

2016-25

# Glenorchy City Council Strategic Plan



**GLENORCHY CITY**  
Where ideas happen.

ADOPTED 19/12/2016

This document is available  
from Council in alternative  
formats.

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# Introduction

Welcome to the Glenorchy City Council Strategic Plan 2016-25.

The Strategic Plan identifies the community goals, objectives and strategies that Council is going to follow to give effect to the community's vision for Glenorchy over the next 10 years.

The strategies in the Strategic Plan will be actioned through Council's Annual Plan, which Council prepares annually to guide its operations.

The Strategic Plan is based on the community vision in the City of Glenorchy Community Plan 2015-2040 which was adopted by Council on 19<sup>th</sup> January 2015 after an unprecedented community consultation process.

The community contributed nearly 2000 comments and 7,500 ideas about the future of the City through 69 different consultation activities.

The Community Plan sets out the Glenorchy community's vision, goals and priorities for the City over the period to 2040.

The Community Plan has been central to the development of this Strategic Plan by the Aldermen and Council staff.

Council has a number of different roles in bringing the community's vision into reality – from Manager/Leader to Partner to Advocate to Facilitator to Supporter.

On 28<sup>th</sup> September 2015, Council adopted a strategic planning framework, based on the five community goals in the Community Plan:

- Building Image and Pride
- Making Lives Better
- Open for Business
- Valuing our Environment; and
- Leading our Community

The framework also states a range of objectives for each community goal.

The Strategic Plan is for a 10 year period under the Local Government Act, and must be reviewed at least every 4 years.

Council's efforts over this time will be focussed on our City's vision:

**We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.**

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# Your Council



**Front row (from left):-**Alderman Kelly Sims, General Manager Tony McMullen, Mayor Kristie Johnston, Deputy Mayor Matt Stevenson, Alderman Steven King.

**Back row (from left):-**Alderman Gaye Richardson, Alderman Bec Thomas, Alderman Peter Bull, Alderman Simon Fraser, Alderman Jan Dunsby, Alderman Mellissa Carlton.

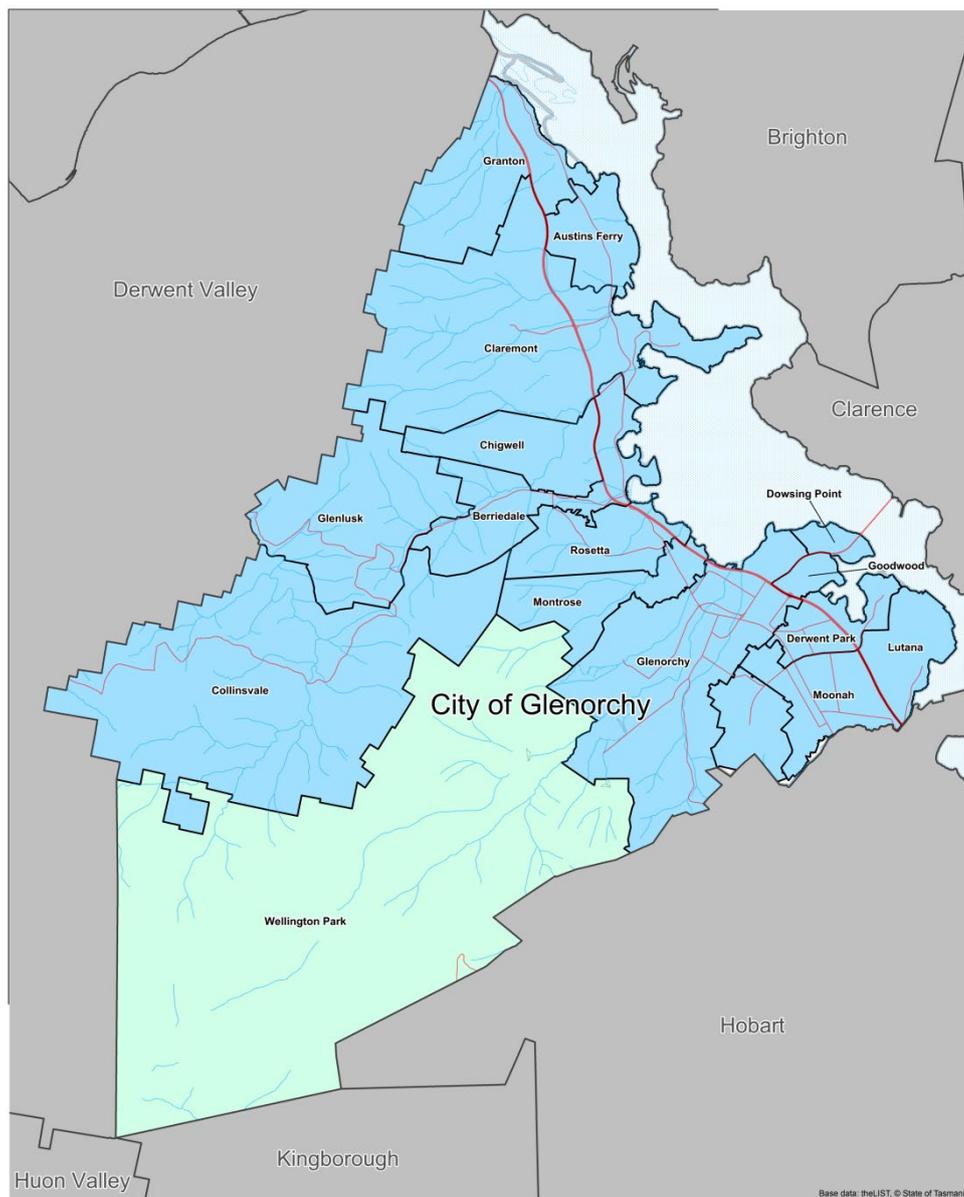
# Council Structure



# About Glenorchy

The City of Glenorchy, Tasmania's fourth largest City, lies on the western shore of the River Derwent in Southern Tasmania.

Glenorchy is located next to Tasmania's capital city, Hobart and is part of the Greater Hobart metropolitan area.



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## Population

Glenorchy has a population of 45,827<sup>1</sup>.

Glenorchy is home to a proud and diverse community.

## History

Glenorchy is believed to have been named by Governor Lachlan Macquarie after his wife's home in Scotland. The name means 'glen of tumbling waters'.

Originally home to the Mouheneener Aboriginal people, early European exploration from the 1790's onwards very quickly led to European settlement of Glenorchy, with Tasmania's first private land grants made along New Town Rivulet around Moonah in 1804.

The City developed over the next century as an agricultural district. Many of Glenorchy's place names are those of old farming properties.

Glenorchy was proclaimed a municipality in 1864.

Glenorchy developed into an industrial area, beginning with the establishment of the Electrolytic Zinc Company (now Nyrstar) at Risdon in 1917 followed shortly afterwards by the Cadbury chocolate factory (now

Mondelez International) at Claremont in the early 1920s.

Glenorchy was proclaimed a City on 24th October 1964.

## Economy

Glenorchy has a strong, private sector economy with a mix of traditional industries, innovative high-tech enterprises and dynamic small businesses.

The City is the industrial centre of Tasmania. Major industries such as Nyrstar, Mondelez International, Incat and Blundstone are located in the City along with a defence and maritime industry precinct and the Tasmanian Technopark.

Glenorchy's retail precincts of Glenorchy, Moonah and Claremont are important in the metropolitan region.

The Derwent Park showroom precinct also plays an important part in the regional economy.

## Tourism

The City is home to the Museum of Old and New Art (MONA), which is the largest private art gallery in the Southern Hemisphere. With over 330,000 visitors per year, it is

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<sup>1</sup> Australian Bureau of Statistics, Estimated Residential Population, 2015

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Tasmania's second-most visited attraction.

The Glenorchy Art and Sculpture Park (GASP!) is bringing new life to the nearby Elwick Bay foreshore.

### **Infrastructure**

Glenorchy is host to and benefits from a range of regionally-critical infrastructure.

Important transport linkages are provided by the Brooker Highway, along with Tasmania's highest frequency public transport corridor along Main Road and the Inter-city cycleway as well as significant infrastructure such as the former North-South rail corridor.

Other important infrastructure includes high voltage electricity transmission lines and injection points; trunk water supply and high pressure gas pipelines.

### **Culture and Recreation**

Glenorchy contains a range of regional cultural and recreation facilities such as the Derwent Entertainment Centre, the Moonah Arts Centre, the Royal

Agricultural Showgrounds, the Tattersalls Park Racecourse, the KGV Sports and Community Hub and the Glenorchy Mountain Bike Park.

The iconic North-South Mountain Bike Track in Wellington Park has been the recent recipient of a national award.

### **Geography**

The City has an area of 121km<sup>2</sup>. About one third of the City lies within Wellington Park - a natural reserve set up to protect Mount Wellington and its surrounds.

Glenorchy's treed skyline is an important part of Greater Hobart's landscape.

Glenorchy has about 30km frontage to the River Derwent including many bays.

Compared to urban Greater Hobart as a whole, Glenorchy has a large area of flat land ideal for industrial or residential use.

# Council's Strategic Planning Processes

Council's strategic planning processes involve a series of plans which help Council to put the community's vision into action.



# Vision, Mission and Values

## Our Vision

We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.

## Our Mission

Our mission is to deliver the community's vision, goals and priorities from the City of Glenorchy Community Plan 2015-2040.

## Our Values

**People:** We believe that 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.

*"a proud city"*

*"a city of arts; of opportunity; of partnerships ..."*

*"a city that makes exciting things happen"*

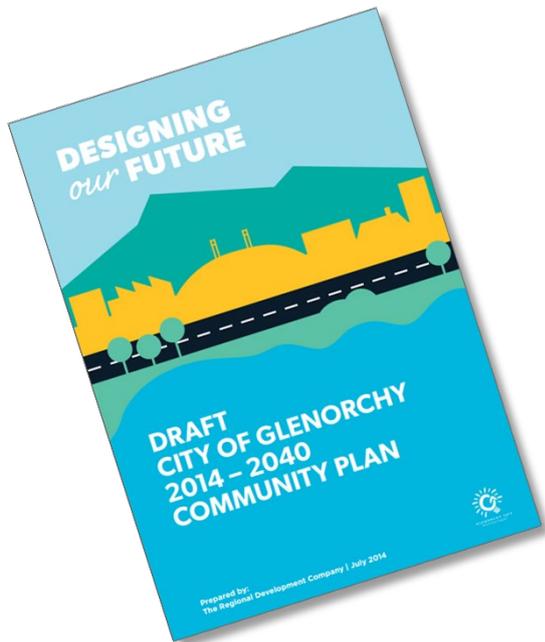
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# City of Glenorchy Community Plan

The Strategic Plan is based on the community vision in the City of Glenorchy Community Plan 2015-2040.

The Community Plan was adopted by Council on 19<sup>th</sup> January 2015 after an unprecedented community consultation process.

The Community Plan sets out the Glenorchy community's vision, goals and priorities for the City over the period to 2040.



The community gave us nearly 2000 comments and 7,500 ideas about the future of the City during 69 different consultation activities and events in the making of the Plan.

The Community Plan has been central to developing the Strategic Plan and has been heavily used by the Aldermen and Council staff in this process.

Council will need to play different roles in bringing the community's vision into reality – from Manager/Leader to Partner to Advocate to Facilitator to Supporter.

The core message of the Community Plan is set out in its Summary section:

*It is 2040 ...*

*We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.*

*This is the Glenorchy of the future, created by over 7,500 ideas and thoughts of the people and communities of Glenorchy today.*

*Today, locals love:*

- *The community feel and inclusion*
- *Multiculturalism*
- *Convenience in location, great shopping and affordability*
- *Emerging arts and culture*
- *MONA, GASP, Derwent Entertainment Centre, Moonah Arts Centre*

- *Parks, playgrounds, walking and bike tracks and sporting venues*
- *Events*
- *Open spaces, the environment and natural accessible beauty, the River Derwent, Wellington Park, Tolosa Park, Myrtle Forest, the hills and parks.*

*The community wants to keep these strengths and build on them for the future.*

*The future of Glenorchy will be created through:*

### **Building Image and Pride**

*We will show our pride as a city and others will see it.*

### **Making Lives Better**

*We continue to be a safe, inclusive, active and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture.*

### **Valuing Our Environment**

*We will value and enhance our natural and built environment. Our central business district (CBD) areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.*

### **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.*

### **Leading Our Community**

*We are a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.*

### **Community Priorities**

*The Community's top five priorities for the future are:*

- *Becoming the hub for arts and culture in Tasmania and forging a national and international reputation as a leading destination for arts tourism*
- *Creating a strong economy; creating more local jobs; encouraging investment; revitalising our CBD areas*
- *Supporting and celebrating our diversity*
- *Providing a safe city with quality open space and community and recreation facilities and services for all age groups*
- *Building city pride, appearance and reputation*

# Strategic Planning Framework

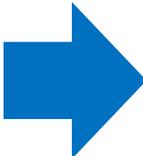
The Strategic Planning Framework adopted by Council on 28<sup>th</sup> September 2015 uses the five community goals from the Community Plan:

- Building Image and Pride
- Making Lives Better
- Open for Business
- Valuing our Environment; and
- Leading our Community

In adopting the Framework, Council aims to build image and pride in the City of Glenorchy by acting to make lives better, be open for business, value our environment and lead our community.

The Framework also sets out a range of objectives for each community goal.

The Strategic Planning Framework is set out below:

Community Goal	Objective	
<b>Making Lives Better</b>	<ul style="list-style-type: none"> <li>• Know our communities and what they value.</li> <li>• Support our communities to pursue and achieve their goals.</li> <li>• Facilitate and/or deliver services to our communities.</li> </ul>	
<b>Open for Business</b>	<ul style="list-style-type: none"> <li>• Stimulate a prosperous economy.</li> <li>• Identify and support priority growth sectors.</li> </ul>	
<b>Valuing our Environment</b>	<ul style="list-style-type: none"> <li>• Create a liveable and desirable City.</li> <li>• Manage our natural environments now and for the future.</li> </ul>	
<b>Leading Our Community</b>	<ul style="list-style-type: none"> <li>• Govern in the best interests of our communities.</li> <li>• Prioritise resources to achieve our communities' goals.</li> <li>• Build strong relationships to deliver our communities' goals.</li> </ul>	
		<p><b>Building Image and Pride</b></p> <p><b>Position Glenorchy as a welcoming community and the place to be.</b></p>

# Strategic Plan Objectives & Strategies

In order to build image and pride in the City of Glenorchy, a series of objectives and strategies has been developed for each of the remaining four community goals.

These are:

## Making Lives Better

Objective	Strategy
<p>1.1 Know our communities and what they value.</p>	<p>1.1.1 Guide decision making through continued community engagement based on our Community Plan.</p> <p>1.1.2 Encourage diversity in our community by facilitating opportunities and connections.</p>
<p>1.2 Support our communities to pursue and achieve their goals.</p>	<p>1.2.1 Encourage and support communities to express and achieve their aspirations.</p> <p>1.2.2 Build relationships and networks that create opportunities for our communities.</p> <p>1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities.</p>
<p>1.3 Facilitate and/or deliver services to our communities.</p>	<p>1.3.1 Directly deliver defined service levels to our communities.</p> <p>1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities.</p>

## Open for Business

Objective	Strategy
2.1 Stimulate a prosperous economy.	<p>2.1.1 Foster an environment that encourages investment and jobs.</p> <p>2.1.2 Build relationships with government and the private sector that create job opportunities for our communities.</p>
2.2 Identify and support priority growth sectors.	2.2.1 Target growth sectors based on our understanding of the City's competitive advantages.

## Valuing our Environment

Objective	Strategy
3.1 Create a liveable and desirable City.	<p>3.1.1 Revitalise our CBD areas through infrastructure improvements.</p> <p>3.1.2 Enhance our parks and public spaces with public art and contemporary design.</p> <p>3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport.</p> <p>3.1.4 Deliver new and existing services to improve the City's liveability.</p>
3.2 Manage our natural environments now and for the future.	<p>3.2.1 Identify and protect areas of high natural values.</p> <p>3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education.</p>

Objective	Strategy
	3.2.3 Enhance, protect and celebrate the Derwent Foreshore.

## Leading our Community

Objective	Strategy
4.1 Govern in the best interests of our community.	<p>4.1.1 Manage Council for maximum efficiency, accountability and transparency.</p> <p>4.1.2 Manage the City's assets soundly for the long term benefit of the Community.</p> <p>4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes.</p>
4.2 Prioritise resources to achieve our communities' goals.	<p>4.2.1 Deploy the Council's resources effectively to deliver value.</p> <p>4.2.2 Ensure that we have a skilled, capable and safety-focused workforce.</p>
4.3 Build strong relationships to deliver our communities' goals.	4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes.

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# Measuring Performance

Council will use the following strategic performance measures to help it track how it is going in meeting its strategic objectives.

The aim of the measures is to help Council to check how it is going in making the community's vision, goals and priorities from the City of Glenorchy Community Plan 2015-2040 happen.

We will review the measures every two years and report on them to a Council meeting as a number of measures rely on the community survey which is carried out every two years.

The number of measures is small. This is on purpose because we want to measure the main things that matter and not to get bogged down in fine detail.

We will be looking at the measures over time to see whether the things that are important to the Glenorchy community are getting better or worse.

Council does not have total control about this because other things can affect the measures like a downturn in the economy or what other levels of government might do.

However, we hope that by watching how the measures change over time, we will know where Council needs to put its efforts to make life better in Glenorchy.

The measures are grouped around the five community goals in the Community Plan:

- Building Image and Pride
- Making Lives Better
- Open for Business
- Valuing our Environment
- Leading our Community

Community Goal	Strategic Performance Measure
Building image and pride	<p>Net promoter score - Proportion of those surveyed who would recommend Glenorchy to others as a place to live.</p> <p>Source: Community Survey</p>
Making lives better	<p>Index of overall standard of living in the City – health &amp; safety, belonging, connection to health</p> <p>Source: Census data</p>
	<p>Australian early development index – readiness for learning across 5 domains</p> <p>Source: National early development census</p>
	<p>Participation in arts and cultural activities. (Source: Community Survey)</p>
Open for business	<p>Gross regional product</p> <p>Source: i.d. Economic Profile</p>
	<p>Local employment</p> <p>Source: i.d. Economic Profile</p>
Valuing our environment	<p>Quality of built and social environment</p> <p>Source: Bank West Quality of Life index</p>
	<p>Community engagement in the natural environment.</p> <p>Source: Community Survey</p>
Leading our community	<p>Satisfaction with Council leadership. (Community perception of residents surveyed who perceive that Council is “headed in the right direction”).</p> <p>Source: Community Survey</p>

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