

City of Clarence: Strategic Plan 2020-2030

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Mayor's Welcome

Welcome to the City of Clarence's Strategic Plan 2020-2030.

The plan details the prospective opportunities council has to provide quality services and facilities to enrich the lifestyle of the Clarence community.

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

- a people city
- a well-planned liveable city
- a prosperous and innovative city
- an environmentally responsible friendly city

Underpinning these themes, operationally council will continue to provide leadership and governance of the City of Clarence whilst effectively and efficiently managing council's assets and resources.

The council has a pivotal role in the development of the Greater Hobart region and will be a key stakeholder in the implementation of the Hobart City Deal.

The plan identifies strategies to ensure council remains responsive to the community's needs and can adapt to a changing world including climate change, population growth and digital technologies.

Council will continue to develop the City as a great place to live and to develop or expand business.

Alderman Doug Chipman

MAYOR

Our values

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 fit

Vision

Clarence – a vibrant, prosperous, sustainable city.

Mission

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

City of Clarence – our current and future environment

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

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

The resident population of 56,945 persons is the highest of the municipal areas in the southern Tasmania region. Over a ten-year period (2008-2018), the population of Clarence increased by 11.4%. The Tasmanian population increased by 5.9% 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, Bellerive Sports Stadium cricket ground, 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.

There were 19,621 jobs within Clarence in 2019. Employment sectors are predominately retail (13.9%), construction (13.3%), and education and training (11.8%). Other significant employment sectors are healthcare and social assistance (10.0%), public administration and safety (7.7%) and transport, postal and warehousing (7.4%). WILL BE GRAPHICALLY DISPLAYED

The City of Clarence has a very active culture of sports, 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 of Clarence is also home to a large network of interconnected tracks and trails totalling over 400 kms, as well as a number of parks and reserves, offering recreational opportunities for people of all ages and abilities within our community.

The City of Clarence, like all communities, faces challenges and opportunities in a fast-changing world.

Historically, the Tasmanian economy has underperformed as 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. The City of Clarence is 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 Valley. Population growth is contributing to demand for housing construction and population-level services.

As a regional area, the City of Clarence will be affected by national and global trends. This strategic plan will allow for adjustments in response to these trends, as council continues to follow strategies to insulate its operations from external shocks.

Other challenges include the uncertainty regarding 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.

Clarence will also continue to foster a well-connected community which encourages creativity and participation in community life. Clarence will also seek to take advantage of a digital future – SMART cities design and to consider alternative energy sources and transport options. The Plan includes specific strategies to build upon our successes, embrace these opportunities and to also meet the challenges ahead.

If Clarence were a city of 100 residents (insert infographic here)

If Clarence was a city of 100 residents, there would be:

- 50 males, 50 females
- 29 people under the age of 24
- 51 people aged 25-64
- 20 people aged over 65
- 44 are employed
- 15 do paid work in Clarence
- 29 do paid work outside of Clarence
- 28 go to school
- 21 do volunteer work
- 29 care for children
- 11 care for a person with disability
- 33 take the car to work
- 3 take the bus, walk or cycle to work
- 26 employed full time
- 16 employed part time
- 2 unemployed
- 2 away from work
- 10 born overseas

If Clarence had 100 households...

- 27 would be single person homes
- 3 would be shared homes
- 70 would be family homes

Population, tourism and economic stats (insert infographic here)

At 56,945 persons (2018) 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
- Over 2 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 19,621 local jobs in Clarence

In the last 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

The Local Government Act 1993 (the Act) requires councils, in consultation with the community, to prepare a ten-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 Strategic Plan 2020-2030 is a ten-year Plan which sets out how we are to work towards our long-term vision.

The Strategic Plan will be supported by seven key strategies:

- Sport and Recreation strategy
- Health and Well Being strategy
- Arts and Cultural Events strategy
- Community Infrastructure strategy
- Financial Management strategy
- City Future strategy
- Digital strategy.

Council will develop key supporting strategies as required.

Council also develops master plans and related asset plans to guide capital developments within the municipality.

In addition, there are a number of specific supporting plans and strategies such as the Positive Ageing Plan, Economic Development Plan, Tracks and Trails Strategy and Youth Plan which detail projects and activities to meet specific objectives. These plans are listed in Appendix A.

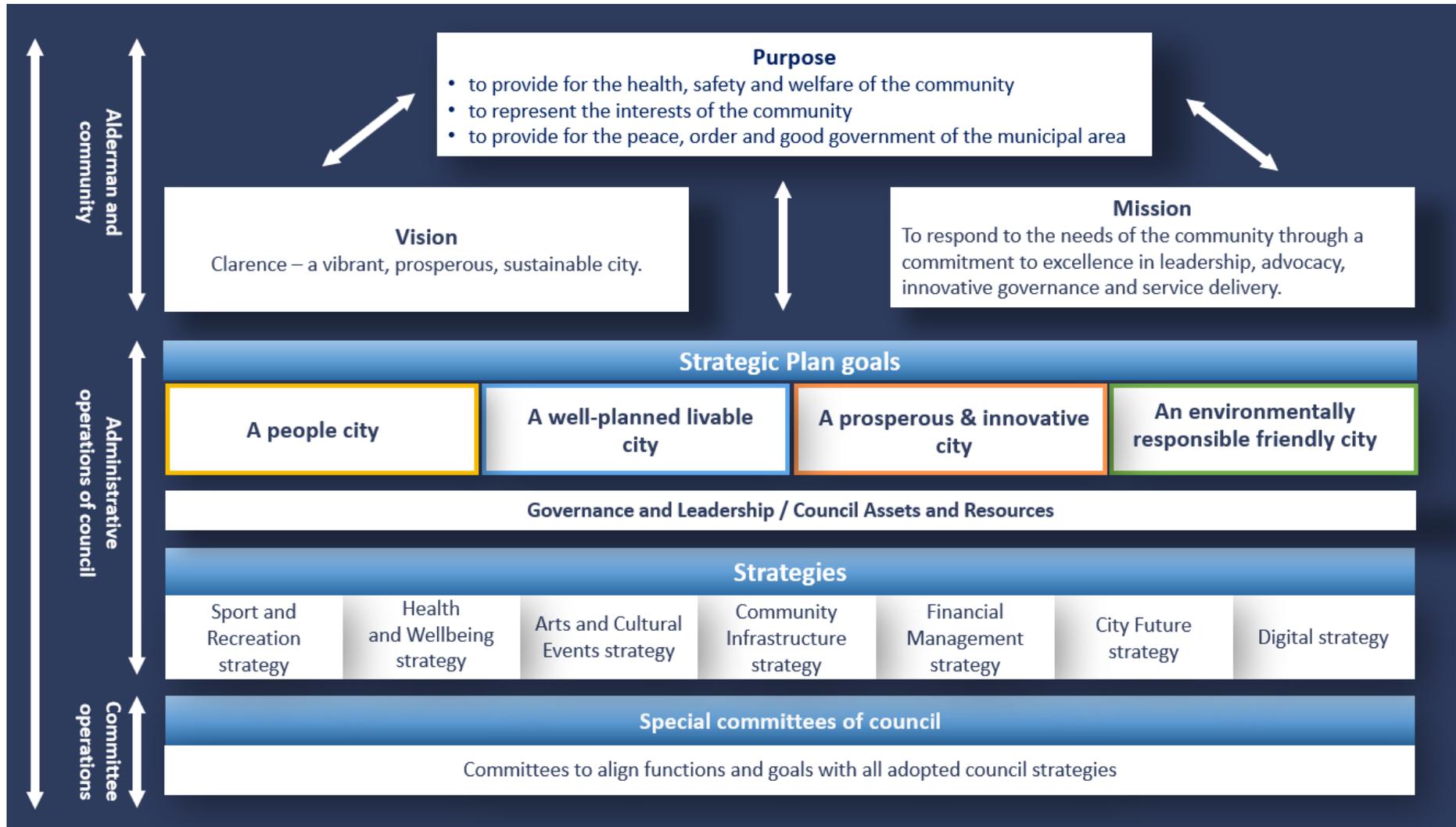
Council will continue to develop a range of community plans, planning frameworks and action plans to support the planning, development and implementation of all our activities and services.

The Strategic Plan 2020-2030 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 funding allocation each financial year.

To ensure accountability to deliver the outcomes of future Annual Plan and Estimates, there will be reporting on achievements, performance and progress. This will be done in a variety of ways including through the Annual Report and quarterly reporting to council and the community which detail progress on the activities included in council's adopted Annual Plan.

Council's supporting plans also include regular reporting mechanisms and review timelines.

This Strategic Plan will be reviewed in 2024 in accordance with the requirements of *The Act*.



Strategic goal areas

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

1 A people city

Clarence is a city which values diversity and encourages equity and inclusiveness. A city that aspires to creating world class public places and spaces, where the whole community can live an active lifestyle and where recreation, sport, culture and the arts enhance social connections.

2 A well-planned liveable city

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs.

3 A prosperous and innovative city

Clarence is a city that encourages creativity, innovation and enterprise and will develop its economy, improving prosperity and supporting economic development and employment opportunities for all.

4 An environmentally responsible friendly city

Clarence is a city that is environmentally responsible, values and protects our beaches, parks and natural environment to ensure sustainability and enhance the liveability of our city.

To further the attainment of the above city strategic goals, the following key organisational goals will underpin council's operations:

Governance and leadership

Clarence City Council will provide leadership and accessible, responsive, transparent and accountable governance of the City.

Council's assets and resources

Clarence City Council will efficiently and effectively manage its financial, human, and property resources to attain council's strategic goals and meet its statutory obligations.

1. A people city

GOAL

Clarence is a city which values diversity and encourages equity and inclusiveness. A city that aspires to creating world class public places and spaces, where the whole community can live an active lifestyle and where recreation, sport, culture and the arts enhance social connections.

STRATEGIES

Liveability

- 1.1 Enhance the liveability of activity centres, community hubs and villages through streetscape and urban design projects and local area masterplans.
- 1.2 Build upon Clarence's status as a World Health Organisation Age Friendly City and Community.
- 1.3 Continue to develop and maintain a public open space network including quality public spaces, parks, reserves, and tracks and trails.
- 1.4 Undertaken the development of a Reconciliation Action Plan.
- 1.5 Undertake consultation and develop concept plan(s) for the City Heart project.

Community Planning

- 1.6 Continue to deliver and review a community health and wellbeing plan and associated supporting plans to strengthen and improve the physical, mental and social wellbeing of the community.
- 1.7 Implement and review a Community Planning and Development Framework to provide a structured and integrated approach to community and service planning.

Promoting health

- 1.8 Undertake the development of a Sport and Recreation strategy.
- 1.9 Promote active and healthy lifestyles through provision and support for active and passive recreation programs and activities.
- 1.10 Promote opportunities to improve physical and mental health and wellbeing within the community through the targeting of specific health promotion areas.

Caring for our place/environment

- 1.11 Continue to provide opportunities for involvement and increased awareness for the care of the local environment.

1.12 Continue to work with bushcare, landcare, coastcare and other volunteer groups to review and deliver plans and initiatives.

Connectivity

1.13 Facilitate residents being connected to the community by having access to resources and opportunities to participate in community activities, employment, volunteering and lifelong learning.

1.14 Provide collaborative strategic direction and planning to address the needs and aspirations of the community that support community participation, enablement and leadership.

1.15 Recognise, celebrate, and support cultural diversity through a range of cultural programs, activities and events.

2. A well-planned liveable city

GOAL

Clarence will be a well-planned liveable city with services and supporting infrastructure to meet current and future needs.

STRATEGIES

Asset Management Planning

2.1 Develop and implement contemporary, funded, asset management plans for all council assets.

Roads and Transport

2.2 Develop and implement a comprehensive transport strategy for the City.

2.3 Establish and review a prioritised list of outstanding road transport and alternative transport issues for the City to facilitate the appropriate ranking of projects for capital works planning and funding.

2.4 Develop and implement traffic management plans to enhance connectivity and improve road safety.

2.5 Review and implement a cycle plan, and a tracks and trails strategy for the City.

2.6 Provide and prioritise a safe, reliable and accessible pedestrian network.

2.7 Monitor and provide public car parking facilities within activity centres (both on-street and off-street) as a component of broader transport and access strategies involving public transport and alternative transport modes.

2.8 Develop and implement a parking infrastructure development plan (based on service level objectives, demand projections and associated pricing policy settings) to guide council's capital investment in public parking facilities in activity centres.

Stormwater management

2.9 Develop and implement stormwater catchment management plans for the City.

2.10 Undertake stormwater management and groundwater monitoring programs.

Public buildings and community facilities

2.11 Undertake an audit and strategic review of council's buildings and community facilities to establish usage, condition and compliance to standards, and assess fitness for purpose for current and future community needs.

Parks and recreation facilities

2.12 Continue to monitor trends and changing needs in sport and active recreation and provide sport and recreation infrastructure through a planned approach that encourages partnerships with local clubs, state or regional sporting organisations, and other levels of government.

2.13 Work with government agencies, community organisations, and private providers with a view to sharing existing and planned assets for sport and recreation.

2.14 Planning for and providing new sporting and recreation facilities to meet community demand.

2.15 Create safe, well connected and high quality public open spaces that meets the need of the community and visitors, with a focus on accessibility and safe design principles.

Land use planning and urban design

2.16 Undertake contemporary land use policy development, and active participation in regional planning processes, to ensure delivery of a range of planning measures aimed at:

- Well-planned, vibrant and accessible activity centres
- An adequate supply of well-situated industrial land
- Protection of primary production on land and water
- Meeting demand for a broad distribution and variety of residential land and housing
- Protection of heritage assets
- Utilising serviced greenfield space to facilitate business relocation and expansion
- A regional approach to the planning of major sporting facilities

2.17 Enhance the attractiveness, vibrancy, and accessibility of activity centres and community hubs through urban design and liveability projects and local area plans, including improvements to pedestrian orientated access.

3. A prosperous and innovative city

GOAL

Clarence is a city that encourages creativity, innovation and enterprise and will develop its economy, improving prosperity and supporting economic development and employment opportunities for all.

STRATEGIES

3.1 Review economic development plan that identifies the tools available to council to facilitate improved economic performance and productivity within key sectors and to encourage innovation.

3.2 Develop and implement initiatives aimed at addressing the pockets of significant socio-economic disadvantage within the City.

3.3 In recognition of the potential and value of population increase in the City, undertake initiatives aimed at ensuring the residential market provides the necessary choices, investment, and liveability attributes to attract people throughout their life stages.

3.4 Communicate our City positioning and benefits through the promotion of the City's attributes, opportunities and visitor attractions, highlighting in particular:

- Sport/recreation/leisure opportunities
- Blundstone Arena as a home of national and international sporting events
- Food, wine and heritage
- Richmond and Coal River Valley
- City festivals, events and cultural activities
- Lifestyle/living options (urban, rural, coastal, village)

3.5 Build and facilitate productive networks and relationships based on issues of common interest with business groups, regional bodies, other councils, and other levels of government.

3.6 Facilitate and/or directly invest in foundation projects and infrastructure aimed at driving further investment and growth.

3.7 Undertake the development of an Arts and Cultural Events strategy.

3.8 Deliver a broad program of arts events to increase access, participation and excellence in arts and cultural activities.

3.9 Deliver visual and performing arts programs at Rosny Farm and at venues across the City, including exhibitions, music, theatre, dance and film.

3.10 Enhance the cultural identity of Clarence by encouraging the creation of public art.

3.11 Deliver a diverse and strategically balanced program of City events and festivals.

- 3.12 Build upon the existing range of community and cultural assets at Rosny Park/Bellerive to establish a cultural and creative precinct as a place where ideas, creativity, learning and innovation are developed, shared and promoted.
- 3.13 Examine options for the establishment of a civic centre or performance and exhibition centre.
- 3.14 Develop a framework for the identification, preservation and promotion of the unique cultural history of Clarence and the further development of cultural tourism.
- 3.15 Enhance Sister City relationships and international linkages as a mechanism to foster and deliver cultural and/or economic benefits.
- 3.16 Undertake the development of a Digital Strategy
- 3.17 Adopt 'Smart Cities' policies and strategies to enhance the quality of life by using emerging technology (including digital and energy technologies) to improve the efficiency of City infrastructure and services for the benefit of the community, business and visitors.
- 3.18 Encourage and facilitate business enterprise through strategies within economic development, land use planning, and cultural development programs.

4. An environmentally responsible friendly city

GOAL

Clarence is a city that is environmentally responsible, values and protects our beaches, parks and natural environment to ensure sustainability and enhance the liveability of our city.

STRATEGIES

4.1 Protect natural assets within council managed land through development and review of strategies in relation to bushfire, weed, land and coastal management.

4.2 Develop activity plans for all natural reserve areas in accordance with council open space strategies and work with bushcare, landcare, coastcare and other volunteer groups to implement plans and initiatives.

4.3 Work collaboratively with relevant agencies to enhance and protect the natural environment, e.g. Derwent Estuary Program, Natural Resource Management South, Tasmanian Fire Service.

4.4 Encourage energy conservation and sustainable use of resources through promotion of water and energy conservation initiatives to the community and industry and consider opportunities in relation to emerging or alternative technologies, including energy efficient transport options.

4.5 Acknowledge and respond to the impacts of climate change by:

- continuing to work with all levels of government to meet national climate change objectives as agreed to following the 21st Conference of Parties (COP21, Paris) – the United Nations framework convention on climate change
- developing climate change adaptation and mitigation action plans to meet the agreed response to climate change impacts
- considering the impacts in all asset management plans and land-use planning strategies
- ensuring the community is well informed of potential impacts, particularly coastal communities

4.6 Develop and implement local and regional waste management strategies and services in relation to household, commercial and trade waste, recycling and green waste, and the promotion of waste reduction initiatives to the community and industry.

5. Governance and leadership

GOAL

To provide leadership and accessible, responsive, transparent and accountable governance of the City.

STRATEGIES

- 5.1 Respond to the changing needs of the community through leadership, advocacy and innovative governance.
- 5.2 Formulate and maintain a suite of policies to provide a framework for the establishment and implementation of council's plans, strategies, programs, and services.
- 5.3 Improve transparency of council's decision-making processes by refining council's governance framework and policies in relation to probity, ethics, equity, and code of conduct.
- 5.4 Implement community engagement policies to provide effective and timely community and stakeholder engagement to support informed decision-making, and deliver clear, honest and timely communications through a range of communication tools and media.
- 5.5 Undertake regular reporting of council's performance to the community and stakeholders.
- 5.6 Establish strategic partnerships to facilitate greater opportunities for council to improve service delivery.
- 5.7 Explore opportunities with neighbouring councils into the potential benefits of resource sharing and collaboration.
- 5.8 Provide equitable access to council's programs and services.
- 5.9 Maintain and continuously review performance monitoring frameworks to ensure identified strategic goals are achieved.
- 5.10 Regularly review customer service policies and standards.
- 5.11 Provide, and represent the community at, civic and ceremonial functions.

6. Council's assets and resources

GOAL

To efficiently and effectively manage council's financial, human, and property resources to attain council's strategic goals and meet statutory obligations.

STRATEGIES

Financial management

- 6.1 Maintain a financially sustainable organisation through:
- ongoing development and implementation of responsible financial strategies
 - ongoing review and implementation of detailed 10 Year Financial Management Plan
 - integration of financial and asset management strategies
 - measurement and reporting of key sustainability indicators
- 6.2 Maintain 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 consistent with long term strategies measuring and reporting of key financial indicators
- 6.3 Make 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 Have 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 Provide an equal opportunity workplace.
- 6.6 Foster an environment that encourages staff development and continuous learning to strengthen workforce capabilities.
- 6.7 Foster a culture of creativity and innovation in expressing and realising ideas.
- 6.8 Provide safe and healthy workplaces.

Statutory and legal responsibilities

6.9 Effectively administer compliance with statutory obligations, legal responsibilities and governance standards.

6.10 Ensure appropriate management of risk to reduce exposure associated with council's operations and activities.

6.11 Deliver 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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City Heart Project

The goal of the City Heart project is to establish a sense of place for the City, expand and diversify the economy, as well as create a vibrant liveable city centre. The City Heart project will encompass the broad renewal of the Central Business District (CBD) and surrounding areas of Kangaroo Bay and Bellerive.

The project will also include an Urban Design Framework to guide development within the wider CBD area and re-development of the Council Chambers and offices.

Clarence is unique within the Greater Hobart Area, providing a gateway to the south east - from the Hobart International Airport into the City of Hobart. The Bellerive, Kangaroo Bay and Rosny Park areas have the potential to become a city centre which will deliver major improvements to Clarence's liveability and capacity to attract further population, cultural activity, and consequent economic activity and investment.

The City Heart project will be reflective of broad community values by:

- Ensuring our natural environment plays a leading role
- Conserving and celebrating our cultural heritage
- Providing a mix of developments that stimulate cultural, education and commerce activities, while being conscious to avoid overdeveloping the land
- Designing facilities, walkable streets and bicycle networks that connect people to public spaces and activities
- Developing high quality transport systems and ensuring that transport plays an appropriate role within the CBD

Rosny Park is currently Clarence's principal business district and provides a mix of retail, health and wellbeing services, education, and commerce. However, there are many more factors that contribute to making Clarence a liveable and vibrant city.

The City Heart project aims to create new community value through establishment of a thoughtfully built environment that enhances the green/natural spaces and provides a means of further engaging the community in the development of our social and economic capital.

Major Strategic Projects

There are several key projects identified that are priority project of council. These projects are significant in their nature and are long term commitments of council. This section of the strategic plan will be updated every two years.

Project name	Project description	Status
City Heart Project	<p>The goal of the City Heart project is to establish a sense of place for the City, expand and diversify the economy, as well as create a vibrant liveable city centre. The City Heart project will encompass the broad renewal of the CBD and surrounding areas of Kangaroo Bay and Bellerive.</p> <p>The project will also include an Urban Design Framework to guide development within the wider CBD area and re-development of the Council Chambers and offices.</p> <p>To initiate this project, council is seeking input from the community on the development of a concept(s) plan for the land that comprises the Rosny Golf Course, Charles Hand Park, Rosny Farm and Sheoak Point.</p>	Concept design
Kangaroo Bay Development Precinct	<p>Kangaroo Bay is a significant location within the City of Clarence and council seeks to activate the potential of Kangaroo Bay to be a world-class waterfront destination, and an inclusive place for both residents and visitors that provides economic, social and community benefits.</p> <p>The precinct has two development sites for private investment, the wharf and boulevard sites. The wharf site has been approved for the development of a hotel and hospitality school development while a mixed use of residential and commercial is proposed for the boulevard site.</p>	Implementation
Rosny Hill	<p>The development site at Rosny Hill nature reserve was identified and a potential site that would attract development. Since its promotion in 2014 through a public expression of interest there have been several iterations of a proposed hotel development the site, which culminated in the</p>	Implementation

	approval of a 60-room hotel development which includes restaurants, café/kiosk and public viewing deck with new public walking trails in January 2020.	
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.	Implementation
Bayview Regional Sporting Precinct	Council is currently undertaking master planning in conjunction with Bayview Secondary College and the Department of Education, to develop school grounds as a regional level sport and recreation precinct. Development of the site will allow council to service the future demand for additional outdoor playing surfaces and an indoor sporting centre, and ultimately improve the physical activity opportunities for the residents of the Clarence Plains.	Master planning
Tranmere/Rokeby peninsula structure plan	A structure plan for <u>Tranmere/Rokeby peninsula</u> is <u>being developed</u> to provide for sustainable growth of the <u>Tranmere/Droughty Point/Rokeby peninsula</u> , which has been identified as Clarence's main future urban growth area by the Southern Tasmanian Regional Land Use Strategy.	Planning and implementation

A Regional Council

Clarence City Council is a regional leader and has a key role in the development of South East Tasmania. Clarence City Council, as one of the four Metropolitan councils in Greater Hobart, is a 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).

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 will focus 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.

Clarence City Council is actively participating in the implementation of the plan and decision-making processes to ensure best outcomes for both the City of Clarence and the Greater Hobart area.

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 have prepared a 10-year regional Economic Infrastructure Study. It was identified that there were a large number of 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.

Clarence City Council 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.

Appendix A: Supporting Plans

1	10 year Financial Management Plan
2	Activity and Management Plans for council's parks and reserves (numerous)
3	Annual Plan and Budget
4	Annual Report incorporating audited Annual Financial Statements
5	Asset Management Strategy 2013
6	Bicycle Action Plan 2013-2017
7	Bicycle Strategy 2013-2017
8	Buildings Asset Management Plan 2013
9	Bushfire Management Strategy for Council Owned and Controlled Land 2011
10	Bushland and Coastal Strategy 2011
11	Business Continuity and Recovery Plan
12	City Marketing Plan
13	Clarence Access Plan 2014-2018
14	Clarence Activity Centre Strategy
15	Clarence Bicycle Strategy and Action Plan 2013-2017
16	Clarence Business Opportunities Prospectus
17	Clarence City Council Youth Plan (2008-2012) - under review
18	Clarence Community Safety Plan (Draft 2016)
19	Clarence Emergency Management Plan Issue 7 (2015)
20	Clarence Events Plan 2014-2018
21	Clarence Interim Planning Scheme 2015
22	Clarence Positive Ageing Plan 2012-2016
23	Clarence Weed Strategy 2016-2024
24	Climate Change Impacts on Clarence Coastal Areas (2009)
25	Code of Conduct framework
26	Community Grants Program
27	Community Health and Wellbeing Plan 2013 - 2018
28	Community Participation Policy 2010
29	Community Planning and Development Framework (Draft)
30	Contracts, tenders and procurement policies
31	Council Meeting Policy
32	Cultural Arts Plan 2012-2016
33	Customer Service Charter
34	Draft Cultural History Plan for Clarence 2016-2021
35	Economic Development Plan (2016-2021)
36	Good Governance Guide for Local Government in Tasmania
37	Greater Hobart Destination Management Plan
38	Hobart Airport Master Plan 2015
39	Human Resources and Employment Policy
40	Kangaroo Bay Urban Design Strategy and Concept Plan 2008

41	Lauderdale Structure Plan (2011)
42	Meehan Range Fire Management Strategy
43	Open Space Strategies Principles
44	Pandemic Plan
45	Public Art Policy
46	Public Open Space Asset Management Plan 2013
47	Public Open Space Policy
48	Rates and Charges Policy
49	Reserve Bushfire Management Plans
50	Richmond Bridge Vegetation Management Plan 2015
51	Risk Management policies
52	Roads and Transport Asset Management Plan 2013
53	Roscommon Master Plan 2014-2024
54	Rosny Hill Nature Recreation Area Management Strategy
55	Seven Mile Beach Sport and Active Recreation Precinct Master Plan
56	Southern Tasmanian Regional Land Use Strategy (2013)
57	Sport and Active Recreation Strategy
58	Stormwater Asset Management Plan 2013
59	Stormwater Catchment Management Plans (numerous)
60	Strategic Management of Car Parking in Activity Centres Policy 2011
61	Tangara Trail Management Plan 2012
62	Tracks and Trails Action Plan 2015-2020
63	Tracks and Trails Strategy 2012
64	Volunteer Programs