



Oatlands Integrated Development Strategy

A plan for Council and the Community

October 2008

Prepared by:



With the
support of:



Oatlands Integrated Development Strategy

*A plan for Council and the
Community*

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Introduction

This Strategy is designed to provide a framework for the Southern Midlands Council and the Oatlands Community to work together in a systematic and efficient way to ensure the prosperity and sustainability of the Oatlands Township and district.

Achievement will require a combination of leadership, collaboration and management in terms of specific actions, how resources are harnessed and how we adapt to expected and unexpected change.

It is comprehensive and designed to link a wide range of complementary strategies and associated initiatives to ensure that as a set they are contributing to development while maintaining and enhancing the unique characteristics and endowments on which Oatlands is based.

The strategy builds on the goals and content of the existing Southern Midlands Council strategic framework and the findings and recommendations of the many reports commissioned over the past 15 years.

It has extended many of them as a result of the consultation and deliberations occurring through the development of this strategy.

It must be stressed that this document is not attempting to replace these reports, rather, it places them within a broad context and will further utilize them as reference points and detailed action plans as part of the implementation of this strategy.

We recognize the challenges in implementing such plans and approaches and have included within the strategy two critical elements to support implementation.

The first element is a management model built around roles and responsibilities in planning, implementing and evaluating the strategies; the second is a program focused on the development of community capacity to support structured and productive participation in decision making and implementation. Without these it can be argued that the integrated development strategy risks becoming “another report”.

This strategy could not have been prepared without the collaboration of all of the members of the Oatlands community who gave their time to participate in deliberations and the support of the Project Steering Committee. The Steering Committee members are Clr Alex Green (Chair), Mr Damian Mackey (SMC), Mr David Hurburgh (DEDT) and Mr Adam Saddler (DEDT).

The project was jointly funded by the Southern Midlands Council and the Department of Economic Development and Tourism.

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Southern Midlands Councils Strategic Directions – Vision

- » A community spirit based on friendliness, co-operation and self help;
- » An environment which encourages local creativity, enterprise and innovation;
- » A diversified local economy creating employment opportunities through sustainable agriculture, heritage tourism, forestry, and viable historic towns/service centres;
- » Development based on the proper management of local resources and the physical environment; and
- » A range and standard of services within the Southern Midlands which meet local needs and are affordable and efficient.

1. Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council

2. Growth

The need to increase the population in the municipality and to grow the level of agricultural, commercial and industrial activity

3. Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands

4. Lifestyle

The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands

5. Community

The need to retain and build on the strong sense of Community that exists within the Southern Midlands

6. Organisation

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community

Our challenge has been to use this framework to develop an integrated development strategy for Oatlands. The framework we have designed is built on the SMC Strategic Plan and will be applied specifically to Oatlands and the context in which it sits in the Midlands.

How We've Adapted the SMC Strategy

The following diagram represents the framework used to consider the content, priorities and implementation of the strategy.

The strategies are the linkages that connect the characteristics and endowments that make Oatlands what it is (can be built upon and need to be protected) and the goals established by the Southern Midlands Council as part of its strategic planning process for the municipality.

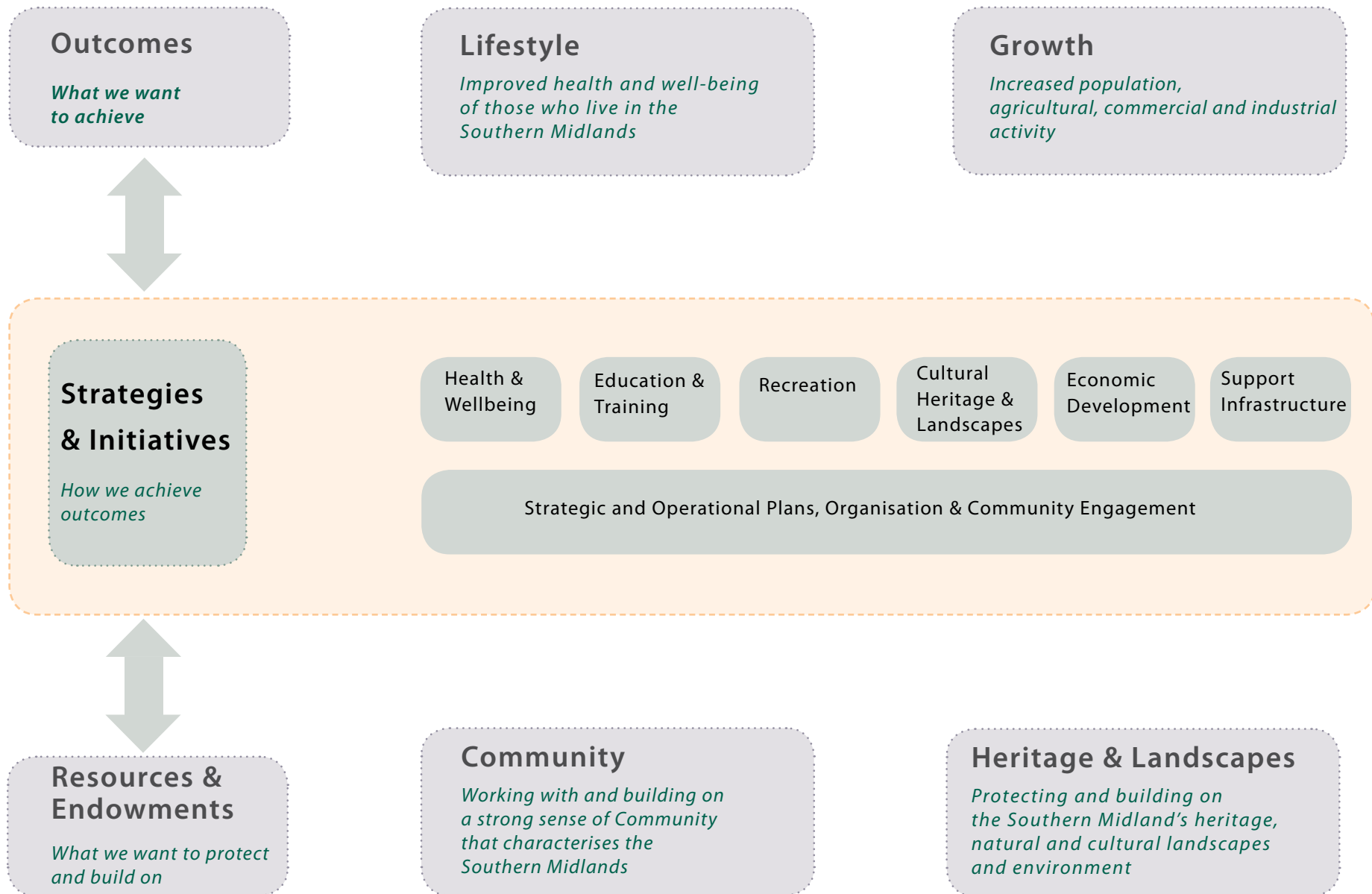
The strategies support Health, Education & Training, Recreation, Cultural Heritage and Landscapes, Economic Development and Infrastructure programs. The sequencing of these programs in the report reflects the important "people foundations" on which prosperity is built and the view that infrastructure is provided to support the achievement of these programs.

The management framework and Community Capacity Program are part of the organisation and council/community collaboration that underpins all of these programs to support decision making, implementation, evaluation and adaptation.

The diagram assists us in the following way; effectively it is a thinking and action framework.

For example, thinking along the strategy row, how does the Recreation Program contribute to the Lifestyle goal while building on or improving the sense of "community"; e.g. how will an initiative in the Recreation Program also contribute to other program outcomes such as health or economic development. Or conversely, are there infrastructure problems that will limit us in implementing the recreation program or its specific strategies.

This encourages us to think about the wider implications of specific issues and to consider how we can leverage increased value from each investment of effort and dollars and to optimise this investment.



The Implementation Structure and Processes – Integration of the Strategies

As discussed the programs and strategies are in many instances highly complementary, success in one area will flow through to contribute to success or efficiency and performance in another. The following table attempts to identify the degree of impact of strategies on the other areas, e.g. the impact of a training initiative on economic development. This provides a way of considering the value of initiative in terms of both its direct and immediate result as well as its wider impact. We have attempted to attribute the following simple representation of the degree of impact – High (H), Medium (M) and Low (L).

The table also identifies our consideration of the timing for each initiative. A significant number of initiatives will require ongoing levels of activity and as such will become recurrent activities for council officers or community group representatives, rather than once off projects. Again we have used a simple framework to classify initiatives – Immediate and/or ongoing (I), Short term (S) within 2 years, Near term (N) 2- 5 years.

The other important factor to consider when developing priorities is the level of resources required to implement the initiative and whether that level of resource exists. In this instance we have classified resource intensity as High (H), Medium (M) and Low (L).

There is always a temptation to quantify such impacts, however in the context of this plan this is not viewed as adding value.

In terms of establishing priorities while some initiatives will have a high impact, they will take organising and will not necessarily be easily achieved. Others while having a lower impact may be easily achieved and as a consequence should be progressed.

STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
HEALTH								
Continued support to increase the scope of services available at the MPHC and through outreach	I	L	H				M	
Develop more informal mechanisms to ensure at risk groups and individuals in the community are able to be engaged and supported	I	L	H	H				
Encourage the development of housing units for people at risk of being unable to live independently in locations where access to the MPHC and other services is easily achieved	I	L	H				M	M
The provision of sporting and cultural recreation activities is actively supported	I	L	M		H			L - H
Adoption of urban design principles aimed at promoting walking and cycling	I	L	L		L			L
EDUCATION & TRAINING								
Develop within Oatlands the Australian Centre for Colonial Heritage Conservation and Restoration practical skills development by establishing an annex to archeology, design and restoration associated with TAFE and Tertiary educational institutions	I	H		H		H	H	
Mini campus centrally located for TAFE and UTAS	S	M		M			M	
Promote in school VET programs that are aligned to the services required by tourism, heritage restoration and more intensive, irrigation based agriculture	S	M		M		M	M	
Develop a range of accredited and non accredited short courses in heritage baking, heritage restoration and other programs that will attract extended visitation	I	M		H		M	M	
Negotiate the provision of business development, management and improvement programs	I	L		H			H	

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STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
RECREATION								
Replace the swimming pool in the old Gaol site with a new facility in the High St Depot Site, augment with Hydrotherapy and fitness facilities to optimize community and visitor use	S	H	M		H	H	L	H
Promote Oatlands as the premium location for events that involve northern and southern Tasmanian residents	S	L			M		M	
Design a network of street corridors and linkages that provide direct and leisurely paths to neighborhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport		L			M	L		
Implement the Southern Midlands Recreation Plan	I	M	H		H		L	L - H
CULTURAL & HERITAGE LANDSCAPES								
Establish an "Midlands Heritage" foundation and underpinning organisation to fund conservation; education/training and commercialisation of heritage conservation and restoration services and assets that can be applied to heritage buildings and production and administration technologies.	I	H		H		H	H	
Develop an adaptive re-use policy for buildings to ensure that they "pay their way" when restored using the fund (within the Australian Centre for Colonial Heritage Conservation and Restoration Program). This can focus on both township heritage properties and those on local farms	S	L		M		H	H	
Improved portfolio of public open space to cater for events, improved amenity and view lines and physical connections between precincts and attractors	S	L			H	H	M	
Future residential development needs to maintain existing predominant pattern of development of lots fronting the north south grid streets (and High Street), and larger internal / battle axe lots between these lots to maintain the important glimpses of the key views to the rural landscapes in the backdrop.	S	L				M	M	

(Table continues over page...)

STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
ECONOMIC DEVELOPMENT (see specific sections for detailed strategies)								
Population	N	L	H	H			M	M
Tourism	I	H			M	L	H	M
Agri-Tourism	S	M				M	L	
Heritage Fabrication & Industrial Services	I	M		M		M	M	
Agriculture	S	L					M	
Industrial Development & Agri-business Support Services	S	L		L			L	
Equestrian Training & Event Centre	S	L			M		L	
SUPPORT INFRASTRUCTURE								
Implement a policy of using soft and pervious urban roadside infrastructure within the streetscape in locations other than those where this places residents and visitors at risk, for example, in the Health and Aged Care Precinct and around higher use public facilities where hard surfaces provide safe access	S	L				M		L
Review and upgrade street lighting in high use and other locations where safety is a risk factor	I	L	M					L
Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams	I	M					M	
Review the use, functionality and standards of existing public venues with a view to optimization	I		M	M				M
Matching the infrastructure portfolio to the strategy	I	L						
COMMUNITY CAPACITY								
Strengthen the concept of working partnerships between SMC and community/business organizations that have sustainable capacity	I	L	H		H	H	M	
Work with community and stakeholders to ensure integration of development strategies	I	M	H	H	H		H	
Development of innovation and diversity in business and community endeavor	I	L			M		M	

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STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
COMMUNITY CAPACITY (continued)								
Facilitate the development of an umbrella committee/organisation within which specific interest groups can operate, access funding and administrative support and act as a conduit to council and support its operations.	I	M	M		M		M	H
Facilitate and support collaboration between community organizations and services and external groups, institutions and agencies	I	L	M	M		H	H	
URBAN PLANNING								
Create an Oatlands Civic Hub/Town Square	S	H	H		M	M		M
Ensure the Heritage Character of Oatlands is retained and enhanced	I	L				H	M	
Locate shops, cafes and other facilities within close walking distance (1 km) to the Civic Hub.	I	L	H		H	L		L
Ensure an adequate supply of and balance between residential, commercial and industrial land.	I	L				L	H	M
Future residential and commercial growth of Oatlands respects and reinforces the structure and function of the Integrated Development Strategy.	I	L	H		M	H	L	L
Design the public spaces to support a wide variety of uses, providing activity at different times of the day.	I	L	H		H	M		
Improve the amenity of the existing areas of open space and provide connections between them and other residential and service and commercial facilities of Oatlands.	S	M	H		H	M		
Establish a network of pedestrian transport “corridors” and an interconnected street system	S	M	H		H	M		
Improve safety and amenity of the corridors by applying measures to reduce traffic speed and volumes and setting priorities for street users.	S	M	H		H	M		
New developments need to ensure the allocation of transport space takes account of the land use linkages from a non-vehicular point of view.	I	L	H		H	M		

How We Make Decisions, Implement, Evaluate and Adapt

Successful strategies are supported by an appropriate management system that allows people to communicate and collaborate to make decisions, implement, evaluate results and approach and as necessary adapt strategy and /or approach.

The following table summarises a common management structure to be applied by SMC as a whole, the committees inherent in this structure and community groups that will have key roles in managing the strategy. The value of this is that when used in combination

with the strategy and its results and integrated thinking, the players will be using similar processes and language and from this creating a model where they can effectively communicate and collaborate to productively implement and adapt the strategy.

Frequency	Focus			
	Strategic Focus "Impact & Outcomes"	Operational Focus "Outcomes, Outputs and Process"		
	Council	SMC Management & Key Stakeholder Groups	SMC Business Units & Community Groups	Responsible Individuals
Annually	Review of the plan against objectives at the program and initiative level Evaluation of changes in strategic environment Adaptation of focus, priorities, specific objectives and initiatives Set direction & outcome targets	Review results & define performance against Plan, objectives and initiatives Report to Council & Community Translate into AOP	Review performance against initiatives Identify focus, program and resources for the year	Define accountabilities, program and processes to deliver
Quarterly or half-yearly	Overall performance reporting and trends. Issues arising of strategic impact (actual & risk) Report by exception	Review results, comparison with previous quarters & trends Adjustments	Review and adjust specific initiative responsibility	Define impact of results and any changes on focus
Monthly	Integrated into standard reporting structure	Basic management review, reporting on KPIs by exception	Basic management review, reporting on KPIs by exception	Basic management review, reporting on KPIs by exception
Weekly			Coordination & Priorities	Coordination & Priorities

The combination of objectives, strategies and initiatives are provided below. Each initiative is linked with any necessary preconditions

required to underpin it, measurable outcomes and who has the accountability to implement it.

They will be managed within the framework identified above.

The Strategies

Health

Education & Training

Recreation

Cultural Heritage & Landscapes

Economic Development

Population

Tourism

Agri-Tourism

Heritage/Fabrication and Industrial Services

Agriculture

Industrial Development & Agri Support Business

Equestrian Training & Event Centre

Community Capacity & Engagement

Support Infrastructure

Urban Planning

Health

Strategic Conclusion

Achievement of a “healthy community” requires a balance of preventive and remedial strategies and services. Urban planning, community involvement in formal and informal recreational activity and a mix of medical and allied health services centered on the MPHIC will combine to both attract and retain residents.

Strategic Objective

The residents of Southern Midlands achieve or exceed Tasmanian community health benchmarks by 2012.

Health Outcome Indicators

Accidents/injury
Mental Health
Obesity/Diabetes
Hypertension/Cholesterol
Arthritis/Musculoskeletal

Health Risk Factors

Smoking
Alcohol
Physical Activity
Nutrition
BMI
Illicit Drugs

Other Indicators

Hospitalisation
Oral Health
Notifiable diseases
Vaccine preventable diseases

Strategies

- » Continued support to increase the scope of services available at the MPHIC and through outreach;
- » Develop more informal mechanisms to ensure at risk groups and individuals in the community are able to be engaged and supported;
- » Encourage the development of housing units for people at risk of being unable to live independently in locations where access to the MPHIC and other services is easily achieved;
- » Actively support the provision of sporting and cultural recreation activities; and
- » Adopt of urban design principles aimed at promoting walking and cycling.

STRATEGIC OBJECTIVE - The residents of Southern Midlands achieve or exceed Tasmanian community health benchmarks by 2012

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Continued support to increase the scope of services available at the MPHIC and through outreach</i>	Continue the consultation re services profile, identify gaps and plan approach across the region and for Midland Highway emergency responses	Immediate and ongoing	Evidence basis on which to progress initiatives with government and agencies	Partnership Agreement, Dept of Health & Human Services and the MPHIC, Community Advisory Committee
	Recognise and enhance the Health Services and Aged Care Precinct that has developed in the vicinity of MPHIC	Immediate and ongoing	Consolidation of services and economies in provision of infrastructure to access and safety standards	SMC
	Promote the benefits of the Hydrotherapy proposal as a means of establishing a secure, recurrent income stream for the Pool	Immediate and ongoing	More preventive and remedial health services and education Establishment of secure recurrent income stream for facility	MPHIC, SMC & Pool Committee
	Maintain existing professional links with UTAS and Health Professional bodies	Immediate and ongoing	People visit Oatlands and are attracted to work here	MPHIC, SMC
	Accommodation for professional staff	Immediate and ongoing	Attract & retain staff in a transient labour market	MPHIC, SMC
	Aquatic and Recreation Centre, Hydrotherapy pool in close proximity to the MPHIC	Immediate	Preventive and remedial fitness and wellbeing for the community north of Hobart	SMC, DHHS, Committee

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STRATEGIC OBJECTIVE - The residents of Southern Midlands achieve or exceed Tasmanian community health benchmarks by 2012

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Develop more informal mechanisms to ensure at risk groups and individuals in the community are able to be engaged and supported</i>	Raise as an issue within the MPHC consultation and review process and consider inclusion of ODHS and other organisations with strong linkages throughout the community	Immediate and ongoing	People are not “falling through support cracks”	SMC Community development, Dept of Health & Human Services, Dept of Health & Ageing (inc Rural Alive & Well), Education, MPHC and NGO input e.g. Mission Australia, CAC
<i>Encourage the development of housing units for people at risk of being unable to live independently in locations where access to the MPHC and other services is easily achieved</i>	Support the activities of ODHA and others with an interest in such development	Immediate and ongoing	Adaptable and affordable housing to match demand	ODHA, SMC
	Ensure the land in the vicinity of the service centre is compatible for such development	Immediate and ongoing	Appropriate land , development standards, facilities & processes available to support such development	SMC
	Investigate the application of the Tasmanian Affordable Housing Strategy to Oatlands	Immediate and ongoing	Increased population and affordable, adaptable housing	ODHA, SMC, Developers
<i>The provision of sporting and cultural recreation activities is actively supported</i>	See Recreation Strategy	Immediate and ongoing	Active, healthy community	Partnership agreement, SMC, community groups
<i>Adoption of urban design principles aimed at promoting walking and cycling</i>	See Urban Design Strategy	Immediate and ongoing	Safe and attractive townscape that encourages physical activity	SMC

Education and Training

Strategic Conclusion

Oatlands is well serviced for compulsory education and has a strong education infrastructure that can be made available for VET, other training programs. There is a need to provide a wider range of post compulsory training and employment for young people in the community and others to achieve business and personal goals.

Strategic Objective

To increase the scope and levels of education and training offered at Oatlands by aligning programs to the emerging heritage, tourism and agricultural opportunities and adaptation to change.

Strategies

- » Develop within Oatlands an Australian Centre for Colonial Heritage Conservation and Restoration practical skills development by establishing an annex to archaeology, design and restoration associated with TAFE and Tertiary educational institutions;
- » Mini campus centrally located for TAFE and UTAS;
- » Promote in school VET programs that are aligned to the services required by tourism, heritage restoration and more intensive, irrigation based agriculture;
- » Develop a range of accredited and nonaccredited short courses in heritage baking, heritage restoration and other programs that will attract extended visitation; and
- » Negotiate the provision of business development, management and improvement programs.

STRATEGIC OBJECTIVE – To increase the scope and level of education and training offered at Oatlands by aligning programs to the emerging heritage, tourism and agricultural opportunities as part of stimulating and innovative community

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Develop within Oatlands the Australian Centre for Colonial Heritage Conservation and Restoration practical skills development by establishing an annex to archeology, design and restoration associated with TAFE and Tertiary educational institutions</i>	Establish partnership with tertiary education centres (UniMelbourne, UniTas, TAFE / Polytechnics) and Heritage Tasmania as the basis for the Centre	2009, approval by Council	Australian Centre for Colonial Heritage Conservation and Restoration attracting funds and skills to support work on significant buildings, sites and landscapes	SMC, Heritage Tasmania, Skills Tasmania, DEDT (Partnership Agreement)
<i>Promote and support in school VET programs that are aligned to the services required by tourism, heritage restoration and more intensive, irrigation based agriculture</i>	Work with ODHS to identify opportunities and establish program priorities.	Jointly working on focus and business model	Career path option for school leavers HR base for new heritage business opportunities	SMC, ODHS, CDHS, Skills Tasmania
<i>Develop a range of accredited and non accredited short courses in heritage baking, heritage restoration and other programs that will attract extended visitation</i>	Implement the B&E business development program to support success of Callington Mill	2009 onwards	Increased visitation, length of stay and visitor satisfaction Focus for activity at the Men's Shed	Callington Steering Committee, B&E, community groups and skilled individuals
<i>Negotiate the provision of business development, management and improvement programs</i>	Implement the recommendations of the Skills Tasmania Review project and skills development plan associated with economic development strategies.	2009 as part of Callington Mill Ongoing as other initiatives demand	Increased number of viable businesses, employment and career path options	SMC, Skills Tasmania, government and private providers

Recreation

Strategic Conclusion

Traditionally the Southern Midlands and Oatlands community has actively participated in sporting and more passive recreational pursuits. Some of these are formally organised around venues and specialized facilities, others are less formal or require little in the way of physical assets. There is a need to recognize the balance of recreational drivers and to facilitate multiple choices. Passive and some active recreational facilities such as a modern pool are important contributors to increasing both visitation and the length of stay.

Strategic Objective

To develop facilities and activities that contributes to attracting and retaining residents and visitors and to the health of the community.

Strategies

- » Replace the swimming pool in the old Gaol site with a new facility in the High St Depot Site, augment this with Hydrotherapy and fitness facilities to optimize community and visitor use;
- » Promote Oatlands as the premium location for events that involve northern and southern Tasmanian residents;
- » Design a network of street corridors and linkages that provide direct and leisurely paths to neighbourhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport; and
- » Implement Southern Midlands Recreation Plan.

STRATEGIC OBJECTIVE – To develop facilities and activities that contribute to attracting and retaining residents and visitors and to the health of the community				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Replace the swimming pool in the old Gaol site with a new facility in the High St Depot Site, augment with Hydrotherapy and fitness facilities to optimize community and visitor use</i>	Determine feasibility and optimum layout of site to achieve public and direct financial return	Feasibility and proof of concept determined Immediate, build on schematic included in this strategy	Mix of direct income and high value public use	SMC
	Relocate the Depot to the Council Materials Yard	Funds and future use of site clarified	Church St site available for high value use as part of services/ facilities hub and potential housing	SMC
	Prepare a visual, schematic to complement the feasibility study	Immediate	Funding partners have a clear & complete picture of proposal	SMC
	Promote the benefit of the facility and seek investment, recurrent income streams	Immediately following finalisation of site plan and schematic.	Sources of investment and recurrent revenue	SMC, ODHC, Pool Committee
<i>Promote Oatlands as the premium location for events that involve northern and southern Tasmanian residents & visitors</i>	See Tourism Strategy	2009 - Marketing program and support collateral	Increased visitation and use of Council and commercial facilities	Oatlands Marketing Committee, SMC
<i>Design a network of street corridors and linkages that provide direct and leisurely paths to neighbourhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport</i>	Determine the priority linkages (refer following map) and the planting, bollards, paving actions needed to delineate and promote use	Immediate start Build progressively on the proposal in this strategy, through planting, pathway elements at strategic locations and provision of safe, signed linkages.	Implementation plan detailing corridors, planting and street furniture Increase resident activity and visitor length of stay and enjoyment	SMC

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STRATEGIC OBJECTIVE – To develop facilities and activities that contribute to attracting and retaining residents and visitors and to the health of the community				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Design a network of street corridors and linkages that provide direct and leisurely paths to neighbourhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport (continued)</i>	Continue to upgrade the link Oatlands to Parattah through the old train track conversion to walking track	Ongoing Access to funding and volunteers	Providing a choice of active recreational options to promote wellbeing, experiences and extension of visitor stay	SMC Lake Dulverton Committee & community
	Encourage rationalisation of the network of reserved roads, lease or sell unused reserved roads to adjacent landowners	Short term (2009-2010) Design of pathways network Simple lease/purchase agreement and process	Reduced weed risk, improved access to equestrian precinct/ racecourse with, multi use pathways	SMC, partnership agreement Crown land Services
	Review the reserved roads and potential for upgrading to public roads reflecting their current & potential uses	Short term (2009-2010)	Clarification of use, certainty in management and reduction of risk	SMC, Crown Land Services
	Develop linkages between precincts that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport	Investigate possible usage of some reserve roads as walking trails	Attractive location to assist in converting visitation to higher value. Shade in summer	SMC
<i>Implement Southern Midlands Recreation Plan</i>	2.5. Management Skills » Bus planning & Man't » Man't of Volunteers » Funding » Marketing	Formation of Community Group Umbrella organisation	Improved management and programming skills within clubs and groups and coordination of training support services Retaining people in community through local sporting activities	SMC & Community Groups, Sport & Rec Tas, Volunteering Tasmania

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STRATEGIC OBJECTIVE – To develop facilities and activities that contribute to attracting and retaining residents and visitors and to the health of the community

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Implement Southern Midlands Recreation Plan (continued)</i>	2.8 Access to school recreational facilities	Immediate and ongoing. Memorandum of Understanding with ODHS	Increased use of facilities, assistance towards fixed costs of such facilities	SMC, ODHS
	3.1. Lake Dulverton Fill and associated lakeside infrastructure also clarified in the Lake Dulverton Management Plan	Ongoing project, priorities linked to capacity to maintain or increase access to water. Need access to low cost water to ensure viability. Establish benefit/cost of water purchase and alternate uses	Access to water, wetland and recreational opportunities	Lake Dulverton & Callington Park Committee, Parks & Wildlife, DPIW
	4.1. Clubs “Try/learn” program		Greater awareness of, interest and participation in programs and widened support group	SMC & Community Organisations
	5.1. Trails Map to complement other visitor collateral	Formation of Oatlands Visitor Marketing Committee	Increase in active sports such as walking, bike and horse riding Increased length of visitor stay	Oatlands Visitor Marketing Committee

Cultural Heritage and Landscapes

Strategic Conclusion

Oatlands and the surrounding farming properties represent Australia's most extensive and best preserved examples of colonial settlement, industry and public administration. Without the development of a range of conservation and restoration funding options many of these characteristics will be at risk of slow decay and eventual loss.

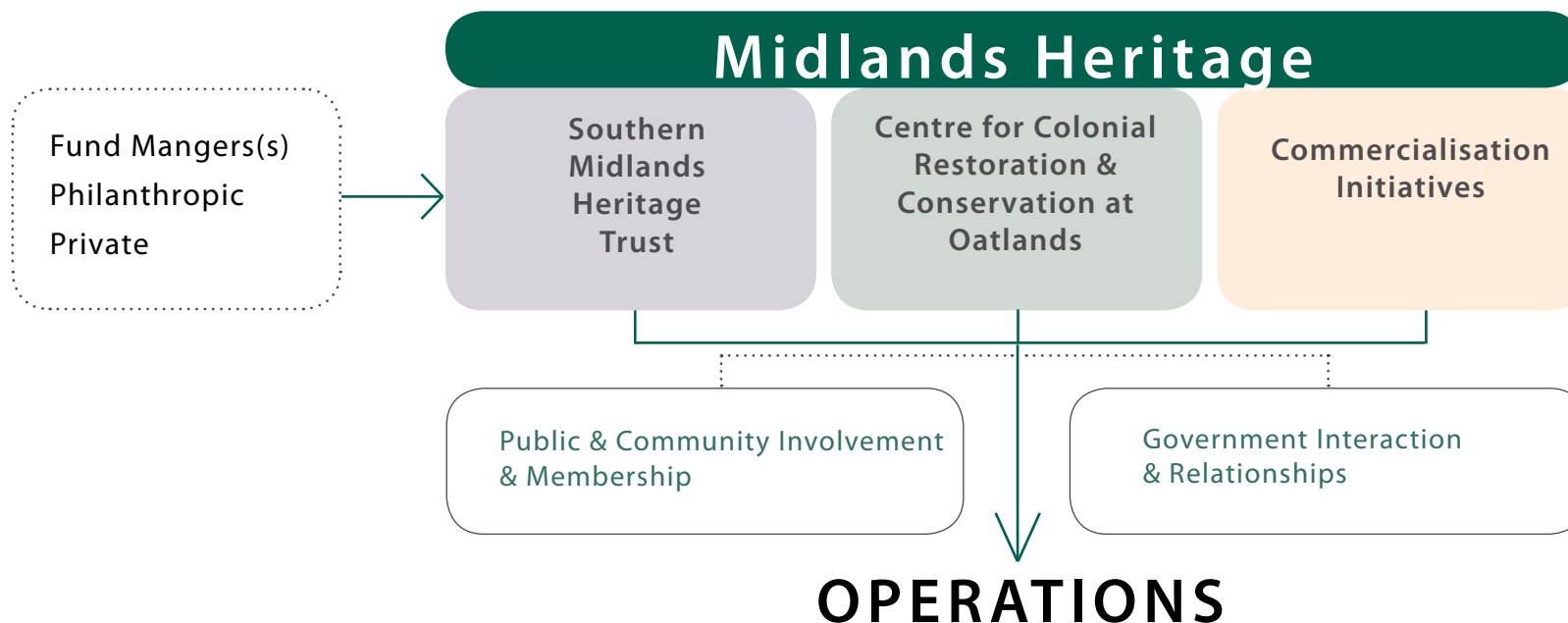
Strategic Objective

To ensure the cultural heritage of Oatlands and the Southern Midlands is conserved, restored and contributes to the generation of community pride, employment and income.

Strategies

- » Establish a "Midlands Heritage" foundation and underpinning organisation to fund conservation; education/training and commercialisation of heritage conservation and restoration services and assets that can be applied to heritage buildings and production and administration technologies;
- » Develop an adaptive re-use policy for buildings to ensure that they "pay their way" when restored using the fund (within the Australian Centre for Colonial Heritage Conservation and Restoration Program). This can focus on both township heritage properties and those on local farms;
- » Improved portfolio of public open space to cater for events, increase amenity and provide view lines and physical connections between precincts and attractors; and
- » Future residential development needs to maintain existing predominant pattern of development of lots fronting the north south grid streets (and High Street), and larger internal / battle axe lots between these lots to maintain the important glimpses of the key views to the rural landscapes in the backdrop.

The Business Model



A foundation with an underlying trust to attract tax deductible donations and philanthropic investment to enable it to invest investment funds, donations and interest into:

- » Research;
- » Conservation of built, technological and administrative heritage;
- » Development of heritage restoration and conservation techniques; and
- » Commercialisation of techniques and capability.

The concept organisation would comprise a foundation, governed by trustees representative of the asset owners, professionals and the community. Specific strategy and operations would be managed in three underpinning elements, comprising the investment trust, the Centre for Heritage Conservation and Restoration and the third a committee responsible for commercialising research, conservation and restoration techniques and the assets as they are restored. Overall strategy would be managed and integrated by Midlands Heritage. The

Callington Mill Steering Committee will take carriage of the development of this model as a progression from the current Callington Mill Restoration Project.

The Trust Fund can be managed by an external funds manager.

Other funds, government and public donation would be attracted by Midlands Heritage on a donation and specific purpose basis. This entity will seek a mix of private donation, investment and government funding focused on both education and conservation.

STRATEGIC OBJECTIVE – To ensure the cultural heritage of Oatlands and the Southern Midlands is conserved, restored and contributes to the generation of community pride, employment and income				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Establish a “Midlands Heritage” foundation and underpinning organisation to fund conservation; education/training and commercialisation of heritage conservation and restoration services and assets that can be applied to heritage buildings and production and administration technologies</i>	Feasibility analysis	2009	Basis to attract participants and funding	Callington Mill Steering Committee
	Transform the Callington Mill Steering Committee into the structure overarching heritage restoration, conservation and governance/management of supply & operational contracts	2010	A sustainable business model to support the integrated funding, restoration, conservation and operations of Oatlands heritage buildings and places	Partnership, Callington Mill Steering Committee, Heritage Tasmania and SMC, Military Precinct Committee
	Implement the Oatlands elements of the Southern Midlands Cultural heritage Strategy 2008-2013 (GHD)	Approval by SMC	An action plan sitting under this framework to provide rigor and consistency of direction	SMC, Centre for conservation and restoration, Partnership Agreement
	Construct a facility to house and manage artefacts within the new depot site or alternate secure location	2010	The capacity to store and conserve artefacts and associated documents	SMC, Heritage Tasmania,
<i>Develop an adaptive re-use policy for buildings and properties to ensure that they “pay their way” when restored using the fund (within the Australian Centre for Colonial Heritage Conservation and Restoration Program). This can focus on both township heritage properties and those on local farms</i>	Planning scheme having flexible use provisions for heritage listed buildings	As part of Planning Scheme review	Usable, living heritage	SMC & Oatlands Colonial Heritage, Heritage Tasmania
	SMC adopt adaptive re-use for owned properties	Council approval and fit to planning scheme	Strong heritage position while minimising direct community cost	SMC

(Table continues over page...)

STRATEGIC OBJECTIVE – To ensure the cultural heritage of Oatlands and the Southern Midlands is conserved, restored and contributes to the generation of community pride, employment and income

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Improved portfolio of public open space to cater for events, increase amenity and provide viewlines and physical connections between precincts and attractors</i>	See Recreation Strategy			
	Establish an Oatlands Civic Hub, Town Square and open space that includes the forecourt of both the Council Chamber and Old School and extends as open space towards the Supreme Court	Design and approval Subject to funds	A large scale public open space and strong connection between High St and Lake Dulverton encouraging people to move between the Military Precinct, the commercial centre and the Aquatic & Fitness Centre/public facilities.	SMC, Department of Education
	Transfer the ownership of Barrack St linking block to Council	Immediate	Strong linkage from Callington Mill to Military Precinct	Partnership agreement
	Consider transfer of Police property in Military precinct to SMC	Adequate Police residential accommodation to retain presence	Open view to original Gaol Interpret as an overlay to 180 years of Police presence on the site	Partnership agreement

Economic Development

Economic development includes:

Population

Tourism

Agri-Tourism

Heritage/Fabrication and Industrial Services

Agriculture

*Industrial Development & Agri Support
Business*

Equestrian Training & Event Centre

Strategic Conclusion

Oatlands is well located on the Midland Highway and fortuitously distant enough from Hobart and Launceston to have enabled it to achieve a scope of facilities that were it closer would be unlikely to enjoy. These facilities, in conjunction with its heritage attributes and unique characteristics position Oatlands as a centre of regional activity, a potential dormitory town for the emerging industrial and transport hub on Hobart's northern limits, a must see tourism experience and a location for events and the traditional north/south meetings.

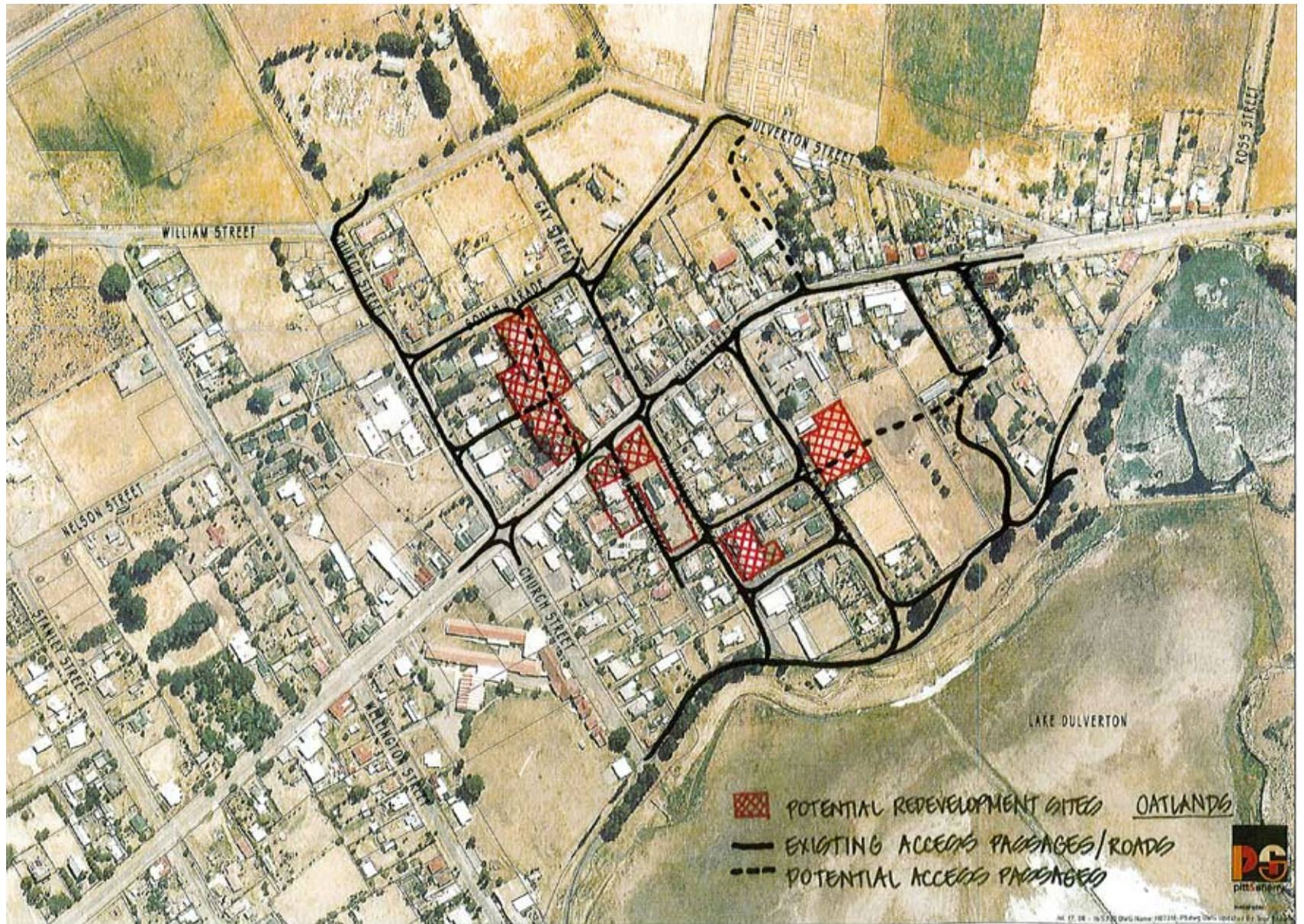
Strategic Objective

To achieve a more diverse and larger local economy that supports increased population, job opportunities and income.



Oatlands:
Precincts and
Established
Access

Oatlands:
Potential
Redevelopment
Sites



Population

Strategic Objective

To achieve an equivalent population of 660 people by 2012. Comprising a resident population of 600, bed nights of 5,000 (14 fte) and visitors who stop and look around of 70,000 (46 fte).

Strategies

- » Promotion of Oatlands as a residential location; and
- » See following tourism and industry development strategies.

STRATEGIC OBJECTIVE – To achieve an equivalent population of 660 people by 2012

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Promote Oatlands as a residential location</i>	Adequate provision of Affordable housing and housing for “dis-advantaged” sections of the community	See Health	Diversity of housing options Balance in population profile	SMC, Tasmanian Government
	Ensure appropriate zoning and that the land, housing and accommodation stock is available within locations that reflect the needs of the residents and visitors targeted in the strategy. The major focus is the SE quarter of Oatlands	New Planning Scheme Provision of essential services, e.g. water, sewerage	Capacity to offer choice and respond to development inquiries	SMC

Tourism

Strategic Objective

By 2012 to increase visitation and conversion to Oatlands to:

- » 70,000 visitors who stop and look around
- » 5,000 bed nights.

Strategies

- » Redevelopment and marketing of the Callington Mill and associated complementary food and artisan experiences that match visitors expectations;
- » Use the redevelopment of Callington Mill as a catalyst for the development of the Military and administrative precinct;
- » Establish linkages and annexes to provide residential education and training in heritage conservation skills and in traditional, colonial trades;
- » Conduct and support events that encourage day-long and overnight visitation and use local facilities and services;
- » Position Oatlands as a night stop-over location between the north and south of the state and trip-break location on the Heritage Highway;
- » Facilitate development of additional tourist accommodation types through planning scheme amendments and developer incentives programme;
- » Ensure that Planning scheme supports the integration of tourism into the Heritage Precincts and the adaptable re-use of buildings and sites; and
- » Focus on Pugin designed church and position Oatlands as beginning of both Pugin and heritage trails.

STRATEGIC OBJECTIVE – By 2012 to increase visitation and conversion to Oatlands to 70,000 visitors who stop and look around and 5,000 bed nights

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Redevelopment and marketing of the Callington Mill and associated complementary food and artisan experiences that match visitors expectations</i>	Marketing Plan, promotion and associated collateral including review of role of Visitor Centre	Callington Project plan	Increased visitation, length of stay and visitor satisfaction	Callington Mill Steering Committee and Oatlands Visitor Marketing Committee
	Skills training (see education strategy)		Increased business capacity to meet visitor needs and achieve margins	B&E, Callington Steering Committee, business owners
	Niche Marketing for small conferences & groups	Facility profile, Oatlands Visitor Marketing Committee	Increased visitation, length of stay and improved use of facilities and business sustainability	Owners, Oatlands Visitor Marketing Committee
<i>Use the redevelopment of Callington Mill as a catalyst for the development of the Military Precinct, Lake Dulverton Foreshore and linkages</i>	Create interpretive, visual and physical linkages and cues between the Callington site and the adjacent precincts		Interpretation of the 1830's and 1840's precincts Hub of convict probation system, Machinery of justice positioning Increased length of stay, access to and understanding of heritage	Oatlands Colonial Heritage Fund/ Trust
<i>Establish linkages and annexes to provide residential education and training in heritage conservation skills and in traditional, colonial trades</i>	Provide on-site experience, education/training through residential courses	Build on current programs	Oatlands pre-eminent positioning in this space. Increased promotion and visitor conversion	Specialists, Visitor Marketing Committee

(Table continues over page...)

STRATEGIC OBJECTIVE – By 2012 to increase visitation and conversion to Oatlands to 70,000 visitors who stop and look around and 5,000 bed nights				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Establish linkages and annexes to provide residential education and training in heritage conservation skills and in traditional, colonial trades</i> <i>(continued)</i>	Promote and support increased visitor accommodation within Oatlands	Demonstrable increase in visitation Engagement of owners and potential developers	Appropriate zoning and supportive processes allowing a mix of accommodation that reflects visitor demand	SMC
<i>Conduct and support events that encourage day-long and overnight visitation and use local facilities and services</i>	Adopt and implement the Oatlands “Midpoint” market positioning and develop appropriate collateral	Clarification of facilities and market “fit” Oatlands Visitor Marketing Committee formation	Increased visitor conversion	Visitor marketing Committee and specific purpose groups
<i>Position Oatlands as a night stop-over between the north and south of the state and trip-break location on the Heritage Highway and base location for extended trips</i>	Adopt and implement the Oatlands “Travel midpoint” market this positioning and develop appropriate collateral		Increased visitation and length of stay	Visitor Marketing Committee and Business Owners
	Maintain membership of Heritage Highway Interpretation Strategy and strengthen Oatlands positioning		Influence the positioning of Oatlands on the route	SMC, Visitor Marketing Committee
<i>Facilitate development of additional tourist accommodation types through planning scheme amendments and developer incentives programme</i>	Identify preferred site(s) for dedicated caravan park/motel/hotel location		Increased visitor conversion and spend	SMC, Visitor Marketing Committee

(Table continues over page...)

STRATEGIC OBJECTIVE – By 2012 to increase visitation and conversion to Oatlands to 70,000 visitors who stop and look around and 5,000 bed nights

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Ensure that Planning scheme supports the integration of tourism into the Heritage Precincts and the adaptable re-use of buildings and sites</i>	Adaptable re-use of heritage properties	Immediate	Sustainable restoration of buildings and maintenance of historic and cultural integrity - visitation	SMC
	Use of rear spaces of properties on High St and extension into side streets to ensure appropriate density of use occurs	Immediate	Attractive spaces for tourism activities Maintains townscape	SMC
<i>Focus on Pugin designed church and position Oatlands as beginning of both Pugin and heritage trails.</i>	Work with Pugin Society to promote visitation	Immediate	Increased visitation, length of stay	Oatlands Marketing Committee, Pugin Society
	Create links between Oatlands and other heritage towns: <ul style="list-style-type: none"> » Kempton » Bothwell » Ross » Richmond. 	2008/09	Increased visitation, length of stay, expenditure	Oatlands Marketing Committee, Tourism Tasmania

Agri-Tourism

Strategic Objective

To establish a core of agri-tourism products and experiences that reflect the cultural heritage and contemporary adaptations of the region by 2010 that provides the ability to market this agri-tourism option.

Strategies

- » To create linkages between “Casaveen” and the “Callington Mill” and farm based experiences;
- » To work with landowners who are currently involved and others who have an interest to prepare and market products and experiences that meet visitor needs and are complementary to their farming operations and delivery capability; and
- » To develop product and promotional linkages between the 3 regional wind/ water mills and complementary on-farm experiences.

STRATEGIC OBJECTIVE – To establish a core of agri-tourism products and experiences that reflect the cultural heritage and contemporary adaptations of the region by 2010 that provides the ability to market this agri-tourism option

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>To create linkages between “Casaveen”, sheep sales, “Callington Mill” and farm based experiences</i>	To work with business and landowners who are currently involved and others who have an interest to prepare and market products and experiences that meet visitor needs and are complementary to their farming operations and delivery capability	Development of a product concept, market viability and business case for owners	Authenticity and diversity in tourism experience, employment and income base	Oatlands Visitor Marketing Committee, Callington Steering Committee DEDT, Heritage Tasmania, Heritage Highway Tourism Region Assoc
<i>To develop product and promotional linkages between the 4 regional wind/water & steam mills and complementary on-farm experiences</i>	Create a marketing and technology partnership	2009 - Gain input and cooperation of other owners	Regional attraction theme to complement positioning and diversity of tourism experience	Callington Steering Committee

Heritage/Fabrication and Industrial Services

Strategic Conclusion

The location of the heritage conservation and restoration skills centre, in conjunction with the Callington Mill as an attractor and brand, will support the introduction of trade and artisan skills to support the fabrication of heritage fittings and restoration materials as well as those associated with technologies. This will support the manufacture and sale of products as well as the export of restoration services throughout the rest of Australia. Many of the skill sets can also be applied to the servicing of the irrigation based more intensive farming opportunities arising from the Poatina Tailrace irrigation project.

Strategic Objective

To develop a number of heritage restoration based businesses with the capability to provide products and services to the Tasmanian and national markets.

Strategies

- » Develop a business incubator to support the translation of heritage conservation and restoration skill development into business opportunities;
- » Provide product outlets and limited fabrication facilities adjacent to the Callington Mill; and
- » Ensure adequate land with the appropriate zoning on which to locate such businesses.

STRATEGIC OBJECTIVE – To develop a number of heritage restoration based businesses with the capability to provide products and services to the Tasmanian and national markets				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Develop a business incubator to support the translation of heritage conservation and restoration skill development into business opportunities</i>	Negotiate access with the Education Department and sign a Heads of Agreement	Incubator plan and business case	Facility in which incubator can be located	Partnership agreement
	Work with local artisans and trades people to establish a critical mass of expertise and capability	Create initial linkages and business concept	A centre of capability and collaboration	SMC, DEDT
	Develop a profile of appropriate training programs and access mechanisms	Plans around which to develop skills profile, gaps & priorities	Increased skills, innovation and commercial/social outcomes	SMC, DED, Skills Tasmania
<i>Provide product outlets and limited fabrication facilities adjacent to the Callington Mill</i>	Transfer Barrack St linking block to Council ownership to establish an artisan outlet	Immediate	A cluster of fabrication and retail outlets that reflect the authenticity and positioning of Oatlands and lead people from the mill site into the Military and commercial precincts	Partnership Agreement
	Adaptive re-use of heritage buildings	Adoption of policy	Create a culturally and financially sustainable business model to support conservation and restoration	SMC, Oatlands Colonial Heritage Trust.
<i>Ensure adequate availability of land with the appropriate zoning on which to locate heritage/ fabrication and industrial service</i>	Attract sandstone final product production facility to Oatlands	New Planning Scheme	Oatlands as a centre for both cut stone and value added product lines ranging from construction, landscaping, art and visitor products.	SMC, DEDT
	See Planning Strategy			

Agriculture

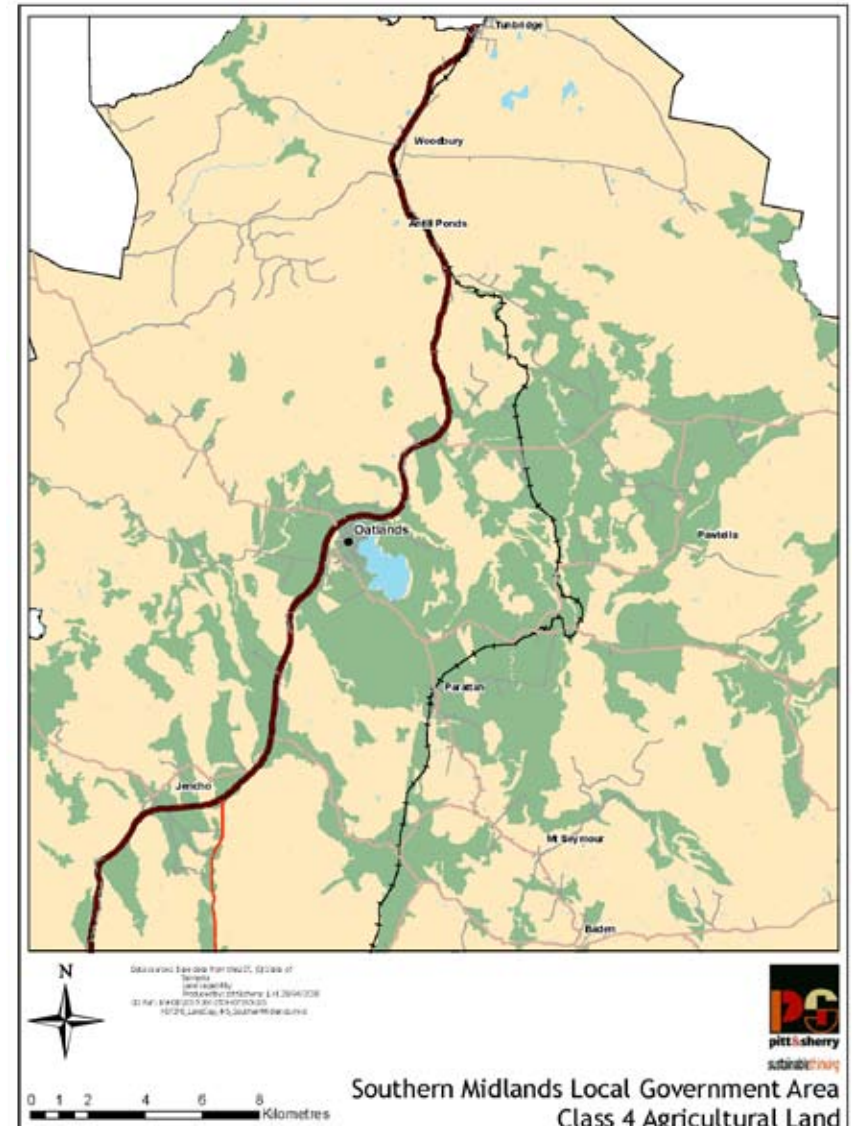
Strategic Conclusion

Agriculture is an important contributor to the local economy both in its own right and because of the other industries / commercial activities that depend on it. Agriculture offers significant ongoing benefits to the Oatlands community.

The availability of suitable land is not considered to be a major constraint to expansion in agricultural output at the present time. The availability of irrigation water would potentially redefine future agricultural development to include horticulture.

Strategic Objective

To increase the production and income options available to farmers.



Strategies

- » Support the extension of irrigation water to Class 4 land in the northern area of the municipality and that surrounding Oatlands; and
- » Promote the introduction of grains that will supply the Callington Mill and broker the implementation of equitable supply contracts.

STRATEGIC OBJECTIVE – To increase the production and income options available to farmers

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Support the extension of irrigation water to Class 4 land in the northern area of the municipality and that surrounding Oatlands</i>	Provide support to local farmers in mounting the case for water delivery	Immediate, develop case for extension against the projects decision criteria	Irrigation to increase agricultural diversity and value	SMC, Landowners
<i>Promote the introduction of grains that will supply the Callington Mill and broker the implementation of equitable supply contracts</i>	Initial grain trials	Arrangements with Bothwell Millers and Department of Primary Industry and Water Landowner involvement	Authentic grains to supply the mill	Callington Mill Steering Committee, Landowners, DPIW
	Crop and milling trials		Viable business model for all players	Callington Mill Steering Committee, Landowners, DPIW
	Equitable supply contracts		Sustainability of supply, equitable return	Callington Mill Steering Committee

Industrial Development and Agri Support Business

Strategic Objective

To achieve a critical mass of industrial service and light manufacturing production capability to ensure local servicing can be locally sourced.

Strategies

- » Create a strong nexus between the heritage based engineering capability and contemporary engineering/mechanical/electrical services support required for higher intensity, irrigation based farming; and
- » Develop a manufacturing and fabrication incubator within the old Hydro facility, currently owned by the Education Department.

STRATEGIC OBJECTIVE – To achieve a critical mass of industrial service and light manufacturing production capability to ensure local servicing can be locally sourced

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Create a strong nexus between the heritage based engineering capability and contemporary engineering/mechanical/electrical services support required for higher intensity, irrigation based farming</i>	Align planning scheme to diversity of activity and protection of character and amenity	Immediate consideration in new planning scheme	Ensure adequate supply of land and zoning to support industrial business	SMC
	Develop a manufacturing and fabrication capability in the above incubator	Incubator plan and business case Create initial linkages and business concept	Capacity to supply to local and external markets	SMC, DEDT

Equestrian Training and Event Centre

Strategic Conclusion

The racecourse on the southern edge of Oatlands is a reminder of the importance of horses to the region. The location is currently used by a small number of trainers and is in workable condition as a track. There is the potential to grow the facility as a midway location for permanent training on a small scale and as a venue for state-wide events. Stage 1 development requires only basic infrastructure. Retention of existing training use is a key foundation to the strategy. It would provide a training facility that allows horses to be held in paddocks adjacent to the site, rather than in stalls and provides a track with good length and curvature enabling safe, high speed work.

The basic facilities such as loose boxes and water could be supplemented with Porta'loos for events such as Camp Drafting, Polocross, Dressage and Pony Club.

There is potential for a basic facility to grow and as demand increases be further developed.

Strategic Objective

To establish a basic training track and facilities at the Oatlands Racecourse that can provide both a training venue and location for horse based events that increase population, visitation and associated commercial services.

Strategies

- » To develop a marketing position and promote the site;
- » To provide basic, functional training and event infrastructure;
- » To ensure adjacent land tenure and zoning supports the strategic objective by allowing appropriate development; and
- » To upgrade infrastructure as demand is proven and defined.

STRATEGIC OBJECTIVE – To establish a basic training track and facilities at the Oatlands Racecourse that can provide both a training venue and location for horse based events that increases population, visitation and associated commercial services

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>To develop a marketing position and promote the site</i>	Produce market positioning and promotional material as stand alone and integrated into visitor promotion	Involvement of key individuals and groups to develop the business case	Increased level of use of the basic facility	Oatlands Visitor Marketing Committee
	Develop management structure for the site		Cohesive use and development of the site	User group, SMC
<i>To provide basic, functional training and event infrastructure</i>	Minor track upgrade, grading and markers	Confirm continuity of existing trainers and identify new entrants	A basic facility that can be upgraded as demand validates	Partnership agreement, Clubs and individuals, User Group
	Loose boxes/yards	As business case dictates		
	Porta'loos	Event by event		
<i>To ensure adjacent land tenure and zoning supports the strategic objective by allowing appropriate development</i>	Extend water as required to support permanent facilities		Sustainable and long term use and development	SMC
	Take advantage of existing pattern of titles to accommodate private facilities	Level of demand and number of developments		
	Ensure zoning and services support establishment, protection and equine service provision			
	Overlay in planning scheme to define equine area	Immediate planning scheme review		SMC

Community Capacity & Engagement

Strategic Conclusion

Oatlands has a large number of community groups relative to its size. While some such as the RSL have significant membership and capacity, others are small and are characterized by “single person dependency” or dependence on a few. While many of these make a strong contribution to the community some run out of energy or find it difficult to achieve their objectives. There is a need to provide an organizational umbrella within which these interest groups can operate, which allows them to focus on their interest and gather additional resources on a needs basis.

Strategic Objective

To create and develop a strong partnership between SMC, residents and community/business organisations that can collaboratively implement and adapt the Integrated Development Strategy.

Strategies

- » Strengthen the concept of working partnerships between SMC and community/business organizations that have sustainable capacity;
- » Consultative Decision Making;
- » Facilitate the development of an umbrella community organisation within which specific interest groups can operate, access funding and administrative support and act as a conduit to council and support its operations;
- » Facilitate and support collaborations between community organizations and services and external groups, institutions and agencies;
- » Incentive awards; and
- » Communication.

STRATEGIC OBJECTIVE – To create and develop a strong partnership between SMC and community/business organisations that can collaboratively implement and adapt the Integrated Development Strategy				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Strengthen the concept of working partnerships between SMC and community/business organizations that have sustainable capacity</i>	Form and support Oatlands Visitor Marketing Committee	Progression from Callington Mill Marketing activities and processes	Capability to develop and adapt marketing to improve visitation outcomes	SMC, Business Community
	Provide training for volunteer boards and promote consolidation as appropriate	Formation of community group umbrella organisation	Improved organisational delivery capability	SMC, Volunteer Tasmania
	Bargain Centre and men's shed	Consider extension of High St Community Centre to accommodate Bargain Centre	Consider Men's Shed location in business incubator	Easily accessible location to support conversation, connection, prevention and remediation of health and well being risk factors
<i>Work with community and stakeholders to ensure integration of development strategies</i>	Build on the Work of the Callington Mill Steering Committee and the Oatlands Visitor Centre to support the development of the Oatlands Visitor Marketing Committee	As Callington Mill moves to operational phase	An integrated management group with capacity to coordinate visitor strategy and develop marketing materials and approaches, including the visitor centre	Callington Mill steering Committee, Business Community
<i>Development of innovation and diversity in business and community endeavor</i>	Create an environment to attract individuals and businesses	Promotion of the mix of strategies and provision of networking and support activities	Adaptable, innovative people leading to diversity of population and social/commercial outcomes	SMC, Community

(Table continues over page...)

STRATEGIC OBJECTIVE – To create and develop a strong partnership between SMC and community/business organisations that can collaboratively implement and adapt the Integrated Development Strategy

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Facilitate the development of an umbrella committee/organisation within which specific interest groups can operate, access funding and administrative support and act as a conduit to council and support its operations</i>	Use & support MILE (or new org) as umbrella group for small interest groups and link to SMC	Short term Engage groups in the concept, decisions and formation	Allow small groups to be sustained and new interest groups to easily emerge to contribute to community wellbeing	SMC
<i>Facilitate and support collaboration between community organizations and services and external groups, institutions and agencies</i>	Identify key external linkages and support community groups to leverage opportunities	Immediate Map linkages and identify key connections and gaps	Improved, health, education and community outcomes	SMC

Support Infrastructure

Strategic Conclusions

Oatlands is well served for utility infrastructure with excess capacity in water and sewage treatment (175 fte). While there is a need to ensure that lighting and pedestrian infrastructure reflects the key use of specific locations and precincts, it is also important to ensure that roadside infrastructure reflects the character of the township and the pervious nature of the town's development over the past 180 years.

It is recognized that Water and Sewer Assets and personnel will be transferred to a new regional authority in July 2009.

Strategic Objective

To provide a scope and quality of infrastructure that provides access and safety and the ability to pursue social and economic goals while maintaining the open and rural characteristic of Oatlands.

Strategies

- » Implement a policy of using soft and pervious urban roadside infrastructure within the streetscape in locations other than those where this places residents and visitors at risk;
- » Review and upgrade street lighting in high use and other locations where safety is a risk factor;
- » Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams;
- » Review the use, functionality and standards of existing public venues with a view to optimization; and
- » Matching the infrastructure portfolio to the strategy.

STRATEGIC OBJECTIVE – To provide a scope and quality of infrastructure that provides access and safety and the ability to pursue social and economic goals while maintaining the open and rural characteristic of Oatlands.				
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Implement a policy of using soft and pervious urban roadside infrastructure within the streetscape in locations other than those in high use commercial and service areas</i>	Barrack and streets through military/gaol precincts	New Planning scheme	Streetscape reflects contemporary values and maintains heritage integrity.	SMC
	Review sub-division standards to reflect these principles	New Planning scheme	Retention of townscape character	SMC
<i>Review and upgrade street lighting in high use and other locations where safety is a risk factor</i>	RSL, Gay St Hall, High St (commercial) Health & aged facilities precinct		Safe access	SMC
	Aesthetic Lighting		Important buildings are lit to attract visitation and identify key characteristics	SMC
	Continue High St underground power as the priority Follow up with Callington Mill/ Military Precinct underground power		Streetscape and precincts reflect historic amenity and character	SMC, Aurora
<i>Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams</i>	Public Toilets accessible from High St to SMC standards	2010 to 2012 Achievement of increased visitation targets	Well located, safe and low maintenance facilities attracting stopover and meeting visitor expectations	SMC
	Plan for public car park catering for visitor, residents and coaches	Immediate start, first development by end 2009 in Barrack St site.	Access convenience while maintaining character and safety	SMC

(Table continues over page...)

STRATEGIC OBJECTIVE – To provide a scope and quality of infrastructure that provides access and safety and the ability to pursue social and economic goals while maintaining the open and rural characteristic of Oatlands.

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<p><i>Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams</i></p> <p><i>(continued)</i></p>	<p>Extend Council Offices rearwards over the current car park in Stutzer St</p>	<p>Funding and accommodation standards</p> <p>Recognition of status of LG rationalisation policy</p>	<p>Productive environment, consolidation of council staff</p> <p>Makes Old School House available for heritage/cultural use</p>	<p>SMC</p>
	<p>Promote tree planting and landscaping on private property, in particular adjacent to town entries and locations visible from roadways and walking paths.</p>	<p>Immediate</p>	<p>Annual landscaping award for a number of categories contributing to the visual attractiveness and liveable nature of Oatlands</p>	<p>SMC, community groups and residents</p>
	<p>Pool/hydrotherapy facility located in the High St Depot site</p>	<p>See Health/Rec strategies</p>	<p>Central location for residents and visitors to increase length of stay.</p>	<p>SMC, Pool Committee</p>
<p><i>Match the infrastructure portfolio to the strategy.</i></p>	<p>Pursue the provision of providing gas and high speed broadband to Oatlands from the adjacent pipeline and fibre optic cable</p>	<p>Council develop a business case</p>	<p>Attraction and retention of people and business</p>	<p>SMC, local business & Community</p>

Urban Planning

Strategic Conclusion

This set of strategies must be supported by an appropriate urban planning and design framework that includes land use planning and design and construction standards for both private and public initiatives.

Oatlands is within a heritage setting that inspires and generates tourism, however tourism growth can transform a place - the local identity must be maintained to provide visitors with a meaningful experience.

The current strong linear form of High Street focuses and reinforces activity along this axis; however the town has a number of assets and key facilities radiating from the High Street, located in the surrounding grid structure. The relatively compact nature of Oatlands, combined with the plethora of local destinations provides an opportunity to reduce dependence on the car for short journeys.

Strategic Objectives

To create a local urban structure that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion. Planning for accessibility will be based on:

- » Connectivity
- » Convenience
- » Comfort
- » Environmental awareness.

Strategies

- » Create an Oatlands Civic Hub with a neighbourhood cluster centred on the existing service and community facilities to encourage social interaction and to provide an important link to and from Lake Dulverton, the residential areas to the south west and the community facilities to the north of High Street. This “cross connection” will foster greater connectivity and activity in the north south axis, in part capitalising on and moving beyond the domination of High Street as a key area of activity.
- » Ensure the Heritage Character of Oatlands is retained and enhanced.
- » Locate shops, cafes and other facilities within close walking distance (1 km) to the Civic Hub.
- » Ensure an adequate supply of and balance between residential, commercial and industrial land.
- » Design the public spaces to support a wide variety of uses, providing activity at different times of the day (e.g. using schools after hours for community learning) and parks which can support everyday recreation and community festivals.
- » Improve the amenity of the existing areas of open space and provide connections between them and other residential and service and commercial facilities of Oatlands.
- » Establish a network of pedestrian transport “corridors” and an interconnected street system provides access to activities and services and supports community interaction by providing many alternative routes from one point to another. This network will be designed to enhance the local heritage and landscape environment.
- » Improve safety and amenity of the corridors by applying measures to reduce traffic speed and volumes and setting priorities for street users.
- » Ensure the future residential and commercial growth of Oatlands respects and reinforces the structure and function of the Integrated Development Strategy.
- » New developments need to ensure the allocation of transport space is not considered from a transport efficiency viewpoint alone, but also takes account of the land use linkages (such as open space, service and commercial facilities) from a non-vehicular point of view.

STRATEGIC OBJECTIVE – To create a local urban structure that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion.

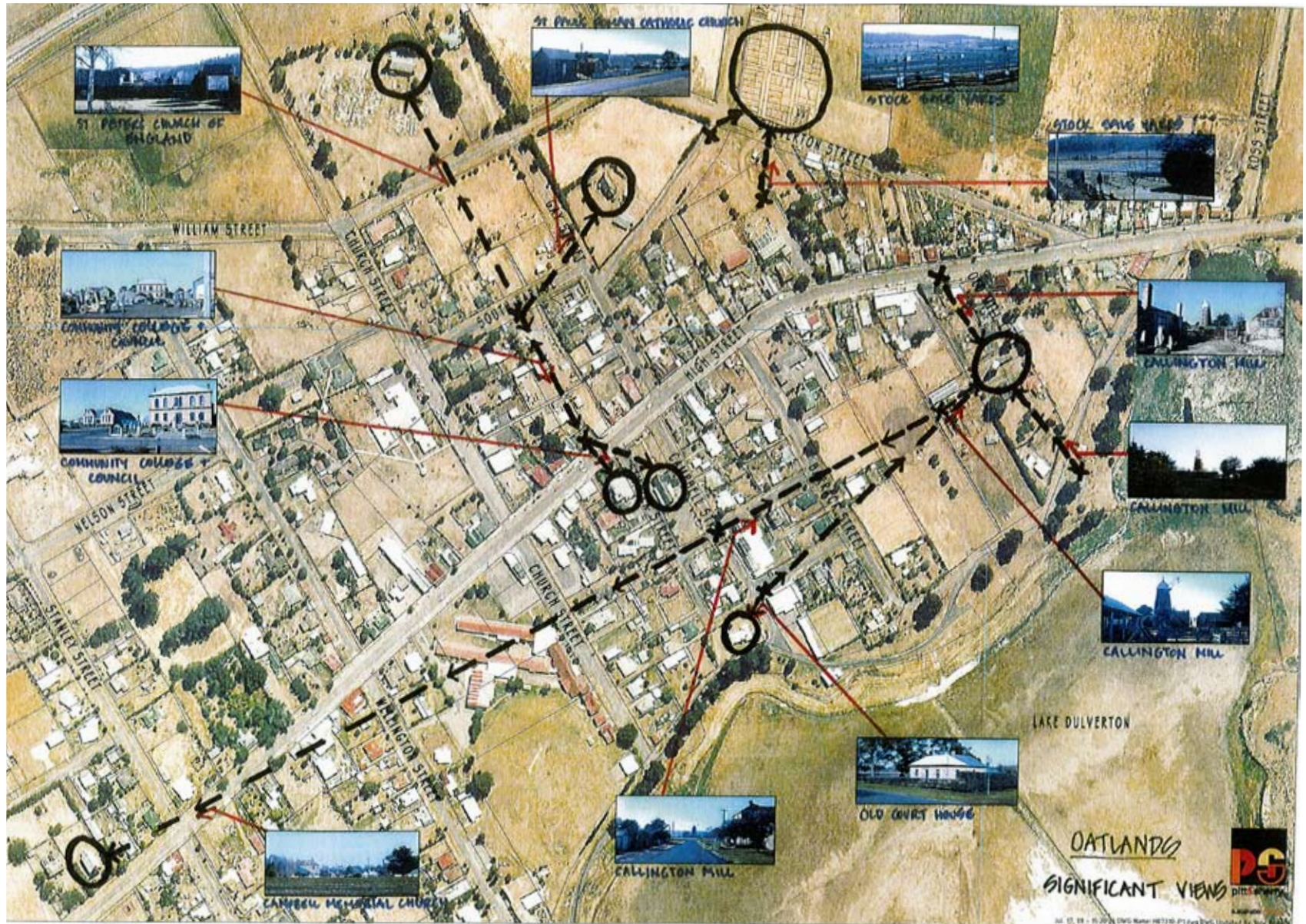
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Create an Oatlands Civic Hub and 'Town Square'</i>	Design brief for recreation centre to include integrated urban design of the area between South Parade to Mason Street (inclusive of Campbell, Stutzer and High Street).	As part of the redevelopment of the Council Depot site.	To create a local urban structure, including a 'town square' for formal and informal events that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion.	SMC
<i>Ensure the Heritage Character of Oatlands is retained and enhanced</i>	Expanded & better articulate the heritage precinct	As part of Planning Scheme review	Protection of the heritage assets of the town.	SMC
	Protection of the rural buffer between the highway & town	As part of Planning Scheme review	Maintenance of the local identity	SMC
	Updated the heritage register	As part of Planning Scheme review	Protection of the heritage assets of the town.	SMC
	All new residential development to be concentrated in SE quarter	As part of Planning Scheme review	Maintenance of the local identity and to protect and enhance the heritage assets and cultural landscapes of the town.	SMC
<i>Locate shops, cafes and other facilities within close walking distance to the Civic Hub.</i>	Future land use zonings to reflect this strategy	As part of Planning Scheme review	Provide local destinations that encourage walking	SMC
<i>Ensure an adequate supply of and balance between residential, commercial and industrial land.</i>				
<i>Future residential and commercial growth of Oatlands respects and reinforces the structure and function of the Integrated Development Strategy.</i>	Ensure appropriate zoning and land is available with locations and conditions to reflect the needs targeted in this strategy	As part of Planning Scheme review		SMC

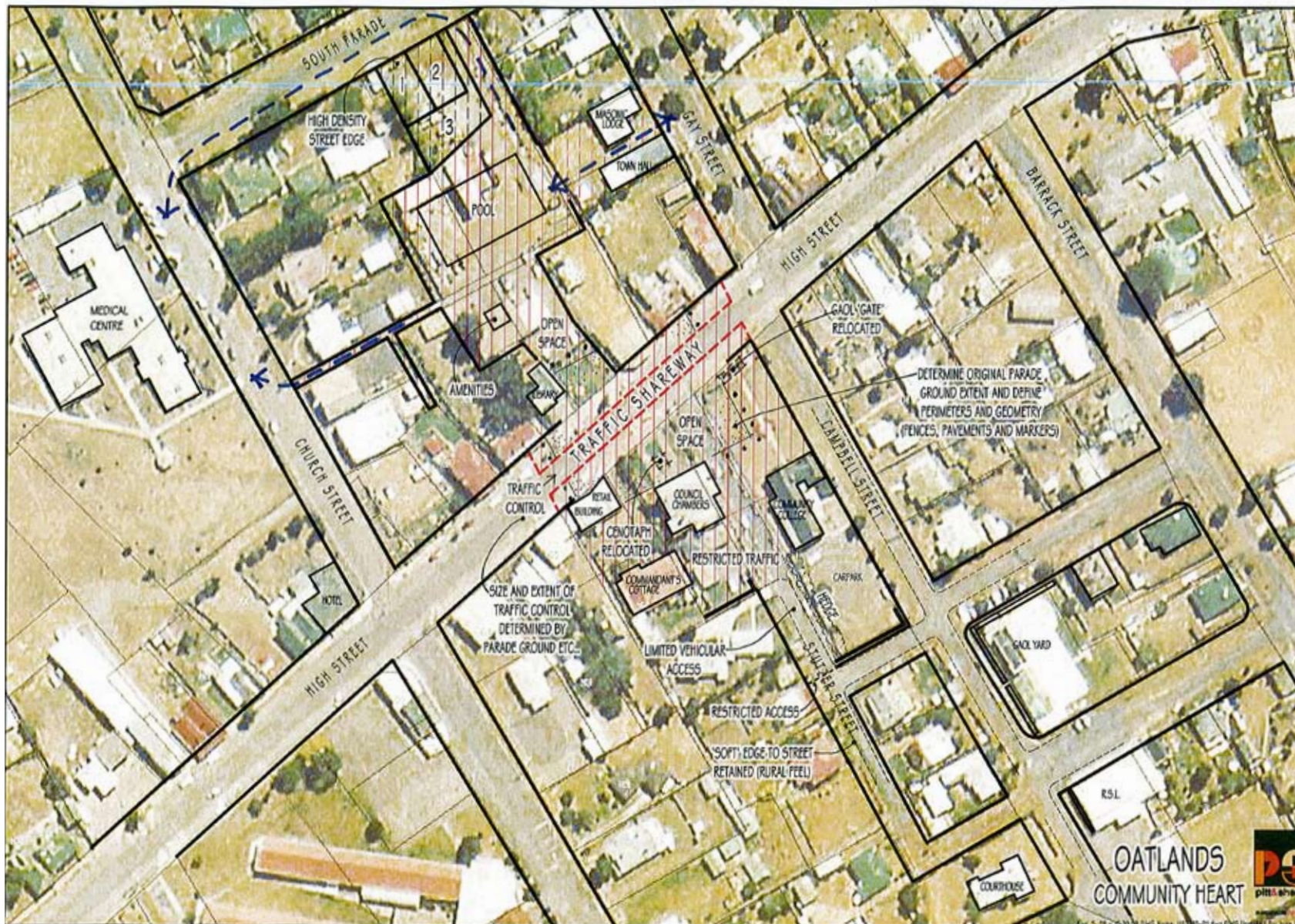
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STRATEGIC OBJECTIVE – To create a local urban structure that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion.

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Design the public spaces to support a wide variety of uses, providing activity at different times of the day.</i>	Public spaces to include a variety of furniture to encourage active and passive recreation	2009 as part of Callington Mill Project	Well located facilities attracting stopovers and meeting visitor expectations	SMC
<i>Improve the amenity of the existing areas of open space and provide connections between them and other residential and service and commercial facilities of Oatlands.</i>	Plan and design the street layouts to be permeable and assist pedestrians and cyclists to find their way and travel the shortest route.	2009 as part of Callington Mill	Encourage walking and other non vehicular forms of transport.	SMC
<i>Establish a network of pedestrian transport “corridors” and an interconnected street system</i>	Prepare a design brief for a suitably qualified consultant to undertake the detailed design to support the linkages concept plans	2009 as part of Callington Mill	Reinforce the structure and function of the Integrated Development Strategy	SMC
<i>Improve safety and amenity of the corridors by applying measures to reduce traffic speed and volumes and setting priorities for street users.</i>				
<i>New developments need to ensure the allocation of transport space takes account of the land use linkages from a non-vehicular point of view.</i>	Ensure appropriate provisions are included in the development of the planning scheme	As part of Planning Scheme review	Reinforce the structure and function of the Integrated Development Strategy	SMC

Oatlands:
Significant
Views





Oatlands:
Community
Heart



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