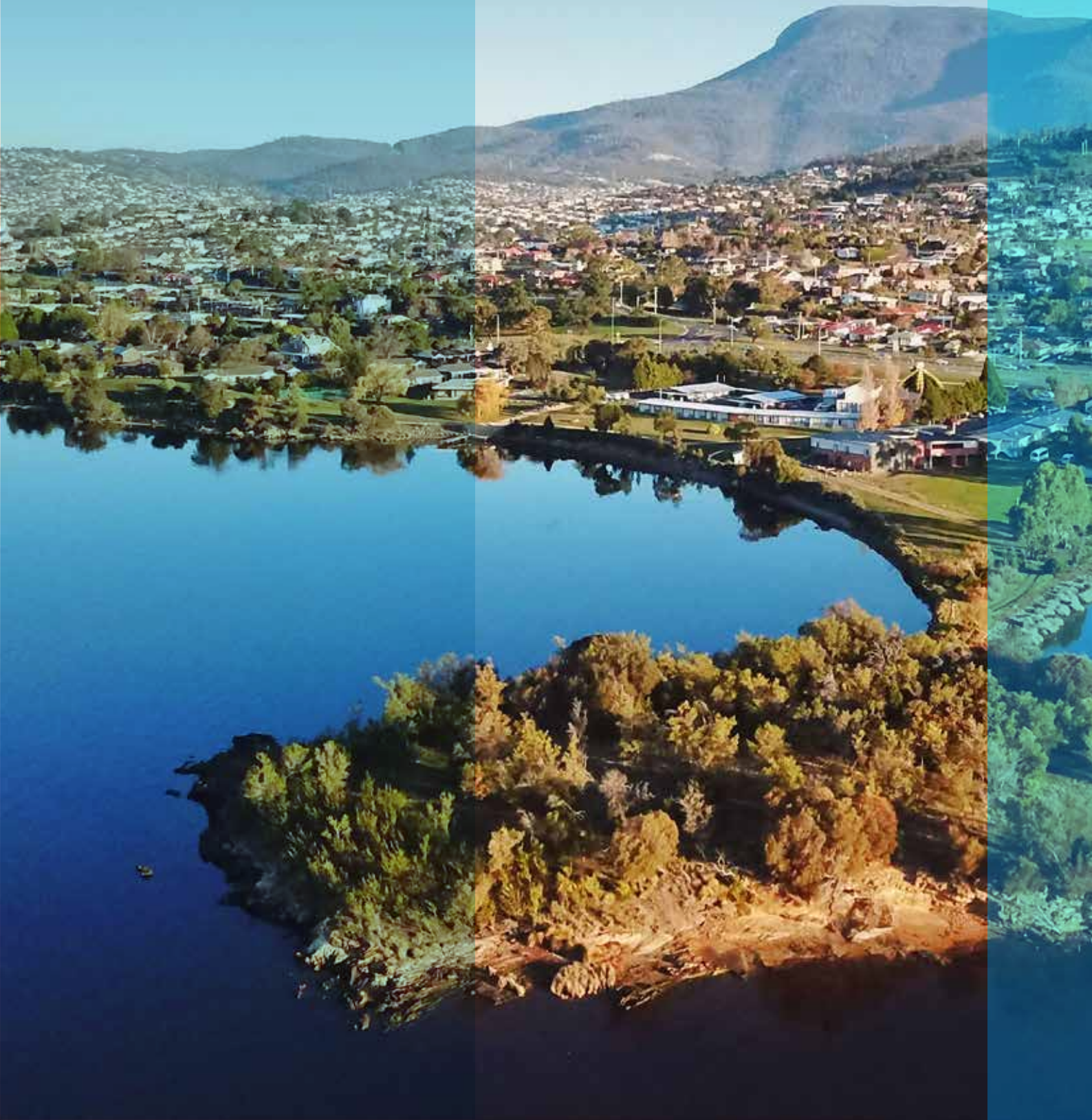




**GLENORCHY ECONOMIC
DEVELOPMENT STRATEGY**

2020 - 2025





"... when I first opened Mona, I expected to see some services (coffee shops, restaurants etc.) cropping up in the area. I don't know why that hasn't happened, except that there may be some zoning issues, but Local Pizza recently opened in Claremont, and it is exactly the sort of business I was hoping for. I hope it is the vanguard of more quality, consumer-oriented businesses to come. So, start selling stuff in the Glenorchy region. I'm buying."

- David Walsh, MONA



Glenorchy is on the cusp of an exciting future. We are coming of age and starting to understand who we are and where we are going. We are learning to be proud of where we come from and how to use our diversity, entrepreneurship and determination to show the world what we are made of.

Glenorchy is ready. We are ready to grab hold of the opportunities ahead and be the best we can be.

This economic development strategy is one step towards a new future for our City. It is a strategy that tells the world that Glenorchy is open for business.

Businesses, governments, educators, not-for-profits and investors came together under Council's EPIC group to come up with actions to grow Glenorchy's economy. Together, we have created this strategy to help us reach our goal:

*We will create a strong economy and jobs for the future.
We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration.
We will be a place where business can establish, continue and flourish.*

This strategy includes five objectives and 50 actions to implement over the short, medium and long term, to create jobs for our people and make our City more active and liveable.

But we can't create our new economic future on our own. I call on you - our people, our businesses, our EPIC partners and our supporters - to help us and play your part in the future of Glenorchy.

Ald. Kristie Johnston
Mayor

STRATEGY AT A GLANCE

OUR GOAL

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

Our objectives and actions

OBJECTIVES	ACTIONS
PLACES	<ul style="list-style-type: none">• Establish regular multicultural and maker markets• Support creative industries• Activate our CBDs• Undertake business precinct planning• Create an urban village at Moonah• Update the Glenorchy CBD Strategic Framework• Advocate for improved public transport connections• Deliver active transport connections• Actively promote industry cluster developments• Set up networks to support manufacturing innovation• Build our world-leading marine services sector• Attract small-scale IT businesses• Attract professional and technical services
PEOPLE	<ul style="list-style-type: none">• Establish a business incubator• Become a centre for small business support• Develop a 'Product of Glenorchy' campaign• Support multicultural business development programs• Attract social enterprises• Develop a Jobs Action Plan / Inclusive Growth• Improve literacy of workers• Improve digital literacy of businesses and workers• Create adult learning programs and centres• Facilitate hospitality education and training in Glenorchy• Advocate for an aged care centre of excellence• Support programs that provide skills for jobs

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PARTNERS

- Support circular economy opportunities
- Encourage investment in circular retail
- Establish Glenorchy as a regional hub for sport, recreation and entertainment
- Secure local jobs through major infrastructure investment
- Pursue investment in the Northern Transit Corridor
- A new civic heart for the Glenorchy CBD

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PILLARS

- Facilitate development of Berriedale Peninsula
- Sell and facilitate development of Wilkinsons Point
- Promote opportunities for investment
- Repurpose under-utilised Council land
- Investigate a strategic land use partnership with Brighton
- Identify sites for student accommodation
- Facilitate major projects and developments
- Promote development along the transit corridor
- Plan for growth
- Advocate for essential digital infrastructure

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PRIDE

- Understand our identity and embrace who we are
- Make our City reflect our identity
- Design and activate our urban centres and places
- Showcase our creativity
- Implement arts and culture initiatives
- Prepare a Creative and Cultural Economy Growth Plan
- Understand our visitors and market our attractions
- Spread the MONA effect
- Support multicultural visitor attractions

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GLENORCHY'S ECONOMY

LOCAL JOBS
22,877

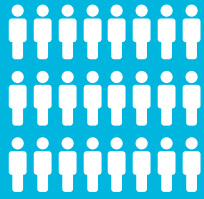
▲ 0.6% per year
NIEIR 2019



GRP 2019

\$2.43b

▲ 1.8% per year
NIEIR 2019



POPULATION
47,636

▲ 0.7% per year

ABS ERP 2018

\$5.8m
Glenorchy
CBD Renewal

30km
of river foreshore

1st
CITY
in Tasmania join
the Welcoming
Cities Network

500k
Arts and Culture
Visitors each year
GCC 2018

96%
local businesses
are small
(less than 19 people)
ABS 8165.0 2018

1/3
of our city is
bushland reserve
4000 hectares
GCC 2018

\$1 Billion
investment pipeline
in 2018-19
GDC 2019

FUTURE EMPLOYMENT GROWTH

Arts and Recreation ▲ 2.3% per year
Construction ▲ 1.3% Per Year
Retail and Trade ▲ 0.7% Per Year
Healthcare &
Social Assistance ▲ 0.9% Per year

LABOUR SPECIALISATION*

Electricity, Gas, Water and Waste Services LQ 2.1
Manufacturing LQ 2.1
Arts and Recreation LQ 1.7
Transport, Postal and Warehousing LQ 1.7

*Location quotient (LQ) value larger than 1 indicates the degree to which our economy is specialised, relative to Australia

23%
people have a
trade qualification

(compared to Greater Hobart 20%)
ABS Census

15.6%
people have a qualification of
bachelor degree or higher

(compared to Greater Hobart 28.7%)
ABS Census

OUR GOAL

OPEN FOR BUSINESS

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

Our objectives

PLACES

We will improve our places to reflect who we are and encourage people to stay a while. Our welcoming City will include lively, connected hubs of activity that attracts residents, visitors, businesses and investors.

PEOPLE

We will draw on our diversity and entrepreneurship to foster new businesses. We will support learning to ensure our people have the skills they need, for the jobs they want.

PARTNERS

We will strengthen partnerships to drive economic growth and innovation in our City. Our partners will share our vision and value our collaboration.

PILLARS

We will grow from our fundamental strengths; our land, natural and built assets, community, diversity and economy. We will make sure that our pillars contribute to jobs and opportunities for businesses.

PRIDE

We will build pride and confidence in our people and our economy. We will embrace who we are and show the world what we do well and where we are going. We will be the best versions of ourselves.



Photo credit: Ben Hosking

OUR ACTIONS

PLACES

We will improve our places to reflect who we are and encourage people to stay a while. Our welcoming City will include lively, connected hubs of activity that attracts residents, visitors, businesses and investors.



FOCUS	ACTION	LEADER	TIMEFRAME
Activation	<p>Establish regular multicultural & maker markets Establish regular markets that support local makers, our multicultural community and producers</p>	<p>Council Private sector</p>	S
Activation	<p>Support creative industries Promote opportunities to establish art studios / maker spaces within the municipality</p>	Council	S
Activation	<p>Activate our CBDs with outdoor eating and night trading Work with businesses to encourage food vans, outdoor eating, street frontage activation and night trading</p>	<p>Council Local businesses</p>	M
Placemaking	<p>Undertake business precinct planning Develop business precinct plans for all key activity centres, leveraging their distinct sense of place</p>	Council	S

Placemaking	Create an urban village at Moonah Investigate the establishment of a business improvement district to attract retail, hospitality and tourism businesses to Moonah and enhance public spaces to create an urban village	Council Local businesses	M
Placemaking	Update the Glenorchy CBD Strategic Framework Update the Glenorchy CBD Strategic Framework and advocate for investment with key stakeholders	Council	M
Connections	Advocate for improved public transport connections Advocate for improved public transport and measures to reduce congestion, to better connect our people and places	Council Tasmanian Government Metro	M
Connections	Deliver active transport connections Deliver the Safer Footpath, Linking Glenorchy and other active transport projects to connect people and places	Council	M
Clusters & hubs	Actively promote industry cluster developments Identify and actively promote sites for creative, manufacturing and marine industry cluster developments	Council Industry sector	M
Clusters & hubs	Set up networks to support manufacturing innovation Set up 'innovation networks' to link local manufacturing firms with researchers	Council Tasmanian Government	M
Clusters & hubs	Build our world-leading marine services sector Facilitate economic growth opportunities of the Prince of Wales Bay maritime defence precinct	Council Tas Maritime Network	L
Clusters & hubs	Attract small-scale IT businesses Attract small-scale IT businesses to Glenorchy and leverage existing information technology activity in the Technopark	Council	M
Clusters & hubs	Attract professional and technical services Actively promote Glenorchy to attract architectural, engineering and technical service businesses	Council Private sector	L

Key: S – short term (year 1) M – medium term (year 1-4) L – long term (year 5+)

OUR ACTIONS

PEOPLE

We will draw on our diversity and entrepreneurship to foster new businesses. We will support learning to ensure our people have the skills they need, for the jobs they want.

FOCUS	ACTION	LEADER	TIMEFRAME
Entrepreneurs	Establish a business incubator Establish a business incubator to support micro and emerging enterprises	Council Tasmanian /Australian governments	M
Entrepreneurs	Become a centre for small business support Work with the Tasmanian and Australian governments to relocate small business support services (and other public services) to Glenorchy	Council Tasmanian /Australian governments	M
Entrepreneurs	Develop a 'Product of Glenorchy' campaign Develop a 'Product of Glenorchy' membership campaign to promote and celebrate locally made goods and services	Council	S
Diversity Entrepreneurs	Support multicultural business development programs Facilitate networking, business development workshops, business skill development and mentoring for migrants interested in starting a business	Tasmanian /Australian governments MCOT Migrant Resource Centre	M
Diversity	Attract social enterprises Attract social enterprises to Glenorchy to support inclusive employment	Council Social enterprises Private sector	M
Diversity	Develop a Jobs Action Plan / Inclusive Growth Develop a Jobs Action Plan / Inclusive Growth approach in Glenorchy to help people find employment	Council TasCoSS	M
Learning	Improve literacy of businesses and workers Work with businesses, 26Ten and the Tasmanian Government to implement literacy programs for workers	Council 26TEN Tasmanian Government	M
Learning	Improve digital literacy of workers Work with the Tasmanian Government to implement Digital Ready programs for business and improve digital literacy of workers	Council Tasmanian Government	M
Learning	Create adult learning programs and centres Work with Libraries Tasmania, UTAS and the Department of Education to implement adult learning and literacy programs	Council Libraries Tasmania Department of Education University of Tasmania	M

Learning	Facilitate hospitality education and training in Glenorchy Support growing demand in tourism, accommodation and hospitality by providing vocational education and training for these sectors in Glenorchy	Tasmanian Government	M
Learning	Advocate for an aged care centre of excellence Advocate for an internationally renowned dementia and aged care-focused training centre	University of Tasmania Tasmanian Government Glenview Council	L
Learning	Support programs that provide skills for jobs Attract construction, hospitality, manufacturing and aged care education and training providers to Glenorchy	Council TasCoSS Property developers Tasmanian Government	M

Key: S – short term (year 1) M – medium term (year 1-4) L – long term (year 5+)



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OUR ACTIONS

PARTNERS

We will strengthen partnerships to drive economic growth and innovation in our City. Our partners will share our vision and value our collaboration.



FOCUS	ACTION	LEADER	TIMEFRAME
Circular economy	<p>Support circular economy opportunities Identify and grow networks to establish the City as a leader in, and centre for, a circular economic hub for major industry sectors</p>	<p>Council Tasmanian & Australian governments Waste and recovery industry</p>	M
Circular economy	<p>Encourage investment in circular retail Encourage private investment and social enterprise in the high-quality re-use, re-make and repair sector</p>	<p>Council Private sector Recovery Shop Tasmania</p>	M
Sport, recreation & entertainment	<p>Establish Glenorchy as a regional hub for sport, recreation and entertainment Develop Glenorchy as a sport, recreation and entertainment hub for Tasmania’s southern region, leveraging existing assets including KGV, YMCA, Showgrounds, the DEC, Elwick Racecourse and swimming pool</p>	<p>Council Glenorchy Football Club YMCA Elwick Racecourse RAST Tasmanian Government</p>	M

City building	Secure local jobs through major infrastructure investment Advocate for local employment, including apprentices and trainees, when government invests in infrastructure, such as the Bridgewater Bridge	Council Tasmanian & Australian governments	M
City building	Pursue investment in the Northern Transit Corridor Pursue government investment in the Northern Transit Corridor to see light rail between Hobart and Brighton by 2030	Council Tasmanian & Australian governments	M
City building	A new civic heart for the Glenorchy CBD Investigate opportunities for a new civic heart for the Glenorchy CBD, linking Council offices, government agencies, Service Tasmania and the library, with community facilities and attractions. Consider options for activating and repurposing the current Council chambers	Council Tasmanian & Australian governments	L

Key: S - short term (year 1) M - medium term (year 1-4) L - long term (year 5+)

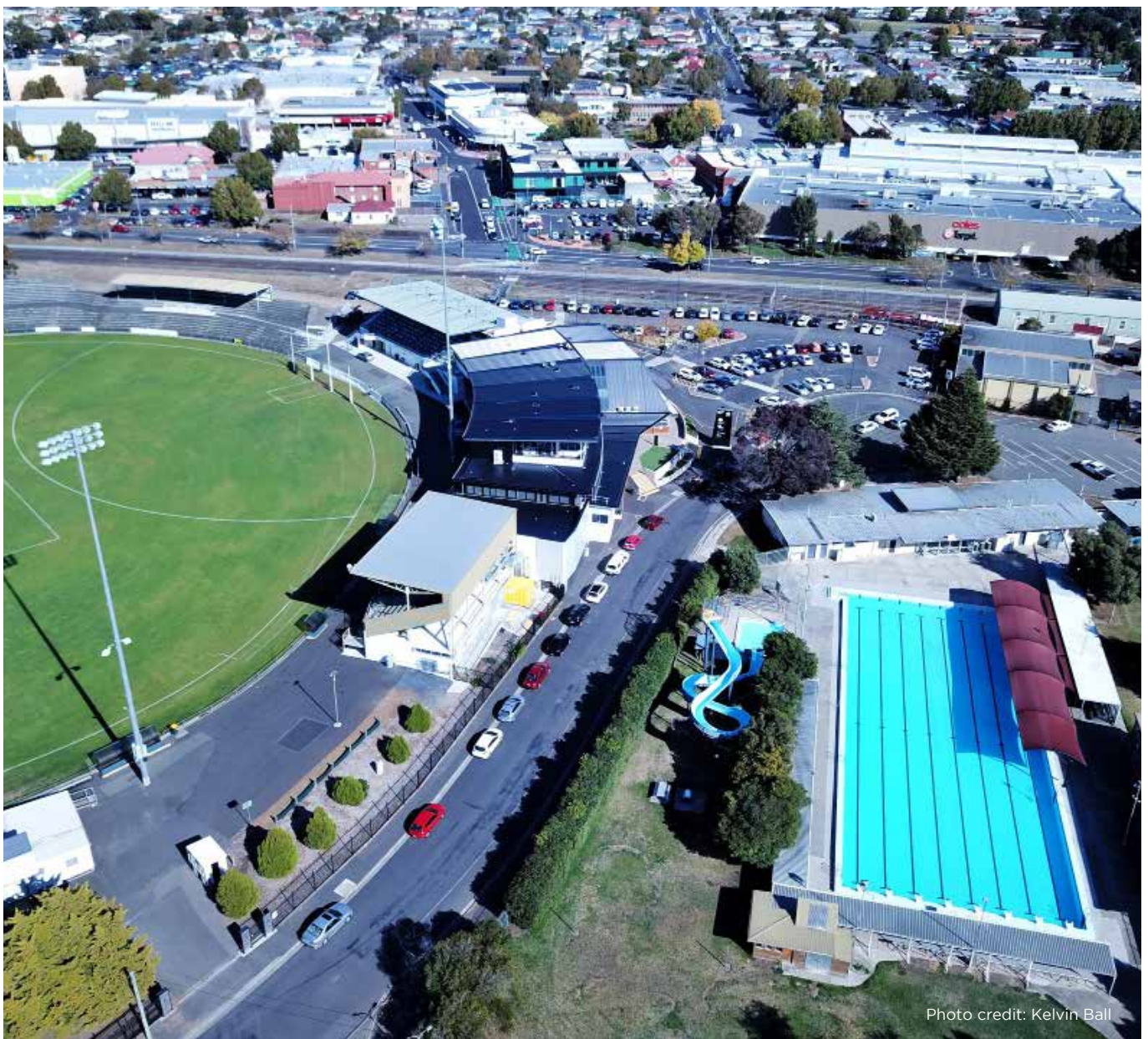


Photo credit: Kelvin Ball

OUR ACTIONS

PILLARS

We will grow from our fundamental strengths; our land, natural and built assets, community, diversity and economy. We will make sure that our pillars contribute to jobs and opportunities for businesses.



Photo credit: Kelvin Ball

FOCUS	ACTION	LEADER	TIMEFRAME
Developing land	<p>Facilitate development of the Berriedale Peninsula Facilitate further development of the Berriedale Peninsula through revisiting and completing the Berriedale Master Plan</p>	Council MONA	M
Developing land	<p>Sell and facilitate development of Wilkinsons Point Sell Wilkinsons Point and facilitate development of a recreation, sports and entertainment precinct</p>	Council	S
Developing land	<p>Promote opportunities for investment Identify land suitable for housing, commercial or industrial development and communicate to developers via prospectuses and an online portal</p>	Council	S
Developing land	<p>Repurpose under-utilised Council land Through the review of the Open Space Strategy, consider repurposing or disposing of under-utilised land</p>	Council	S

Developing land	Investigate a strategic land use partnership with Brighton Investigate a partnership with Brighton to encourage relocation of transport, postal and warehousing services to Brighton and identify opportunities for jobs growth and economic intensification for Glenorchy's industrial land	Council Brighton Council Tasmanian Government	M
Developing land	Identify sites for student accommodation Work with the University of Tasmania to identify sites for student accommodation along the transit corridor	Council University of Tasmania	L
Facilitating development	Facilitate major projects and developments Establish a major project office in Council to facilitate significant developments	Council	S
Facilitating development	Promote development along the transit corridor Develop concept plans for high or medium-density housing and mixed-use development along the transit corridor and actively promote to developers	Council Property developers Greater Hobart Act Committee	M
Facilitating development	Plan for growth Regularly review the Glenorchy Planning Scheme to ensure zoning provides sufficient and appropriate land for development	Council	M
Infrastructure	Advocate for essential digital infrastructure Advocate for strategic investment in high speed internet infrastructure to serve business or industrial precincts	Council Telecommunications providers	M

Key: S – short term (year 1) M – medium term (year 1-4) L – long term (year 5+)



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OUR ACTIONS

PRIDE

We will build pride and confidence in our people and our economy. We will embrace who we are and show the world what we do well and where we are going. We will be the best versions of ourselves.



FOCUS	ACTION	LEADER	TIMEFRAME
Pride & Identity	Understand our identity and embrace who we are Engage with our community to understand and promote our identity	Council	S
Pride & Identity	Make our City reflect our identity Use our identity to guide Council's infrastructure and works programs, to make our CBDs, streetscapes, city gateways, public space, assets and facilities reflect who we are	Council	S
Pride & Identity	Design and activate our urban centres and places Develop a City-wide urban design approach that reflects Glenorchy's identity and supports activation of public spaces both day and night	Council	S
Culture & creativity	Showcase our creativity Work with local artists and business to place art in shop-fronts, paint murals, install street art and identify locations for maker spaces or art studios	Council	S

Culture & creativity	Implement arts and culture initiatives Work with MONA, Moonah Arts Centre, GASP and other relevant organisations and individuals to explore opportunities to strategically foster the arts and cultural initiatives in the area, such as an arts and culture trail	Council MONA GASP	M
Culture & creativity	Prepare a Creative and Cultural Economy Growth Plan Prepare a Creative and Cultural Economy Growth Plan to expand the creative industries sectors	Council	M
Visitors	Understand our visitors and market our attractions Work with Destination Southern Tasmania to understand what attracts visitors to Glenorchy and market our City	Council Destination Southern Tasmania	S
Visitors	Spread the MONA effect Work with MONA, other tourism operators and local businesses to encourage visitors to come to Glenorchy when visiting nearby attractions	Council MONA Businesses	S
Visitors	Support multicultural visitor attractions Diversity as a destination - promote and support multicultural initiatives and events that draw visitors to Glenorchy	Council Destination Southern Tasmania	S

Key: S – short term (year 1) M – medium term (year 1-4) L – long term (year 5+)



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ALIGNING THE PLAN

Our strategic framework for growing Glenorchy's economy

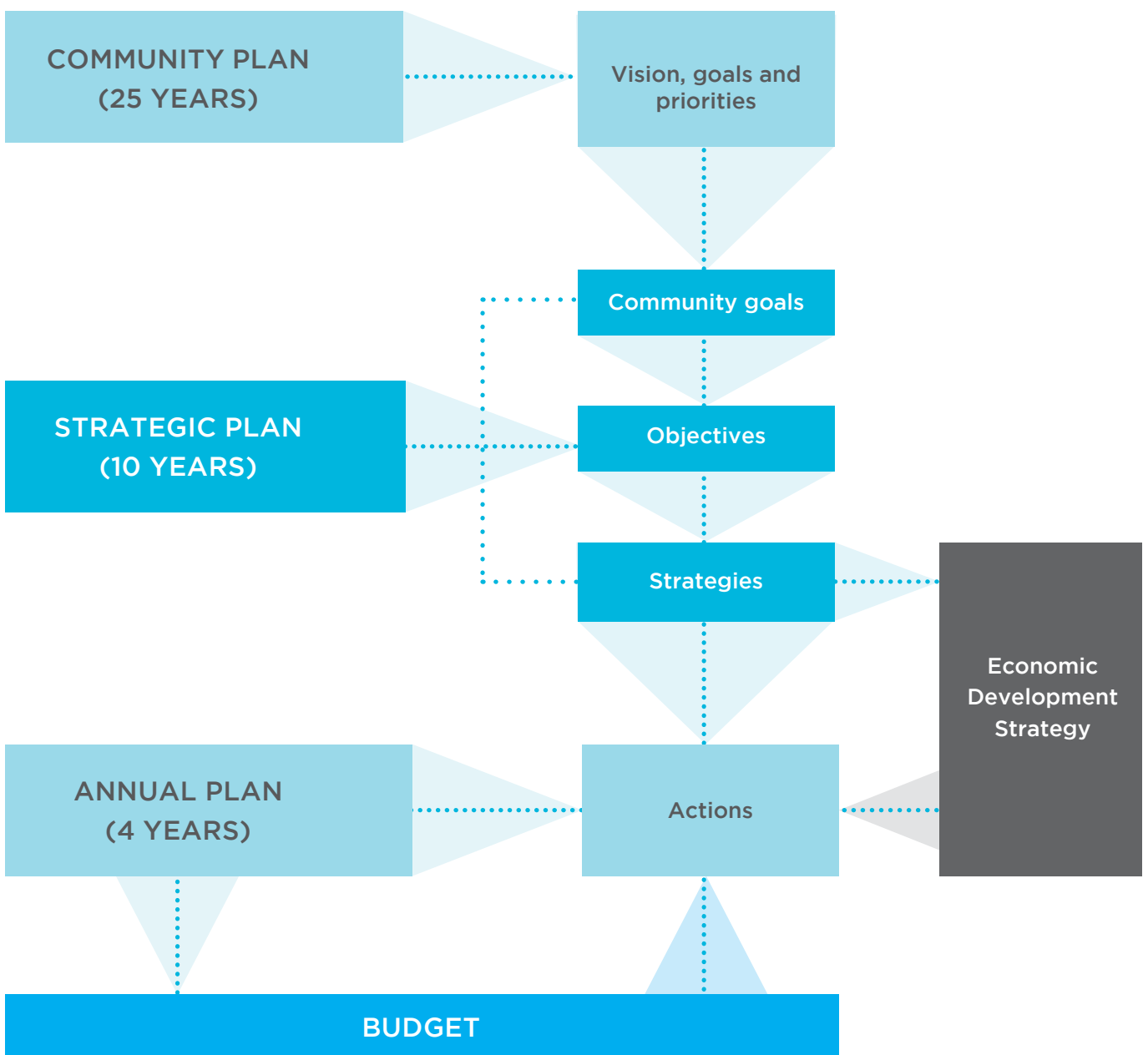
The Glenorchy Community Plan 2015-2040 describes our Community's vision for 2040. The goals outlined in the Community Plan guide all of Council's strategic documents, annual plans and budgets.

One of the five goals in the Community Plan is that Glenorchy will be Open for Business.

We will create a strong economy and jobs for the future. We will encourage business

diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

This is the goal to be delivered through this economic development strategy. Where Council is responsible for leading an action in this strategy, it will be prioritised and invested in by Council through the development of annual plans and budgets.



MEASURING SUCCESS

While Glenorchy's population and economy are forecast to grow, the City needs coordinated action from industry, all levels of government and the community to make sure we deliver on our goal.

Glenorchy City Council will review the strategy and delivery of actions annually. The strategy will be revised and updated periodically to reflect new actions and opportunities as they arise.

We will also review our progress according to the following economic growth targets:

- Gross Regional Product growth - Target 1.8% per year
- Employment growth -Target 0.6% per year
- Population growth (Estimated Resident Population) - Target 0.7% per year
- Increase in resident workers with post-secondary qualification

Council will also measure:

- Council expenditure on economic development as a proportion of rates revenue
- The number and types of engagement with existing businesses
- Awareness of and satisfaction with Council's local economic development activities

Related documents:

- Glenorchy Community Plan 2015-2040
- Glenorchy Strategic Plan 2016-2025
- Greater Hobart Socio-Economic Profile & Opportunity Assessment 2019
- Glenorchy Socio-Economic Profile & Opportunity Assessment 2019
- Glenorchy Economy Development Strategy: Discussion Paper October 2019
- Glenorchy Economy Development Strategy: Consultation Outcomes November 2019
- Welcoming Cities Standard March 2019



Photo credit: Adam Gibson



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