Clarence 2050

Clarence 2050

a strategic framework

for the FUTURE

Clarence City Council

Table of Contents

Introduction

The objective of **Clarence 2050** is to provide a strategic framework for the City of Clarence over the next 50 years

The Plan identifies a number of social, economic and environmental objectives and outlines broad strategies for achieving them

In considering the scope of such a plan, it is useful to reflect on the massive social, economic, environmental and technological changes which have occurred globally, nationally and locally over the last 50 years

Australia in the 1990s is a vastly different country from Australia in the 1940s and it is likely that the changes over the next 50 years will be just as profound

Clarence 2050 is an important step to assist Council to achieve a vision for the people of Clarence as the best City in which to live, raise a family, enjoy recreation, work, operate a business or retire

The plan is a major part of the Council's strategic approach to managing the City's resources and facilities   Other key elements of this process are the Council's Strategic Plan and Annual Operating Plans and the other operation and action plans for the City   Details of the overall planning process for Clarence are shown on page 5

Clarence 2050 encourages the Council and all its stakeholders to think about how we would like our City to be in 50 years time

Among the questions it raises are

- What are the likely social trends over the next 50 years?
- What are the likely future trends in economic growth and employment?
- What are the likely environmental trends?
- What sort of City do we want?
- What will we leave in place for future generations?
- What must we protect and conserve?

- What should be encouraged?
- What changes can be expected?
- What can we do, as a Council and a community?
- Are there lessons from the past?
- What will our future relationship with other levels of government be?

One of the central questions in Council's planning processes is how to fund the development of Clarence

The Council is faced with mounting demands for new infrastructure works to meet stricter environmental standards   However, Clarence's population growth is slow and predicted to decline and its population is ageing   Thus the community's capacity to pay is falling

Clarence 2050 focuses on four key areas

- social,
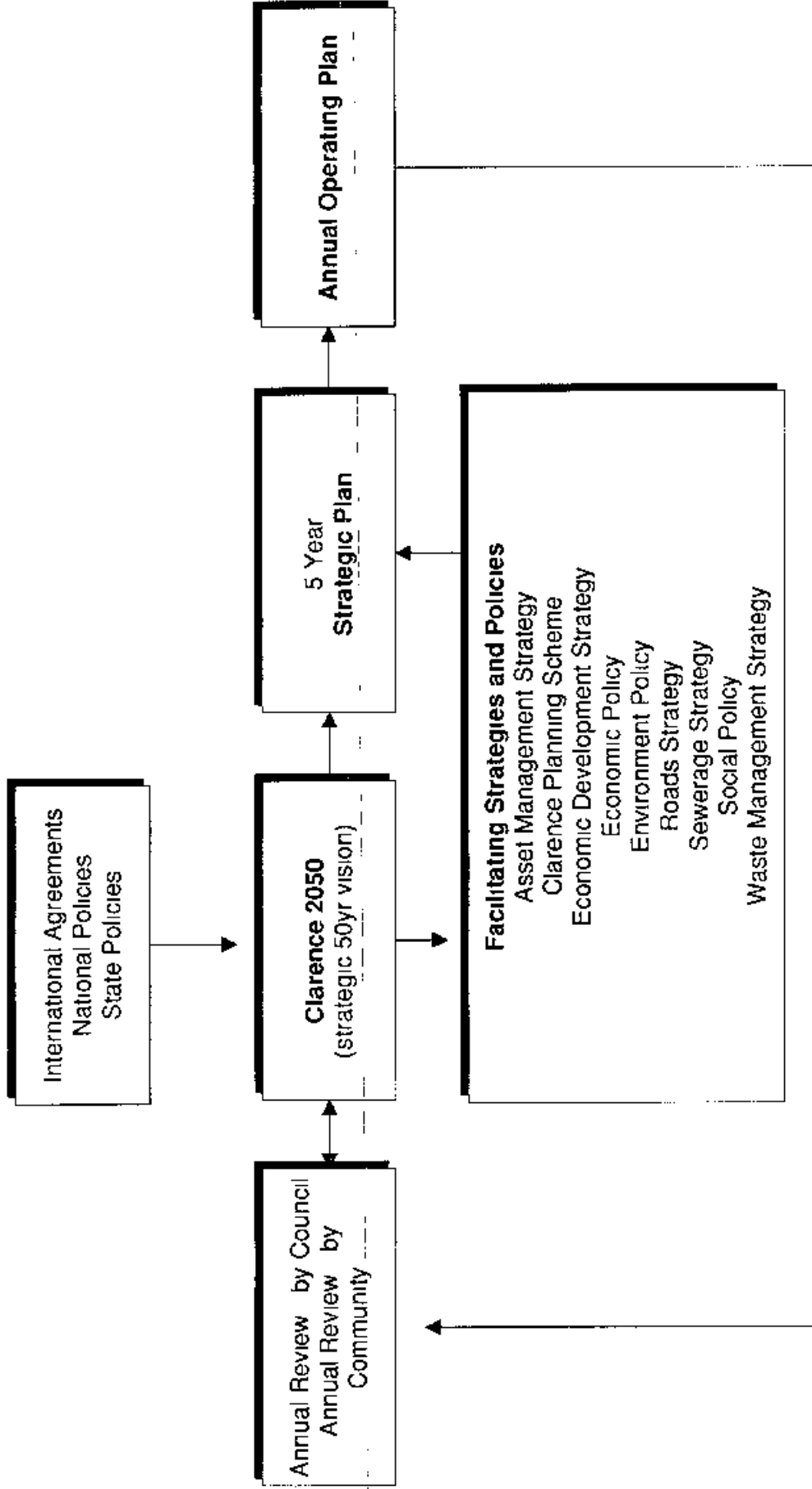- economic,
- the environment, and
- government

The main issues and their implications are identified and, based on an assessment of the opportunities available, a number of broader strategies have been identified

Aims

While this is not an exhaustive list, the main aims of **Clarence 2050** include

- Identifying opportunities for sustainable development which will provide employment and generate income
- Developing options for meeting future needs in terms of the availability of suitably zoned and serviced land for residential, commercial and other uses
- Identifying the key environmental issues and how they are to be managed
- Developing policies and strategies for protecting and conserving those essential physical and social attributes that make Clarence an attractive and pleasant place to live, work, raise a family and retire
- Identifying specific programs and actions to encourage non-residential development to improve the financial and economic base of the City
- Developing strategies that provide for social justice for the people of Clarence and opportunities to pursue lifestyles that meet individual needs
- Developing measures to protect and enhance our cultural heritage and opportunities for community involvement in the future development of our City
- Identifying and developing programs to encourage new residents to the City

The Planning Process at Clarence

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┌─────────────────────┐
│ International Agreements │
│ National Policies    │
│ State Policies       │
└─────────────────────┘
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┌─────────────────────┐         ┌─────────────────────┐         ┌─────────────────────┐
│ Clarence 2050       │────────▶│ 5 Year              │────────▶│ Annual Operating    │
│ (strategic 50yr vision) │     │ Strategic Plan      │         │ Plan                │
└─────────────────────┘         └─────────────────────┘         └─────────────────────┘
      ▲      │                           ▲
      │      ▼                           │
┌─────────────────────┐         ┌──────────────────────────────┐
│ Annual Review by Council │    │ Facilitating Strategies and Policies │
│ Annual Review by        │    │   Asset Management Strategy   │
│ Community               │    │   Clarence Planning Scheme    │
└─────────────────────┘        │   Economic Development Strategy │
                               │   Economic Policy             │
                               │   Environment Policy          │
                               │   Roads Strategy              │
                               │   Sewerage Strategy           │
                               │   Social Policy               │
                               │   Waste Management Strategy    │
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5

Global trends

Before focusing on specific issues, it is first necessary to examine the likely broad trends in the four key areas — social, economic, the environment and government — which may affect our future in Clarence

Social

- Continuing disparity between developed and less developed countries
- Continued pressures from population growth — large increases in less developed countries and low or declining population increases in the developed countries
- Genetic engineering
- Increased mobility of people globally
- Increased movement to a global cultural identity through the emergence of fast, inexpensive and accessible communications and information technologies
- Increased risk of losing national identity

Economic

- Further development of global financial systems
- Increased mobility of capital and investment funds
- Increasingly competitive global markets in agriculture, mining and manufactured goods
- Emergence of a sophisticated global information and community network
- Increasing role and dominance of Pacific Rim economies
- Significant shifts in trading patterns between the world's economic regions
- Decline in the world importance of the USA and Japan
- Increasing competitive pressures on Australia

Environment

- Increasing pressures on developed countries to meet international agreements on environmental impact management strategies

6

- Increasing difficulty for developing countries to manage activities that have adverse environmental impacts
- Increased impact on less developed countries relying on industries and activities that have adverse impacts on the environment
- Potential future impact of major environmental accidents
- Emergence of trading sanctions and embargoes as strategies against countries continuing practices that adversely affect the environment — including activities that affect land, water and air quality
- Increased pressure to protect and conserve the biological diversity of the planet

Government

- Increasing trends toward global co-operation on a range of economic, social and environmental issues
- Possible emergence of a global body to replace the United Nations
- Dominance in the short to medium term by the major economic trading blocks — Pacific Rim countries, European economic community, Japan and USA

National trends

Social

There are clear patterns of inequality throughout Australia with specific regions and localities characterised by either a specific disadvantage or a combination of a number of disadvantages including high unemployment, concentration of public housing, high youth unemployment, poor public transport, low residential amenity, inadequate basic education, inadequate sewerage and waste disposal systems and health services

Other trends impacting on the pattern of development in Australia include the following factors

- Decline in household size
- Ageing of the population
- Increasing dependency ratios (increasing burden on those in the workforce)
- Changing income distribution patterns
- Changing work patterns and arrangements
- Changing family and household structures — for example, approximately 9 per cent of households now comprise one parent families
- Increasing reliance on social welfare payments

Australia's population growth rates have declined since the 1950s and forecasts are for a further dramatic decline well into the next century

Australian Population Growth 1971 – 2041
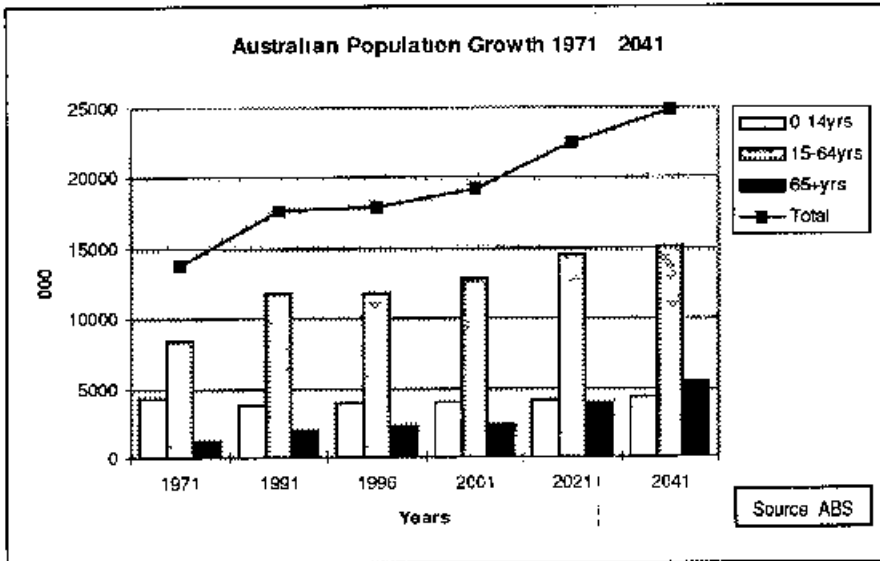
On a State to State basis there are clear trends in population distribution
Since 1971 actual population distribution together with projections to the
year 2041 indicate that Western Australia and Queensland's share of the
total Australian population will increase, there will be a moderate increase
for the Northern Territory and the Australian Capital Territory and a
decline in the share of population for South Australia, New South Wales,
Victoria and Tasmania

The following graph illustrates these trends

Australia   Population Distribution by State 1955   2045
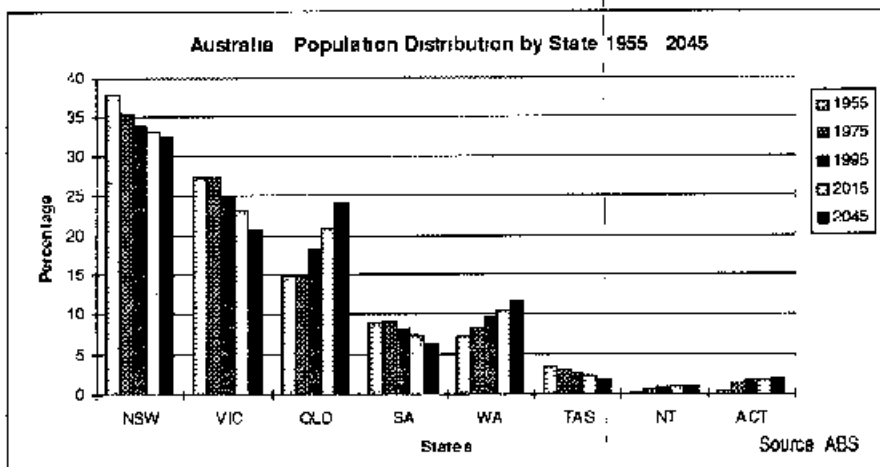

The distribution of the total Australian population will increase for Western
Australia from 7 per cent in 1955 to 11 per cent in 2045, and for
Queensland from 14 per cent in 1955 to 24 per cent in 2045   In contrast, for
Victoria the proportion of total population will decrease from 27 per cent in

9

1955 to 20 per cent in 2045 and for Tasmania the decrease in total share is expected to be from 3 per cent in 1955 to 1 8 per cent by 2045   In fact Tasmania's population is actually declining

Of all the Australian States, Tasmania has the lowest percentage of its total population living in its capital city   Hobart has 40 per cent of the total State population compared with Melbourne which has 70 per cent of the total Victorian population

Percentage of People Living in Capital Cities 1992

Source ABS
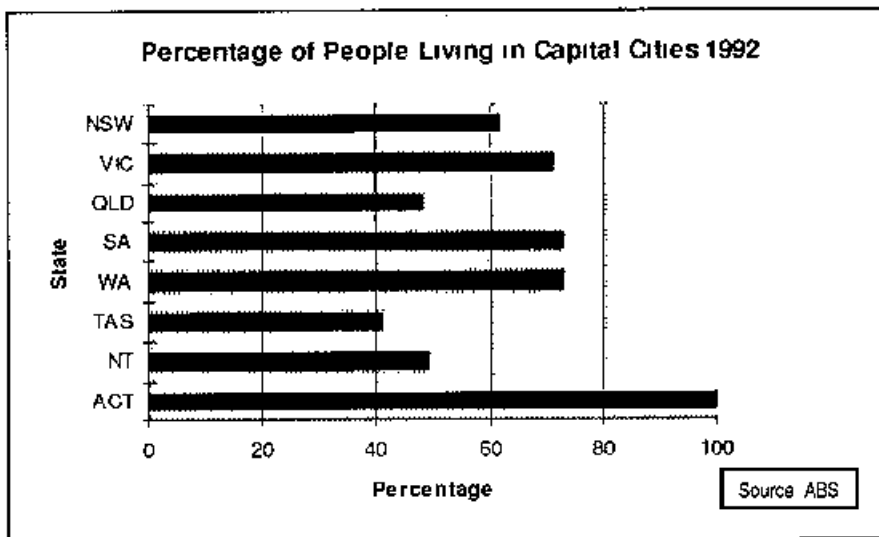
A slightly higher percentage of Tasmanians live alone compared to the percentage Australia wide

Persons Who Lived Alone (15yrs+) - 1993

Source ABS

10
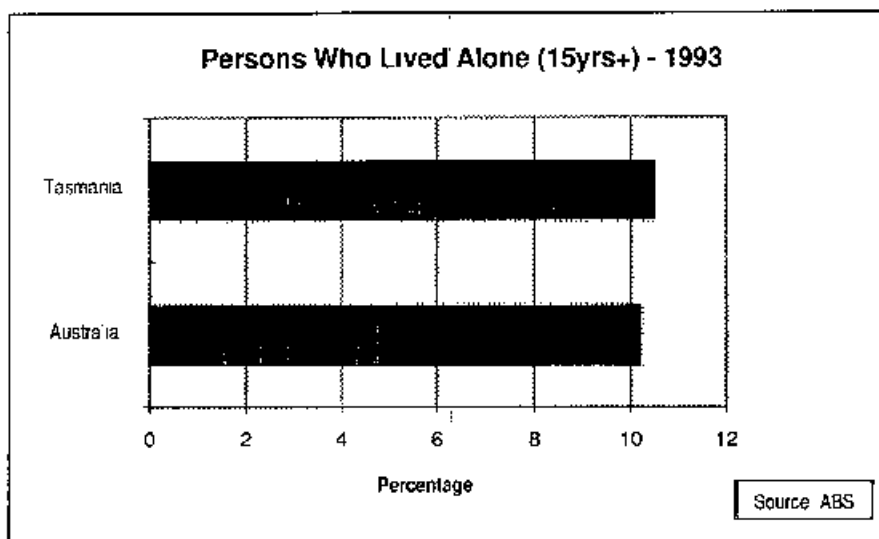
Between 1986 and 1996 there has been a clear trend in household types in Australia

One person households have increased from 6 6 per cent of total households in 1986 to approximately 9 1 per cent in 1996 Family/Group households have decreased from approximately 93 4 per cent in 1986 to approximately 90 9 per cent in 1996
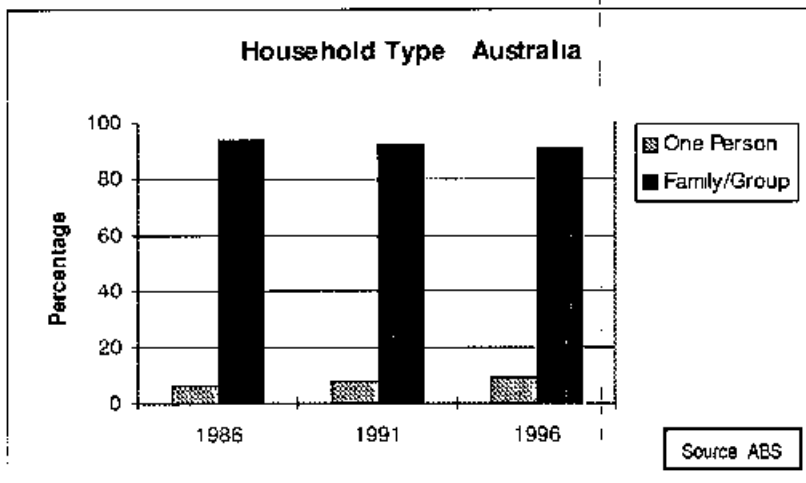

It is expected that these trends will continue, although changes may occur in the future and will be dependent on levels of economic activity and changes in funding levels by Federal and State Governments on social, educational and community support programs

Economic

Economic activity is now a global phenomenon with transnational corporations operating in deregulated financial and capital markets

The impact of global changes on Australia has been dramatic, causing major restructuring of work patterns, job growth and market shifts from manufacturing and primary industries to service and related industries

The following chart illustrates the significance of these shifts in selected key employment sectors

Distribution of Australian Labour Force by Key Industry Sectors
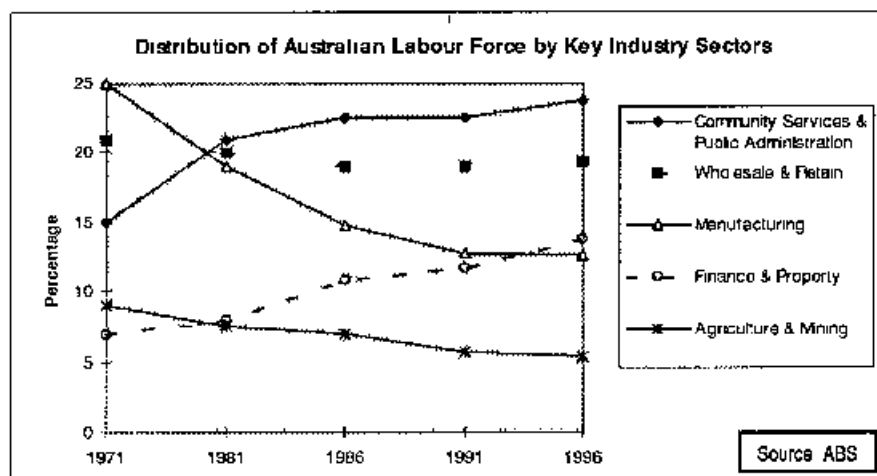
In many sectors of the economy, capital investment as a proportion of Gross Domestic Product has declined over the last 15 years

Gross fixed **private sector** investment has fallen from 26 per cent of GDP in 1984/85, to 14 per cent of GDP in 1992/93

Gross fixed **public sector** investment has fallen from 10 per cent of GDP in 1984/85 to 4 8 per cent of GDP in 1992/93

An important component of capital investment in the public sector is that directed towards the provision of vital physical and social infrastructure Infrastructure investment is necessary for a City to function effectively and facilitate the delivery of a complex and diverse range of community services

12

Basic infrastructure services include the following

Hydraulic Services	Water Supply / Sewerage / Drainage
Energy	Electricity / Gas
Waste Disposal	Putrescible Waste / Inert Clean Fill Waste / Intractable Hazardous Waste
Transport People & Freight	Air, Sea and Water Based / Road (Truck, Bus, Car, Taxi) / Rail (Train, Tram)
Communication & Information Exchange	Telephone / Fax / Television / Radio / Print / Postal / Courier Services / Internet
Education	Tertiary (University, TAFE) / Secondary / Primary & Preschool
Health	Hospitals / Community Health Centres / Nursing Homes / Special Care (Repatriation)
Community Support	Community / Neighbourhood Centre / Child Care / Maternal and Child Health Centres / Senior Citizens / Youth Centres & Facilities
Public Order & Safety	Police and Safety / Fire / Ambulance / Rescue & Emergency Services
Recreation & Leisure	Open Space (Active and Passive) / Art Centres / Sports Centres / Libraries / Place of Assembly

Participation rates of males and females in the workforce are lower in Tasmania than in any of the other Australian States

Australian Labour Force   Participation Rates   1992/93

13
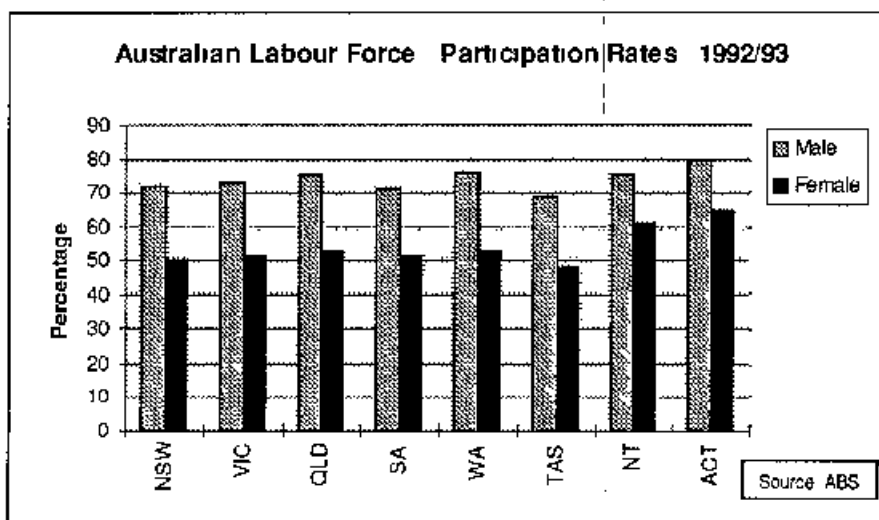
The trends indicated in the following graph for part time and full time employment are likely to continue

Trends in Part-Time & Full-Time Work - Australia
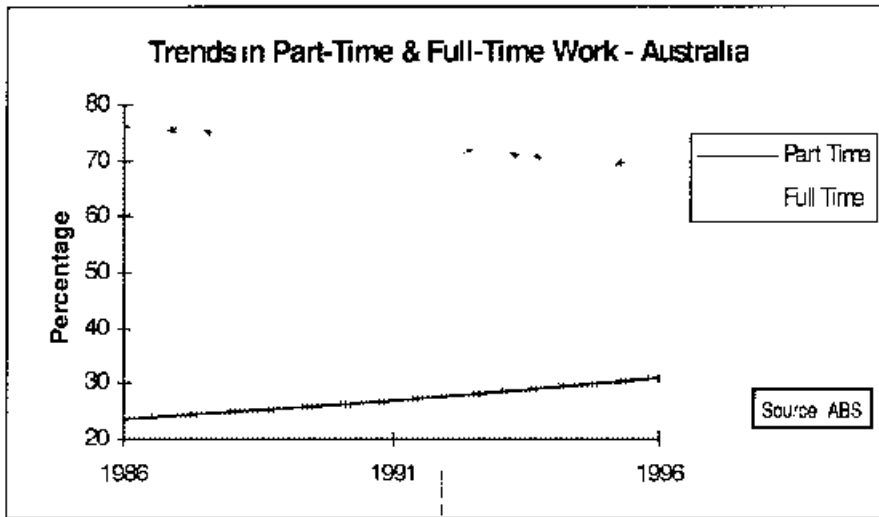
Working from home, greater part time and casual employment, job sharing etc, may accelerate these trends

An important aspect of national economic development over the past twenty or so years has been the growing importance of Australia as a tourist destination

Tasmanian Total Adult Visitors
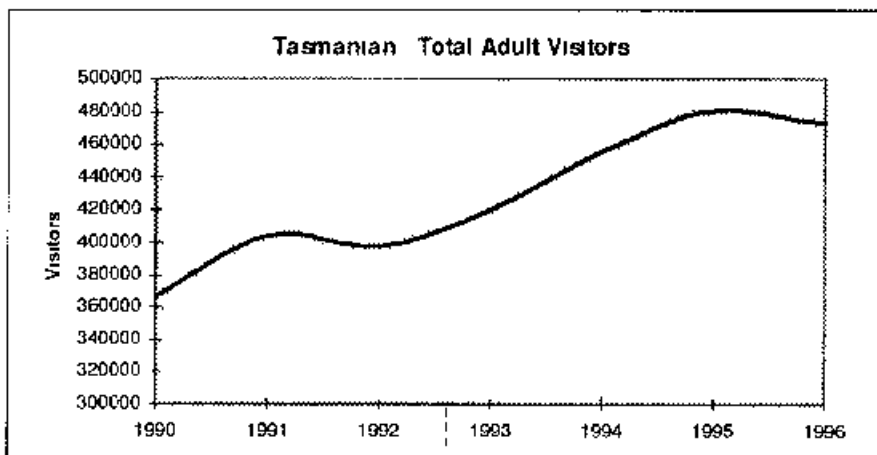
Source Dpt of Tourism Sport & Recreation

14

Environment

Growing concern at the deterioration of the natural environment and global
life support systems are reflected in the preparation by the Commonwealth
Government of the National Strategy for Ecologically Sustainable
Development, the National Greenhouse Strategy and the National Strategy
for the Conservation of Australia's Biological Diversity

At the State level, there is a legislative framework in place which pursues
sustainable development as the over-riding objective

Specific issues of concern that have emerged in Australia include the
following

Water
- excessive demands on catchment areas
- poor management of runoff
- polluted waste water

Energy
- transport costs are high, especially for low income groups
- accessibility problems for people who cannot drive
- high public cost of providing roads and carparking spaces
- the environmental impact of the road transport system
- suburbanisation at low densities and predominance of single detached
  dwellings
- spatial separation of land uses generating greater need to travel

Natural systems/biodiversity
- need to encourage retention of habitat
- include biodiversity considerations when developing strategic plans and
  infrastructure plans
- reduce fringe development and focus future development on existing
  built up areas of cities
- encourage Local Government to retain and improve natural ecosystems
  and to use locally indigenous species for planting
- integrate biodiversity conservation considerations into relevant policies
  and programmes

Urban structure

- infrastructure cost as a consideration in urban form and density

Urban air quality

- noxious gases and emissions
- greenhouse gas emissions — ozone levels

Urban noise emissions

- amenity effects — sleep interference
- health effects / hearing impairment / tension
- interference with business and social communication
- reduction in enjoyment of activities

Urban waste

- local concerns about siting and performance characteristics of landfill sites
- the sustainability of lifestyles which are associated with higher rates of waste generation
- importance of waste reduction, waste minimisation and recycling programs

Sewerage

- concerns over impact on coastal areas
- methods of treatment
- quality of treated effluent
- disposal alternatives — land based

Government

Significant changes have been introduced by the Commonwealth Government over the last decade

An agreement by the Council of Australian Governments, although primarily driven by the desire to achieve economic reform both at micro and macro level, will have a major impact on the structure, role and future of State and Local government

16

This agreement, based on the recommendations contained in the Hilmer Report on National Competition Policy, aims to

- improve the transparency of decision making by Government,
- ensure competitive neutrality between private and public service providers of significant businesses such as water and sewerage, and
- determine the true cost of providing services to the community

Reform of the public sector has led to new and more effective structures for service delivery and a blurring of the boundary between public and private sector responsibilities

The likelihood of Australia becoming a republic may have important ramifications for Australia in the next century
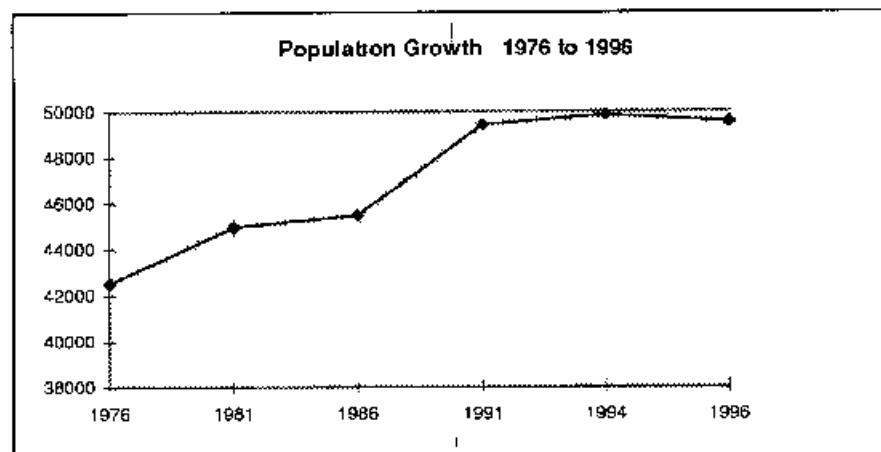
Local trends

Social

It is possible to break Clarence's population growth into two distinct phases since 1947

Population Growth   1947 to 1976

Source ABS
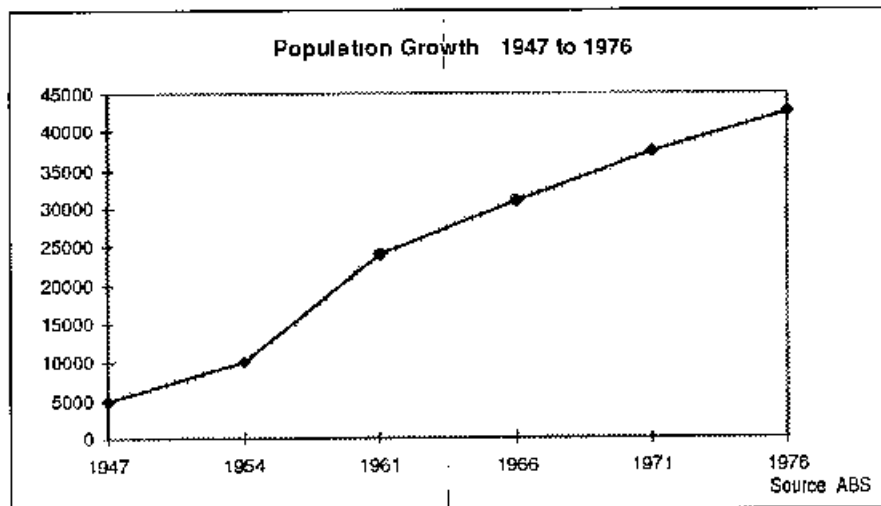
During the period 1947 to 1976 the average annual increase in population was 7 5 per cent
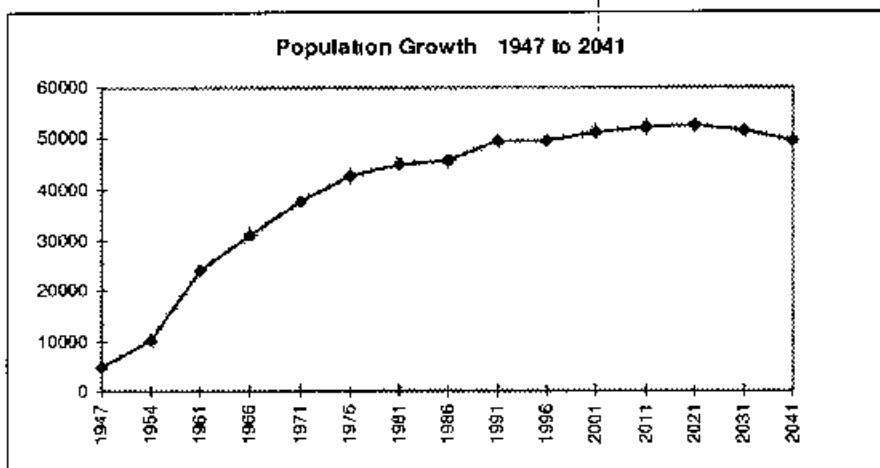

Population Growth   1976 to 1996

Between 1976 and 1996 the rate of growth slowed with the population increasing from 42,100 in 1976 to 49,552 in 1996

18

The increase in population in this period represented an average annual increase of only 0 8 per cent

Projections provided by the Australian Bureau of Statistics indicate that the growth in population over the next 50 years will slow further, leading to an eventual decline in the City's population, around the year 2021

Projected Population Growth   1996 to 2041

55000	
45000	
35000	
25000	
15000	
5000	

1996   2001   2011   2021   2031   2041

Source ABS
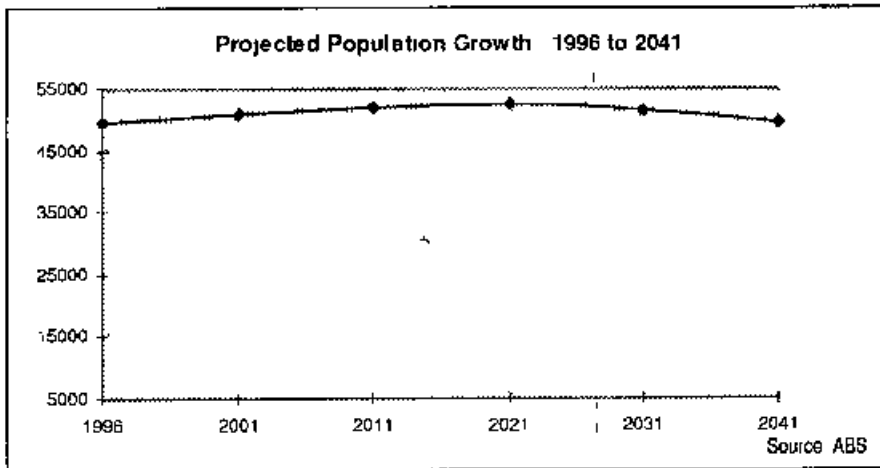
The next chart illustrates the actual population increase for the period 1947 to 1996 and the projected decline in the population to the year 2041

Population Growth   1947 to 2041

60000	
50000	
40000	
30000	
20000	
10000	
0	

1947 1954 1961 1966 1971 1976 1981 1986 1991 1996 2001 2011 2021 2031 2041

Ageing of the population

By the year 2041 it is expected that 22 per cent of all Australians will be aged 65 and over and of this group 3 5 per cent will be 85 and over

19

The following chart provides a forecast of the percentage of people aged 65 and over in the City of Clarence relative to Tasmania and Australia for the year 2041
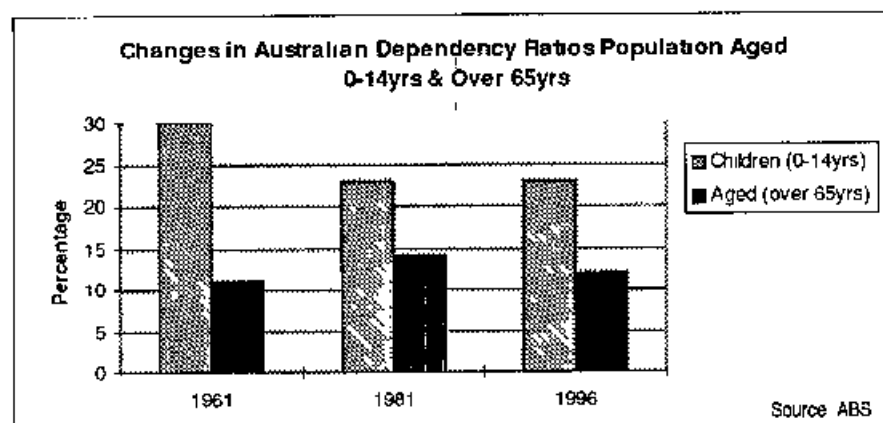
Percentage of Persons Aged 65 and Over Forecast for 2041

[Bar chart showing Percentage (0-30) for Australia, Tasmania, Clarence. Australia approximately 23, Tasmania approximately 25, Clarence approximately 27. Source ABS]
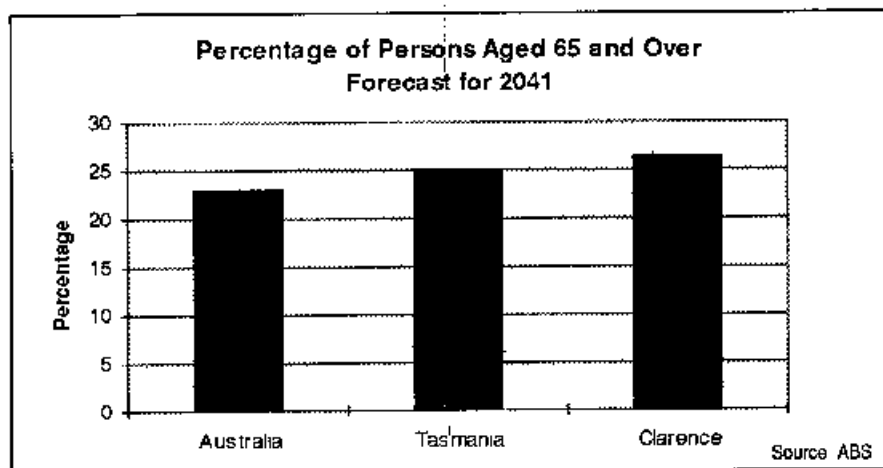
Dependency ratios

Dependency ratios are broad measures of the potential dependency burden of children (0 – 14 years) and the aged (65 years or more) on those of working age (15 - 64)

Changes in Australian Dependency Ratios Population Aged 0-14yrs & Over 65yrs

[Bar chart showing Percentage (0-30) for years 1961, 1981, 1996 with Children (0-14yrs) and Aged (over 65yrs). Source ABS]

Child dependency has declined from 30 per cent in 1961 to 23 per cent in 1996 whereas aged dependency has increased from 11 per cent in 1961 to 12 per cent in 1996 which suggests a less than favourable outlook

20

Household size

For Australia as a whole the average number of persons per dwelling declined from 3 25 in 1981 to 2 65 in 1996

The average number of persons per occupied dwelling in Clarence in 1991 was 2 77 For separate houses the figure was 2 90 persons per dwelling and for multiple dwelling accommodation the figure was 1 93 persons per dwelling

Number of Persons per Dwelling Australia
1981 1996

Source ABS
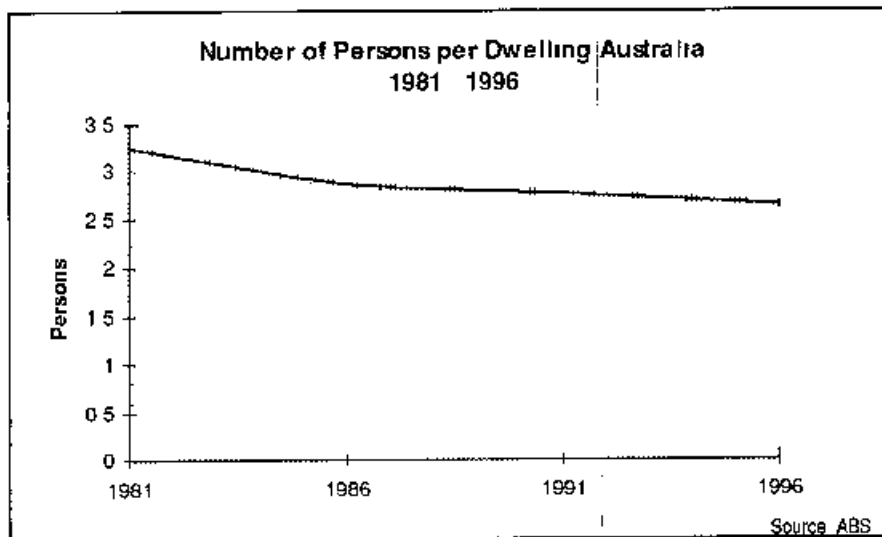
An ageing population

Key issues

- The population is ageing at a faster rate in Clarence than elsewhere in Australia
- Slow population growth peaking early in the next century and then beginning to decline
- Increasing dependency ratio comprising people aged 65 and over
- Continuing downward trend in household size
- The increasing financial burdens for the aged in paying for services
- The likely future recreational needs of the aged

Implications

- Effective planning for a larger aged population
- There is a need to deal with social, health, recreational and economic needs of the aged
- Lower economic activity and employment prospects resulting from declining population growth
- Increased financial pressure on people of working age to fund the City's social and physical infrastructure needs
- The lack of heath and specialised services on the Eastern Shore given the population and age distribution of that population
- The need for housing types to meet the needs of the aged

Opportunities

- Encourage sustainable commercial, industrial and tourism ventures to help reduce the financial burden on the community as it ages
- Increase the range of services and facilities to meet the needs of the aged
- Encourage residential redevelopment in locations close to facilities and services to meet the needs of households and the aged
- Focus on the aged in community consultation programs to plan for their future needs

- Develop programs to encourage the aged to assist younger people and to ensure their skills are utilised by the community
- Target the aged in community involvement programs
- Tap the skills of the aged in community development programs
- Investigate the options for housing for the aged
- Investigate innovative ways of providing health and specialist services for the aged

Strategies

- Develop an active economic development program to attract sympathetic and sustainable non-residential development in Clarence
- Ensure adequate land is identified and zoned to allow multiple dwelling residential redevelopment in areas close to shops, health services and transport
- Ensure social and recreational facilities and services are available to meet the specific needs of the City's different age groups
- Develop and facilitate mechanisms for maximising access to transport, health and specialist services for the aged
- Develop appropriate social and recreational programs for the aged
- Facilitate appropriate housing for the aged by allowing the development of dwellings on smaller lots of land

Strategic initiatives of Council

- Social Policy
- Community Consultation Strategy
- Clarence Planning Scheme

23

Preserving our residential amenity

Key issues

- Clarence is primarily a residential area
- Protection of the existing residential amenity
- Need to maintain flexibility to cater for future residential needs in Clarence

Implications

- Housing styles and mix to cater for projected population growth and household types
- Need to address residential amenity in new Planning Scheme

Opportunities

- Protect and enhance the residential amenity of Clarence as a place to live
- Housing developments to meet the needs of an ageing population and smaller household sizes
- Redevelopment options in the older residential neighbourhoods
- Integrated housing development plans to improve the residential amenity in new development and redevelopment
- Improved street planting, road/footpath reconstruction programs
- Safety and recreational linkages to transport, schools, shops and services
- Traffic management and parking controls
- Identify and prepare guidelines for appropriately located sites with potential for redevelopment and potential for multi dwelling residential redevelopment

Strategies

- Include appropriate guidelines, provisions and policies in the Planning Scheme to protect and enhance the residential amenity of Clarence

- Identify suitable areas within the City with potential for residential redevelopment at higher densities
- Develop policies and guidelines to enhance recreational, landscaping, safety and traffic management features in our residential areas

Strategic initiatives of Council

- Environmental Policy
- Cultural Mapping Project
- Clarence Planning Scheme

Future land use patterns

Key issues

- There is a bank of land reserved for future residential growth which would cater for the population forecast
- Although there are reserves of vacant land for commercial, retail and industrial use, further research is required to determine the adequacy of lot sizes, location and availability of suitable infrastructure
- Areas of natural heritage need to be protected
- Areas containing significant economic resources need to be identified and protected
- Good agricultural land needs to be identified and protected
- Land adjacent to aquacultural areas needs to be protected and carefully managed

Implications

- Ensure that the new Planning Scheme protects land of special significance
- Land must be identified and protected for future public infrastructure use
- Ensure that adequate amounts of appropriately zoned and serviced land are available to meet the expected commercial, retail, industrial and residential needs of Clarence

Opportunities

- Ensure that important residential, tourist and recreational attributes within the City of Clarence are preserved by appropriate protection of our natural heritage
- Ensure that suitable undeveloped land in Clarence is used to advantage in attracting and facilitating sustainable economic development
- Rezone areas of sensitivity or where sustainable development is not feasible

Strategies

- Introduce appropriate land controls in the Planning Scheme
- Encourage the development of land use patterns linked to social and physical infrastructure
- Ensure that the Planning Scheme can accommodate unexpected changes or requirements
- Introduce provisions in the new Planning Scheme to reflect the State policy on agricultural land and heritage sites and buildings
- Provide for future residential growth in the Tranmere, Droughty Point and Rokeby areas
- Ensure the Planning Scheme reflects the Strategic Plan objectives

Strategic initiatives of Council

- Sewerage Strategy
- Waste Management Strategy
- Economic Development Strategy
- Clarence Planning Scheme

Recreation

Key issues

- The extensive range of recreational resources within the City
- The importance of our natural heritage
- The type and range of recreational facilities provided
- The role of Council in managing and providing recreational facilities and services
- Community involvement in the planning, management and maintenance of recreation resources
- The opportunities for regional co operation in relation to a range of community recreational facilities

Implications

- The funding of recreation resources in the future
- The role of the private sector and local communities in providing and managing recreation resources
- The importance of the City's recreational resources in a regional and state context
- The close relationship between Council-owned and State-controlled recreational resources within the City
- The importance of recreational resources in location decisions by individuals and business

Opportunities

- Multiuse of recreational resources for tourism, recreation and limited commercial use
- Local community involvement in the planning, management and operation of recreational resources
- User pays principles to fund maintenance and improvement programs
- Leasing or outsourcing to business or community groups
- Consider transfer of key state recreational resources to the Clarence City Council

28

Strategies

- Assess current recreational resources and future needs
- Introduce land use controls to enable sustainable and sympathetic community and commercial use of recreational areas
- Integrate recreational resources, both passive and active, into tourism and promotion programs for the City

Strategic initiatives of Council

- Cultural Mapping Project
- Clarence Planning Scheme

Community equity

Key issues

- All Clarence residents require access to essential services
- Need for access to public transport and places of employment
- The need for Federal and State funding to provide essential services
- The issues related to intergenerational equity — spreading the cost of long life infrastructure over several generations of users
- The scope, coverage and availability of State services in some parts of the City may be inadequate

Implications

- Ensure there is adequate community consultation
- Adopt policies and procedures to assist people in disadvantaged areas in securing access to services
- Liaise with Federal and State Agencies to ensure adequate services and funding are made available to Clarence residents

Opportunities

- Greater access to Federal funding and improvement programs
- Enlist community support and participation in ensuring that adequate services and facilities are provided
- In conjunction with business and government, develop projects to enhance the provision of services, provide skill training to the community and employment opportunities for residents

Strategies

- Improve relationships with relevant Federal and State agencies responsible for service provision
- Pursue Federal funding of schemes and programs to improve services within the City

Strategic initiatives of Council

- Community Consultation Strategy
- Social Policy

Options for youth

Key issues

- High youth unemployment in some areas of the City
- Availability of Federal programs to employ youth on community projects
- Younger people are leaving Clarence and other parts of Tasmania to seek employment opportunities in the mainland States

Implications

- Potential to assist unemployed youth through Federal programs
- Potential to work with business and the community to provide training and employment opportunities in Clarence
- Potential to employ young persons in programs to protect and enhance our natural heritage areas, improve the amenity of our residential areas and assist in projects to enhance the tourism potential of Clarence

Opportunities

- Develop close working relationships with relevant Federal and State agencies supporting youth unemployment programs
- Develop programs for employment of young people as funds become available
- Develop joint programs with the private sector to provide employment and training opportunities for young people
- Focus on young people in community participation programs

Strategies

- Develop a close working relationship with Federal and State agencies to provide funds for employment programs for young people
- Ensure appropriate mechanisms exist for young people to contribute to and participate in the future planning of the Clarence City Council
- Seek private sector support in developing programs to support and encourage youth involvement in the decision making processes of the City

Strategic initiatives of Council

- Cultural Mapping Project
- Social Policy
- Economic Policy

Cultural heritage

Key issues

- Identifying and preserving our culture — that unique combination of the place where we live and the people who live there
- The uniqueness of our natural and built environment
- The importance of local culture in economic and tourism activities
- The potential loss of local culture through the globalisation of the information and entertainment industries

Implications

- The possible loss of local cultural attributes through structural changes in the levels of government and regionalisation programs
- The need to assess policy and planning decisions in the context of likely social, economic, environment and government impacts
- The need to preserve those aspects of our culture that are under greatest threat from global and national technical, social and economic change
- The need to ensure that our culture does not inhibit or prevent us from adapting to change that may be beneficial to the social, economic and environmental future of Clarence

Opportunities

- Recognise and build on those aspects of our culture that will satisfy the social, economic and environmental goals of our community
- Use the unique culture of Clarence and its people in encouraging sustainable economic development
- Involve the community in identifying and managing our unique cultural attributes

Strategies

- Identify and document the important cultural attributes of Clarence
- Ensure that the cultural aspects of our natural and built environment are protected in the new Planning Scheme

34

- Encourage cultural diversity and variety in the future development of Clarence

Strategic initiatives of Council

- Cultural Mapping Project
- Social Policy
- Economic Policy
- Clarence Planning Scheme

Community participation

Key issues

- Community involvement is important for the future development of the City of Clarence
- Access for the community in the identification of issues, collection of information, formulation and assessment of options, development of plans and strategies and ongoing involvement in managing and implementing agreed plans
- Community involvement will identify issues and ensure that important activities, problems and opportunities are not overlooked in the decision making process

Implications

- The need to develop an efficient mechanism for consultation and communication involving the community
- The desirability of involving the community in the development, management and maintenance of our City

Opportunities

- Involve the community in such a way that individuals and groups can be effectively consulted on the strategic direction for the City
- Provide the community with opportunities to contribute to the resourcing of our City and in protecting and enhancing it as a place to live, work and visit for this and future generations

Strategies

- Establish effective, ongoing mechanisms for consulting with the community

Strategic initiatives of Council

- Social Policy
- Community Consultation Strategy
- Cultural Mapping Project

The environment

Key issues

- The strong desire by the community for sound environmental management
- Federal Government's commitment, through international agreements, to protect and improve the air, land and water environments
- The State Government's sustainable development objectives
- The need for environmentally acceptable methods of waste and sewerage management
- The need to use technology to ensure maximum reuse of resources
- The importance of environmental quality for our agricultural and aquacultural industries
- The importance of our environment to the tourism industry
- The need to include environmental considerations in the assessment of land use and development proposals
- Potential conflicts among environment, economic and social values

Implications

- Ensure environmental considerations are included in the decision making process
- Encourage community awareness of environmental issues
- Work closely with the community, industry and relevant government agencies in ensuring the air, land and water environments are protected
- Adopt policies and procedures that protect and ensure the survival of the animal and plant species of Clarence
- Encourage and facilitate development that is sustainable in terms of its social and economic, as well as its environmental impact

Opportunities

- Improve and enhance the environment of Clarence
- Market the high quality environment of Clarence to tourists, potential new residents and developers

Strategies

- Incorporate appropriate development and land use controls in the Planning Scheme to protect and conserve the environment
- Develop programs to protect and enhance our environment
- Develop effective liaison with Federal and State agencies involved in the management of environmental issues

Strategic initiatives of Council

- Environment Policy
- Sewerage Strategy
- Waste Management Strategy
- Southern Waste Management Board
- Clarence Planning Scheme

39

Conserving our natural heritage

Key issues

- A strong community desire to protect and conserve key elements of our natural heritage, including coastal areas, natural bushland, skylines and hill top ridges and the diversity of flora and fauna
- The importance of our natural heritage in the attractiveness of Clarence as a place to live
- The importance of our natural heritage in supporting recreational activities for residents and visitors in the City of Clarence and the greater Hobart region
- Major contribution of our natural heritage to tourism for the region

Implications

- High priority to be given to the protection and conservation of our natural heritage to ensure that Clarence remains an attractive area for people to live and work
- The growing importance of natural areas in meeting the changing recreational needs of the community
- The essential role natural heritage plays in the tourism industry
- The objective of protecting and enhancing the biodiversity and uniqueness of many parts of Clarence

Opportunities

- Work with the community and key state government agencies in developing management and working strategies to protect and enhance our natural heritage
- Feature the attractiveness and uniqueness of our natural heritage in tourism promotion strategies and programmes
- Integrate consideration of our natural heritage and its importance into the development assessment process
- Actively encourage and facilitate community participation in identifying, managing and protecting key areas of our natural heritage at a local level

40

Strategies

- Ensure management plans and planning scheme controls are put in place to protect and conserve the key elements of our natural heritage
- Develop partnerships to protect and conserve our natural heritage
- Seek Federal funding to assist in the development and management of our natural heritage areas
- Facilitate land care, coast care and beach care initiatives within the City of Clarence

Strategic initiatives of Council

- Environment Policy
- Cultural Mapping Project
- Natural Assets Inventory
- Clarence Planning Scheme

Conserving our built environment

Key issues

- The importance of our built environment in providing an identity for Clarence and the diversity of settlements within the City
- The importance of our historical built environment and its social and economic role
- The uniqueness of many small settlements, including Cremorne, Clifton Beach, South Arm and Opossum Bay
- The high residential amenity associated with the built environment in many of the suburbs in Clarence
- The historical richness of the built environment in Richmond, Bellerive, Rokeby and other localities

Implications

- The built environment and its relationship with the natural environment is a key element in the attractiveness of Clarence as a place to live, operate a business, to retire or visit
- The built environment at Richmond is a key factor in the tourism industry in Clarence and the State
- The individual attributes of different localities should be recognised and protected where necessary

Opportunities

- Ensure adequate controls are in place to protect and preserve the historical areas of Clarence because of their cultural, economic and social importance
- Protect specific localities from development that is not sympathetic or does not support the existing dominant themes
- Identify features of our built environment
- Consult with the community on developing appropriate policies and plans for safeguarding our built environment

Strategies

- Develop guidelines for the protection and enhancement of our built environment
- Develop specific local heritage walks for residents and visitors
- Provide advice and assistance on conservation to owners of properties of heritage or historical significance
- Introduce appropriate controls in the Planning Scheme to protect our heritage and historical environment

Strategic initiatives of Council

- Clarence Historic Site Study
- Richmond Townscape Study
- Clarence Planning Scheme

City infrastructure

Key issues

- The maintenance of our existing social and physical infrastructure
- Importance of soft and hard infrastructure — vital role in attracting business
- Future arrangements for delivery of water, sewerage services
- Meeting increasingly stringent environmental standards
- Waste management, recycling and disposal
- The long life of some infrastructure assets
- Funding our infrastructure — maintenance, replacement and new
- Maximum use of infrastructure assets
- Telecommunications and information technology infrastructure

Implications

- Stricter environmental standards
- Continuing funding pressures
- Intergenerational equity issues
- Importance of key social infrastructure in location decisions by people and industry
- Considerations of social justice for the community

Opportunities

- Community/business involvement in infrastructure provision
- Government assistance — Federal/State
- Local Government as a facilitator, not necessarily a service provider
- Explore funding alternatives for infrastructure
- Providing infrastructure to support economic development initiatives

Strategies

- Develop best-of-breed programs for managing water supply, sewerage treatment, solid waste disposal, roads and transport, drainage and community facilities

44

- Facilitate and co ordinate delivery of social and physical infrastructure services
- Plan, co-ordinate and link infrastructure to ensure maximum sustainable economic development and adequate reserves of land for residential and non residential use
- Concentrate on developing and enhancing "soft" infrastructure such as access to education, health services, sport and recreation facilities to improve the attractiveness of Clarence as a tourist destination, a location for new commercial development and a desirable residential area
- Develop appropriate headworks charge policies

Strategic initiatives of Council

- Asset Management Policy
- Strategic Funding and Financial Policy
- Environmental Policy
- Sewerage Strategy
- Waste Management Strategy
- Clarence Planning Scheme

Transport

Key issues

- The Hobart International Airport is located within the City of Clarence
- The need for a co-ordinated public transport system
- Access for the aged and people without cars to employment, shopping and essential health and community services
- The importance of a co-ordinated and extensive network of bicycle tracks, walking tracks and bush trails that are safe and convenient for users
- The importance of the road network to residential amenity and tourism development
- A well signposted road network
- Identification of components of various movement networks requiring upgrading or improvement
- The role of the Rosny Mall as an integral part of the transport network
- Tasman Bridge has capacity to handle further growth within the City of Clarence

Implications

- Funding of the various transport networks in Clarence
- The role of the State Government in funding and managing key components of the City's movement networks
- Development of movement networks in new areas
- Parking management plans

Opportunities

- Involvement with business and the community in developing non road networks
- Linking networks to improve their use and value to the community and users
- The importance of well developed tourism walks, bush trails and signage of road networks

- Using the non-road networks to promote tourism and attractiveness of Clarence as a residential area
- State/Federal funding of major tourist roads — South Arm Highway and Richmond/Cambridge Road

Strategies

- Seek business and community support and funding to upgrade and link non road movement networks, such as walking, bicycle paths and coastal tracks
- Strengthen the working association with the Department of Transport to address vital public and private transport network issues
- Ensure Hobart International Airport remains curfew free
- Complete outstanding road projects — South Arm Highway, Richmond By-pass and Flagstaff Gully Link Roads

Strategic initiatives of Council

- Transport Study
- Economic Policy
- Clarence Planning Scheme

Sustainable economic development

Key issues

- Increasing commercial and retail competition from Hobart and Glenorchy
- Developing Rosny Park Centre as the key retail/commercial focus for the City of Clarence
- The important role of neighbourhood centres at Bellerive, Shoreline, Lauderdale and Lindisfarne
- The need for good accessibility to Rosny Park Centre
- Clarence is well placed to service the growing areas of Sorell and Brighton
- The need to preserve important natural economic resources for the future, eg sand, stone
- The development potential of the Cambridge area
- The importance of tourist attractions, especially Richmond and Bellerive
- Availability of land suitable for non residential development, including industrial, commercial and institutional use
- The economic importance of agriculture and aquaculture

Implications

- Ensure the long term economic viability of the Rosny Park Centre
- Ensure the long term economic viability of neighbourhood retail centres
- Identify retail/community service gaps in other parts of the City of Clarence
- Protect important extractive industries, eg sand and stone
- Protect and enhance agriculture and aquaculture as key economic activities in Clarence
- Develop the tourism potential of Clarence

Opportunities

- Enhance the attractiveness of Rosny Park Centre as the key retail/commercial focus for the City of Clarence
- Integrate development at Bellerive Village with the Rosny Park Centre
- Enhance the key role of neighbourhood centres such as Bellerive, Shoreline, Lauderdale and Lindisfarne
- Provide retail and commercial services to the growing areas of Sorell and Brighton
- Preserve and develop natural economic resources for the future, eg sand and stone
- Facilitate the development potential of the Cambridge area
- The importance of tourist attractions, especially Richmond and Risdon Cove
- Promote and market the availability of land suitable for non-residential development, including industrial, commercial and institutional use within the City of Clarence
- Facilitate development and expansion of the agriculture and aquaculture industries

Strategies

- Develop and implement a sustainable economic development program
- Rezone sufficient land at Cambridge to facilitate development
- Ensure sufficient land is serviced with necessary infrastructure for industrial and commercial use at Mornington, Cambridge and the area adjacent to Hobart International Airport
- Identify areas where further retail/commercial zonings are required
- Promote and assist further development of the tourism industry
- Strengthen links with government agencies and industry groups involved in the funding and development of economic development initiatives
- Facilitate the integrated development of the Rosny Park Centre and Bellerive Village

Strategic initiatives of Council

- Economic Policy
- Economic Development Strategy
- Rosny Town Centre Parking Study
- Clarence Planning Scheme

New business opportunities

Key issues

- New sustainable non residential economic development is needed in Clarence
- The opportunity exists to develop a commercial/wholesale precinct in the Cambridge area to serve the growing areas to the east of Clarence
- Opportunities exist to expand agricultural and aquacultural economic activities in Clarence
- Tourism will provide scope for considerable growth and economic activity in the future
- Rosny Park and Bellerive have the potential to expand as the key retail/entertainment focus for the Eastern Shore

Implications

- The need to ensure that mechanisms are in place to encourage and facilitate sustainable economic development in Clarence
- Work closely with private and public sector organisations in securing new commercial development for Clarence

Opportunities

- Develop a successful commercial/wholesale precinct at Cambridge
- Develop downstream processing of agricultural and aquacultural products close to the Airport
- Increase the attractiveness of the Rosny Park/Bellerive area as a retail and entertainment focus for the Eastern Shore
- Encourage limited commercial/tourism development in the attractive seaside settlements

Strategies

- Ensure areas identified for commercial development are serviced with the necessary infrastructure
- Ensure the Planning Scheme provides for a range of new commercial opportunities
- Implement the Economic Development Strategy

Strategic initiatives of Council

- Economic Development Strategy
- Clarence Planning Scheme

53

Incentives for new development

Key issues

- The need for special incentives to facilitate and attract new, non residential development in Clarence
- The need to widen the revenue base of the City
- The need to adopt measures to revitalise retail/commercial areas within the City

Implications

- The Council has a legitimate role in facilitating new, non residential development
- Without the adoption of development incentives, future growth in Clarence may be inhibited
- Appropriate sustainable non residential development will ease the financial burden on Clarence as the rate of population slows and the community ages

Opportunities

- Development incentives will encourage new economic activity within the City
- Development incentives should be designed to target businesses that will generate employment opportunities and economic development

Strategies

- Develop a flexible set of incentives that can be employed for specific development opportunities
- Use development incentives to revitalise economic areas in Clarence
- Incorporate specific development incentives in the Planning Scheme

Strategic initiatives of Council

- Clarence Planning Scheme

55

Agriculture and aquaculture

Key issues

- Tasmania's reputation for clean and green produce
- The location of the major agricultural areas close to Hobart International Airport, giving access to export markets
- The importance of the Coal River area for agriculture
- Potential conflicts between agricultural activities and residential areas
- Comply with the State Policy on agricultural land

Implications

- Ensure urban development or premature subdivision does not alienate the relatively scarce agricultural resources of the City
- The need to protect good agricultural land especially in the Coal River, Richmond and Cambridge areas
- The potential importance of agricultural areas for tourism related activities
- The employment potential of downstream processing of agricultural products
- The economic importance of the aquaculture industry

Opportunities

- Considerable scope for growth in selected agriculture and aquaculture products
- Potential for increased economic activity and employment
- Potential to boost tourism
- Considerable potential for export generation

Strategies

- Development of the State Policy on agricultural land, protect good agricultural land through stringent land use and planning controls — no further residential development

- Ensure adequate controls on the development and use of land adjacent to aquacultural areas within the city — protect catchment areas from further residential or rural residential development
- Examine the advantages of incentives to the development and expansion of viable agricultural industry
- Develop promotional campaigns with the appropriate State and Federal Primary Industry and Economic Development agencies
- Support the development of downstream processing of agricultural and aquacultural products
- Develop and implement Integrated Catchment Management Plan

Strategic initiatives of Council

- Environment Policy
- Economic Policy
- Economic Development Strategy
- Sewerage Strategy
- Waste Management Strategy
- Clarence Planning Scheme

Tourism

Key issues

- Tourism is the single largest export earner for Australia
- Tourism is a key economic activity for Tasmania
- Richmond is the fourth most visited tourist attraction in Tasmania
- The potential exists to increase the number of tourists visiting Clarence
- The Hobart International Airport is located within Clarence
- Clarence has the potential to market itself as the gateway to Port Arthur, Richmond and the East Coast
- The coastal areas of Clarence — South Arm, Cremorne, Seven Mile Beach and Clifton Beach — have significant tourism potential
- Bellerive Oval is known internationally

Implications

- The development and enhancement of tourist attractions in Clarence has the potential to ease the rate burden on the community
- The features of the natural heritage and built environment that enhance the tourism potential of Clarence should be protected
- Additional tourist attractions will provide additional employment opportunities for Clarence residents

Opportunities

- Foster and encourage tourism in Clarence
- Link Federal employment programs to the development of tourism projects in Clarence
- Create opportunities for the private sector to invest in the tourism industry in Clarence
- Identify niche tourist markets, eg horse riding, bushwalking packages

Strategies

- Identify appropriate locations within the City for tourism development
- Ensure the Planning Scheme permits and encourages tourism development in appropriate locations
- Develop policies and incentives to attract private and public investment in the tourism industry in Clarence

Strategic initiatives of Council

- Economic Development Strategy
- Clarence Planning Scheme

59

Role of Council

Key issues

- Changing role of Local Government from a service provider to that of facilitator and co ordinator
- Increasing strategic planning role for Local Government
- Need to work more closely with the community in planning and managing the provision of services
- Likelihood of stronger relationships with Federal Agencies
- Possible further rationalisation of the number of Councils in Tasmania
- Greater resource sharing at the regional level
- Impact of National Competition Policy

Implications

- The need to establish more effective working relationships with the other levels of Government
- Consult with the community in planning for the future development of Clarence
- Likelihood of further rationalisation of Councils in Tasmania

Opportunities

- Achieve more effective and efficient service delivery through appropriate affiliations with other Councils
- Concentrate on planning for the future needs of the community as the primary role of the Council
- Co ordinate and facilitate service delivery through other private and public organisations
- Work more closely with the community in determining needs and priorities

Strategies

- Examine and investigate the range of service delivery options available
- Ensure that the local community continues to be involved in the decisions affecting the key social, economic and environmental issues

Strategic initiatives of Council

- Hobart Regional Water Board
- Southern Waste Management Board
- Community Consultation Strategy

Funding our future

Key issues

- The difficulties faced by the Clarence community in funding major physical infrastructure programs, eg roads, drainage and sewerage
- The possible emergence of regional service delivery bodies
- The ageing of the population
- The increasing number of households in the community on fixed incomes
- The increasing demands on Local Government, including new and costly legislative compliance requirements
- The declining assistance provided through grant programs
- The need to widen the revenue base

Implications

- Urgent need to widen the revenue base
- Need to encourage and facilitate non residential economic development
- Investigate alternative methods of service delivery and potential economic benefits to the community
- The social and economic impact on the community from the likely emergence of a mixture of private and public service providers
- The need to develop effective relationships with Federal agencies responsible for funding and other assistance programs for Local Government

Opportunities

- Explore and introduce more effective funding strategies for Clarence
- Maximise the amount of Federal assistance for Clarence
- Explore private and community sponsorship for Council services
- Actively identify and facilitate new sustainable economic development for Clarence

Strategies

- Develop strategic alliances with Federal and State agencies
- Pursue all sources of Federal funding for Local Government services
- Develop incentives to encourage new sustainable economic development in Clarence

Strategic initiatives of Council

- Strategic Funding and Finance Policy
- Asset Management Policy
- Economic Development Strategy

External relations

Key issues

- Need to improve working relationships with the Federal Government and Federal agencies
- Need to improve relationships with State Government, respective Departments and agencies
- Relationships with Local Government in the Hobart/Southern Region
- The future of regional co operation — consider and investigate various models and structures
- Outcome of the roles and functions review

Implications

- Changing emphasis in the allocation of Federal funds
- The future structure of Local Government in the Hobart/ Southern Region
- Regional agencies emerging to provide services and facilities formerly provided by Council
- Greater intervention and legislative control on Local Government
- The expanding role of the Federal Government in areas traditionally the prerogative of Local Government

Opportunities

- Potential benefits from greater regional co operation
- Economic benefits in the provision of infrastructure at a regional level
- Improve relationships with other spheres of government
- Target specific Federal and State Agencies having an impact on services provided by Clarence
- Become a key player in future regional opportunities

Strategies

- Develop strategies to improve relationships with other levels of Government
- Develop strategies to ensure greater success in accessing Federal grants under a range of programs aimed at Local Government
- Investigate the potential social and economic benefits for Clarence from a range of regional initiatives in the Southern Region
- Examine the work done on behalf of Clarence by industry bodies

Strategic initiatives of Council

- Hobart Regional Water Board
- Southern Waste Management Board

For more information

If you would like more information on anything discussed in **Clarence 2050**, contact Clarence City Council on 6245 8600

Clarence City Council endorsed *Clarence 2050* at its meeting on 2 November 1998