

Team Glenorchy-
Leading the
Community Plan



vision
pride ^{growth}
strength

better future

Glenorchy Community Plan
2005-2025

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Introduction

Glenorchy has led the way in community consultation and participation and in 1999 that lead was increased further when we became the first city in Tasmania to develop a Community Plan.

In keeping with our strong tradition of community consultation we called upon the community and all relevant stakeholders to identify the needs, issues and actions that should be addressed to achieve a better future. This information was obtained through numerous public meetings, forums and workshops and, when it was all brought together, it became the Glenorchy Community Plan.

The Plan was intended as a guide for all stakeholders, not just the Council, so to monitor its progress it was appropriate to bring together representatives from everyone who could contribute to its implementation.

This group, known as Team Glenorchy, kept a watchful eye on the many activities and projects that were initiated as a result of the Community Plan and, to ensure that it continues to be relevant and reflect current views, it decided that the Plan should be reviewed every 5 years. This decision required that the first review should be carried out in 2004.

In addition to updating the Plan, the first review has provided an opportunity to introduce some improvements, such as the re-numbering of the Plan's actions to give each its own unique identifier. This will provide a much clearer link between the Community Plan and the Strategic Plan and a much easier reference in subsequent Council reports.

NOTE – 2009-10 Review

In 2009 Team Glenorchy carried out the second review of the Glenorchy Community Plan with the project being managed by Team members Jan Dunsby and Philip Butler.

Feedback on the Plan was invited via advertisements, articles in the Glenorchy Gazette, the Glenorchy Community Precinct system and by Team members' networks.

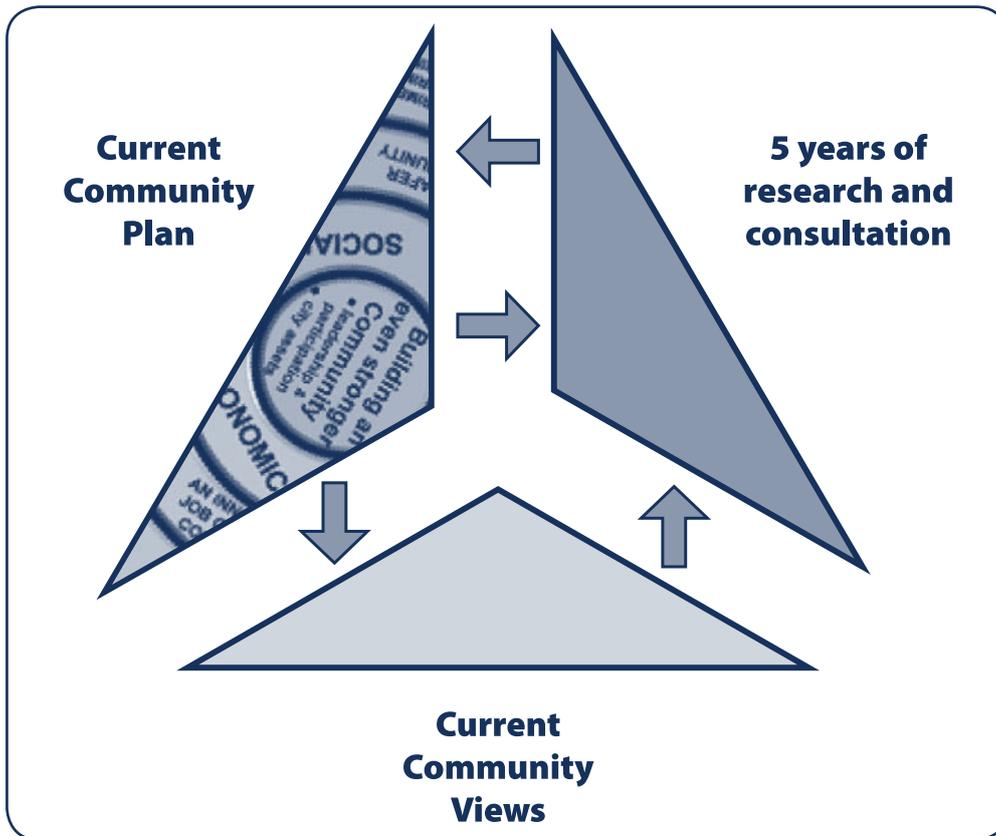
The feedback that was received resulted in only a small number of minor amendments to the Plan being required and it was considered that re-printing the document could not be cost-justified in these circumstances.

A sheet detailing these minor amendments was inserted into the hard copies of the Community Plan and the required changes made to the electronic version on Council's web site.

The "Review Methodology" on the following pages refers to the 2004 review.

Review Methodology

The review process of the Community Plan had three components that are represented in the following diagram:-



Firstly, it was appropriate to examine the status of the actions described in the original Community Plan.

Many of the actions described in the original Community Plan have been completed so there is no need to include them in the revised Plan. Other actions however are “ongoing” or have yet to commence, so it is appropriate that they should be “carried forward” for action. Finally, there are some actions that will not be progressed for a variety of reasons.

The “status” of each of the actions described in the original Community Plan is reflected in the comments in Appendix 1.

In some instances it is evident that an action that was specified in the original Community Plan can be undertaken as part of a broader strategy. In this event Appendix 1 provides a reference from the original action to a complementary strategy in the revised Community Plan.

Some of the original Community Plan’s actions identified the need to produce additional Plans to address specific issues and it was considered appropriate that these, and all of the new information and research that has been obtained, should be used to update the Community Plan. This is represented by the right hand triangle in the above diagram.

Plans, information and policies that were considered during the review of the Community Plan included:

Social Plan	Cultural Plan
The Works evaluation report	Access Action Plan
Youth Policy (Local Government Guide for Youth Participation)	Child Care Survey/ Child Care Review Waste Management Plan
Planning Scheme	Wellington Park Management Plan
Glenorchy State of the Environment Report	Derwent Estuary Steering Committee Annual Report
Risk Management Strategies Main Road Study (Commercial Centres)	Emergency Management Plans (Internal and External)
External Communications Strategy	Sport and Recreation Strategy
Integrated Land Use Transportation	Brooker Highway Study
Local Area Traffic Management Plans	Privacy Legislation
Precinct System Review (community consultation/participation)	Glenorchy Visitor Task Force Tourism Strategy
Individual Park development/management plans • Eg linear park • Wilkinson's Point Stormwater Strategic Plan Planning Directive	20 year Asset Management Plans/Programmed maintenance plans • Water • Sewer • Roads • Stormwater
Community Safety Plan	Dog Management Policy
Cities for Climate Protection Program	Soil and Water Management Policy
Environment Policy	Environmental Audit Policy
ABS Statistics	



The difficult task of considering and incorporating this valuable information was achieved by holding a series of workshops that were attended by staff who were instrumental in compiling these additional plans. The intimate knowledge of these people was fundamental to the development of the new strategies that form the core of this revised Community Plan.

Although extensive community consultation was undertaken during the development of many of the “supplementary” plans, since this is the community’s plan, it was considered mandatory that the community should be provided with opportunities to provide input into it’s review. The program to facilitate this included consultation workshops for special interest groups, community precincts, and the “general” community. In all around 20 consultation sessions were held during both daytime and the evening. As well as advertising consultation workshops in the Glenorchy Gazette, many hundreds of personal invitations were extended to Glenorchy citizens who have participated in Council’s activities in the past.

At the consultation workshops participants were asked three questions:

1. What has changed for the better during the last 5 years?
2. What has not changed as you would have liked it to?
3. What suggestions do you have for improvement?

The results of the second and third questions have been consolidated and reproduced in Appendix 2 where it can be seen that each response has been allocated a “theme” and an “issue”. The outcome of this exercise has been an enhancement of the “Community Plan Wheel” to more accurately portray the community’s views and hence outline the structure of the revised Community Plan.

The first draft of the revised plan was presented at the 2004 AGM and a further period of public comment was initiated at the same meeting. Comments received during this period have been summarised in Appendix 2.

The positive feedback from the community consultation workshops has also been consolidated and is included as Appendix 3.

Finally, it was also considered appropriate to provide details of how the Community Plan’s progress will be measured so the “benchmarks” that have been developed by Team Glenorchy have also been included in the revised plan.

The process outlined above has led to the production of this revised ***Glenorchy Community Plan 2005-2025.***

OurCity

Our City is an exciting City.

Glenorchy is Tasmania's fourth largest City, and home to over 42,000 people. We are a diverse and stimulating mix of cultures, abilities, ages and interests.

Glenorchy is a great place to live.

Environment - We enjoy a beautiful setting between the mountain and the river, parks and gardens for family picnics such as Tolosa Park, and the delight of boating or foreshore recreation along tranquil sections of the Derwent River.

Glenorchy is a great place to visit, to shop and to play in.

Lifestyle - We have the convenience of a great range of shops and services close to where we live. Everyone enjoys the proximity of the Derwent Entertainment Centre; Tattersall's Park and the Showgrounds. There are numerous sporting and community clubs. All are important in providing exciting activities for those of us living here.

Tourism - An emerging tourism sector features Cadbury's; the Moorilla Estate winery, the Transport Museum, our heritage buildings and the potential of more cruises using the Derwent River. All highlight the ambience and lifestyle qualities the City enjoys.

Glenorchy is a great place to work.

Industry - There is a diverse economic base ranging from metal refining and fabrication to confectionery.

Tasmania's Light Ship Cluster is based around INCAT at Derwent Park; Cadbury's and Nyrstar represent the other major employers. The State's leading centre for high technology enterprises is at Technopark.

Business - Small business is extremely significant to Glenorchy, as the City has become the warehousing, supply and servicing centre for Southern Tasmania.

The important role of small business is emphasised by the presence of three major and distinct retail and business precincts at Moonah, Claremont and the Glenorchy CBD.

Live,
work
or play

- and bringing all this together is Glenorchy's strong sense of community, where leadership is a proud civic tradition.

Our Vision

So what is the Community Plan seeking to achieve?

The Community Plan is based upon a Vision of the City as we would like to see it evolve over the next 20 years.

Considerable effort has been devoted by many members of the community in public meetings and focus group consultations to identifying the Vision for Glenorchy that should form the foundation of the Community Plan.

A major theme was pride in Glenorchy as a place to live. Many believed it had “everything they wanted”, and every effort should be made to ensure that all of these facilities continue to improve.

Those who do not live in Glenorchy but come to the city to work, enjoy recreation, or have investments were often as passionate as residents about the future of the City.

In the end, this is the Vision that emerged (unchanged during the 2004 review of the Community Plan)



Our Vision

“Our Vision is to ensure Glenorchy is the best place in Tasmania to live, work and play; both now and into the future. We want Glenorchy to be a City where we all care for each other and act together to improve our lifestyle and environment through a strong sense of community.”

OurValues

The Community Plan extends well beyond the areas of influence and responsibilities of our Council alone - or any other single organisation or person. It is for everyone.

Because of this breadth it is important the Plan be guided by a set of Values.

A lot of thought and discussion took place in all public meetings and consultation groups on the Values that should guide the City of Glenorchy.

Several common themes emerged and these reflect the wishes of the community as a whole (unchanged during the 2004 and 2009 reviews of the Community Plan)

PEOPLE

- Each person is equal and has a positive contribution to make. The rights and opinions of all are heard, valued and respected.

DIVERSITY

- We value differences that enrich our community and the positive contributions everyone can make in improving the quality of community life.

PROGRESS

- We value innovation, flexibility and imagination in building a better and sustainable community.

PROSPERITY

- We commit ourselves to achieving social and economic prosperity for all.

ENVIRONMENT

- We work together to improve our city so we can enjoy a safe and healthy environment and a good quality of life.
- We respect our heritage and have pride in our city.

Turning Our Vision Into Action

Our vision embraces all aspects of the city and our lives within it.

The Community Plan describes what we need to do to take Glenorchy forward into the future and realise our Vision.

The Plan has five major areas that are the heart of all the issues the community has raised and the things we need to do, they cover -

Community Leadership and Participation

- **An empowered community** – to build on our proud civic tradition of self help, cultural diversity and our strong sense of identity and community.
- **An informed community** – to ensure that people have access to the information that they need.

Social:

- **A safer community** – to work together so we can feel and be safe where we work, live and play.
- **A caring community** - to ensure the needs of our citizens for essential services are being met and that families and neighbourhoods are not at risk.
- **A healthy community** – to ensure that services are available to maintain the health of our community.

Economic:

- **A challenging and creative community** – to continue to expand entertainment and tourism opportunities.
- **An innovative job-creating community** - to be the leading centre in the State for new investment and innovative growing businesses with the potential and diversity to generate new training and new jobs.

Environment:

- **An exciting rewarding lifestyle** – to continue to beautify the City and improve facilities to enhance our lifestyle.
- **An environmentally sustainable community** – to maintain sound guidelines and practices for the management, protection and development of our natural and built environment.

Infrastructure:

- **A well maintained City** – to ensure that we take care of the City’s assets.
- **A well planned, people friendly City** – to make sure that development is appropriate and is people friendly.

The “Community Plan Wheel”, which illustrates the Community Plan layout, is shown below.



Call to Action

The Vision has been developed by the community and ownership of the Plan and the actions to be taken belongs to everyone in Glenorchy.

The Plan sets out strategies that are designed to achieve our vision. These, and other actions that you may wish to suggest, need to be refined into working projects capable of implementation.

The following diagram shows how the suggested strategies will progress into working projects to be implemented by the community; either individually or where required through partnerships in which responsibility is shared. The main pathways will be as follows:



- **Council** will review the strategies and prepare a new Strategic Plan for the next 5 years incorporating those things for which it is responsible.
- **Precincts**, at which residents and Council meet, will develop local area plans including selected Community Plan projects.
- **Team Glenorchy**, a team of Glenorchy people will monitor the progress that is being made towards achieving the Community Plan's goals.
- **State and Commonwealth Governments** will review those strategies that have relevance to the agencies and agents that work and provide services in our City.

You can be involved by:

- Participating in your local Precinct
- Contacting the Council on 6216 6700



Team Glenorchy-
Leading the
Community Plan



plan community actions

Key

- Council (P) = Delivered in partnership
- Council (D) = Council directly delivers
- Council (F) = Council facilitates

Community Plan Theme:

Community Leadership and Participation

Community Outcome:

An empowered Community

We, the people of Glenorchy have a proud civic tradition of community leadership, participation and self help. We share a sense of identity. This provides a combined strength as the community makes its plans and looks forward to the future.

ISSUES	OUR FUTURE
<p>To improve our community we must continue to overcome:</p> <ul style="list-style-type: none"> • A sense of powerlessness to address problems. • Isolation and gulfs between sections of the community. • A lack of identity, recognition and celebrations of community contributions and achievements. 	<p>An even stronger community where all the people:</p> <ul style="list-style-type: none"> • Participate in the life of the city, in solving its problems. • Feel part of the community.

INDICATORS OF SUCCESS

- Percentage of residents who volunteer
- Number of consultations via the Community Precincts
- Satisfaction with Council's willingness to involve the community in decision making
- Percentage of residents participating in local government elections
- Satisfaction with Glenorchy as a place to live

Ref	Actions	Who
1.1.1	Continue to develop community consultation and participation processes, including the precinct system, and to maintain the Council's leadership role in this regard.	Council (D)
1.1.2	Develop a strategic framework for including Aboriginal people in activities managed by Council including a process for consultation and ongoing communication.	State Government / Council(P)
1.1.3	Increase the opportunities for Glenorchy residents to be involved in voluntary activities and new projects and initiatives and meet the needs of voluntary organisations through mechanisms such as the ongoing development of the Glenorchy volunteer centre.	Council / Volunteering Tasmania
1.1.4	Continue to develop Council's youth participation model that enhances youth involvement in decision making at the city-wide and precinct level and maintain Council's leadership role in this regard.	Council (D)
1.1.5	Using the "local government guide to youth participation" as a framework, continue to develop a range of strategies to engage young people from specific population groups.	Council (D)
1.1.6	Develop community capacity-building programs in local areas to enhance neighbourhood relationships and promote community pride, belonging and connectedness.	State Government / Council(P)
1.1.7	Develop schools as community resources where the community can be involved and provide support to students and teachers and the community can obtain access to meeting places, Library facilities, education courses and information technology.	Dept of Education / Council (P)
1.1.8	Create more community meeting places (eg) community houses.	State Government
1.1.9	Continue to work with the Youth Action Network Group (YANG), young people and the community to develop a range of strategies that support and strengthen relationships between young people and different sections of the community.	Council (D)
1.1.10	Develop volunteer programs that increase the level of participation of young people in the city and foster across-age-group relationships.	Council (D)
1.1.11	Develop strategies to facilitate access to funding for sporting and community groups.	State Government
1.1.12	Develop programs aimed at overcoming isolation and loneliness of people in the community.	State Government / Council (P)
1.1.13	Identify the opportunities for the development of performing arts within the city.	State Government / Council (P)
1.1.14	Facilitate input into the development of public spaces and venues to ensure the cultural needs of the community are taken into account in developments eg performance spaces, facilities, art works etc.	Council (D)
1.1.15	Include the recognition of Aboriginal heritage and culture in park and public space developments.	Council (D)

1.1.16	Develop and implement a policy for public art that facilitates community ownership and the development of unique and distinctive places featuring local characteristics.	Council (D)
1.1.17	Develop new strategies including reconciliation and multicultural projects, which promote tolerance, understanding and respect between all members of the community.	Council (D)
1.1.18	Continue to monitor and review and engage the community in the implementation of the community plan.	Council (D)
1.1.19	Using mechanisms such as the cultural diversity advisory committee, break down attitudinal barriers to diversity and recognise and celebrate the skills and contributions of Glenorchy's diverse communities.	Council (D)
1.1.20	Continue to foster and support community cultural activities and events that promote identity and civic pride at a local and city-wide level.	Council (D)
1.1.21	Continue to support and promote the Moonah Arts Centre as a centre of excellence for arts and cultural development.	Council (D)
1.1.22	Continue to develop "The Works" as an icon event for the City.	Council (D)



Community Plan Theme:

Community Leadership and Participation

Community Outcome:

An informed Community

To continue to foster the involvement of the Community in decisions that affect it, and allow residents to make decisions that affect their own lives, we must continue to provide and improve access to information about what is happening in and affecting the Community.

ISSUES	OUR FUTURE
<p>To improve our community we must continue to overcome:</p> <ul style="list-style-type: none">• A lack of knowledge about services and Community activities and events.• People being unaware of the services that exist.	<p>An even stronger community where all the people:</p> <ul style="list-style-type: none">• Are informed and have access to information they need.

INDICATORS OF SUCCESS

- Percentage of residents who have access to the internet
- Satisfaction with access to Council information

Ref	Actions	Who
1.2.1	Maintain and develop a cultural and learning network for older people.	State Government
1.2.2	Ensure accurate and adequate provision of crime statistics	Police
1.2.3	Provide information on the availability of services to support individuals and families.	Council (D)
1.2.4	Provide user friendly information and advice on Council's planning processes, requirements and policies to developers and the community.	Council (D)
1.2.5	Inform and educate people on acceptable environmental management practices.	State Government
1.2.6	Promote community awareness of and their involvement in, the land use planning process	Council (D)
1.2.7	To ensure accessible, effective provision of information to the community on Council's policies, procedures, services and decisions	Council (D)
1.2.8	Work in partnership with the State Government to improve community access to information technology facilities in Glenorchy.	State Government Council (P)
1.2.9	To ensure effective provision of information to the community on activities and events	Council (D)



Community Plan Theme: Infrastructure

Community Outcome: A well maintained City

Glenorchy has well developed roads, water, sewerage, power assets and communication. This infrastructure supports our high quality of life in the city.

It enables us to communicate, have access to one another, to services, shops, schools and business. It provides the very support we need to live in our homes, to operate our businesses and enjoy the lifestyle we choose. It also protects our health and environment.

ISSUES	OUR FUTURE
<p>Planning, maintaining and improving our high standard infrastructure is critical. We must focus on:</p> <ul style="list-style-type: none"> • The condition of our roads, footpaths and cycleway is maintained and improved. • The water, sewerage and stormwater infrastructure of the city is kept in a good condition to ensure the reliable reticulation of water, waste water and stormwater. • There is a reliable availability of communications and energy supplies. 	<ul style="list-style-type: none"> • A city where roads, footpaths and cycleways are safe and in good condition. • A city where the water, sewerage and stormwater infrastructure is reliable.

INDICATORS OF SUCCESS

- Satisfaction with maintenance of roads
- Satisfaction with maintenance of cycleway
- Satisfaction with the maintenance of pedestrian areas
- Satisfaction with water quality
- Drinking water sample compliance with Australian drinking water guidelines

Ref	Actions	Who
2.1.1	Provide reliable and safe drinking water supply that meets National Health and Medical Research Council guidelines.	Council (F)
2.1.2	Develop strategies to maintain and improve the use of parks, public open spaces, sports grounds, public amenities and recreation facilities in line with the Council's Sport and Recreation Strategy.	Council (D)
2.1.3	Develop service levels that provide maintenance standards on Council infrastructure.	Council (D)
2.1.4	Develop a strategy to increase the quality standards on all maintenance and construction activities conducted by Council.	Council (D)
2.1.5	Develop strategies to improve the reporting and tracking of maintenance requests to Council.	Council (D)
2.1.6	Ensure other service provider's maintenance levels meet Council requirements / standards.	Council (D)



Community Plan Theme:

Infrastructure

Community Outcome:

A well planned, people friendly, City

The changing needs of the City, changes in technology and the needs of both residents and visitors to the City mean that we must continue to plan for those changing needs, always seeking to create a City that is accessible and user-friendly.

ISSUES	OUR FUTURE
<p>Planning, maintaining and improving our high standard infrastructure is critical. We must focus on:</p> <ul style="list-style-type: none">• Infrastructure Planning.• Condition of our transport infrastructure.• Accessibility for all.• Availability of communications and energy supplies.• Availability of public transport.• Improving the visual amenity of the City.• Support for pedestrians and cyclists.	<ul style="list-style-type: none">• A City where there is an appropriate balance between the needs of users of all modes of transport and other stakeholders.• A City where the water, sewerage and stormwater infrastructure meets the current and future needs of users.• A City where gas, electricity and communication supplies meet the current and future needs of users.• A City where appropriate signage guides people to their destinations.• There is a well-used public transport system that can take everyone where they want to go, when they want to go there.

INDICATORS OF SUCCESS

- Satisfaction with traffic management
- Satisfaction with parking
- Number of road accidents in Glenorchy
- Percentage of city that meets the new Australian lighting standard

Ref	Actions	Who
2.2.1	Develop strategies to improve and extend Council's transport infrastructure to balance the needs of all users and stakeholders in line with Council's strategic and land-use planning framework.	Council (D)
2.2.2	Ensure that public transport services meet the needs of Glenorchy citizens.	State Government / Council (F)
2.2.3	Develop strategies to improve and extend the water, waste water and stormwater infrastructure to meet the needs of the community in line with Council's strategic and land-use planning framework	Council (F)
2.2.4	Ensure Glenorchy infrastructure does not create barriers to people accessing the community.	Council (D)
2.2.5	Integrate cultural elements in urban design and engineering.	Council (D)
2.2.6	Develop, implement and review the waste management plan incorporating education, waste minimisation, re-use and disposal options.	Council (D)
2.2.7	Ensure that gas, electricity and communication supplies meet the needs of users.	State Government
2.2.8	Develop and implement a signage strategy.	Council (D)
2.2.9	Develop and implement risk management strategies for Glenorchy infrastructure.	Council (D)
2.2.10	Continue to apply Crime Prevention Through Environmental Design (CPTED) principles to the design, alteration and management of public places.	Council (D)
2.2.11	Develop and implement an integrated planning framework and monitoring mechanism including but not limited to strategic, social, financial, land use and infrastructure.	Council (D)
2.2.12	Involve the community in projects in local areas that aim to enhance the visual amenity of the environment and public spaces.	Council (D)
2.2.13	Continued development and implementation of local area traffic management plans.	Council (D)
2.2.14	Develop strategies that support the provision of integrated and sustainable transport services in Glenorchy including private and public transport, bicycles and pedestrian.	State Government / Council (P)
2.2.15	Cooperate with other infrastructure suppliers to ensure increased visual amenity and greater efficiency in the installation of services.	Council (F)



well planned
people friendly

city

Community Plan Theme:

Social

Community Outcome:

A Safer Community

Crime, and the fear of crime, is a major issue for all Tasmanian communities. Glenorchy has tackled the problem by adopting an innovative community based approach that focuses on social development of the community. Initiatives that are implemented are based strongly on partnerships with the community, State and Commonwealth Governments.

ISSUES	OUR FUTURE
<p>All our safety and policing measures address:</p> <ul style="list-style-type: none"> • Reduction of violence and crime. • Supporting and strengthening all members of the community. • Building confidence in public space and reducing fear of crime. • Offending in ways that are effective for victims and offenders. 	<ul style="list-style-type: none"> • People feel safe in their houses, their neighbourhood and the city as a whole. • Victims of crime feel supported and can get on with their lives. • The level of crime continues to decrease.

INDICATORS OF SUCCESS

- Satisfaction with the level of community safety
- Level of fear among people over 55 for their safety
- Number of stolen motor vehicles in Glenorchy
- Number of public place assaults in Glenorchy
- Number of business premises burglaries in Glenorchy
- Number of private premises burglaries in Glenorchy
- Number of motor vehicle burglaries in Glenorchy

Ref	Actions	Who
3.1.1	Support the operation and development of community consultation to identify community safety issues and implement appropriate initiatives in partnership with the community.	Council (D)
3.1.2	Implement and evaluate initiatives that respond to crime and safety issues identified through police crime data and through community consultation.	Police / Council (P)
3.1.3	Work in partnership with youth justice, other government and non-government youth services and the community to develop and implement challenging and meaningful programs for young offenders and young people at risk.	State Government / Council (P)
3.1.4	Work in partnership with the community, government and non-government agencies to identify and implement early intervention initiatives, family support programs, school based crime prevention programs, youth programs and community capacity building initiatives which respond to identified risk factors related to violence and crime.	Council (F)
3.1.5	Develop specific initiatives to address the fear of crime among specific population groups.	State Government / Council (P)
3.1.6	Ensure that Glenorchy is adequately serviced by police on a daily operational basis and for special task forces.	State Government
3.1.7	Work in partnership with Community Corrections to identify and establish community service order projects for adult offenders that benefit the community.	State Government / Council (P)
3.1.8	Ensure the ongoing provision of victim support services.	State Government
3.1.9	Continue to develop and implement an innovative, multi-faceted and accurate community information and education strategy on crime and crime prevention.	Police / Council (P)



a safer

community

Community Plan Theme:

Social

Community Outcome:

A Caring Community

Glenorchy residents care about each other and their right to a good quality of life and access to essential services.

Services have been changing radically in recent years as a result of government cut backs.

We have to be sure that the needs of all citizens are being met and that families and neighbourhoods are not at risk.

ISSUES	OUR FUTURE
<p>To assist those in need and ensure a greater quality of life for all residents we need to ensure that:</p> <ul style="list-style-type: none"> • Services match people’s needs. • People don’t suffer as a result of government service cutbacks. • There is support for families, children and neighbourhoods at risk. 	<p>We want a City where we constantly monitor the range and standard of services to ensure the well being of our citizens and their education, health, housing, transport and community needs:</p> <ul style="list-style-type: none"> • A community with good schools, health care and other essential services such as a post office and access to Medicare without having to travel. • Services of high quality where people will know what is available and be able to use them without it costing too much. • Action is taken in neighbourhoods where anti-social behaviour, vandalism, substance abuse, petty theft and recreational crime are common problems. • Parents have the support they need to raise healthy children who respect themselves, and other people and property.

INDICATORS OF SUCCESS

- Number of people using the Glenorchy City library per month
- Number of calls to Kids Help Line
- Average NAPLAN (literacy & numeracy) results for Glenorchy schools compared to national average
- Number of domestic/family violence cases reported
- Number of public places assaults committed against people under 25



Ref	Actions	Who
3.2.1	Maintain a range of quality, affordable services needed by the community.	Cwlth Government / State Government
3.2.2	Develop an ageing strategy for the city.	State Government / Council (P)
3.2.3	Ensure a diverse and affordable range of child care options including the provision of emergency and 24 hour childcare and facilities such as after school care and vacation care for children who are in family stress situations.	Cwlth Government / State Government / Council (D)
3.2.4	Continue to work with Neighbourhood Houses in meeting local neighbourhood needs.	State Government / Council (F)
3.2.5	Work collaboratively to investigate and respond to service gaps for people from culturally and linguistically diverse backgrounds.	State Government / Council (F)
3.2.6	Continue to support the ongoing development of inter-agency groups to facilitate partnerships between service providers, to address service gaps, undertake needs identification, foster collaborative responses and promote access to funding opportunities.	Council (D)
3.2.7	Continue to develop and coordinate the provision of family support programs for those at risk including parenting skills programs and early intervention support for families, children and young people.	State Government / Council (P)
3.2.8	Increase the provision of services to deal with critical social issues such as alcohol and other drugs and homelessness.	State Government / Council (P)
3.2.9	Increase family mediation, community legal and relationship counselling services to the city.	State Government
3.2.10	Facilitate the development of mentoring programs within the city, including schools.	State Government / Council (P)
3.2.11	Research the needs of grandparents who are the primary carers of grandchildren and identify appropriate strategies for implementation to meet the identified needs.	State Government / Council (P)
3.2.12	Using the findings of the Glenorchy Youth, Sport and Recreation report, develop sustainable strategies for redressing the current lack of youth specific recreational activities within the city.	State Government / Council (F)
3.2.13	Investigate the needs of single parent families within the City and develop a proposal to meet these needs.	State Government / Council (P)
3.2.14	Investigate the need for a men's parenting program within the city.	Council (F)
3.2.15	Investigate the need for crisis accommodation within the City for all age groups.	State Government / Council (P)
3.2.16	Explore community-housing options with Housing Tasmania and non-Government organisations to meet the needs of specific target groups.	State Government / Council (P)
3.2.17	Work collaboratively with the State and disability service operators on disability issues identified in the Glenorchy Social Plan.	State Government / Council (P)
3.2.18	Identify ways in which Council can support other government and non-government agencies in the development and implementation of harm-minimisation strategies in relation to gambling.	Council (F)
3.2.19	Undertake a research project on domestic violence and use the findings to propose strategies that aim to reduce the levels of domestic violence within the City.	Council (P)

Community Plan Theme:

Social

Community Outcome:

A Healthy Community

Glenorchy residents have access to a range of services to help people improve and maintain their physical and mental health. We have to continue to ensure that as our needs change, the health and wellbeing needs of all citizens are being met and that the Community continues to improve its overall health and wellbeing.

ISSUES	OUR FUTURE
<p>To assist those in need and ensure a greater quality of life for all residents we need to ensure that:</p> <ul style="list-style-type: none"> • Health services match people’s needs. • People know what services exist. • People don’t suffer as a result of government service cutbacks or changes in health funding. • There is support for our ageing population. • Mental health issues are appropriately addressed. 	<p>A healthy Community where:</p> <ul style="list-style-type: none"> • An increasing number of Glenorchy residents see themselves as healthy. • There are physical and mental health services of high quality where people will know what is available and be able to use them without it costing too much. • Action is taken to reduce the incidence of preventable diseases of people living in Glenorchy. • There is a reduction in the number of residents who are at risk of suicide.

INDICATORS OF SUCCESS

- Number of GPs per 1000 residents working in Glenorchy area
- Number of notifiable diseases
- Number of residents hospitalised with specific preventable causes

Ref	Actions	Who
3.3.1	Develop partnerships with local health providers and peak promotion organisations such as the Tasmanian Health Foundations, Quit Tasmania, and the Cancer Council to develop effective strategies and health education campaigns aimed at reducing the incidence of preventable diseases and fostering health and wellbeing.	State Government / Council (P)
3.3.2	Assess the level of support available to people in Glenorchy who are at risk of suicide and identify and pilot innovative program responses.	State Government / Council (P)
3.3.3	Investigate the common causes of infant deaths and injury and develop a comprehensive health promotion campaign aimed at reducing risk factors based on this information.	State Government / Council (P)
3.3.4	Implement the recommendations of the Final Report of the Partnership Agreement Schedule 4.6.2 Services For Young People 0-24 With Mental Health Problems And/Alcohol And Other Drugs through the provision of additional community based mental health and alcohol and other drug services within the City.	State Government / Council (P)
3.3.5	Support the ongoing development of the PULSE Youth Health Centre in Partnership with the DHHS.	State Government / Council (P)
3.3.6	Promote, implement and monitor public health standards.	Council (P)



Community Plan Theme:

Economic

Community Outcome:

A Challenging Creative Community

Glenorchy is a City which enjoys a diverse range of tourism and recreational activities. People can celebrate arts, sport, recreation and their built environment. Tourism is a major part of this. The result is a sense of community enthusiasm, creativity and challenge.

ISSUES

In entertainment and tourism it is important to address:

- Complementary support services for tourism e.g. restaurants, café's and accommodation.
- A wide range of events as well as developing an ongoing 'landmark' event that celebrates Glenorchy.
- Promotion of local assets, resources and opportunities.
- A broad range of entertainment activities that meet the needs of all Glenorchy residents and visitors.

OUR FUTURE

The challenge is to evolve to an exciting, dynamic City :

- A City that provides diverse entertainment opportunities for all ages.
- A City with a diverse program of events that is attractive for residents and visitors.
- A City where an increasing number of tourists are welcome and can access the services that they expect.
- A City where entertainment, events and tourism facilities and opportunities are well marketed so people know what is happening.

INDICATORS OF SUCCESS

- Satisfaction with Community centres and halls
- Satisfaction with Arts and Entertainment facilities
- Attendance at selected high profile events
- Percentage of tourist beds occupied in Glenorchy

Ref	Actions	Who
4.1.1	Develop, promote and market Glenorchy as an icon tourism destination	Council (D)
4.1.2	Plan and implement a mix of exciting city wide and local events and activities	Council (D)
4.1.3	Market and promote entertainment and events	Council (D)
4.1.4	Continue to improve the use of existing entertainment and cultural assets	Council (D)
4.1.5	Develop relationships between Local, Regional and State tourism	Council (D)



challenging
creative

community

Community Plan Theme:

Economic

Community Outcome:

An Innovative Job-Creating Community

The City is the private sector hub of southern Tasmania. It has a diverse economic base, ranging from manufacturing and processing to service industries. The City is proud to have world-leading technology and product.

Small business including retailing is extremely significant to Glenorchy.

The City leads the State in hi-tech research & development, backed by world-standard call-centre activity.

The Glenorchy economy has the potential and diversity to generate new training and new jobs. The task is to expand this opportunity.

ISSUES

The impact of a modern day world economy means we must address:

- The mis-match between current labour force skills and developing labour market.
- Identification of development opportunities.
- Promotion of Glenorchy as a place to invest.
- A coordinated strategic framework for managing growth.
- Lack of Regional and State strategic planning and policy framework.
- Lack of jobs and training.

OUR FUTURE

The aim is for Glenorchy to be the leading centre in the state for new investment and innovative, growing businesses trading in the global market place:

We want a City that:

- Is the investment opportunity of choice in Tasmania.
- Is investment ready for existing businesses and new development.
- Has access to increasing and diverse employment opportunities, both locally and in the region.
- Is where job opportunities are met by the skills, training and demographics of Glenorchy's labour force.
- Has a significant reduction in unemployment.
- Is where economic development occurs within a coordinated Local, Regional and State strategic planning and policy framework.

INDICATORS OF SUCCESS

- Unemployment rate for Glenorchy
- Number employed in Glenorchy
- Percentage of Glenorchy population undertaking vocational education and training
- Real growth in the capital value of commercial and industrial properties
- Level of socio-economic disadvantage
- Number of 15-24 year olds unemployed in Glenorchy



Ref	Actions	Who
4.2.1	Facilitate opportunities for enterprises to establish and expand based on new technology and innovation.	State Government
4.2.2	Develop and implement a marketing and promotional strategy for Glenorchy as the investment opportunity of choice.	Council (D)
4.2.3	Develop growth opportunities and incentives for business and government enterprises.	Council (D)
4.2.4	Ensure schools, training and tertiary institutions provide training opportunities that match the anticipated job demand.	State Government
4.2.5	Advocate for a regional and state strategic planning and policy framework within which economic growth in Glenorchy can develop.	Council (F)



Community Plan Theme:

Environment

Community Outcome:

An Exciting Rewarding Lifestyle

Glenorchy's lifestyle is built around a beautiful environment, great facilities and a unique heritage. It provides opportunities for walks on the foothills of Mount Wellington, exploring our history, family activities in parks and gardens such as Tolosa Park and foreshore recreation and boating on the Derwent River.

ISSUES	OUR FUTURE
<p>To meet everyone's desire for an enhanced living environment, we need to:</p> <ul style="list-style-type: none"> • Maintain and develop public spaces and facilities that achieve a standard of which we are proud. • Continue to maintain and develop our walkways and cycleways network. • Identify, protect and promote our heritage. • Maintain and develop a range and acceptable standard of sport and recreational facilities. 	<p>We want:</p> <ul style="list-style-type: none"> • A beautiful City where people are proud of the parks, foreshore, public amenities and public open spaces and use them. • A City with good sporting and recreational facilities. • People know about and appreciate the past and want to share it with others.

INDICATORS OF SUCCESS

- Satisfaction with parks and playgrounds
- Satisfaction with sports grounds and recreation facilities
- Kilometres of cycling tracks in Glenorchy

Ref	Actions	Who
5.1.1	Ensure the construction and maintenance of safe and healthy buildings.	Council (D)
5.1.2	Inform and educate people on acceptable water conservation practices.	Council (D)
5.1.3	Continue to improve and extend the use of parks, public open spaces, sports grounds, public amenities and recreation facilities in line with the Council's Sport and Recreation Strategy.	Council (D)
5.1.4	Ensure the identification, protection, maintenance and ownership of Aboriginal cultural heritage and places of significance to the Aboriginal community.	State Government / Council (P)
5.1.5	Promote and inform people of Glenorchy's unique lifestyle opportunities.	Council (D)
5.1.6	Identify, protect, promote and manage the city's natural, cultural and built heritage.	Council (D)



Community Plan Theme:

Environment

Community Outcome:

An Environmentally Sustainable Community

The Derwent River and the foothills of the Wellington Range are the dominant natural features of Glenorchy. Sustainable management of these assets and our urban community is vital to ensure a healthy environment in which current and future generations can live, work and play.

ISSUES

We must continue to address:

- Environmental problems with the Derwent River and its catchments, such as poor water quality and uncoordinated management practices.
- Air, noise and other sources of pollution.
- Problems with local planning and land use planning.
- Adverse impacts of animals.
- Sustainability of Glenorchy's natural environment.
- Adverse impact on the environment by recreational vehicles.
- Water conservation.
- Waste management.
- Environmental risk management, e.g. flood, fire, land instability.
- Sustainable disposal of residual solid waste.
- A city that can respond to and recover from natural disasters and major incidents.

OUR FUTURE

We want Glenorchy to have:

- Clean safe and well managed waterways and foothills that can be used for recreation and leisure activities and valued for their intrinsic beauty.
- People, community groups, government and business sharing the responsibility to reduce pollution.
- A strategic planning framework that manages risk and encourages sustainable development.
- Responsible pet ownership and a good quality of life for residents, pet owners and animals.
- A city where water resources are managed and used wisely.
- A city where waste is minimised and disposed of with minimum environmental impact.
- A city where waste water is treated promptly and disposed of with minimum environmental impact.
- A city where rubbish is disposed of quickly and cleanly.
- A city that encourages low emission public transport.

INDICATORS OF SUCCESS

- Derwent river cleanliness rating
- Complaints about noise pollution
- Air quality breaches NEPM
- Appeals to the Planning Tribunal
- Number of dog complaints per 100 dogs registered
- Percentage of houses involved in recycling
- Tonnage of solid waste diverted from landfill
- Satisfaction with household garbage collection
- Satisfaction with the operation of the local tip



Ref	Actions	Who
5.2.1	Ensure an integrated approach to the management of the Derwent River and its environs.	Council (P)
5.2.2	Be an active participant in the Wellington Park Trust and implement the Wellington Park Management Plan.	State Government / W.P.T./ Council (P)
5.2.3	Identify, develop and implement environmental management and remediation programs, including the management of our natural areas and watercourses.	Council (D)
5.2.4	Develop, maintain and implement a strategic framework for animal management.	Council (D)
5.2.5	Through the preparation, implementation and monitoring of a Settlement Strategy Plan coordinate and facilitate the orderly and sustainable development and use of land within the city.	Council (D)
5.2.6	Develop and implement an Enforcement Policy.	Council (D)
5.2.7	Develop and implement environmental risk management strategies.	Council (D)
5.2.8	Identify and develop strategies to promote and implement the re-use of waste-water and stormwater.	Council (D)
5.2.9	Monitor and develop effective strategies for the management of Trade Waste disposal.	Council (D)
5.2.10	Monitor the effectiveness of water conservation and restriction measures and modify to meet community demands and living patterns.	Council (D)



environmentally sustainable

community

Appendix 1

STATUS REPORT OF ORIGINAL COMMUNITY PLAN ACTIONS

Appendix 2

COMMUNITY CONSULTATION

ACTIONS

Appendix 3

COMMUNITY CONSULTATION

THINGS THAT HAVE CHANGED FOR THE BETTER

The Appendices listed above are available from Council as a separately bound document.

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Tasmania to **live, work** and **play**”