



Clarence... a brighter place

CLARENCE CITY COUNCIL ECONOMIC DEVELOPMENT PLAN

2016 TO 2021



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Prepared in conjunction with Clarence Council staff by 'creating Preferred Futures.'





EXECUTIVE SUMMARY

This document provides an economic development framework for Clarence and plan to guide management and activities for the next 5 years.

It focuses on how Clarence City Council can apply the tools it has at its disposal to facilitate improved economic performance and productivity within its key sectors to achieve its strategic objectives of “prosperity, vibrancy and sustainability”. This ensures that while the plan’s primary focus is economic, it also focuses on how economic development flows on to achieve social benefit in the context of an attractive, liveable and sustainable community.

The plan is action and futures oriented, it defines a range of key activities identified as important for the development of the sectors of the Clarence economy. The actions define how Clarence applies its strategies to each sector in a manner that reflects the current and preferred economic states within those sectors. The activities are prioritised in terms of importance and sequence. These priorities create development pathways for each sector to form the basis of a detailed annual economic development plan.

The plan is designed around specific principles:

- It treats the economy as a dynamic, interdependent system; each sector has a lead/lag interdependency with the others.

Council is part of this system, its policies and strategies directly and indirectly affect the performance of the sectors; our strategies are designed as a means to support desired change in the sectors, the flow on between them and to contribute to our strategic objectives. A diagrammatic representation of this system is provided on page 7.

- The investment in the strategies and the subsequent projects are based on broad benefit/cost principles – what economic, social and environmental benefit will accrue to the community for this investment. This is a way of thinking, using specific decision criteria as much as it is a quantitative exercise.
- In line with Council’s strategic objectives, the plan focuses on developing “community capital”. This recognises the importance of the mix of natural, human, social, political, built capitals as the basis for a strong, resilient community that provides opportunities, wellbeing and liveability.
- Council is the level of government that is community focused, it has a limited set of tools available to it, they can however highly effective if used to combine resources.

Clarence is positioned to achieve significant economic growth; its competitive advantages are derived from:



- a significant “land bank” and land use zoning that provides a diversity of residential, commercial and light industrial offers to the market that provide the potential for expansion;
 - liveability derived from the ability to provide a mix of active and passive lifestyle choices;
 - employment in close proximity;
 - established infrastructure in the form of the airport and light industrial zoning in close proximity;
 - capacity to increase food production and value add in close proximity to population and transport; and
 - emerging cultural and recreation programs.
- leveraging value from the Hobart Airport location within Clarence;
 - hospitality, visitation and recreation events;
 - South East irrigation and recycled water schemes for horticulture production and value adding;
 - value adding in food production, light and specialised manufacturing;
 - building on NBN capability;
 - innovation through awareness and use of emerging digital and energy technologies;
 - lifecycle learning and education;
 - improving utilisation and productivity of existing assets and infrastructure; and
 - services that contribute to an age friendly environment.

This plan is designed to build on these advantages and to create further advantage by developing a sense of purpose and facilitating networks, relationships, promotion and investment to realise opportunities.

This economic development plan is not to be used in isolation of other Council documents and plans. As identified above, it is based on Council’s Strategic Plan, it also identifies specific economic opportunities from a range of external and internal sources, including Council’s existing plans in areas such as the 10 year financial and asset management plans, Health & Wellbeing Plan, Positive Ageing Plan, and Cultural Arts Plan.

While Clarence has a broad scope and strength of opportunity, a number of key strategic opportunities are identified as:

- potential for population and associated retail and services growth;

While these opportunities are interrelated and interdependent, they are addressed as sector plans in the following section to facilitate community and sector engagement with the outcomes and activities.

The opportunities will be progressed by resourcing the mix of strategies within the governance, planning and management framework included in the plan.

The plan has been prepared in recognition that municipal amalgamations may occur within delivery period of the plan resulting in changed governance and management arrangements. Existing regional mechanisms have been included within the scope of strategies proposed where a broader perspective is considered appropriate to the strategy.



PART ONE – THE FRAMEWORK

INTRODUCTION

This plan outlines Clarence Council's economic development strategies and associated actions for the period 2016 to 2021.

It is designed to contribute to Council's strategic vision – “vibrancy, prosperity and sustainability”. These dimensions describe the essence of Council's strategic goals for Clarence and are applied to the City's economy to reflect the relationship between economic and social outcomes, while also protecting the environment that makes Clarence such a great place to live, work and invest.

The plan is designed and managed within a “dynamic governance framework”, a systemic approach that supports outcome focused decisions that are in line with community values and aspirations. This framework focuses Council on where it can most productively intervene to make a difference, in some instances this is best achieved by working with others to ensure that the best resources are brought together, in other instances by directly investing or lobbying, for example. Frequently these interventions will be most effective by using a mix of strategies.

Council recognises that over the 5 year long period, new opportunities or challenges will arise. To assist in managing these dynamics, the governance framework provides a means of identifying them, understanding their influence and making decisions in the context that arise from such changes.

This plan brings together our available strategies (or tools) and matches them as the most appropriate means to achieve the outcomes we are aiming for in each of the key sectors of the local economy and our broader economic objectives.

The plan will enable specific annual plans to be developed. These will result in projects and recurrent activities that have been validated using a broad benefit/cost approach that reflects the objectives of Council's Strategic Plan.

Approach

The plan and approach to economic development in Clarence is based on an understanding of our “fit” to regional, national and international markets, conditions in those markets for Clarence businesses and to clarify the role Council can play to make a meaningful and productive contribution to business success and flow-on benefit to the community. It is based on sector based consultation and previous reports and documents that provide both economic and social profiles to provide a baseline to measurement of progress.

The plan is also based on benefit/cost principles, that is, for each investment of resources Council makes, what is the broad benefit to the community; this is an extension of the “return on investment” principle. This approach ensures we also consider how to improve the return on existing, public, community and private assets and investment as well as identify gaps where new investment and community capital can be developed and applied.



The third theme of the plan is the recognition that the different sectors of the economy are interdependent and cannot be considered in isolation. The condition, or a rapid change, in one flows through to others, this is very apparent in the flow on effect of construction activity for example, however the construction sector is also dependent upon accessing trained people from the education sector.

The starting point is the clarification of our economic objects in the context of our strategic plan and to define the criteria by which we will evaluate options, measure benefit and judge performance.

OUR COUNCIL STRATEGIC OBJECTIVES

Council's Strategic Objectives guide our economic development. The economic development plan translates these *strategic objectives* into economic meaning and measures as outlined below:

Prosperity

This goal relates directly to our economic objectives and is measured by the levels and changes in:

- economic output and activity within Clarence and the community's access to products and services;
- opportunity for people to participate in the economy to generate income and wealth;
- income levels and their source;
- employment;
- productivity;
- property values; and
- broad measures of prosperity.

Vibrancy

While the pure economic measures above are "technical" in nature, the related "vibrancy" goal is

a social and cultural dimension that is also related to economic wellbeing. This dimension can be observed by changes in factors such as:

- visible and real activity;
- excitement and dynamism;
- diversity in population and activity;
- innovation and creativity;
- opportunity and choice;
- sense of purpose and engagement; and
- perceptions of Clarence.

Again these are highly dynamic notions, to achieve them, our strategy and governance framework needs to also be dynamic.

Sustainability

Sustainability is the core challenge, doing things in a manner that provides both a broad ongoing benefit and also in a manner that minimises direct and opportunity cost; this is a key principle; it has economic, social and environmental dimensions and is underpinned by the principle of inter-generational equity.

From an economic perspective, sustainability requires a strong foundation:

- the right product/market mix and positioning;
- the ability for people to participate and be productive;
- diversity of population, market and offer;
- the capacity to protect the resource base and environment;
- social licence in both the market and the community; and
- capable governance, planning and management.

Sustainability is a highly dynamic and often contested dimension. Vibrancy and sustainability are highly "value dependent" perspectives.



Community values change over time, an activity, its product/service and its basis of production, while acceptable in a prior period, may not be so today or in the future. This variation in values and other dynamics that occur within the societal and economic environment means that our strategy may also need to vary based on signals and indicators we receive from the markets, the environment and community. The governance framework is a tool designed to provide guidance in this dynamic scenario.

In balance these three key perspectives, provide for peoples inclusion and participation in the market, in the community and to the “liveability” of Clarence as a means of sustainably attracting and retaining people and investment.

Clarence is well placed to further develop its economy in a manner that ensures these three perspectives, “prosperity, vibrancy and sustainability” are achieved and balanced.

Why a mix of Strategies? – “It’s about building community capital”

Facilitating economic opportunity and balanced outcomes from development is not just a “technical” exercise, it requires important social and cultural dimensions to also be addressed. Council observes that successful and sustainable communities are characterised by their “community capital”. The way Council has addressed these capitals is by framing our strategies with reference to the following community capital characteristics, their status within Clarence and actions to support their contribution to economic development.

- **Natural capital:** the natural resources and environmental system in a particular location, including “weather, geographic isolation, natural resources, amenities and natural beauty”, shaping the cultural capital connected to place.
- **Cultural capital:** the way people ‘know the world’ and how they act within it, including language and traditions. “Cultural capital

influences what voices are heard and listened to, which voices have influence in what areas, and how creativity, innovation and influence emerge and are nurtured”.

- **Human capital:** “the skills and abilities of people to enhance their resources, access outside resources and bodies of knowledge to increase understanding, identify promising practices, and to access data for community building”, as well as leaders’ ability to lead across community differences, to focus on assets and be inclusive and participative to proactively shape community development.
- **Social capital:** the connections among people and organizations or the social “glue” to make things, positive or negative, happen, this includes entrepreneurial social capital that drives development through both internal and external networks.
- **Political capital:** access to power, resources and power brokers and “the ability of people to find their own voice and to engage in actions that contribute to the well being of their community”.
- **Financial capital:** access to the financial resources necessary for development and “to accumulate wealth for future community development”.
- **Built capital:** assets and infrastructure that supports activity at the micro level.

These characteristics are not always well developed, however a shortfall in one or some, can be offset by strength in another(others). Council is committed to building and facilitating an increase in Clarence’s stock of these capitals to provide the basis for our vibrant, prosperous and sustainable community.

Our plan focuses on supporting the achievement of this mix of community capital within our community to deliver strong and sustainable economic outcomes and their socioeconomic benefits.



Our Economic Plan – A Dynamic Governance Framework

The following diagram represents a “dynamic governance framework”, it is built on an economic systems logic approach– how the economic system works in Clarence. It frames the economic development plan in accord with Council’s Strategic Plan and is designed to also assist Council to introduce new ideas and opportunities and manage change and unexpected events that will undoubtedly occur over the plan period. The framework has a number of distinct interdependent dimensions to enable its use as a governance tool, including

Our Strategic Intent as a Council – Vibrancy, Prosperity & Sustainability

This is captured in the top two lines of the framework and drawn from Council’s Vision, they reflect the medium and longer term goals of Council. The strategic objectives help break the vision down into key economic outcomes and indicators that become the plan’s specific results focus. This places the purpose and objectives of the economic development plan and its triple bottom line impacts in context.

Economic Profile and Characteristics

The “bottom line” summarises the Clarence economic sectors. There is an interdependency between the performance of these sectors and the achievement of the economic outcomes sought and importantly a high level of interdependency between the sectors.

As Clarence is part of a wider, regional economy, this interdependency also relates to the profile of activity and economic conditions across the region. As a result, achievement of the economic outcomes sought can be related to activity in other areas that have a relatively stronger advantage or performance in those activities.

This profile and its characteristics, provide the on-ground focus of the management and governance framework and of specific strategies and operational plans. The key to developing

such plans is a strong understanding of the contribution each characteristic can/does make to the objectives sought.

Council’s Strategy Tool Box – options & pathways

To operationalise the framework, the action plan is built around specific development pathways that define the way our strategies are applied to the economic sectors in order to achieve the outcomes sought.

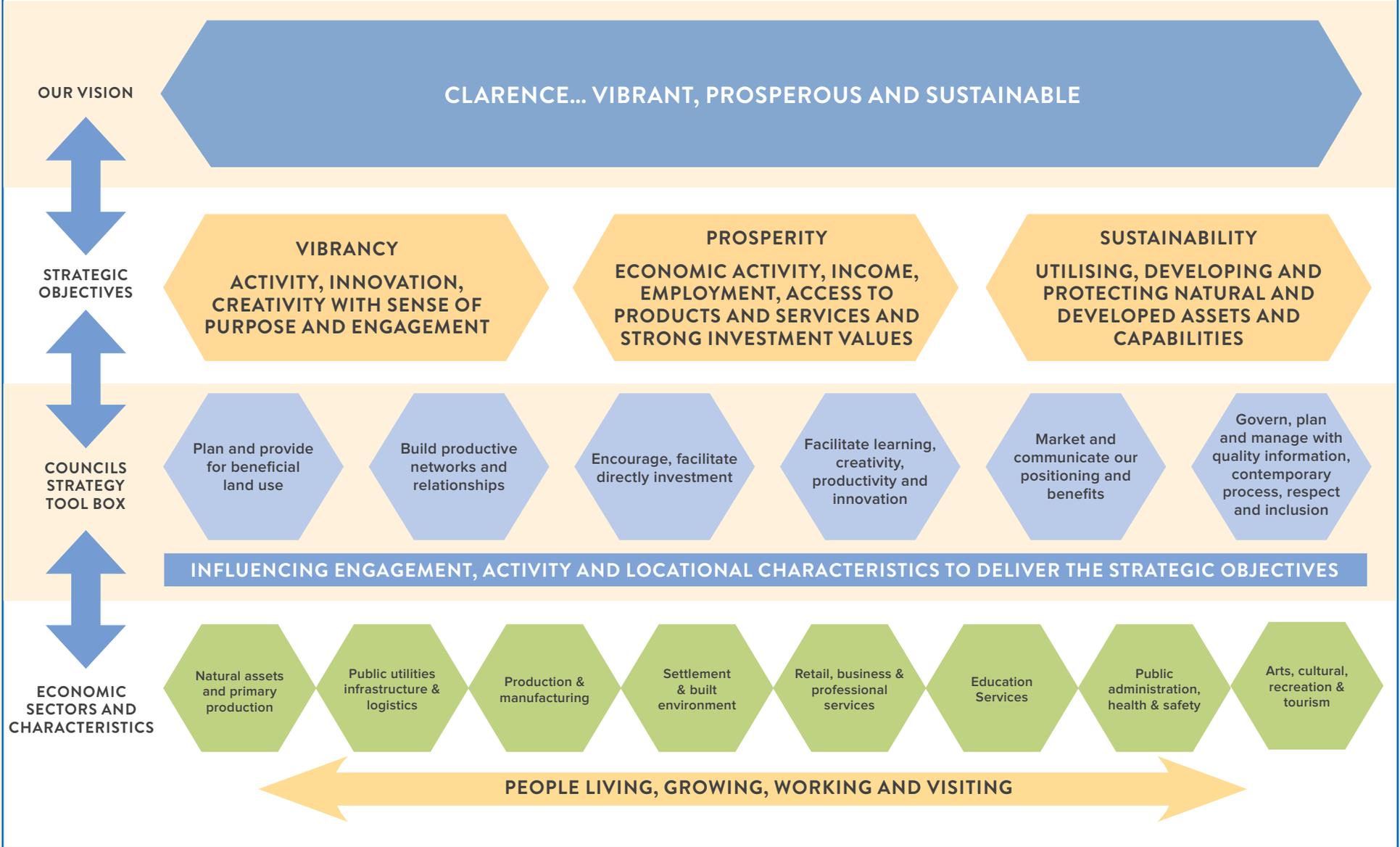
Use of the framework

The Dynamic Economic Development and Governance Framework below is the starting point. It is designed to:

- create a picture of the relationship between the economy and what we seek as a Council, helping to develop the understanding of what drives the local economy, the contribution it makes to the community and its characteristics as a place to live, work and invest;
- frame a narrative around Council’s reasons for involvement, how it intervenes, if at all, and results sought;
- assist to identify key stakeholder groups and provide a context for a deliberative, constructive conversation and potential collaboration with them; and
- help identify and develop scenarios and pathways – e.g. if we identify that we want to develop a specific sector what is the current state and what intervention (e.g. a foundation project & partnerships) mix do we use to achieve the desired state.

The framework assists to apply a wide range of management tools in a “fit for purpose” manner to inform the final result.

CLARENCE DYNAMIC ECONOMIC DEVELOPMENT FRAMEWORK





OUR ECONOMIC FUTURE

Clarence has two interrelated streams to its economy, its local, internal market & transactions and those with the regional, national and international markets.

The population base of Clarence, its growth and the adjacent growth within Sorell provides Clarence with a strong local economy and further local potential through population growth and the associated expansion of localised economic opportunity. This delivers two benefits:

- increased productivity from existing public, community and private capital investment; and
- further investment opportunity.

Input to the plan indicates the potential and value of significant population increase. To achieve this, Clarence needs to ensure that its position in the residential market provides the necessary investment and “liveability” attributes and choices to attract people throughout their life stages. Clarence is unique in the southern region having a significant and varied “land bank” of zoned land and also land available and suitable for conversion to higher benefit uses. It is important that the urban growth boundary prescribed by the land use planning scheme be subject to regular review in advance of market needs to maintain the competitive advantage derived from this land supply.

Increased population can, if appropriately responded to, lead the improved viability and

introduction of additional retail services, other business and community based services, new business to ensure local access, spend and the flow on effects of this expenditure into employment. It is also important to consider the demographic profile that will result in Council’s strategic objectives and the subsidiary question of what Clarence needs to offer these potential residents and businesses to attract and retain these people in what is a competitive market for settlement and development.

Until recently Clarence has been characterised as a localised economy and while some firms have operated in the national and international markets, the potential to escalate this external focus is strongly emerging. From a demand perspective this is driven by a number of key market changes:

- intense interest in high quality, safe food & beverage;
- emergence of a structured, diverse aged care services industry and other residential and recreational services;
- increased tourism and visitation to Tasmania;
- Tasmania’s capacity for small scale, high quality value adding manufacturing, ICT and technical/scientific services to service specific markets such as the Antarctic & marine sectors; and
- recognition and use of Tasmania’s high quality higher education and research capacity by overseas students.



To enable these opportunities to be realised Clarence has significant strengths, including:

- The Hobart Airport and its increasing capacity;
- The SE Irrigation Scheme, complemented by others in close proximity, including the State's largest recycled water irrigation scheme;
- coastal living and villages, surrounded by varied recreational opportunities;
- Cambridge Park and additional land zoned to support a range of light industrial activity;
- the National Broadband Network (NBN);
- recent introduction of visitor experiences that “bundle local food with a contemporary experience” to complement the established heritage base of Richmond and provide the lead to others;
- Bellerive Oval as the home of national and international sporting events;
- increasingly recognised cultural programs;
- major investment in aged care facilities;
- organised and open access recreation resources – accessible, high quality clubs, coasts, bushland reserves and trails; and
- The Kangaroo Bay/Rosny Hill development.

In addition to these assets other significant initiatives are in early development stages.

This diverse range of opportunity is not the limit of what will be available, others will emerge as Council demonstrates its economic development stance. The key investments are in place, the challenge is to now gain a return on that investment through appropriate support for the development of recognised and “new” opportunities that will deliver community benefit through direct and flow on income and employment.

Clarence's Strategic Positioning and Competitive Advantages

Clarence is positioned to achieve significant economic growth.

Its competitive advantages are derived from:

- a significant “land bank” and land use zoning that provides a diversity of residential, commercial;
- light industrial offers to the market that provide the potential for expansion;
- liveability derived from the ability to provide a mix of active and passive lifestyle choices;
- employment in close proximity;
- established infrastructure in the form of the airport and light industrial zoning in close proximity;
- capacity to increase food production and value add in close proximity to population and transport; and
- emerging cultural and recreation programs.

This plan is designed to build on these advantages and to create further advantage by developing a sense of purpose and facilitating networks, relationships, promotion and investment to realise opportunities.

Councils Key Strategic Opportunities

This economic development plan is not to be used in isolation of other Council documents and plans. As identified above, it is based on Council's Strategic Plan, it also identifies specific economic opportunities from a range of external and internal sources, including Councils existing plans in areas such as health and wellbeing, positive ageing, arts and culture, and recreation planning.

While Clarence has a broad scope and strength of opportunity, a number of key strategic opportunities are identified as:

- potential for population and associated retail and services growth;



- leveraging value from the Hobart Airport location within Clarence;
- hospitality, visitation and recreation events;
- South East Irrigation and recycled water schemes for horticulture production and value adding;
- value adding in food production, light and specialised manufacturing;
- building on NBN capability;
- innovation through use of emerging digital and energy technologies;
- lifecycle learning and education;
- improving utilisation and productivity of existing assets and infrastructure; and
- services and housing that contributes to an age friendly environment.

While these opportunities are interrelated and interdependent, they are addressed as sector plans in the following section.

The opportunities will be achieved by applying a mix of strategies to the economy's sectors to achieve the potential outcomes sought.

Priorities & Approach

In this context, priorities relate to those where gaps can be filled and where new growth & productivity options emerge. Both are important in improving performance and productivity.

There are 4 major drivers to a regional/local economy:

1. Its source and level of income;
2. Its productivity;
3. Its sustainability; and
4. Its agility – the ability to quickly and effectively respond to change and opportunity.

These broad headings provide the “core questions, assessment of current condition and what do we do to improve”.

The source and level of income is important. Income from outside the community is critical, this can come from:

- products and services “exported” in regional, national and international markets;
- income to residents from employment outside the area;
- visitors and workers to the area; and
- transfers such as pensions from other levels of government.

It is then important that this income does not “leak” from the local economy in terms of purchases from outside. The local economy needs to be able to provide “spend local opportunities” to ensure the potential employment and income multipliers can be achieved.

This requires a local scope of economic activity that can deliver the product/service mix and value that ensures that local spend is optimised. This requires the appropriate economic demand/supply profile, capacity and associated infrastructure to support productivity. This is why agglomeration of complementary businesses is important, areas serviced by productive infrastructure and logistics etc.. In terms of the liveability characteristics that make a place attractive in which to live and invest, these demand/supply factors are also important. Local communities have millions invested in economic and social infrastructure, it is critical that the community achieves a broad return on this existing investment.

Sustainability of the local economy is a function of having the demand and supply profile and conditions in place. From a supply side perspective this equates to having the necessary community capitals in place and applying them productively to achieve the outcomes sought by the community.

Consideration of these factors leads to a robust and pragmatic framework and approach that will provide a deliverable, productive plan of action for the period 2016 to 2021.

This plan focuses on defining and establishing Clarence's position in the market, ensuring it is an attractive place to live, work and invest and that people are actively seeking to do so.



OUR ECONOMIC DEVELOPMENT STRATEGIES

Council influences economic development at the local and to a lesser degree the sub-regional level. Other levels of government influence the macro economic settings and create the policy frame around sector development. Local government is the level of government that utilises and integrates these in a place based or community setting, balancing interests and community benefit in considering broader strategy and specific programs and projects.

The mix of economic development strategies and stances includes the following.

Plan and provide for beneficial land use

Land use management is a key economic strategy, facilitating development while protecting other interests, managing risks and aiming for sustainability. Beneficial use is an important but contested term; reflective of community values, it is important that environmental, social and economic values are applied to achieve this overall beneficial result. In a developed community such as Clarence, these parameters are well established with natural attributes well protected and significant stocks of industrial, commercial and residential land available.

Local Government plays a significant role in this arena through recurrent and project activities such as:

- planning scheme, zoning and structure plans;
- specific precinct & urban design plans;
- ensuring utilities and infrastructure are available to appropriately zoned land and the associated population/use profile;
- complementary community uses and programs;
- natural resource management; and critically
- advocacy at a regional, State and Federal level.

This aspect of governance is critical to economic progress, in balance with social and sustainability outcomes.

Guiding Principles

Meet demand for space based on determination of most beneficial use and future potential through the use of contemporary land use zoning principles, condition, urban design and support of innovative design and development within a process and approach that focuses on beneficial social, economic and environmental outcomes.



Build Productive Networks & Relationships

This strategy focuses on relationships, collaboration and partnerships focused on common interests and to achieve common objectives, it has both internal and external dimensions.

Council is uniquely positioned to build and facilitate productive networks and relationships based on common interest within the community, with business, other Councils and spheres of government. It is in a unique position to effectively lobby on behalf of the community and its interests. The key to this is the establishment of joint objectives and productive process/relationships as the basis for mature, effective engagement and results.

This strategy recognises that Council cannot and should not be the principal player in all development and that inclusion of broader, multiple perspectives are important for sound decision making and action. This is important, partnership agreements provide a strong basis for mature discussion, conclusions and action by all partners.

For some arenas the basis of the relationship will be to provide broader and considered input while others will have a strong action partnership designed to deliver results, the relationship model will reflect the agreed purpose.

These relationships include:

- State and Federal Government;
- regional & local Government – STCA, SERDA, other Councils;
- key sector players, Coal River Products, Cricket Tasmania, Destination Southern Tasmania; and
- industries/Agencies/Services – Aged Care, SkillsTas, DSG;
- existing networks with the community, eg. consultative committees, advisory groups.

Council has a number of key partnerships in place, however it does not have a structured mechanism to engage key economic development players in place.

Guiding Principles

The development of networks is an important contributor to the development of social capital within Clarence, our focus is on the use of collaboration and engagement mechanisms that create synergies and spin off other relationships that can make further contribution. The governance strategy outlines this approach.

This includes:

- membership of local government groups – LGAT, STCA, SERDA;
- partnership with Destination South;
- partnership with Business East; and
- development of a broader participation in the Clarence Events Group.

Encourage, Facilitate & Directly Invest

Investment is a key element of our economic plan. Council's investment in infrastructure and other support services is designed to support improved economic performance and productivity and to facilitate further investment by making Clarence a more attractive investment destination.



Kangaroo Bay is a prime example of Council's role in identifying the relationship between a place, market based opportunity, providing a development plan that integrate social, economic and environmental benefit and then facilitating access to federal funding to support that development. This provides the basis for attraction of additional private investment.

Not all investment is as Council dependent as Kangaroo Bay, the creation of the environment through appropriate strategic planning, regional strategy and zoning of areas such as "Cambridge Park" and surrounds, attracts private investment and with a consolidation of complementary business generates a service hub that enables people to identify other opportunities to invest.

Public investment in hard infrastructure, services and development programs is equally important to private investment, the goal is to have them working together as is investment in built, human and social capital.

Guiding Principles

Council recognises that provision of clear strategic direction, a focus on outcomes and the ability to demonstrate the benefit/cost relationship of the investment is critical. Collaboration with industry and the community in progressing such investment is an important principle if the option is to generate returns to the community.

While there is a focus on new investment and growth, Council is also committed to improving the return on investment to existing public, community and private investment, for example providing residential zones around existing local service hubs, improved parking facilities in high access locations. This is important to property owners who seek a comparative return on investment as they would if they were located in other areas of the region. Council recognises its role in ensuring Clarence is an attractive location in which to invest.

The investment in community owned assets such as clubs and their associated facilities and infrastructure is recognised as an important socioeconomic contributor. These facilities are inter-generational and make a major contribution to Clarence's social capital future prosperity and vibrancy. Multiple use of assets and asset sharing is considered an opportunity to improve functionality and return to the community/owners.

A key principle is investment to create access or realise opportunity, this recognises the value of investing social infrastructure in combination with the physical or as a specific initiative using these same benefit/cost principles.

Facilitate Learning, Creativity, Productivity & Innovation

An innovation and learning culture is a key element of an economic development plan. These characteristics are critical in both production and service sectors. New approaches, new/adapted and bundles of offerings, produced and delivered in more innovative productive ways are critical to both development and sustainability.

This innovation culture is important in the business, community and government sectors for our economy to create a fit to the emerging and changing expectations of clients and stakeholders and to be productive and sustainable.

While Council will demonstrate this in our governance, approach and dealings with our community and other stakeholders, the networks and relationships identified above, will generate a specific focus and this strategic outcome.



Guiding Principles

As a key community leader Council will, where a strategic gap exists, bring specialists, groups and key players together within a reflective, constructive, framework that spans sector and interest boundaries to bring multiple perspectives to bear on opportunities and challenges, with the aim of identifying and applying different approaches to achieve a different, beneficial result to the community.

We will be highly responsive and agile in addressing the opportunities inherent in emerging, innovative industries and ventures, including digital and energy technologies.

Market & Communicate our Positioning and Benefits

Council areas, city and municipal boundaries, are governing constructs; they do not always provide the basis on which to build a traditional brand. A council's market positioning is at the first level defined by its strong logo representing its key characteristics, alluding to its lifestyle and accompanying aspirational descriptor.

From an economic development perspective, Council recognises that a city's name does not always provide signals that easily demonstrate our offer and benefits to markets.

Guiding Principles

The approach to marketing and our overall communication is to establish a hierarchy of "offer, benefit and place". This creates a key word connection, for example, Wine; best cool climate, awarded; Coal River Valley and Clarence as required to make a transition from interest to place. This structure can be used for all sectors where awareness, attraction and conversion are required.

This structure will also be used for general positioning of "public goods" such as trails or in a collaborative marketing sense with specific sectors.

Council's dominant strategy will be built around collaborative marketing with specific sectors and interests as well as in relation to specific Council offers and events, in a manner that combines them within a key positioning and benefits message.

Govern, plan and manage with quality information, contemporary process, respect and inclusion

The economic governance framework is the policy and strategy mechanism to action Council's strategies across the Clarence economy through specific research, analysis and action plans. The challenge is to place knowledge and evidence into context and create coherent, compelling action plan(s) that engages people in working towards outcomes, this is a key use of the framework. Importantly this framework not only includes Council but key players within the economy working in a productive way to achieve transparent, agreed, complementary objectives.

The inclusion of sector and interest group knowledge into the professional Council knowledge base is considered by Council as important to ensure decisions are able to be confidently made. The associated implementation processes will support evaluation, adaptation and innovation.

This planning is all encompassing and integrated, flowing from the social, economic and environmental objectives within Council's Strategic Plan to develop the community capitals described earlier as the basis for our prosperous, vibrant and sustainable community.

This strategy and associated implementation occurs through plans such as this and Councils 10 year asset and financial management plans.



Guiding Principles

Council will commence and build on existing engagement with key industry sectors to establish the benefits of further collaboration in clarifying and progressing economic opportunities to inform strategy and policy and guide annual plans. This stage will examine the benefit and feasibility of Council forming an economic and strategic projects development group within Clarence to develop a productive, place based approach to economic development that combines the strengths of Council with those of the private and community sector to achieve agreed community benefit.

Council will actively contribute to identifying and supporting development initiatives that will demonstrably lead to strong economic and social outcomes and ensure the protection of Clarence's natural and cultural environment and community values.

This will ensure our policies, strategies, plans and programs are well informed, demonstrably lead to community benefit and provide a strong return to that investment.

Economic Development Pathways

The basis of the 5 year economic development plan activity is summarised in the following chart. The chart summarises the development pathways, the mix of strategies applied to the economic sectors. Each sector has a different set of strategies, or "pathway", to achieving the outcome sought, there is rarely a "silver bullet" that will achieve the results required. The pathway concept reinforces the need to apply a mix of strategies or tools to achieve an economic outcome, these strategies are often used in tandem or in sequence. The following table "Summary Economic Development Pathways" indicates the mix of strategies proposed for each economic sector, the details of how and why they will be applied is provided in the Sector Plans.

It is important to note that while different parts of Council have primary responsibility for particular strategies, applying these strategies, singularly or in conjunction with others through specific purpose multi-disciplinary teams to the key economic sectors is the basis of the 5 year long economic plan. It is important to also ensure that as a strategy is applied to one sector, it occurs with a view to identifying how it can also contribute to the success of another and importantly not lead to "adverse consequences".

As indicated, the following chart summarises where key strategies and effort will be applied to achieve Council's strategic objectives, the principal development pathways. This does not preclude other activity, what it does is represent the major strategic and governance focus is applied to achieve optimum results.

The chart reinforces the need for collaboration in effort in developing each sector and the opportunity to deliver value to a number of sectors while pursuing a specific strategy. For example, in developing some networks, the ability to deliver value across a number of sectors may be available, this is important in reinforcing the interdependency between sectors through their input/output relationships.

How the strategies will be applied is included in the "Sector Plans" section following. The sector plans include recommended sequencing. Sequence 1 projects are recommended for the 2016-17 year, the results of these may influence the implementation of Sequence 2/3 projects, scheduled to commence from 2017/18 onwards. Specific timing will be contingent on the results of the Sequence 1 projects.

SUMMARY ECONOMIC DEVELOPMENT PATHWAYS

		STRATEGIC & OPTIONS					
		Manage Land Use	Build Networks & Relationships	Encourage, Facilitate & Direct Investment	Facilitate Learning, Creativity & Innovation	Market & Communicate to encourage engagement	Govern plan and manage with quality information, contemporary process, respect and inclusion
CHARACTERISTICS	Arts, Cultural, Recreation & Tourism						
	Natural Environment & Assets						
	Public utilities Infrastructure & Logistics						
	Production & Manufacturing						
	Settlement & Built Environment						
	Business & Professional Services						
	Education & Training						
	Public Administration, Health & Safety						



PART TWO – SECTOR PLANS

ARTS, CULTURE, RECREATION & TOURISM

Arts, culture, recreation and tourism are growth sectors, in particular in Southern Tasmania. They reflect changes in the Tasmanian offer to visitors, increased demand and also the increasing focus on wellbeing within the Australian population.

Clarence Council has a significant and ongoing calendar of arts and cultural events, complemented by local community activity; again some work successfully and others less so. Centred around Rosny Farm and Bellerive Boardwalk the program of exhibitions, workshops, activities and events provide a broader perspective to Clarence.

The sector comprises corporates, clubs and interest groups, some that are highly organised through to small, home based enterprise providing facilities and experiences ranging from organising, spectating, through to active engagement.

Clarence hosts a number of sporting headquarters centred on Bellerive Oval, a large proportion of Southern Tasmania's golf clubs and courses, boating and other recreation base clubs and facilities, in conjunction with its open spaces and multi-use trails - these reflect Clarence's comparative advantage as an ideal location for recreational activity.

Local recreational and club facilities are used for national and state calendar events and major facilities such as Bellerive Oval for international and national code events. These facilities and the organising bodies tend to work in isolation, each "re-inventing" its position in the market, operating with varying levels of organisational expertise and thus achieving widely varying levels of success.

These sport and recreation facilities and capabilities provide further opportunity for events and associated training and development activities within Clarence.

Reflecting its natural attributes and community interests and values, the Clarence community through Council and its community organisations and clubs, has a major existing investment in recreation facilities. This ranges from passive to active, unorganised to highly organised, natural to highly developed to reflect its "fit to purpose and users values". These assets such as golf clubs, boat clubs, local courts and rinks, parks and trails, generate significant activity and service the whole Hobart metropolitan area. Whilst they reflect the attributes and values of Clarence, they are however underutilised from an economic perspective, many while having high capital values do not provide an adequate return to either the owner or the community. It is important to consider them as "more than property value" - rather they are assets that need to be managed in a manner that reflects contemporary and emerging values and priorities, with markets drawn from outside the current demographic or geographic catchments.

With five boating and sailing clubs, and investment in public jetties and launching ramps, Clarence provides unrivalled diversity of access to water based recreation and events.

Clarence's beaches provide a key attractor as both a place to live and for recreation. Commercial development adjacent to these beaches and settlements tends to focus on local population needs, visitors are not well catered for in terms of access to hospitality and food services. It is recognised that this is also a function of the short season for traditional beach-going and the high



fixed costs for food premises. Alternate strategies such as the capacity for “pop-up” venues or mobile facilities to match the seasonality or potential for local events provides an opportunity to promote Clarence’s attributes.

Similarly Clarence’s extensive and expanding network of tracks and trails can be a valuable component of the visitor economy (eg. the trail between Roches Beach and Seven Mile Beach), particularly if support facilities and information is provided. The recreational focus of Clarence provides the opportunity to “host” training camps and centres of excellence for a wide range of recreational, sporting and cultural activities. Not all need high quality venues to host parts of the program, the concept of developing a “hub” (potentially using or enhancing an existing facility) around which practical activity can be organised is considered a potential first stage approach.

Richmond is one of Tasmania’s most visited historic villages; it still struggles to convert this visitation into a longer stay and into visitor expenditure. Product rejuvenation is likely to enhance opportunities.

Visitor accommodation has tended to concentrate within the Hobart CBD, in particular around Sullivans Cove and the adjacent area. Suburban hotels offer accommodation in conjunction with their wider hospitality offer. Small scale cottage accommodation is widely dispersed from Richmond, through South Arm and to a lesser extent through the longer established villages such as Bellerive Village.

Areas such as Seven Mile Beach and the South Arm Peninsula provide the basis for enhanced recreational tourism building on “Hobart’s” increased levels of interstate and overseas tourism.

Kangaroo Bay and Rosny Hill Nature Reserve offer the opportunity for Clarence to establish a strong, if niche, position in the “Hobart accommodation market”.

The hospitality sector also makes a strong contribution to local “liveability”, inclusion of contemporary visitor offers within this enhances the quality of what is locally available. Clarence is now well placed to increase its focus on local, high quality food and beverage, through expanding the Coal River Wine route to include local food and to ensure the products are available in local hospitality venues.

These sectors provide a contribution to the various interest groups but again tend to operate independently from each other.

Conclusions

The arts, culture, sport and recreation, and hospitality sectors are the primary arena where the interests of the community and visitors overlap. For the community it provides the “vibrancy” and engagement element necessary to enhance liveability and for visitors it provides the experiences, interest and services necessary for an enjoyable and memorable visit. Strong characteristics in this arena are important in attracting residents reflective of the “creative classes”, segments identified as important in establishing a vibrant, contemporary economy.

From a business viability perspective, the local community often tends to provide the foundations of the business and the visitors the “profit”. In market terms they combine domestic and export consumption.

Clarence is currently positioned as a domestic consumption location in most sectors other than with the Bellerive Oval events. While Clarence contains the airport and Richmond Village and is in close proximity to Tasmania’s key visitation and accommodation locations, potential sources of “export” income, such income is not widely dispersed across the city. It demonstrates that proximity and attributes are not enough to translate the opportunity into economic benefit.

A mix of strategies from facilitating events and experiences, leveraging off existing and attracting capital investment, along with developing and marketing a strong fit to Southern Tasmania core offer is central to converting the opportunity to community benefit.

Outcomes Sought

Expansion of the cultural, recreation and hospitality sectors by facilitating experiences and investment in services, events, sites and infrastructure that attracts increased visitation, length of stay and expenditure; whilst retaining and building local community participation. This supports a necessary mix of passive and active visitation and recreation opportunities.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.

ARTS, CULTURE, RECREATION AND TOURISM

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	OUTCOME SOUGHT
Build Productive Networks & Relationships	Develop an events forum as the basis for consolidating and enhancing a broad interest events calendar centred on Clarence, including attraction of major and national events. Identify new scenarios to mix and match interests to widen participation and sponsor carefully selected events.	2	Clarence positioned as a centre of vibrant recreational and cultural activity, increased visitation and expenditure.
	Engage with Destination Southern Tasmania in regard to the statewide projects in relation to (i) visitor engagement blueprint (including signage and information); and (ii) destination action plans.	1	Clarence positioned as a centre of vibrant recreational and cultural activity, increased visitation and expenditure.
	Engage with Richmond & Coal River Valley Promotions Inc. and Destination Southern Tasmania in a process to establish a Richmond & Coal River Valley Destination Action Plan; and to identify opportunities for product rejuvenation.	2	Increased visitation and tourist expenditure within Richmond and Coal River Valley.
	Engage tourism developers and suppliers/producers on a wider basis, integrating investment in accommodation and hospitality and involvement in events and experiences that reflect Clarence's strengths – water, recreation, food/beverage.	2	Investment levels increased across complementary offers, activity, food and beverage, to match the market.
	Work with Destination Southern Tasmania to integrate Clarence's offers as part of the regional destination offer and to facilitate new opportunities.	1	Cohesive offer that fits regional growth patterns.
	Engage with local and regional stakeholders to realise the potential for cycling tourism and also mountain bike activity/events.	2	Increased visitation from leveraging existing recreational/trail infrastructure and natural assets.
Encourage, Facilitate and Directly Invest	Invest in and facilitate investment in the development of strategic sites (such as Kangaroo Bluff Fort, Rosny Hill, Seven Mile Beach Peninsula); and the infrastructure required to support visitation to areas with increased visitation potential such as the tracks & trails network, South Arm Peninsula, Tangara Trail, Meehan Range, etc.	2	Enhancing the return on investment from key assets by ensuring they match market needs and opportunities.
	Examine options for a performance and exhibition centre within the proposed Clarence Cultural and Creative Precinct, including the potential for public/private investment delivery partnerships.	1	A key asset to provide community and visitor access to exhibitions and wide ranging events.
Facilitate Learning, Creativity, Productivity & Innovation	Use the proposed Kangaroo Bay Cultural, creative hub as a mechanism to promote learning, creativity, productivity and innovation across all dimensions of community, individual and collective enterprise.	3	A wider culture of creativity and innovation in expressing and realising ideas and aspirations.
Market & Communicate our Positioning and Benefits	Develop and promote the Clarence events calendar to the local community and target visitor segments, including appropriateness for major and national events.	2	Increased local involvement and visitation.
	In conjunction with Destination South and tourism operators and key food/experience suppliers design a cooperative marketing program focused on developing themes that have a strong connection with the contemporary market.	2	Increased awareness of the offer and conversion to visitation and revenue.
	Marketing to develop identity, positioning and brand awareness of "Kangaroo Bay" to optimise the investment being made in the precinct through the community and economic development project.	1	A recognised brand that converts to visitation.



NATURAL ASSETS AND PRIMARY PRODUCTION

As a coastal location Clarence is characterised by a mix of marine and terrestrial assets, with clean water to support aquaculture and land and climate through the Coal River Valley and Middle Tea Tree area that with irrigation can sustainably produce a range of higher value horticultural and animal production for niche markets.

Agricultural examples include grapes and wine, stone & soft fruits, walnuts, lambs, and leaf vegetables such as lettuce. Oysters and mussels are produced in tidal zones.

Agricultural expansion capacity exists, primarily based on irrigation and the supply of this at a viable cost. Initial salinity concerns over recycled irrigation water have been successfully addressed and although some soils are less productive than others, there is capacity to use the mix of soils, water and micro climate to generate increases in production that provide both higher value outputs and the potential for further value adding (Macquarie Franklin 2012).

The existing production and emerging opportunities fit to Tasmania's strength as a producer of high quality safe niche products, a segment for which there is increasing demand. This provides the opportunity to generate local, national and international revenue. Close location to Hobart International Airport, and to local markets, assists in rapid access to consumers and in maintaining quality. Bundling agricultural

production and high quality food as a visitor experience is providing the opportunity to both increase revenue and further position the product and provenance.

Growth through expansion and introduction of new products to achieve these benefits also have associated costs and challenges.

The cost of water for irrigation ensures that commodity crops are only a marginally viable operation. More intensively produced higher value crops do offer opportunity but also require significant up-front investment. Further expansion of recycled water for irrigation, with a view to minimising waste water going to the Derwent and other receiving waters is identified as a key priority within the agricultural sector as a means of increasing volumes and certainty.

Intensive productive agriculture is inherently more capital intensive than the traditional pastoral uses to which much of the area has been applied. Access to capital through more innovative mechanism is also identified as required, this includes, for example, separating the ownership of land from the capital required for its more intensive use, creating a business model that reflects for example, land ownership, production and marketing dimensions; one that allows the partners to participate in their speciality. This mix provides the potential to ensure production is demand driven.

The agricultural land and the areas utilised for aquaculture have an advantage in their proximity



to populated areas and local labour markets. Notwithstanding producers do face challenges in recruiting and retaining employees, particularly in terms of seasonal requirements.

From an aquaculture perspective, the introduction of more intensive agriculture potentially increases the risk of water quality reduction and its immediate impact of fish safety and market loss.

Clarence also has extractive industries (hard rock and sand) which are important economic assets. These industries play a significant role in local employment and the provision of construction materials for urban and infrastructure development. To support affordable construction it is highly advantageous to source construction materials locally, as transporting such materials long distances contributes significantly to costs.

The continued availability of the hard rock construction materials from Flagstaff Gully, and particularly sand from the existing operations at Seven Mile Beach and the South Arm Peninsula, is a critical input to economically viable development in the southern area of Tasmania.

Conclusion

Clarence has the opportunity to enhance its primary production of relatively small quantities of primary products and through its proximity to people and logistics achieve prices that enable that small scale to be viable.

There are challenges in developing a comprehensive market/product position that enables the establishment of an investment attraction status that suits the needs of existing players and potential new investors.

The transition to the opportunity requires a “place based, integrated” response.

Outcomes Sought

Growth and diversification of Coal River Valley agricultural production through use of the irrigation water supply options available

More intensive, viable and sustainable production of vertically integrated high value food and beverage products that take advantage of the proximity to the population centre, air transport and increasing visitor numbers.

Protection of the quality of estuarine waters for aquaculture.

Protection of hard rock and sand extractive industries.

Key Strategic Activities

The following details the mix of strategies and activities designed to help achieve this outcome within the sector.



NATURAL ASSETS AND PRIMARY PRODUCTION

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	OUTCOME SOUGHT
Plan & Provide for Beneficial Land Use	Review the Planning Scheme's capacity to ensure that primary production and value adding opportunities are able to be progressed on-farm and in close proximity to farm, industrial and logistics centres, with integrated hospitality and retail offers.	3	Increased levels of production and value adding ranging from on-farm preparation and packaging, visitor experiences/retail through to on-processing of production
	Review the Planning Scheme's capacity to provide adequate protection for important extractive industries (hard rock and sand resources).	2	Construction material cost for southern region minimized.
	Reduce conflicting land uses and practices to limit the impact of weeds, feral and domestic animals on agricultural and aquaculture production.	2	Investment is not prejudiced by uncontrolled weeds or animal impact.
Build Productive Networks & Relationships	Engage with existing groups including Coal River Products Group, wineries, oyster and mussel producers and agri-tourism to reduce tensions and risks and to develop a vibrant primary production and value adding sector by ensuring key industry development opportunities, issues and risks are identified and considered from a "place based" perspective.	1	Producers and operators have the opportunity to interact, common issues are addressed. Concept of a Cambridge based "centre" to be introduced as a gateway offer.
	Facilitate links with and between Agencies and potential commercial players.		Productive linkages between industry,
Encourage, Facilitate and Directly Invest	Work with industry and TasWater to develop a broad benefit/cost framework to optimise the volumes and use of recycled water for agriculture purposes (including consideration of the opportunity cost if recycled water is discharges to estuary/coastal waterways).	1	Larger volume of sustainable irrigation supply, reduced effluent to waterways.
	Continue work on stormwater harvesting for re-use and mitigation of negative run-off impacts.	2	Water available for irrigation, reduced pollution impact on waterways.
Facilitate Learning, Creativity, Productivity & Innovation	Build on the networks to further develop linkages to e.g. UTAS through Tasmanian Institute of Agriculture and IMAS and private agronomy companies to identify new production opportunities and their feasibility.	4	Productive supply side.
	Bring sector players together to consider new approaches to positioning individual and joint products and services.	2	Market attractive, innovative and profitable offers.
Market & Communicate our Positioning and Benefit	Develop food and beverage marketing material in conjunction with Destination Southern Tasmania and other stakeholders (product, people, stories and place) for inclusion in a wide range of hard copy and digital based promotion (e.g. direct advertising and prospectus) for use by industry and for visitation/ investment promotion.	2	Able to present a coherent story and be both strategic and opportunistic in placing the information for best result.



PUBLIC UTILITIES, INFRASTRUCTURE AND LOGISTICS

Clarence is well served with public utilities and infrastructure that support economic activity and development.

The arterial road network, particularly the link to Hobart International Airport, provides rapid transit to ensure it provides the necessary links and access. Clarence City Council has defined its ‘Transport Network Priorities’ providing a suite of projects designed to improve access efficiency and safety.

While there are a number of usable road connections to the intermodal hub at Brighton, they do not reflect the standards necessary to support significant volumes of heavy vehicle movements to and from the Midland Highway. Given the Clarence economic activity profile, this limitation is identified as a constraint to development. The Tasman Highway/Bridge provides the link between Clarence and Hobart and, as with all of the arterial road links entering Hobart, it is susceptible to queueing during peak periods. In part this peak hour constraint is based on disruption as a result of vehicle crashes or breaks down. For most other periods the bridge provides a more efficient connection than the Brooker Highway with its sequence of controlled junctions. Attempts at increasing public transport use between Clarence and Hobart show only incremental growth, and the use of ferries as a river crossing option has not as yet met with commercial success other than when event based.

The dispersed population within Clarence has proven challenging for those introducing public transport options between the cities and outlying areas as a means of reducing traffic volumes. Also there is clearly a strong relationship between parking price and usage of public transport.

The relationship between Clarence’s geographically distributed population and high levels of car utilisation is reflected in the demand for car parking at light industrial, commercial and recreational/cultural precincts. Lack of car parking increases economic stress and leads to tensions

between land owners at the boundaries of residential and the more intensive land uses. This challenge is particularly evident around Rosny Park, Lindisfarne and Bellerive Villages.

In contrast, the design of the Cambridge Homemaker Centre that optimises car parking and retail space and access demonstrates the value consumers place on this convenience. Clarence’s “free parking” for customers model to support commercial interaction is an important policy underpinning economic activity. The threshold at which consumers are willing to pay for parking in specific locations, and the development of public/private strategies to provide parking infrastructure and to introduce, for example, purchase based parking cost offsets, are matters for close examination.

Hobart International Airport is a major Tasmanian asset. It is the access point for the majority of Tasmania’s visitors, enables export of high value goods and services and provides national and international flight access to Antarctic. The challenge to Clarence is to optimise the economic flow-on benefit from this asset as an additional commercial precinct. This goal is consistent with the Hobart Airport Master Plan (2015). The clustering of additional complementary businesses engaged in Antarctic and Southern Ocean activity and the associated logistics within Clarence would deliver and enable further community benefit and flow-on employment. Similarly, the airport provides the potential for Clarence business to engage visitors at either end of their visit. These potentials reinforce the link between well placed, appropriate infrastructure and flow-on economic and social benefit.

The National Broadband Network (NBN) has resulted in Clarence having access to relatively high quality broadband access; the challenge is to translate this to an opportunity and benefit. The NBN availability presents a tool to facilitate digital transformation of services and infrastructure. This opportunity is encapsulated in the “Smart City” concept which has picked up momentum around the world. A Smart City has an urban development vision aimed at digital transformation and integration of emerging technologies into infrastructure and services. This approach aligns



well with the desire of Council to be innovative and proactive in use and facilitation of new technologies in order that the City is competitive as a place to live and to do business.

Potable water supply and sewerage treatment and reuse are managed by TasWater, however they are critical resources to Clarence's liveability, economic performance and sustainability. There are significant population centres that are not serviced with water or reticulated sewer.

The current approved TasWater Price & Service Plan (PSP) is strongly focused on meeting environmental and health regulations through upgrades or major maintenance to existing assets. The development of the next PSP which commences on the 1 July 2018 provides an opportunity for Council to provide input into TasWater's priorities for the next regulated period. It is considered important that TasWater place additional emphasis on the strategic infrastructure component of their mandate.

Developer contributions are a recognised mechanism to support the orderly provision of infrastructure, consistent levels of service, fairness in the burden of cost, and equity between and within generations. These charges can be a significant factor in the decision-making process of developers and investors. TasWater has recently reviewed its policies in regard to water and sewerage developer charges, with a focus on charges being levied only on development requiring expansion of capacity, as opposed to utilising existing supply capacity infrastructure.

Clarence City Council also has a developer contributions policy in relation to development that increases demand on, or for, public open space infrastructure, roads, stormwater drainage, and car parking. This policy is due for review.

The productive use of water, and also treated wastewater through recycling, is viewed as crucially important by Council, and the proposal to divert treated wastewater from the western shore of the Derwent to the Coal River Valley is supported. The Coal River Valley has the capacity to increase its usage of recycled water for irrigation. Enhancing the diversity in supply options, given the limitation of supply

from Craighourne Dam and TasWater Derwent River direct supply, is considered important from economic and environmental perspectives. Currently there is a regulatory dis-incentive to TasWater to be involved in recycled water schemes as recycled water is outside of regulated expenditure and assets allowed by the Economic Regulator when establishing pricing regimes. Clarence does not have a reticulated natural gas supply. This supply is an important energy option when considering larger scale investment in commercial and industrial activity and in services such as aged care facilities. Reports indicate significant annual energy cost savings to residences using natural gas. Determination of the feasibility of this to specific development zones to enhance flow-on investment attraction is considered important.

Conclusion

The match between utilities, infrastructure, logistics and the achievement of economic opportunity and productivity is strong, as is its relationship to the "liveability" criteria necessary to attract and retain population.

Infrastructure and logistics are complementary public goods, each important to the productivity of the other. While Clarence has strong infrastructure there are opportunities to enhance existing public and private infrastructure and associated logistics, and to establish a strategic position in regard to infrastructure such as water and wastewater, and the matching of technological capacity to our socioeconomic growth trajectory.

Outcomes Sought

An infrastructure profile and capacity that enables our existing businesses and community to access services and opportunities, supports business growth, and ensures a strong community return on infrastructure investment.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.

PUBLIC UTILITIES INFRASTRUCTURE AND LOGISTICS

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	RESULT SOUGHT
Build Productive Networks & Relationships	Work with supply side groups such as Coal River Products, commerce and industry groups to identify and specifically define “gaps” in the value chain that prevent development of otherwise feasible opportunities.	1	Comprehensive and productive infrastructure and logistics integrated into and supporting the value chain.
	Establish evidence based support for the prioritisation of Council’s adopted “Road Transport Priority Issues” for state and local road projects, and work with DSG Transport to reach a shared understanding of Clarence transport network priorities.	1	Funding for key road projects with identified economic benefit.
	Extend participation with HIAPL to include wider logistics sector (including warehousing) to cluster air transport dependent business in Cambridge.	1	Productive logistics hub linking to air transport.
Build Productive Networks & Relationships	Provide input to the establishment of TasWater’s works priorities for the next regulated period (which commences on 1 July 2018) through consultation on the next TasWater Price & Services Plan (PSP).	1	Appropriate emphasis on strategic water and sewerage infrastructure development.
Encourage, Facilitate and Directly Invest	Review Council headworks charges policy in relation to development that increases demand on, or for, public open space infrastructure, roads, stormwater drainage, and car parking.	1	The orderly provision of infrastructure, consistent levels of service, fairness in the burden of cost, and equity between and within generations.
Encourage, Facilitate and Directly Invest	Work with ICT Tasmania and NBN to develop a service and investment strategy to support Clarence business, and to develop new business, to exploit the NBN infrastructure capability within Clarence.	1	Increased utilisation of NBN capacity, enhanced business performance in existing business and new business opportunity developed.
	Adopt and implement “Smart City” policies and strategies aimed at using emerging technology (including digital, energy and transport technologies) to improve efficiency and capability.	1	Improved efficiency of City infrastructure and services for the benefit of local businesses, the community and visitors.
	Work with TasGas to identify the feasibility of introducing natural gas to the Clarence urban area as the basis for a potential public/private partnership in delivery.	2	Clarence residents and businesses benefiting from access to natural gas.
	Develop infrastructure grant applications based on collaboration with industry sector partners. These bids to include support to companies in seeking infrastructure funding, community organisations and funding to public infrastructure to drive development.	2	Access to funds to make best use of existing and enhancing infrastructure scope and productivity.

PUBLIC UTILITIES INFRASTRUCTURE AND LOGISTICS CONTINUED..

Market & Communicate our Positioning and Benefits	Market Cambridge as the “gateway” for business activity linked into the air transport value chain to food, production, technical services, specialist manufacturing and logistics companies via a prospectus and promotion.	2	Industry awareness and conversion to investment and activity.
Govern, plan and manage with quality information, contemporary process, respect and inclusion	Identify the opportunities and risks associated with the introduction of parking user fees in intensive use commercial centres and for longer stay parking in conjunction with developer price based options that provide the balance of investment, parking management, convenience and commercial outcomes.	1	A Parking Infrastructure Development Plan and associated policy setting that balances Council/Private investment and return to consumers and business operators.
	Promote the continued and enhanced diversion of treated wastewater from Derwent estuarine and coastal outfall to irrigation (Coal River Valley) by promoting the approach as a key policy position in relation to wastewater treatment and resource utilisation, and supporting the inclusion of re-use disposal costs and environmental off-sets within TasWater’s regulated assets, service definition, and expenditure regime.	2	Optimal use of and return from wastewater using broad benefit/cost principles, including economic benefits and environmental off-sets.



PRODUCTION, TECHNICAL SERVICES AND MANUFACTURING

Value add production relating to biological products, light engineering, the application of scientific technology and techniques for national and international markets, plus businesses providing technical services to support the Clarence and Tasmanian population, are considered a strong “fit” to Clarence.

There are examples of successful businesses across all of these arenas within Clarence’s light industry zones in Mornington, Rokeby and Cambridge.

The development of Cambridge, its proximity to Hobart Airport and the Tasman Highway, in conjunction with the available land and established design parameters, provides the opportunity for it to become the “go-to” location for such businesses. The facilitation of key complementary business enterprises in “hubs” that demonstrate the advantages of this proximity to the airport is considered important

The two key sectors are identified as food value adding and Antarctic operations and services.

Food and beverage production and value adding businesses associated with Coal River Valley primary production are establishing within the valley, or in the adjacent Cambridge industrial and transport hub. Examples include wineries, distillery, smallgoods and cheese manufacturing, and vegetable processing and packaging.

The location of the CSIRO Marine Laboratories and the Australian Antarctic Division in the region, along with the Australian Polar Network, provides a strong base to promote Clarence’s benefits as a hub for air service related Antarctic operations - facilitated by the extension of the airport runway and implementation of the Hobart Airport Masterplan.

Entura, Vision Stream, Tas Networks and Marinova provide examples of the mix of business that find these precincts attractive. Timber product processing, food and beverage processing, as well as provision of a wide range of trade services are resulting in Cambridge developing both a critical mass of operations and also a complementary base of interdependent activity;

this is a key advantage of a precinct, enabling further opportunities to be identified and developed as well as increasing the productivity of the associated businesses.

Mornington reflects some of these characteristics but although it has a proximity advantage to the major population centre, it has capacity constraints relative to Cambridge. While the market does differentiate, it is also important that Council identifies the two precincts complementary roles.

Rokeby has a relatively large available industrial area; however, it is relatively isolated. Both Mornington and Rokeby exhibit significant variation in the quality of development and do not reflect contemporary “light industrial visual amenity” across the zone. These are examples, where local area planning can apply urban design principles.

For both precincts transport access is problematic, for Mornington there are significant conflict points in egress onto South Arm Highway and Rokeby has poor local access.

Conclusion

As there is increasing pressure on light industrial business zones in Hobart and Glenorchy, relocation options such as Mornington and Cambridge are likely to be considered.

The Industrial Land Strategy for the Southern Region identified Clarence as the only metropolitan council without a forecast shortage of land into the medium term future. The key will be to market the opportunity and benefits.

Outcome sought

An increase in the level of light industrial, manufacturing and technical services activity to serve domestic and international markets occurring in zones that are attractive in terms of amenity, infrastructure, access to complementary businesses in the value chain, air and sea transport links and to logistics.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.

PRODUCTION, TECHNICAL SERVICES AND MANUFACTURING

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	OUTCOME SOUGHT
Build Productive Networks & Relationship	Deepen the existing membership relationship with the Tasmanian Polar Network to actively identify business opportunities to locate in Clarence adjacent to air logistics and other complementary operations.	1	A hub of Antarctic, Southern Ocean and Marine Science/manufacturing and servicing businesses.
	Work with DSG Transport to identify opportunities for improved road access to Mornington and Rokeby industrial zones.	2	An increase in the level of light industrial, manufacturing and technical services activity.
	Bring together food & beverage production and value adding businesses through an initial industry workshop to identify opportunities to identification of product/market mixes that can be exploited.	1	Increased scope and level of food and beverage value adding within Clarence.
Market & Communicate our Positioning and Benefits	Joint promotion with sectors of the product and service mix on offer within Clarence and benefits of co-location by using regional and state promotion initiatives.	2	Increased awareness of product and service offers, benefits and provenance.
Govern, plan and manage with quality information, contemporary process, respect and inclusion	Survey the profile and needs of current businesses within the industrial precincts to identify opportunities, constraints to viability and potential growth.	3	Establish the basis on which to promote the attributes of industrial precincts and on which to actively engage in specific industrial/technical services development programs.
	Review the market attractiveness, community amenity and visual standards of older industrial zones such as Rokeby to determine need for local area planning adjustments.	3	Industrial zones remain reflective of market needs and community values as basis for ongoing business retention and establishment. Rezoning to reflect best value utilisation.



SETTLEMENT & THE BUILT ENVIRONMENT

The settlement and land use patterns of Clarence have been established by a mix of incremental growth from early settlement locations, intervention from the Tasmanian Government through its 1960s housing policy and the need to establish a local retail and community services capacity following the Tasman Bridge disaster in 1975. Around these influences, land use management policy has resulted in Clarence being able to offer a diversity of residential, commercial and light industrial opportunity to potential investors.

Council identifies the potential and value of a significant increase in population over the next decade in line with state growth targets; it is also important to recognise that population diversity in terms of age, education and employment is identified as a major contributor to community prosperity and resilience. It is also considered important to develop a contemporary economic and employment profile to ensure a range of local income and employment opportunity exist.

Increased urban population density also supports the provision and viability of many services, including public transport services.

The characteristics of the settlement and built environment are central to attracting and retaining residents and an overnight visitor population. A key question is what population profile is sought and what attributes are necessary to attract and retain it.

Despite its liveability attributes, Clarence demonstrates lower residential property values than physically comparable properties in locations such as the inner Hobart locations with their proximity to a “city” lifestyle. While these trends are arguably “cyclical”, it is arguably the businesses that thrive from population growth that facilitate promotion and the benefit of proximity. In Clarence’s case, while there is some potential to generate a local version, as observed in the increasing popularity of Bellerive and Lindisfarne villages; specific Clarence versions of attractive village atmospheres are also arguably achievable at Seven Mile Beach and Lauderdale.

The natural and recreational lifestyle attributes of Clarence are a means of attracting residents and visitors. Some approved subdivisions have experienced relatively slow uptake and some existing residential areas are considered less desirable than others. When considering the cost/benefit of Council investing in locations as an enabler for development, it is important to recognise that there can be an economic “cost” associated with neglecting or under-investing in communities (e.g. crime, safety), which can perpetuate a cycle of low private investment, take-up of subdivision lots etc.

Residential, commercial and light industrial offers are the basis for change in Clarence’s population and economic profile. Clarence is in a competitive market for population and economic activity - investment in these is based on both supply and the relative position of the Clarence offers compared to other investment options.



It is important that both regional and local land use planning schemes are flexible enough to provide for emerging demand for “land supply” across all sectors.

Clarence has been active in creating a supply of strategic precincts and sites such as Cambridge Park, Kangaroo Bay Development and Rosny Hill through its land use management policies, direct investment and identifying/developing strategic sites.

Land use zoning is in place to support local area retail and service activity centres as population in specific areas grows to a level that creates a viable demand; the potential for a development underpinned by a supermarket at Lauderdale is an example of this.

The identification of other sites is related to potential use and the benefit/cost of investing resource into their preparation as an enabler to development. Different sites represent importance based on different values, while these tend to be reflected in existing land use zoning representations, tensions arise when proposal to alter this land use in part or total. Arm End and Seven Mile Beach Peninsula are two recent examples of such tension. Seven Mile Beach Peninsula in particular, is considered an important strategic site, evident when flying into and in close proximity to Hobart Airport, it provides a location and scale that offers further development potential for sensitive mixed uses while retaining its social values.

Adaptive reuse or enhancement of existing is also considered important. The potential for a cultural/creative precinct spanning from Rosny Park, through Kangaroo Bay and Bellerive Village to Bellerive Beach is an example of the potential to harness new opportunity from an existing area.

Council through its health and well-being and positive ageing strategies has been awarded “Age Friendly City and community” status by the World Health Organisation. It is important to continue to build upon this status, which is also a marketable

attribute for residential and visitor growth. Older residents play an important role in the economic life of the city through the contributions (time, energy, ideas, expenditure) that they make.

Conclusion

Clarence is well situated to grow its resident and overnight visitor population. While Clarence has a significant land bank suitable for development, achievement of optimum economic opportunity will be derived from understanding the market, it’s needs by segment and working towards the development of a planning model that delivers to those segments that will make a strong contribution to Clarence’s performance and future development.

Understanding the role of key areas in terms of their attraction (for example dormitory/ convenience, amenity, service centre, economic enabler or economic engine) is important in understanding the place’s contribution to Clarence and their attraction to people as a place to live or work and invest as a basis for reviewing the core characteristics of key areas/zones to ensure market fit.

Outcomes sought

- Increased resident population scale and diversity .
- Residential and business attraction and expansion through utilisation of serviced greenfield sites.
- Utilisation of “inner residential” principles to provide a wider offer to the market.
- Establishment of Kangaroo Bay and other key sites as major opportunities for attraction and investment.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.

SETTLEMENT AND BUILT ENVIRONMENT

STRATEGY	PROJECT/ACTIVITY		OUTCOME SOUGHT
Plan & Provide for Beneficial Land Use	As a means of defining various potential population growth options and trajectories - Identify the key market positioning and attractiveness of various suburbs/precincts/villages within Clarence and analyse the impact of alternate scenarios to the current development framework and their potential impact on the economic profile, demand for development and sustainability of the City.	2	Range of offers to suit market segments to support both population and economic growth & diversity.
	Adopt and formalise development of the “Clarence Cultural and Creative Precinct” proposal for the area from Rosny Park, through Kangaroo Bay, Bellerive Village to Bellerive Beach and Bluff.	1	An overlay of social and economic activity that creates a vibrant and dynamic precinct that facilitates engagement, creativity and
	Given the ongoing tensions that arise with development proposals, identify opportunities that can be explored and design a development framework to guide future broad valued use of land on Seven Mile Beach Peninsula.	3	A basis for long term beneficial development that provides increased certainty for the community and potential developers.
	Specific precinct urban design, theming and “liveability” projects for areas such as Seven Mile Beach, Cambridge, Lauderdale and Richmond “villages”, reflective of the roles these local centres play in attracting and retaining residents, local businesses and visitors.	3	Centres that attract, encourage engagement and contribute to the “liveability” of the location within the context of its core attributes.
Encourage, Facilitate and Directly Invest	Kangaroo Bay – continue to promote direct private investment within the Kangaroo Bay mixed use development precinct.	1	Investment, development and achievement of strategic objectives.
	Rosny Hill Nature Reserve – pursue investment into appropriate commercial development opportunities on the site, in conjunction with enhanced public facilities.	1	Empathetic development that attracts investment, visitation and provides community benefit.
	Kangaroo Bluff/Fort – in conjunction with the cultural/creative precinct commence engagement with the Tasmanian Government re the enhancement of cultural values of the site, its potential contribution to Clarence community and associated development/investment..	2	Transformation from a relatively unknown and underutilised heritage site to an exemplar of “fit” between heritage and contemporary community needs and values.
	Determine the role of Clarence’s beach communities in it’s market positioning, potential attraction of residents and visitors, and consider the feasibility of innovative approaches to provision of infrastructure and services ranging from factors such as events, wastewater treatment, to “popup” shops during peak periods.	2	A framework for the environmental, economic and social development and contribution of beachside communities.
Market & Communicate our Positioning and Benefits	Market the specific development direction, advantages and specific opportunities that exist within Clarence through electronic, social and local media, regional and state marketing initiatives.	1	Development of awareness that Clarence is actively offering a diversity of ‘lifestyles’ and opportunities that transform into
	Market and promote Clarence’s status as an Age Friendly City and Community	1	Increased population, visitation and investment through awareness of Clarence’s age friendly policies and attributes.



RETAIL, BUSINESS AND PROFESSIONAL SERVICES

Clarence boasts Tasmania's only regional shopping centre (categorised by area) in Eastlands, this attracts over 5 million visits per annum and a significant spend per visit compared with other Tasmanian locations. Providing a centre based around daily living spend, Eastlands is complemented by the "home making and big box retail" focus of Cambridge Park. The two centres are complementary, both providing a local service and attracting patronage from outside Clarence. Local communities are serviced by smaller scale centres focused on local, daily consumption and services.

Rosny Park has also attracted a level of business and professional services that reflect Clarence's business profile. Government services are located within the Rosny Park Precinct and operationally at Cambridge. Cambridge Park is also demonstrating attractiveness to service based entities from a headquarters and operational perspective.

The ability for Rosny Park to grow as a centre for larger scale service operations is currently constrained by car park limitations; however a relocation/growth strategy can also be the catalyst to make it viable to address the parking challenge and the establishment of improved public transport services from both Hobart and Sorell.

Whilst major expansion of the Eastlands complex has been mooted, further growth in retail

investment has been constrained by:

- uncertainty in the general economic trajectory;
- other, often interstate, investment options for centre owners and core tenants;
- relatively low population growth; and
- to a lesser degree creating an offer that attracts regional visitation.

Local retail and in particular community health service centres are dispersed throughout Clarence. These centres are also highly dependent upon catchment population and demographics, investment by developers intertwined with the options available to core tenants in other locations.

From a low existing base hospitality businesses continue to experience growth reflecting changing demographics and lifestyle changes. The integration of hospitality offers with other retail offers as complementary businesses in a location or within existing businesses provides an increase in patron attraction and length of engagement. Customer service and quality is the success of these businesses.

Council recognises the high level of home based business, ranging from tradespeople operating their business from home, ICT, crafts and a wide range of "creative sector" professionals in areas such as marketing, design and other businesses reflective of the new wave.



The challenge is to meet the needs of such businesses to transform them to employing businesses. This sector is highly dependent upon the technical competence and social skills of its operators and staff.

Conclusion

Retail, (including hospitality), business and professional services are important growth sectors within advanced economies and also to support population and other sectors to grow. They can provide a mix of scale and specialisation, evidenced by, for example Eastlands through to small specialist retailers. Clarence is strongly positioned to service both the local community and South East Tasmania.

The City is underrepresented in quality visitor accommodation and contemporary hospitality/ food, a sector that is important in terms of city liveability and in attracting residents and employing businesses, as well as lengthening visitor stay and expenditure. Growth in this sector is important in terms of attracting and supporting new business and in ensuring that residents who are employed outside Clarence spend the majority of their income within Clarence.

Outcome sought

Reinforcement of the role of Eastlands and Cambridge Park as regional centres with complementary roles, further enhanced by growth in business and professional services in Rosny Park, and local retail activity centres that reflect local day to day purchase and hospitality needs.

The development of a cultural/creative precinct spanning Rosny Park, through Kangaroo Bay/ Bellerive Village to Bellerive Beach to create an environment to support creative industry, hospitality, tourism and recreation activity, in conjunction with “inner residential zone” principles, provides the foundation to enhance the position of Clarence in the market and generate new business potential.

These attributes combining to ensure people recognise Clarence as a place to live, visit and invest.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.



RETAIL, BUSINESS AND PROFESSIONAL SERVICES

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	OUTCOME SOUGHT
Encourage, Facilitate and Directly Invest	As identified under infrastructure, Settlement & Built environment sections: Ensuring accessibility and attractiveness of retail and service precincts is a critical contribution to use and investment attraction.	2	An investment attraction environment.
	Continue to promote and facilitate direct private investment into visitor accommodation and/or hospitality services at Kangaroo Bay precinct and Rosny Hill Nature Recreation Area.	1	
	Determine which incentive/process characteristics make a difference to development, potentially complement “rate break” with an active, constructive stance on development; complement compliance with a successful outcomes focus and sense of priority in approval processes.	3	
Govern, plan and manage with quality information, contemporary process, respect and inclusion	Review the Clarence Activity Centre Strategy to develop approaches to increase flexibility in response to service needs/demands in peak use periods, for example, summer and/or weekends in local centres.	2	Strong retail development, flow-on employment. Attraction of consumers from adjacent LGAs.
	Consider and further develop the “Kangaroo Bay, Rosny Park Cultural, Creative Precinct Plan” proposal.	1	Enhance Clarence position in investment and creative industries and inner residential markets.
Market & Communicate our Positioning and Benefits	Promoting Clarence through cooperative marketing with retail precincts within regional media; for example advertising the benefits of the specific offer in conjunction with Clarence as a whole.	1	Awareness of attributes, conversion to demand and expansion of service scope and scale.
Plan and Provide for Beneficial Land Use	Facilitate expansion of the hospitality sector (accommodation, food services etc.) in conjunction with land use that enables experiencing the local environment, natural and built heritage, local events, and sport and recreation activities (eg. golf courses, beaches).	2	Economic benefit derived from City strengths.



EDUCATION & TRAINING

Education and ongoing learning underpins the human capital of a place. Achievement of a technically advanced and service economy, one complemented by high levels of productive employment participation and effort, requires both a strong formal education system and the ability to engage in learning on a lifelong basis.

This is central to the ability to adapt to changing market needs and innovation.

In addition to the natural and built attributes of a place, the existence of a learning and innovative culture based on a real system of capacity building is a key attractor to locating and investing in a place, and from this building a more prosperous and resilient local economy.

Formal Education and Qualifications

Clarence has a comprehensive network of schools providing formal education from kindergarten to year 12. A large number of children attend private schools, primarily located on the western side of the Derwent. University studies, apart from those associated with agricultural science and physics at the TasUni Cambridge occur outside the municipality. Tas TAFE operates the Warrane Campus providing trade training. Cambridge and Rokeby provide the centres for essential services training for Tasmania.

The planning framework provides for inclusion of education within the urban development environment, including as a key driver for development.

The ability to link existing programs to economic activity within Clarence is viewed as an initial approach to increase skills and capacity through formal education. Integration of education, industry and other training into the development streams within this plan is considered important to ensure production, productivity and sustainability.

In addition to formalised training, the development of a lifelong learning culture is a major contributor to adaptability and innovation. These characteristics not only relate to success in commerce, but are also underpinned by a learning, adapting and innovating culture across the community.

Lifelong Learning across multiple sectors

Business

Traditionally business skill development has been offered within industry sectors. The opportunities available to Clarence come from what have traditionally been viewed as different sectors and while this is at one level true, it fails to recognise their interconnected nature and interdependency. Most opportunities come from people talking, suppliers with other suppliers, customers or to others in the value chain – sometimes this leads to minor improvement and at other times to major new initiatives or innovation.

There are many providers within the market. The simplest method is for Council and/or business support organisations to commence as a “post office” distributing opportunities. Networking with business can be used to identify needs that can be linked to providers.



This plan notes that Clarence is under represented in visitor accommodation and contemporary hospitality and food services, and includes strategies to facilitate direct private investment into visitor accommodation and hospitality services at Kangaroo Bay precinct, Rosny Hill Nature Recreation Area, and other places. In particular there is an opportunity for the establishment of hospitality training facilities in association with TasTafe/Rosny College and hotel investment at Kangaroo Bay precinct.

Construction sector related enterprises comprise a large part of the business profile of the city, as do retail/wholesale enterprises, and it would also be advantageous if local training opportunities for these key sectors was available.

Volunteering

The benefits of volunteering are high, they accrue to both the community and the individuals engaging in such activities. Clarence has a strong volunteering base and there are opportunities to build on known gaps, such as youth volunteers.

Engagement through groups, familial or neighbourhoods both addresses need and develops human and social capital within the community.

Recreation

Centres of excellence provide an opportunity to locate activity in conjunction with physical operations. An example of this is the location of cricket coaching at Bellerive Oval. Clubs throughout Clarence, ranging from sailing, through surf and Rural Youth all provide localised learning that carries over into other fields.

With the majority of the southern regions golf courses located in Clarence, the opportunity to develop a golf centre for excellence has been identified by the Royal Hobart Golf Club. This centre would see a new facility incorporating conference facilities developed and other clubs throughout Clarence engaged in the centre. Golf is an interesting barometer of changing values within society. Although golf club membership has declined, participation has increased. Commercial offers (offered as experiences) can arguably

replace some of those previously offered within the closed club environment.

Sea and estuary based recreation, surfing, swimming and boating ranging from pure relaxation through to competition is a key part of the Clarence culture. Clubs provide a basis on which to stimulate further activity and events leading to a wide range of learning and development outcomes.

These specific examples are included to demonstrate the direct and indirect benefit that can flow to a place by linking its existing asset base to new markets by changing its business model.

Conclusion

Success within dynamic and highly contested markets, requires an economy with high performing, productive and innovative businesses, outcomes which are dependent on knowledgeable, productive and innovative people.

There are major government and industry entities with responsibility to fund or provide education and training and the potential is to link further training with enterprises operating across all sectors of the economy. It is not Council's role to duplicate what is being provided, the opportunity is for Council to play a role, in conjunction with these entities, to support development of an innovative, vibrant place within which learning, innovation and success are identified and demonstrated in a manner that becomes "this is the Clarence approach".

Outcomes Sought

An increased focus on learning, innovation and success across the Clarence commercial, not for profit, and services community creating a place where learning, innovation and success is identified, demonstrated and celebrated.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.

EDUCATION AND TRAINING

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	OUTCOME SOUGHT
Build Productive Networks & Relationships	Work with community organisations, in particular within the community services, recreation, and cultural arenas to explore the use of their facilities and expertise in provision of learning, coaching and training for the local community and as a visitor attractor.	2	Strong stocks of human and social capital in providing both commercial and volunteer services.
	These can focus on traditional business, community services or emerging sport, recreation and other cultural pursuits and the management of associated service offers.		The potential to use existing resources as the basis to provide training or “Centre for Excellence” positioning in developing technical, service and management competencies can provide the basis for both economic activity and improvement in local service provision.
Build Productive Networks & Relationships	Liaise with TasTafe to ensure that local training opportunities for key industry sectors within Clarence are available (eg. construction, retail, hospitality).	2	Training availability linked to sector needs.
Facilitate Learning, Creativity, Productivity & Innovation	Develop and promote a “Clarence Link” that facilitates community access to education and training offers.	2	Awareness and utilisation of learning opportunities.
	Negotiate with business and service associations to develop a stronger focus on delivery excellence, innovation and creativity within Clarence business awards associated with the sectors included in this plan.	1	Increased levels and recognition of performance, productivity, innovation and creativity. Catalyst of an ideas, innovation/creativity culture across Clarence.
	Council adopt an innovation stance with respect to its governance operations.	1	Demonstration of strategic plan objectives through improved performance and productivity across internal process and relationships with key stakeholders.



PUBLIC ADMINISTRATION, HEALTH & SAFETY

This sector provides significant employment for Clarence residents, and although that employment is not all within Clarence, these jobs still bring income to Clarence. The ability to create further flow-on from this is dependent upon Clarence's ability to provide the right investment and consumption offer.

Clarence Council is part of this government administration and service mix, and is well placed and capable of further applying strategies to improve both internal performance and productivity, and in its relationships with key stakeholders associated with this economic development plan.

Rosny Park, the city's civic precinct, is the location of the Council Chambers and Offices and state and federal services such as Service Tasmania, Tasmania Police, Rosny LINC, Mineral Resources, Worksafe Tasmania, and TMAG Archives. Other emergency response services, police and fire are distributed around the City. Across the city, the Tasmanian Police Academy, Tasmanian Fire Service, and Risdon Prison create a significant number of jobs and expenditure, again the potential flow-on to the local community is related to ensuring the Clarence offer captures this expenditure.

Health services focus at the primary community care level, general practice medicine, podiatrists, optometrists, dentists and other allied health professionals are distributed throughout Clarence and complemented by basic diagnostic services.

The potential to provide additional local services that are required on a regular basis, such as dialysis, could have the benefit of increasing local access and reduce pressure on the Royal Hobart Hospital.

Aged care has emerged as the major area of development. New investment by Southern

Cross Homes and Freemasons Homes has seen significant construction and care based employment growth. The centres reflect a continuum of care and reinforce Clarence's potential for further aged care investment. This centre based investment is augmented by an extensive home based care capacity and growth in aged care services to its older demographic.

Growth in other personal health and wellbeing services is evidenced by the use of public facilities for organised fitness and other activities.

Conclusions

Clarence has achieved a significant representation of operational support and training facilities within the City. This has been achieved by having appropriately zoned, accessible land available and the quality of services and infrastructure.

Other health and community based services reflect the population characteristics of the city and the proximity to south east Tasmania communities.

The proximity and quality of land and services available, together with the local workforce base, provides the potential to increase the focus on aged care investment (as the core growth area), and the further establishment of government administrative and operational services.

Outcome sought

Further investment and employment based on community based health services, residential care in aged and disability sectors, and personal services; and from the relocation of government agencies and operational arms to the City.

Key Strategic Activities

The following details the mix of strategies and activities designed to achieve specific outcomes within the sector.

PUBLIC ADMINISTRATION, HEALTH AND SAFETY

STRATEGY	PROJECT/ACTIVITY	SEQUENCING	OUTCOME SOUGHT
Plan & Provide for Beneficial Land Use	Identify potential future sites and ensure land use conditions are in place to enable the development of: <ul style="list-style-type: none"> • community health and aged care facilities to cater for an increased and aging population. • Public sector agencies and operational entities 	2	A comprehensive aged and community primary care infrastructure that serves existing community and attracts residents and investment. Increased government investment and employment in Clarence.
	Build Productive Networks & Relationships	Work with the Council “Positive Ageing” network to focus on socioeconomic potential of facilities and in-home services, in particular the potential for local employment through National Disability Insurance Scheme (NDIS) policy.	1
	Work with providers to identify needs for services and potential for establishment of health care residential and service facilities.	1	Increased investment and employment.
	Engage with other levels of government to pursue the relocation of government agencies and services in Clarence.	1	Increased investment, local spend and improved access, transport efficiency by decentralising from Hobart CBD.
Govern, plan and manage with quality information, contemporary process, respect and inclusion	Benchmark Council performance and levels of service to ensure that Clarence is an attractive place to do business compared to other places using local government benchmark data and information from other Australian jurisdictions.	1	Competitive service standards and costs.



FOUNDATIONS OF THE PLAN

This plan has been prepared with:

- consultation with representatives from key sectors;
- reference to Councils major strategies and plan;
- economic data and analysis drawn from Councils and regional strategies and plans and Australian Bureau of Statistics;
- Alderman input through a briefing session;
- workshop sessions with the “Project Management Team”; and
- review and input from Council’s “Executive Management Team”.

It is based on a “dynamic systems logic” approach to the design and implementation of governance, strategy and management framework.

The framework provides the basis for ongoing management of the plan and adaptation to opportunities and shocks. The approach is designed to facilitate multi-disciplinary input and complementary action to achieve agreed outcomes. The diagrammatic representation is used to place economic development into context and to help combine lay and professional input into the analysis of the current position, likely causes and the development of strategies and actions.