age

Subtheme	Example of action
Engaging young people in planning and decision making.	<ul style="list-style-type: none"> Establishing a Junior Council. Accessible engagement processes that make young people comfortable and confident to participate.
Facilitating local education and employment opportunities for young people.	<ul style="list-style-type: none"> A functioning local High School. Local businesses commit to employing local young people. Construction, trades and hospitality through Trade Training Centre. Local industry mentors for high school students.
Supporting opportunities for recreation and leisure for everyone at every stage of life.	<ul style="list-style-type: none"> Outdoor fitness equipment. A pool or water park. Upgrade and improve the skate park. A community centre/garden at Old Beach for people of all ages to learn new skills, interact and build confidence. Local sports teams (swimming, horse riding, martial arts, gymnastics).
Ensuring services and programs tailored for our young and our elderly residents.	<ul style="list-style-type: none"> Youth drop-in centre or facility. More childcare options. Playgroups for mothers. Local health services.
Creating child friendly environments including parks and playgrounds.	<ul style="list-style-type: none"> Footpath improvements for pram access. Parks and playgrounds BBQ areas for family gatherings.
Advocating for safe, affordable homes for first home buyers and those on low incomes.	<ul style="list-style-type: none"> Housing options for homeless youth. Future developments provide a variety of housing styles and block size.

A comfortable home

Subtheme	Example of action
Ensuring safe, clean and tidy neighbourhoods.	<ul style="list-style-type: none"> • Minimum standard of cleanliness in neighbourhoods. • More dog poo bag dispensers. • Penalties for rubbish dumping. • Better tip opening hours. • Tip vouchers (e.g. 6 per year) especially for pensioners. • Tidier streets, parks and gardens. • Cleaner shopping centres. • Addressing the issue of unsightly properties. • Ensure police are well resourced. • Better use of CCTV.
Boosting community health and wellbeing.	<ul style="list-style-type: none"> • Better access to local health care and wellbeing services. • More dog friendly areas and a fenced dog exercise park. • A local swimming pool. • Easy access to birth centre. • Free child and family centres. • Dental van.
Creating opportunities for residents to play a role in shaping Brighton.	<ul style="list-style-type: none"> • Community members are informed about their data, have a strong voice and have a role in creating change. • Cleaner Municipality, with residents to help. • More opportunities to engage and participate in council events and activities.
Ensuring an abundance of trees and open spaces in the urban areas.	<ul style="list-style-type: none"> • More trees, plants including in residential streets. • More parks and upgrades in existing park areas. • Cleaner roadside verges. • Nature strips clear of noxious weeds and flammable materials. • More gardens and flowers. • Look after the walkway down near Jordan River make it into a lovely park to picnic. • A nature-water park like the one in Kangaroo Bay.
Maintaining a semi-rural feel with our mountain and river views and historical buildings.	<ul style="list-style-type: none"> • Preserve rural outlooks. • Maintain the semi-rural appeal of the area. • Retain closeness to nature and not get highly urbanized. • More focus and development in historic places. • More roadside information on history of areas including photos. • Action to preserve heritage.
Making it easy to get around with good, connected footpaths, trails and cycleways.	<ul style="list-style-type: none"> • More (accessible) footpaths and walking/community areas. • Safer public parking especially in school zones. • Speed humps. • Enclosed pedestrian overpass on EDHW between Gagebrook and Herdsmans Cove. • Enclosed cover on the Gagebrook bridge walkway. • Interconnected walk/cycle ways and trail networks similar to Acton Park. • Better care kept of the rivulet walking track.

A caring council

Subtheme	Example of action
Committing to fair rates while staying financially sustainable.	<ul style="list-style-type: none"> • Keep rates as low as possible. • Ensure rate levels still allow for development and new infrastructure. • Reinstate rate discounts for early payments. • Seek more State and Federal funding for programs.
Remaining innovative and progressive.	<ul style="list-style-type: none"> • Brighton as a leader in encouraging sustainability and promoting healthy lifestyle choices for residents. • Maintain the current progressive and innovative mindset of the Council. • Council to lead by example on energy efficiency, clean and tidy.
Listening to our community and keeping people informed and engaged in planning and decision making.	<ul style="list-style-type: none"> • Listen to residents. • Continued consultation with residents on major projects. • More communication from the Council about what is happening. • More promotion of what Council does (including via social media). • Strong community engagement strategy. • Aboriginal involvement and input. • Engage more with community face to face.
Being an employer of choice with staff who are friendly, dynamic and helpful.	<ul style="list-style-type: none"> • Take input from relevant staff. • Continue to be a flexible workplace. • Encourage disability employment. • Continue to recruit local employees who are invested in the area. • Good staff training and education. • Continue culture of 'service' to community. • Council to stay friendly and helpful towards community. • Council to continue to listen and be responsive to community. • Council to continue to respond quickly to community inquiries.
Matching infrastructure and services as our population grows.	<ul style="list-style-type: none"> • A good mix of housing for people of different age groups and needs, situated with needed infrastructure within easy access. • Better collaboration between the State, Federal and Local governments to ensure money is going into the right projects. • Better roads, shopping complex to cater for the growing area. • Enable footpaths and cycle tracks with any new development. • As the area is expanding it needs more services.
Managing efficient and cost-effective regulation, design and planning for growth, affordability and amenity.	<ul style="list-style-type: none"> • Planning scheme to ensure better planning and design. • Future developments provide a variety of housing styles. • Spread social housing. • Improved standards for unit developments. • Encourage % of diverse type of housing. • Reduce red tape. • Invest in master planning, including the layout of suburbs. • Using a town-planner to guide a vision of the Municipality. • More residential and industrial zoning. • Faster approval process. • Work with State Government to improve planning regulations.

A sustainable environment

Subtheme	Example of action
Embracing best-practice environmentally sustainable initiatives.	<ul style="list-style-type: none"> • Promote sustainable energy. • Solar charging ports in public spaces. • Electric car charging stations. • Local power hubs. • Solar farms. • Council to use and promote Hybrid and electric vehicles.
Embedding climate change awareness into decision making.	<ul style="list-style-type: none"> • Brighton to be a leader in encouraging sustainability. • Pioneer the way for other councils to follow. • All decisions to factor in climate change. • Sustainability policy and action to be embedded. • Keeping sustainability practical affordable and down to earth.
Nurturing natural places for people and wildlife.	<ul style="list-style-type: none"> • More open green spaces for people to exercise, play and breath. • Nature trails. • Better connectivity between walking tracks and natural assets. • Boarded walk along the river shore for people to explore just like they have in Rosetta. • More dog friendly walks and hikes in the reserves and hills. • Recreational horse-riding tracks. • Utilize the hilly areas for downhill mountain trails.
Reducing, reusing and recycling waste through integrated management.	<ul style="list-style-type: none"> • Green waste / FOGO bins. • Phasing out single use plastics. • A tip shop linked in with education on recycling/reusing/up cycling and teaching things like upholstery etc. • More education and facilities on recycling and waste management. • More large hard waste collections. • Recycling innovation partnership with UTaS.
Supporting locally grown fresh and healthy food.	<ul style="list-style-type: none"> • Farmers markets. • More food options for our growing community – affordable. • Urban edible gardens. • Communal olive oil and fruit orchard. • Nice big health food co-op.
Embracing sustainable travel options.	<ul style="list-style-type: none"> • Strongly encouraging transport that doesn't involve cars and roads (bike/walking paths, light rail, transport minimisation, etc). • Regular ferry service across the Derwent (which can also take bikes). • An extended bike path connecting to the Bowen Bridge. • Light Rail transport connection via the new Bridgewater Bridge to Glenorchy, Hobart, and beyond. • Upgrading of current roads to accommodate more foot/cycle traffic to keep everyone safe. • Shared electric cars and scooters.

7. Final 2050 Vision products

A series of products were developed to support the 2050 Vision.

2050 Vision four-pager

A clear and accessible four-page document summarising the 2050 Vision was developed, including an Acknowledgement of Country, the Overarching Vision Statement, the six themes and subthemes, information about Brighton Council's role, a brief outline of the process for developing the Vision and information on where to find out more. This product will be shared and used widely by Brighton Council both externally with the community and other stakeholders and internally with Councillors and staff.

2050 Vision Report

A final report was developed (this report) outlining the background to the project, the research and consultation methodology adopted, the role of Council in delivering a Vision, the community consultation findings and the various components that made up the final 2050 Vision (Overarching Vision Statement, themes and sub themes and example actions). A number of appendices were also included. The final report is available on the Brighton Council website.

2050 Vision communications material

The consultation team worked with Brighton Council staff to create numerous communications products. These helped with the roll out of the consultation process, including logos and branding material, a story and advert in the Brighton Community News, and the content and layout of the online survey, a Survey Monkey banner, and numerous materials used during the stakeholder workshops (handouts, slides etc). The 2050 Vision four-pager and the 2050 Vision final report themselves were put together by communications experts and a professional designer from the consultation team. And additional communications products were created to support the promotion of the final 2050 Vision products including a social media graphics suite, an email signature, and a further story and advert in the Brighton Community News. These professionally created elements helped to underline the project's credibility and increase engagement and trust with stakeholders.

8. Conclusion

Brighton Council's purpose is to lead change for better community liveability. And the Council's values are innovation, communication, caring, helpful, can-do attitude and civic pride. For Brighton Council, remaining true to the purpose and to these values is an important way of ensuring the best outcomes for the local community. Both the Council's purpose and its values are woven throughout the 2050 Vision, in how the Vision was produced and in its final content.

Brighton Council was committed to ensuring that 2050 Vision was developed together with the community. In that way, it would be more likely to stand the test of time by being a truly shared Vision created by many minds and hearts. That goal was achieved through the consultation process, with hundreds of people generously sharing their insights, requirements and dreams for the future.

Council also set out to deliver a new Vision which took account of how the Municipality, Tasmania and the world had changed since the previous Vision was developed 14 years ago. That goal was achieved as well thanks to a process which looked to the past, studied current Council strategies, engaged with experts and visionaries and drew on the rich and deep knowledge of local people.

At the same time, Council recognised that the future remains unpredictable. The COVID-19 pandemic which swept across the globe in 2020 reminded us all how difficult it can be to act with certainty about the long-term. Significant future events and changes could affect the Municipality, the region, Tasmania, Australia or the world in ways that would require 2050 to be recast. Mindful of that, Brighton Council has committed to review the 2050 Vision within 12 months of each full Council election (approximately every 4 years).

Despite this uncertainty, it remains essential to aspire and plan for the future. Setting a course and fixing on a path towards how Brighton could be in 2050 will go a long way to making that future come about. And that is what 2050 Vision is for: to serve as a bold and optimistic plan for the future of the Brighton Municipality. A plan that aligns with the Council's character as a progressive, sustainable and efficient local government body while focusing on its core roles as Provider, Regulator, Facilitator and Advocate. 2050 Vision is big picture and deliberately ambitious. And yet it is also achievable and practical for both the Council and community over the next 30 years. It is confident and useful.

2050 Vision will help to create a Brighton Municipality that is thriving and comfortable, a place with opportunities for all, where the community feels proud and is supported by a Council that cares in an environment that is cherished for generations to come.

Brighton: We love it.

Appendix 1: Survey questions

Imagine the Brighton Council area 30 years from now. What do you hope our community will be like? What will stay the same? What will change? What matters to you for a better future?

Brighton Council is creating a Vision for 2050. It will set out our shared hopes and goals for our community over the next 30 years. It will focus on the things Council can deliver or influence.

You can help shape the Vision and the future of our community by doing this survey.

Whether you live in the area, own a business, work or study here or visit for enjoyment, Brighton Council wants to hear from you!

Please have your say through this survey. It will only take 10 minutes and we will share the final Vision with you in February 2021.

Q1 HOW OLD ARE YOU?

- Under 18
- 18-25
- 25-35
- 35-50
- 50-70
- 70 +

Q2 GENDER

- Female
- Male
- Prefer to self-describe as _____ (non-binary, gender-fluid, agender, please specify)
- Prefer not to disclose

Q3 CONNECTION TO THE BRIGHTON COUNCIL AREA (CAN SELECT MORE THAN ONE)

- Resident
- Property owner
- Business owner
- Student
- Brighton Council staff
- Place of work
- Other _____ (please specify)

Q4 WHERE DO YOU LIVE?

- Bridgewater
- Brighton
- Dromedary
- Gagebrook
- Herdsman Cove
- Honeywood
- Old Beach
- Pontville
- Tea Tree
- Other _____ (please specify)

Q5 HOW WOULD YOU LIKE TO DESCRIBE THE BRIGHTON COUNCIL AREA IN 2050? Rate each statement according to its importance to you (1= Very Important, 2= Important, 3= Moderately Important, 4= Slightly Important, 5=Not important)

- Sustainable, environmentally conscious and addressing climate change issues
- Supportive and inclusive of people with different needs and backgrounds
- A place with broad local employment opportunities
- Informed and involved in planning and decision making
- Home to arts and culture and the creative industries
- A place where people are connected and care for one another
- Health and wellbeing adequately supported by services
- Liveable neighbourhoods and housing
- A place for quality education and to learn new skills
- Thriving, with vibrant commercial areas, businesses and industrial areas to visit and/or work
- Attractive streets and lots of trees
- A place offering many leisure and sporting activities
- Well connected to Hobart and the rest of the region
- Easy to move around with good footpaths, trails and cycleways
- Clean and tidy
- A place and a community to feel proud of
- An affordable place to live

Q6 WHAT DO YOU LOVE ABOUT LIVING IN THE BRIGHTON COUNCIL AREA IN 2020?

Q7 HOW WOULD YOU LIKE THE BRIGHTON COUNCIL AREA TO BE DIFFERENT IN 2050?

Q8 BRIGHTON COUNCIL AREA IS FORECAST TO GROW BY AT LEAST 34% BY 2050. WHAT IMPACT DO YOU THINK THIS WILL HAVE ON THE COMMUNITY?

- Very positive
- Positive
- Neutral
- Negative
- Very negative

Q9 WHY DO YOU THINK THIS?

Q10 HOW WOULD YOU RATE BRIGHTON COUNCIL'S CURRENT OVERALL PERFORMANCE?

- Excellent
- Good
- Average
- Poor
- Terrible

Appendix 2: Workshop structure



BRIGHTON COUNCIL 2050 VISION WORKSHOP AGENDA

WELCOME!

You are part of a small and diverse group attending today’s workshop to help shape Brighton Municipality’s future.

In this group we have select representatives from local businesses and organisations along with influential thinkers and stakeholders. This is a room full of deep knowledge and experience.

The team at Brighton Council is developing a 2050 Vision together with a range of stakeholders.

2050 VISION

The 2050 Vision will spell out the shared hopes and goals of our community over the next 30 years, with a particular focus on the things Council can deliver or influence.

We’ve already done some consultation:

- A survey of the local community (with almost 600 responses!).
- Phone interviews with select key stakeholders.
- Feedback from the Brighton Alive group.
- Two school forums at the college at JRLF (for years 5-8 and the then years 9-12).
- A one hour Zoom with renowned economist Saul Eslake.
- Desktop review of existing forecasting.

TODAY IT’S YOUR TURN

All the information and insights collected during the consultation and this workshop will shape the 2050 Vision, which will be shared by Brighton Council in the coming months.

WORKSHOP AGENDA

Time	Topic
9.40–10.00am	Arrival, tea and coffee
10–11.00am	Who are we and why are we here?
11–12.30pm	What do we know? Understanding context, data + what community want
12.30–1.15pm	Lunch
1.15–1.30pm	Warming back up
1.30–2.45pm	What do we want? Your big ideas for 2050
2.45–3.00pm	Afternoon tea
3–3.30pm	How do we decide? Prioritising ideas
3.30–4.00pm	Wrap up and next steps



Appendix 3: Interview script

Thanks so much for your time today, and agreeing to have a chat to me today.

As James mentioned in his email, the team at Brighton Council is developing a 2050 vision which will describe the aspirations of the community over the next 30 years, with a focus on the things Council can deliver or influence.

To inform the Vision, Brighton is conducting a survey for local residents, business and visitors, and a workshop. In addition, we're interviewing a select group of stakeholders who offer a unique take on the future of Brighton based on their expertise, perspective or skills. James suggested we interview you because.....

The interview should take approximately one hour depending on how much information you would like to share. With your permission I would like to audio record the interview because I don't want to miss any of your comments. Everything you say will be kept confidential, which means what you say will only be shared with our team and we will ensure that any information we include in our report won't identify you. Any questions?

May I turn on the digital recorder?

Please note that this guide only represents the main themes to be discussed with the participants and as such does not include the various prompts that may also be used (examples given for each question). Non-leading and general prompts will also be used, such as "Can you please tell me a little bit more about that?" and "What does that look like for you".

1. Tell me a bit about your connection to the Brighton Municipality
2. How would you describe Brighton as a place to live/work now?
3. How do you think changes outside of Brighton (in Tasmania, Australia or globally), will influence the Municipality between now and 2050?
4. How do you think Brighton should respond to these changes?
5. Brighton Council area is forecast to grow by at least 34% by 2050. What do you think is important for Brighton Council to consider when managing this growth?
6. Is there anything else you'd like to add?

Thank you very much for your time and the information you shared today.

Appendix 4: Brighton Alive Forum

Location: Brighton Civic Centre, 25 Green Point Rd, Bridgewater
Date: 15 September 2020
Time: 10am – 11am
Presenter: Leigh Arnold and Angela Turvey
Attendees: Alison Matthews (Standby), Elaine Scott (Resident), Richelle Menzies (Taschard), Nick Vincent (JRS), Cheynee Pullen (JRS), Lisa Kluver (The Smith Family), Janine Nunn (The Smith Family), Andrea Garland (The Smith Family), Jane Kerin (The Smith Family), Prue Jones (Centacare Evolve), Tracey Howard (tagari Lia CFC), Joselle Griffin (Red Cross), Sonya Williams, Angela Turvey (Brighton Council), Leigh Arnold (Brighton Council), Joanna Wierennga (Uniting Church), Sarah Rowbottom (Carer Gateway, Emma Dillon (TPS), Kellyanne Williams, Aimy Stocks (Hippy Brighton), Natasha Davis (Hippy Brighton), Christine Ransley (Hippy Brighton).

Summary

We spoke briefly about the Brighton Vision 2050 project, including background and objectives. The group wanted to ask questions clarifying what the project was about and what it was hoping to achieve. There was also time to collect future-oriented individual responses from the participants. And everyone was encouraged to complete the online survey.

Questions

- There was interest in knowing whether we were collecting young people's voices.
- The group wanted to know if we were engaging with people who were not online.
- We were asked about the number of responses to date and how many we wanted to speak to.
- There was strong interest in ensuring the lower socio-economic areas were represented.
- One person recommended doing the survey outside Gagebrook Primary
 - And that recommendation was subsequently taken up.

Individual responses

Leigh explained our understanding of the Council as having four roles:

1. Provider
2. Regulator
3. Facilitator
4. Advocate

With that in mind the group were then asked to write down what they'd like to see happen in Brighton between now and 2050 with a focus on one or more of the four things Council is responsible for.

Appendix 5: Consultation list

The responses are listed below:

- *Better bus services. I don't live in the area so don't know much about the area and services required.*
- *Better roads – stronger.*
- *Employment opportunities. 'Destination' enriched education opportunities utilising all facilities in schools well and specialized educators. High quality sporting and recreational opportunities. Arts and festival events in an energized Brighton Civic Centre. Medical facility and specialist super clinic.*
- *Vibrant community spaces. Safe, natural play environments for families. Swimming pool, complex. Public transport that is efficient and accessible. Consideration of the impact of the new Bridgewater Bridge on traffic flow.*
- *Light rail from Brighton to Hobart. Improved public transport. Brighton Health Hub, similar to Glenorchy Health Clinic. Swimming pool. Wheelchair accessible footpaths. Public Park, BBQ areas, concert space. Large shopping complex.*
- *Age-friendly environment. Industry and business encouraged to locate here to increase employment. Improve transport options. Advocate for services so people do not need to go to Hobart.*
- *Tip fees reduced, better waste management. Beautifying public spaces to make people feel valued and connected. Youth worker for young people.*
- *Bridgewater Bridge and traffic improvements. Safer parks – I currently avoid taking my child to parks in Bridgewater/ Gagebrook due to needles and this upsets me as I am a Bridgewater resident.*
- *More infrastructure – shops, medical.*
- *Youth workers employed by Council. Community development officer to link people into services and to advocate – this needs to be a fulltime role. Councillors that are here for the community – not their own agendas.*
- *Services in Gagebrook. Currently only IGA and petrol station. Park. School. Community space.*
- *New alternative school built that is not mainstream for children that 'don't fit in'. Swimming pool.*
- *Better health services. Better transport.*

2050 Workshop Participants

Staff:

1. James Dryburgh	General Manager
2. Greg Davoren	Deputy General Manager
3. Heath MacPherson	Manager Assets
4. Scott Percey	Works Manager
5. Angela Turvey	Executive Officer + Comms
6. Cathy Harper	Community Services
7. Gillian Browne	Corporate Service 2IC
8. Anthony McConnon	Regional Workforce Development Coordinator
9. Mel Fitzpatrick	Climate and Sustainability Officer
10. Anna Wilson	Project Engineer

Councillors:

1. Tony Foster	Mayor
2. Barbara Curran	Deputy Mayor
3. Phil Owen	Chair of Waste Management Committee
4. Leigh Gray	Chair of Planning Authority
5. Peter Geard	Chair of Parks and Rec Committee
6. Jessica Whelan	
7. Tennille Murtagh	

External Confirmed:

1. Brad Hilder	SRT logistics
2. Ken Midson	Local business, long term resident
3. Helen Manser	Jordan River Services, Waterbridge Food Co-op
4. Chloe Doust	Jordan River Services
5. Jerry de Gryse	Long term master planner (Inspiring Place)
6. Michael Gordon	Community leader, Tea Tree, strategy and business consultant
7. Kirsha Kaechele	MONA
8. Amy Lees	Local resident, mother, community rep – Collective Impact Project
9. Heather Bessell	Jordan River Learning Federation Principal (JRLF)
10. Chantel Barnes	JRLF
11. Phillipa Burk	Regional Police Chief
12. Christina Augustine	Centacare Community Wellbeing Manager
13. Tina Goodwin	Tas Aboriginal Centre
14. Leah Galvin	Eat Well Tasmania
15. Paul Sutcliffe	Local Business
16. Melissa Gray	Dept Communities (State Government)

Groups/People consulted with separately:

Tony and Ingrid Harrison	Council Communications and BCN (MEETING)
Brighton Alive	Community group (MEETING)
Jess Robbins	Tas Way, Thriving Tas, UN SDGs (CALL)
Sonya Williams	Brighton Care Collective, Brighton Council (CALL)
Saul Eslake	Economic guru (ZOOM)
JRLF Students	Via Chantel Barnes (WORKSHOP)

