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CLARENCE CITY COUNCIL

# STRATEGIC PLAN 2021 --- 2031



Clarence... a brighter place



Clarence... a brighter place



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MAYOR’S WELCOME



Welcome to Clarence City Council’s Strategic Plan 2021-2031.

The plan details council’s opportunities to provide quality services and facilities to enhance the lifestyle of the Clarence community.

The following goals have been established to drive the delivery of the plan:

- A people friendly city
- A well-planned liveable city
- A prosperous and creative city
- An environmentally responsible city

Underpinning these goals, council will continue to provide leadership and governance of the city of Clarence, as well as effectively and efficiently manage our assets and resources.

Council has a pivotal role in the ongoing development of the Greater Hobart region, and we will be a key stakeholder in the implementation of the Hobart City Deal. Together with the other Greater Hobart councils and the State Government we are also working to progress the development of a shared work program under the *Greater Hobart Act*, to improve collaboration in decision-making that affects strategic matters in the Greater Hobart area. Council’s participation as part of the South East Regional Economic Development Association (SERDA) also provides a significant opportunity to guide investment, focus resources and build our economy.

The plan identifies council’s key strategies to ensure we remain responsive to the needs of the community.

Council will continue to develop the city as a great place to live, work, grow and play.

Doug Chipman

Alderman Doug Chipman  
MAYOR

“ Council will continue to develop the city as a great place to live, work, grow and play... ”



Children enjoying one of Clarence's many playgrounds



Nick Nugent Octet at Clarence Jazz Festival 2021, Pooley Wines  
Photo: Eden Meure



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OUR VALUES



■ Above: Clarence Jazz Festival 2021 at piyura kitina (Risdon Cove)  
Photo: Paul Holene

■ Middle: Richmond Wine Wall

■ Top: Kitana Mansell, Carleeta Thomas and Tyenna Hogan (L-R) at  
Clarence Jazz Festival 2021 at piyura kitina (Risdon Cove)  
Photo: Paul Holene

OUR PEOPLE MATTER

- We value clear and open communication
- We support and encourage each other
- We respect diversity
- We recognise individual needs, experience and strengths

OUR COMMUNITY

- We take pride in our work and pursue a standard of excellence
- We genuinely listen and value collaborative relationships
- We strive towards the best outcome for our community
- We make responsible and sustainable decisions

OUR OPEN MIND

- We actively seek opportunities to continuously improve
- We respect and explore different ideas and perspectives
- We embrace change that leads to positive outcomes
- We value innovation and creativity

OUR SAFETY

- We show care for people and look out for one another
- We speak up and support others to be healthy and safe
- We take personal responsibility for our own health and wellbeing
- We value work-life balance





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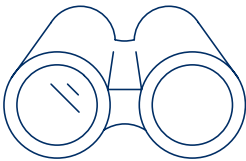
## PURPOSE

- To provide for the health, safety and welfare of the community
- To represent the interests of the community
- To provide for the peace, order and good governance of the municipal area

## OUR MISSION

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery.

## OUR VISION



Clarence...  
a vibrant, prosperous,  
sustainable city



Clarence Jazz Festival 2021 at Pooley Wines  
Photos: Eden Meure



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CITY OF CLARENCE – OUR CURRENT AND FUTURE ENVIRONMENT

The city of Clarence is a mix of urban, rural and coastal communities and villages, enterprises and environments.

Situated on the eastern shore of the River Derwent, Clarence covers an area of 377 square kilometres with more than 191 kilometres of coastal frontage to the Derwent Estuary, Storm Bay, Frederick Henry Bay and Pittwater.

The resident population of 56,945 people is the highest of the municipal areas in the southern Tasmania region. Over a 10-year period (2008-2018), the population of Clarence increased by 11.4 percent. The Tasmanian population increased by 5.9 percent in the same period.

The main natural feature of the area is the iconic Meehan Range, which features numerous ravines and escarpments within the native bushland. It forms part of the South-East Tasmanian Important Bird Area, which is of international significance, as it is the breeding habitat of the swift parrot and the forty-spotted pardalote.

The range falls abruptly to the River Derwent in the west where there is a narrow coastal plain which is largely urbanised.

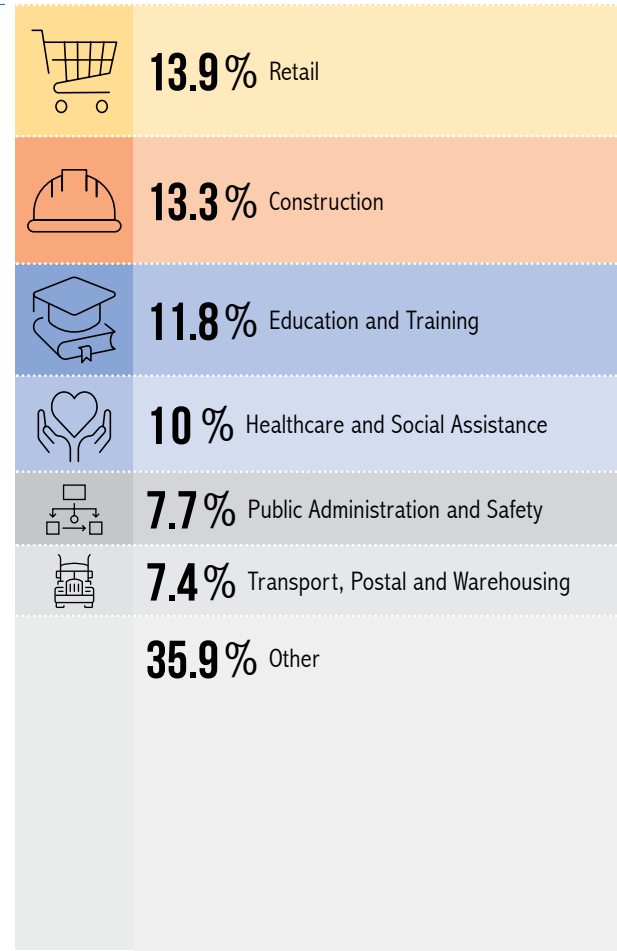
To the east, the range gives way to more extensive lowlands, including the Coal River Valley, which accommodates a range of agricultural activities, including food crops and viticulture, supported by irrigation schemes.

The Coal River Valley is sheltered from city lights by the Meehan Range and makes for an ideal site for the Mount Pleasant radio telescope observatory, which plays an important role in astrophysics research internationally.

The peninsula to the south and south-east of the Meehan Range is characterised by numerous beaches, bays and coastal communities.

Significant built infrastructure includes the Rosny Park central business centre, the Hobart International Airport, Richmond Historic Village, the Coal River Valley irrigation scheme, Blundstone Arena in Bellerive, cultural facilities in Rosny Park, light industrial zoning in Cambridge and Mornington, and the Tasman Highway linking the south-east through to Hobart as well as Tasmania’s east coast.

MAJOR EMPLOYMENT SECTORS



19,621 JOBS  
within Clarence in 2019





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■ Aerial shot of Richmond

We have a very active culture of sports, spanning from grassroots to elite. There are many sporting facilities and clubs, and both active and passive recreation activities, including cricket, all codes of football, swimming, yachting, boating, horse riding, little athletics, cycling, bowls, dancing and surfing. The city is also home to a large network of interconnected tracks and trails totalling more than 400 kilometres, as well as a number of parks and reserves, offering recreational opportunities for people of all ages and abilities within our community.

We have an active, culturally creative, and artistic community that comes together to celebrate through diverse events and festivals.

Historically, the Tasmanian economy has underperformed compared to other Australian states. A narrow economic base, the transition away from traditional industries, and low levels of employment contributed to this situation. However, in recent years the Tasmanian economy has enjoyed economic growth emerging through an acceleration of tourism, major construction activity in the Hobart region, and a maturing of fine food and wine, entertainment and creative industries. We are well placed to capitalise on these opportunities, in particular construction projects and enabling the creative industries to flourish.

Economic activity within Clarence has benefited from the positive aspects of the economy, leveraging on developments in the region and the increasing reputation of produce from the Coal River Valley. Population growth is contributing to demand for housing construction and population-level services.

Like all communities, we face challenges and opportunities in a fast-changing world.

As a regional area, our city will be affected by national and global trends. This strategic plan will allow for adjustments in response to these trends, as we continue to follow strategies to insulate our operations from external shocks.

Other challenges include the impacts of climate change and the need for all levels of government to agree on policy and associated actions.

Significant social opportunities include building on Clarence’s current World Health Organisation ‘Age Friendly City and Community’ status and addressing socio-economic disadvantage within our community.

We will seek to take advantage of the opportunities provided by emerging digital capabilities by developing a Digital Strategy which will establish a shared vision and a pathway for our residents, businesses and visitors to more easily access and use technology and data to enhance their quality of life and create new economic and social opportunities.

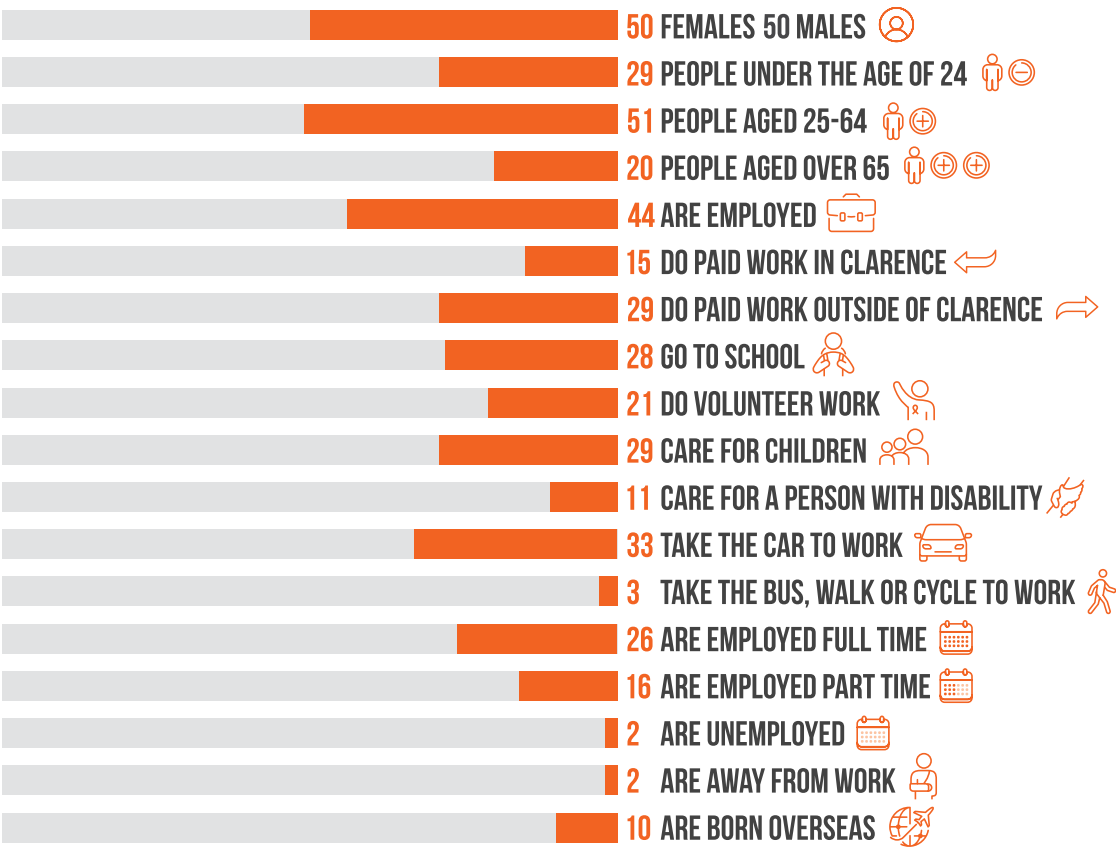
This plan includes specific strategies to build upon our successes, embrace these opportunities and meet the challenges ahead.



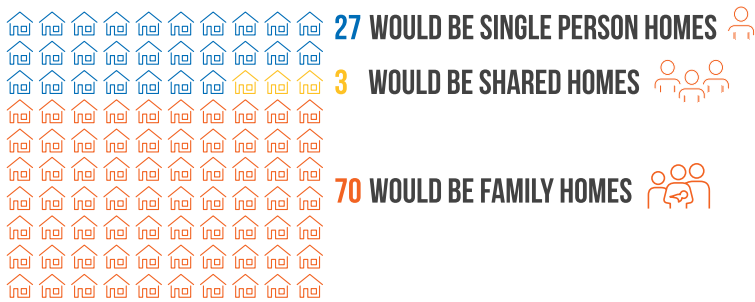
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IF CLARENCE WAS A CITY OF 100 RESIDENTS, THERE WOULD BE:



IF CLARENCE HAD 100 HOUSEHOLDS . . .




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## AT 56,945 PERSONS, <sup>(2018)</sup> CLARENCE IS THE LARGEST CITY IN SOUTHERN TASMANIA.

 **1 IN 10** Tasmanians live in Clarence


 **1 IN 4** residents in the Greater Hobart Area live in Clarence

 **250,000** tourists visit Richmond Village

 **MORE THAN TWO MILLION** passengers per year travel through the Hobart International Airport at Cambridge, Australia’s most southern airport

 **1,145,655 PEOPLE** have attended sporting events at Bellerive Oval

 In 2019, Clarence’s Gross Regional Product was **\$31.55 BILLION**

 In 2019, there were a total of **19,621 LOCAL JOBS** in Clarence.

## IN THE PAST 10 YEARS:



The population of Clarence has increased by **11.4 %**

The population of Tasmania has increased by **5.9 %**

The population of Australia has increased by **18.67 %**



## IN THE NEXT 10 YEARS:

The population of Clarence is projected to increase by **7.6 %**

The population of Tasmania is projected to increase by **4.2 %**

The population of Australia is projected to increase by **17.6 %**





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STRATEGIC FRAMEWORK



■ St John's Church, Richmond

The *Local Government Act 1993* (the Act) requires councils, in consultation with the community, to prepare a 10-year Strategic Plan that is reviewed at least every four years. The Act also requires that an Annual Plan be prepared, consistent with the Strategic Plan.

The Clarence City Council Strategic Plan 2021-2031 is a 10-year plan which sets out how we work towards our long-term vision.

The Strategic Plan will be supported by seven key strategies:

- City Future Strategy
- Community Infrastructure Strategy
- Cultural and Creative Strategy
- Digital Strategy
- Environmental Sustainability Strategy
- Health and Wellbeing Strategy
- Sport and Recreation Strategy

We will develop supporting strategies and plans, including master plans and asset plans to guide capital developments within the city. A range of community plans, planning frameworks and action plans support the planning, development, and implementation of our activities and services. These plans are listed in appendix A.

The Strategic Plan 2021-2031 will give direction to the preparation of the Annual Plan and Estimates for the organisation. The Annual Plan identifies the services, projects and programs derived from the Strategic Plan to be delivered in each financial year. The Estimates detail associated funding allocations.

Reporting on achievements, performance and progress against the Annual Plans and Estimates will be done in a variety of ways to council and the community.

This Strategic Plan will be reviewed in 2025/2026 in accordance with the requirements of the Act.



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ALDERMAN & COMMUNITY

PURPOSE

- to provide for the health, safety and welfare of the community
- to represent the interests of the community
- to provide for the peace, order and good governance of the municipal area

VISION

Clarence – a vibrant, prosperous, sustainable city

MISSION

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery

ADMINISTRATIVE OPERATIONS OF COUNCIL

GOVERNANCE AND LEADERSHIP / ASSETS AND RESOURCES

STRATEGIC PLAN GOALS

A PEOPLE FRIENDLY CITY

A WELL-PLANNED LIVEABLE CITY

A PROSPEROUS AND CREATIVE CITY

AN ENVIRONMENTALLY RESPONSIBLE CITY

STRATEGIES



COMMITTEE OPERATIONS

SPECIAL COMMITTEES OF COUNCIL

Committees to align functions and goals with all adopted council strategies





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STRATEGIC GOAL AREAS

The following overarching goals provide the structure of the Strategic Plan to demonstrate how we aim to achieve the community’s long-term vision of a vibrant, prosperous, sustainable city.

A PEOPLE FRIENDLY CITY	A WELL-PLANNED LIVEABLE CITY	A PROSPEROUS AND CREATIVE CITY	AN ENVIRONMENTALLY RESPONSIBLE CITY
Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.	Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.	Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.	Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

To further the attainment of the strategic goals for our city, the following key organisational goals underpin council’s operations:

Governance and leadership

We seek to act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.

Assets and resources

We will efficiently and effectively manage financial, human, and property resources to attain our strategic goals and meet statutory obligations.



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A PEOPLE FRIENDLY CITY

**GOAL:**  
Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.



■ Clarence Jazz Festival 2021 at piyura kitina (Risdon Cove)  
Photo: Paul Holene.

OBJECTIVES WE WILL WORK TOWARDS:

Liveability

- 1.1 Enhancing the liveability of activity centres, community hubs and villages through urban design projects.
- 1.2 Building upon Clarence’s status as a World Health Organisation ‘Age Friendly City and Community’.
- 1.3 Recognising our Tasmanian Aboriginal people and developing a Reconciliation Action Plan.
- 1.4 Undertaking consultation and developing concept plan(s) for the City Heart Project.

Community planning

- 1.5 Continuing to deliver and review a community Health and Wellbeing Strategy and associated supporting plans to strengthen and improve the physical, mental and social wellbeing of the community.
- 1.6 Finalising the development and implementation of the Clarence Community Planning and Development Structure to enable a consistent approach to working together when considering community needs and issues.
- 1.7 Supporting our community to build capacity and resilience.
- 1.8 Recognising the significant impact volunteer involvement has on achieving our strategic goals and the delivery of our services and initiatives.

Promoting health

- 1.9 Undertaking the development of a Sport and Recreation Strategy.
- 1.10 Promoting active and healthy lifestyles through provision and support of programs that improve physical and mental health.
- 1.11 Continuing to develop and maintain a quality open space network.

Connectiveness

- 1.12 Facilitating opportunities for community connections and growth through a range of programs, activities and events.
- 1.13 Recognising, celebrating, and supporting diversity by building on our connections through Welcoming Cities and Refugee Welcome Zone and developing supporting policies.



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## A WELL-PLANNED LIVEABLE CITY

**GOAL:**

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

OBJECTIVES WE WILL WORK TOWARDS:

Asset management planning

2.1 Developing and implementing contemporary, funded, asset management plans for all council asset types.

Roads and transport

2.2 Developing and implementing a comprehensive transport strategy for the city.

2.3 Developing and implementing traffic management plans to enhance connectivity and improve road safety.

2.4 Reviewing and continuing to implement our Bicycle Plan and the Tracks and Trails Strategy for the city.

2.5 Providing and prioritising a safe, reliable, and accessible pedestrian network.

2.6 Developing and implementing a parking infrastructure development plan to guide capital investment in public parking facilities.

Stormwater management

2.7 Developing and implementing stormwater catchment management plans for the city.

2.8 Undertaking stormwater management and groundwater monitoring programs.

Public buildings and community facilities

2.9 Undertaking an audit and strategic review of council’s buildings and community facilities to establish usage, condition, and compliance to standards, and assess to ensure they are fit for purpose to accommodate current and future community needs.

2.10 Ensuring quality civic architecture which is responsive to place and adaptable for the needs of the community.

Parks and recreation facilities

2.11 In line with our Sport and Recreation Strategy, work with local clubs, state and regional organisations and other levels of government to meet the sport and recreation needs of our community.

Land use planning and urban design

2.12 Undertaking best practice land use policy development and active participation in regional planning processes.

2.13 Enhancing natural and built amenities to create vibrant, accessible activity centres and community hubs through quality urban design.

2.14 Planning for a diverse range of housing to meet the needs of a wide demographic.

2.15 Ensuring neighbourhoods have pleasant streetscapes and access to recreational spaces and appropriate neighbourhood facilities.

2.16 Planning for the supply of industrial and commercial land, taking advantage of the city’s unique locational advantages.

2.17 Ensuring heritage values of historic places and precincts are protected.

2.18 Encouraging the expansion of intensive agriculture and associated activities.

2.19 Applying land use techniques to identify and protect important natural values within the city.

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A PROSPEROUS AND CREATIVE CITY

**GOAL:**  
Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.



■ Clarence Jazz Festival 2021 at piyura kitina (Risdon Cove)  
Photo: Paul Holene

OBJECTIVES WE WILL WORK TOWARDS:

- 3.1 Reviewing and implementing the Economic Development Plan to encourage and facilitate business enterprise through economic development, land use planning, and cultural development strategies.
- 3.2 Working together with the Greater Hobart councils and other levels of government, under the Hobart City Deal, to leverage Hobart’s natural amenity and build on its position as a vibrant, liveable, and connected global city.
- 3.3 Developing and implementing initiatives aimed at addressing the areas of significant socio-economic disadvantage within the city.
- 3.4 Communicating our city brand and benefits through the promotion of our attributes, opportunities and visitor attractions.
- 3.5 Building and facilitating productive networks and relationships based on common interests with business groups, regional bodies, other councils, and other levels of government.
- 3.6 Facilitating and/or directly investing in foundation projects and infrastructure aimed at driving further investment and growth.
- 3.7 Developing a Cultural and Creative Strategy.
- 3.8 Delivering a diverse program of cultural events to increase access, participation and excellence in arts and cultural activities.
- 3.9 Enhancing our cultural identity by encouraging the creation and installation of public art.
- 3.10 Examining options for the establishment of a civic centre or performance and exhibition centre.
- 3.11 Reviewing and implementing the Cultural History Plan for Clarence to preserve and promote the city’s unique cultural history.
- 3.12 Enhancing Sister City relationships and international linkages as a mechanism to foster and deliver cultural benefits.
- 3.13 Undertaking the development of a Digital Strategy.
- 3.14 Adopting policies and strategies to enhance the quality of life by using emerging technology to improve the efficiency of city infrastructure and services for the benefit of the community, business and visitors.



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## AN ENVIRONMENTALLY RESPONSIBLE CITY

**GOAL:**  
Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.



■ Aerial shot of the pontoon at Bellerive Beach

### OBJECTIVES WE WILL WORK TOWARDS:

- 4.1** Protecting natural assets within council-managed land through the development and review of strategies in relation to bushfire, weed, land and coastal management.
- 4.2** Developing activity plans for natural reserve areas and continuing to work with bushcare, landcare, coastcare and other volunteer groups to implement plans and initiatives.
- 4.3** Working collaboratively with relevant agencies to enhance and protect the natural environment.
- 4.4** Encouraging energy conservation and sustainable use of resources through promotion of water and energy conservation initiatives to the community and industry, as well as considering opportunities in relation to emerging or alternative technologies, including energy efficient transport options.
- 4.5** Undertaking the development of an Environmental Sustainability Strategy.
- 4.6** Developing and implementing local and regional waste management strategies that consider all forms of waste.
- 4.7** Continuing to provide opportunities for involvement and increased awareness for the care of the local environment.



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GOVERNANCE AND LEADERSHIP

**GOAL:**  
To provide leadership and accessible, responsive, transparent and accountable governance of the city.



■ Aerial shot of Simmons Park in Lindisfarne

OBJECTIVES WE WILL WORK TOWARDS:

- 5.1 Responding to the changing needs of the community through leadership, advocacy and best practice governance.
- 5.2 Formulating and maintaining a suite of policies to provide a framework for the establishment and implementation of council’s plans, strategies, programs, and services.
- 5.3 Continuing to focus on providing transparency in our decision-making processes.
- 5.4 Communicating with our community about what we do.
- 5.5 Engaging with our community and stakeholders through the continued implementation of our Community Engagement Policy.
- 5.6 Establishing strategic partnerships to facilitate greater opportunities.
- 5.7 Providing equitable access to programs and services.
- 5.8 Maintaining and continuously reviewing performance monitoring frameworks to ensure identified strategic goals are achieved.
- 5.9 Providing, and representing the community at, civic and ceremonial functions.

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COUNCIL’S ASSETS AND RESOURCES

**GOAL:**  
To efficiently and effectively manage our financial, human, and property resources to attain strategic goals and meet statutory obligations.

OBJECTIVES WE WILL WORK TOWARDS:

Financial management

- 6.1 Maintaining a financially sustainable organisation through:
- Ongoing development and implementation of responsible financial strategies.
  - Ongoing review and implementation of a detailed 10 Year Financial Management Plan.
  - Integration of financial and asset management strategies.
  - Measurement and reporting of key sustainability indicators.
- 6.2 Maintaining council in a sound financial position through:
- Delivering underlying surplus consistent with long-term financial planning.
  - Planning for financial flexibility to meet unforeseen future externalities and opportunities.
  - Implementing annual financial plans that are consistent with long-term strategies, as well as measuring and reporting on key financial indicators.

- 6.3 Making affordable and equitable rates and charges by:
- Developing and reviewing rating policies which seek to reflect both legislative principles and the expectations of the community.
  - Ensuring consistency in the application of rates and charges across the community.
  - Reflecting the true cost of providing services to the community.
  - Avoiding sudden and unexpected rate movements across the community.

- 6.4 Having effective control of financial risk by maintaining:
- Consistent cash flows, ample liquidity, and ready access to capital.
  - Appropriate and effective systems of internal control.
  - Adequate levels and scope of insurance over appropriate classes of risk.

Human resource management

- 6.5 Developing and implementing a Workforce Development Plan to ensure we have the right people in the right place at the right time.
- 6.6 Maintaining a positive, values-based work environment.
- 6.7 Providing an equal opportunity workplace.
- 6.8 Fostering an environment that encourages staff development and continuous learning to strengthen workforce capabilities.
- 6.9 Fostering a culture of creativity and innovation in expressing and realising ideas.
- 6.10 Providing safe and healthy workplaces.

Statutory and legal responsibilities

- 6.11 Effectively administering compliance with statutory obligations, legal responsibilities and governance standards.
- 6.12 Ensuring appropriate management of risk to reduce exposure associated with council’s operations and activities.
- 6.13 Delivering a range of regulatory services in relation to environmental health, development assessment and approval, building and plumbing compliance, environmental and public health, animal control, parking and public places.



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KEY STRATEGIES

Each strategy document will build upon the goals and outcomes identified in this strategic plan. The strategies will provide an analysis of the issues and opportunities relevant to each strategy area, providing the opportunity for development of rolling annual plans to guide delivery of specific outcomes. Strategies and their associated plans assist council to plan and budget each year.

CITY FUTURE STRATEGY

The City Future Strategy will guide the growth and development of our city for the next 20 years through considering the issues, opportunities and constraints of our city and protecting what our community value. The strategy will build upon the Greater Hobart Metro Plan, focusing on the City of Clarence.

COMMUNITY INFRASTRUCTURE STRATEGY

The Community Infrastructure Strategy will provide a framework for council to manage community infrastructure assets sustainably for the benefit of all people within our city. The strategy defines community infrastructure as public buildings and club facilities, open space and amenities, sport and recreation venues and arts centres. The strategy will inform decision making and identify priorities for the next 10 years to ensure the provision of community infrastructure is equitable, planned well, funded adequately and delivered to a high quality.

CULTURAL AND CREATIVE STRATEGY

Culture in all its forms are integral elements of community life and increasingly significant contributors to wellbeing and prosperity. We seek to identify opportunities to build upon the existing range of cultural and creative assets and programs. We will strive to inspire and nurture artistic expression where ideas, creativity, learning and innovation are developed, shared and promoted.

DIGITAL STRATEGY

A Digital Strategy will establish a shared vision and a pathway forward for our city where residents, businesses and visitors can more easily access and use smart technology and data to enhance their quality of life, use council facilities and services and participate in community life and drive innovation to create new economic and social opportunities.

ENVIRONMENTAL SUSTAINABILITY STRATEGY

We have a significant role to play in strengthening sustainability through urban planning, waste management, stormwater management, transport planning, community education, agricultural resilience and natural areas management. The Environmental Sustainability Strategy will provide a framework by which we can achieve long-term outcomes that balance development against environmental considerations, including our response to climate change impacts.

HEALTH AND WELLBEING STRATEGY

We value the wellbeing of our communities and believe that good health and a sense of wellbeing are integral to a thriving community. We have developed a strategy to identify how we will work in partnership to strengthen and improve the physical, mental, and social wellbeing of the community.

SPORT AND RECREATION STRATEGY

We provide a number of sporting and recreational facilities for the community. These assets are capital intensive and generally have long lives. In recognition of the value and life of these facilities we developed a Sport and Active Recreation Strategy to provide a robust guide to the current and future provision of sporting facilities and services in our community.



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CITY HEART PROJECT



■ Aerial shot of Bellerive Quay

The goal is to create a sense of place within the Central Business District (CBD) to foster a vibrant and liveable city heart. The project encompasses the CBD of Rosny Park and adjoining urban places of Kangaroo Bay and Bellerive Village to create a city hub on the Eastern Shore.

The project will include development of a concept plan for the area and an Urban Design Framework to guide the development of places and spaces within the city centre to attract greater capacity, investment, and cultural exchange.

The City Heart Project will reflect community values by ensuring:

- Our natural environment is protected and enhanced
- Our cultural heritage is conserved and celebrated
- Development stimulates cultural, education and commerce activities sensitively
- Our streets are walkable with bicycle networks to connect people to public places and spaces
- We have access to high quality, accessible and sustainable public transport

A vital part of the City Heart Project is to establish a sense of place for our city. This will be done by expanding and diversifying the economy of our CBD, and having a mix of developments that stimulate commerce, education, and cultural activities.

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MAJOR STRATEGIC PROJECTS AND INITIATIVES

There are several key projects and initiatives identified as priorities for council. These projects are significant in their nature and involve long-term commitments by council. This section of the strategic plan will be updated every two years to reflect progress.

CITY DEAL

The Hobart City Deal is a shared 10-year vision between the Australian and Tasmanian governments and the Clarence, Glenorchy, Hobart and Kingborough councils. Together, all three levels of government will guide and encourage investment to leverage Hobart’s natural amenity and build on its position as a vibrant, liveable, and connected global city.

Status: Implementation stage

BAYVIEW REGIONAL SPORTING PRECINCT

We are currently undertaking master planning in collaboration with Bayview Secondary College and the Department of Education, to develop the school grounds as a regional level sport and recreation precinct. Development of the site will allow us to service the future demand for additional outdoor playing surfaces and an indoor sporting centre, and ultimately improve the physical activity opportunities for Clarence Plains residents.

Status: Master planning stage

CITY HEART PROJECT

The goal is to create a sense of place within the Central Business District (CBD) to foster a vibrant and liveable city heart. The project encompasses the CBD of Rosny Park and adjoining urban places of Kangaroo Bay and Bellerive Village to create a city hub on the Eastern Shore.

The project will include an Urban Design Framework to guide the development of places and spaces within the city centre to attract greater capacity, investment, and cultural exchange.

Status: Concept design stage

CLARENCE PLAINS MASTER PLAN

The development of the plan will be a multifaceted study to investigate future housing stock potential, community and social development and strategic planning for the long-term use of council land and facilities.

Status: Master planning stage

KANGAROO BAY DEVELOPMENT PRECINCT

Kangaroo Bay is a significant location within the city of Clarence, and we seek to activate the potential of this precinct to be a world-class waterfront destination and an inclusive place for both residents and visitors that provides economic, social and community benefits.

The precinct has two key development sites, the wharf and boulevard sites. The wharf site has been approved for the development of a hotel and hospitality school, while a mixed use of residential and commercial is proposed for the boulevard site.

Status: Implementation stage

ROSNY HILL

Rosny Hill nature reserve was identified as a potential site that would attract development. Since its promotion in 2014, through a public expression of interest process, there have been several iterations of a proposed hotel development on the site. This culminated in the approval of a 60-room hotel development in January 2020, which includes restaurants, café/kiosk and public viewing deck with new public walking trails.

Status: Implementation stage

TRANMERE/ROKEBY PENINSULA STRUCTURE PLAN

A structure plan for Tranmere/Rokeby peninsula is being developed to provide for sustainable growth of the Tranmere/Droughty Point/Rokeby peninsula, which has been identified as Clarence’s main future urban growth area by the Southern Tasmanian Regional Land Use Strategy.

Status: Planning and implementation stage





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A REGIONAL COUNCIL AND STRATEGIC PARTNERSHIPS

Clarence City Council is a regional leader and has a key role in the development of South East Tasmania. As one of the four metropolitan councils in Greater Hobart, we are party to the *Greater Hobart Act*. The two key regional opportunities for Clarence are the Hobart City Deal and the South East Regional Economic Development Association (SERDA). These key projects seek to provide and contribute to improved opportunities for our people and businesses.

HOBART CITY DEAL

The Hobart City Deal is a shared 10-year vision between the Australian and Tasmanian governments and the Clarence, Glenorchy, Hobart and Kingborough councils. Together, all three levels of government will guide and encourage investment to leverage Hobart’s natural amenity and build on its position as a vibrant, liveable, and connected global city.

The Hobart City Deal focuses on:

- Enhancing the Hobart Airport’s role as a direct international gateway.
- Solidifying Hobart’s world class standing as a gateway to the Antarctic and Southern Ocean.
- Establishing a reliable, sustainable, and cost-effective transport system.
- Delivering a diverse range of affordable housing options.
- Establishing governance to support better strategic planning for the city.
- Investing to support Hobart as a smart, liveable and investment-ready city.

The implementation plan was released on 3 October 2019.

We are actively participating in the implementation of the plan and decision-making processes to ensure best outcomes for both the city and the Greater Hobart area. Further information on the Hobart City Deal, including the implementation plan and progress reports can be accessed at <https://www.hobartcitydeal.com.au/home>.

SOUTH EAST REGIONAL DEVELOPMENT ASSOCIATION

The South East Regional Development Association (SERDA) is a cooperative venture between four South-East Tasmanian councils – Clarence, Sorell, Glamorgan-Spring Bay and Tasman. SERDA has prepared a 10-year regional Economic Infrastructure Study. It was identified that there were many approved developments in South East Tasmania including housing developments, irrigation, and the Hobart Airport extension. This growth was lacking strategic oversight regarding the impact on common infrastructure such as energy, roads, and services. This report was endorsed by State Cabinet and has resulted in a greater shared understanding of regional priorities, demographics, growth, and opportunities. Priorities identified are being used to guide investment, focus resources and input into government policy.

We will continue to be an active member of SERDA, contributing to its important work in order to strategically address the issues that impact on the South East region of Tasmania.



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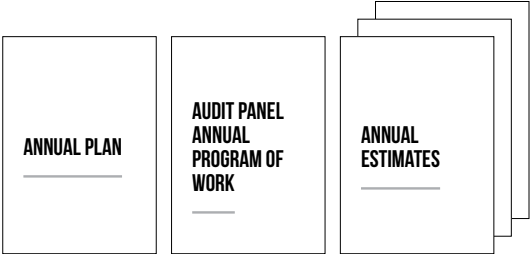
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APPENDIX A

LONG-TERM STRATEGIES



SHORT-TERM STRATEGIES



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SUPPORTING PLANS AND FRAMEWORKS

- Activity and management plans for council’s natural heritage areas
- Age Friendly Clarence Plan 2018-2022
- Annual Plan and Budget
- Annual Report incorporating audited Annual Financial Statements
- Asset Management Strategy 2013
- Buildings Asset Management Plan 2013
- Bushfire Management Strategy for Council Owned and Controlled Land 2016-2021
- Bushland and Coastal Strategy 2011
- Business Continuity and Recovery Plan
- City Marketing Plan
- Clarence Access Plan 2014-2018 (currently under review)
- Clarence Activity Centre Strategy
- Clarence Bicycle Strategy and Action Plan 2013-2017
- Clarence Business Opportunities Prospectus
- Clarence City Council Youth Plan 2018-2022
- Clarence Community Safety Plan 2016-2021
- Clarence Emergency Management Plan Issue 8 2018
- Clarence Events Plan 2014-2018
- Clarence Interim Car Parking Plan
- Clarence Interim Planning Scheme 2015
- Clarence Weed Strategy 2016-2030
- Climate Change Impacts on Clarence Coastal Areas 2009
- Code of Conduct Framework
- Community Grants Policy
- Community Health and Wellbeing Plan 2013–2018 (currently under review)
- Community Participation Policy 2010
- Community Planning and Development Framework (Draft)
- Contracts, tenders and procurement policies
- Council Meeting Policy
- Cultural Arts Plan 2012-2016
- Customer Service Charter
- Cultural History Plan for Clarence 2018-2023
- Economic Development Plan 2016-2021
- Fees and Charges (non-rates) Policy 2020
- Good Governance Guide for Local Government in Tasmania
- Greater Hobart Destination Management Plan
- Hobart Airport Master Plan 2015
- Human Resources and Employment Policy
- Kangaroo Bay Urban Design Strategy and Concept Plan
- Lauderdale Structure Plan 2011
- Meehan Range Fire Management Strategy
- Open Space Strategy
- Pandemic Plan
- Public Art Policy
- Public Open Space Asset Management Plan 2015
- Public Open Space Policy
- Rates and Charges Policy
- Reserve Bushfire Management Plans
- Richmond Bridge Vegetation Management Plan 2015
- Risk management policies
- Roads and Transport Asset Management Plan 2013
- Roscommon Master Plan 2014-2024
- Rosny Hill Nature Recreation Area Management Strategy
- Seven Mile Beach Sport and Active Recreation Precinct Master Plan
- Southern Tasmanian Regional Land Use Strategy 2010-2035
- Sport and Recreation Strategy
- Stormwater Asset Management Plan 2018
- Stormwater Catchment Management Plans (numerous)
- Tangara Trail Management Plan 2012
- Tracks and Trails Action Plan 2015-2020
- Tracks and Trails Strategy 2012
- Volunteer programs





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 **Clarence City Council**