

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 28 JUNE 2021**



TABLE OF CONTENTS:

COMMUNITY

9. Community Strategy 2021-2030

- 1: Draft Community Strategy 2021 - 2030 3

ECONOMIC

11. Marine and Innovation Masterplan

- 1: Draft Marine and Innovation Masterplan 29
- 2: Marine and Innovation Masterplan Consultation Summary
..... 127
- 3: Draft Marine and Innovation Masterplan Community
Engagement Plan..... 139

ENVIRONMENT

12. Disposal (Long Term Lease) of Council Land - Part of 210 Tolosa Street, Glenorchy

- 1: Council Resolution - November 2020..... 144
- 2: Mercury Adverts..... 145

GOVERNANCE

15. Financial Performance Report to 31 May 2021

1: Attachment 1 - Financial Performance Report May 2021
..... 149



Community Strategy

2021-2030

A strategy for a welcoming, safe, healthy and learning community.

DRAFT



GLENORCHY
CITY COUNCIL

Aboriginal Acknowledgment

Glenorchy City Council acknowledges the palawa community (Tasmanian Aboriginal community) as the original owners and continuing custodians of this island lutruwita (lu tru wee tah) Tasmania. palawa have a distinctive and age-old connection with their ancestral lands and waters. Glenorchy City Council respects and recognises the palawa's survival and continual connection with their country spanning more than 60,000 years.¹



Above: Aboriginal Flag in front Mt Wellington / kunanyi 2019
Photo Credit: Glenorchy City Council

Glenorchy City Council's Commitment to Aboriginal Australians November 1997

Glenorchy City Council acknowledges the traditional ownership of this area by Aboriginal people who were dispossessed by European invasion more than two hundred years ago.

The arrival of Europeans brought massive change to this land and to the Aboriginal Australians who occupied it.

For its part the City of Glenorchy grieves for the loss by Aboriginal people of their land, their children, their health, their culture, their language and their lives. We celebrate the survival of Aboriginal people following the devastating impact of European invasion and support the right for Aboriginal people to determine their own future.

We recognise the right of Aboriginal people to live according to their own values and customs, subject to the Australian legal system, and we commit ourselves to protecting, preserving, and respecting Aboriginal sacred sites and special places. We accept our responsibility to work with the Aboriginal community to develop awareness and appreciation of Aboriginal history and society in our community.

In doing so we acknowledge that Aboriginal culture continues to strengthen and enrich our community. The Glenorchy area is now occupied by people drawn from many different lands who share the values of tolerance and respect for one another.

The Glenorchy City Council encourages indigenous and non-indigenous people across the Nation to work to overcome their differences and to continue to go forward together.

Council supports Aboriginal and non-Aboriginal people working together for reconciliation.

¹ Safer Communities Framework, 2019-2029

Contents

Our community	05	Our Community Strategy	16
Opportunities and strengths	06	Priority Outcome 1: Accessible, inclusive and diverse	17
Challenges	07	Priority Outcome 2: Safe	18
Who we are	08	Priority Outcome 3: Healthy	19
		Priority Outcome 4: Education and learning for life	20
		Measuring impacts and outcomes	23
		Implementation and review	23
Our Council's Role	13		
Council's Strategic Framework –			
Aligning with the Community Strategy	14		
		Appendix 1 – Other relevant Council documents	26

What is Community?

It's about people

"First and foremost, community is not a place, a building, or an organisation; nor is it an exchange of information over the Internet. Community is both a feeling and a set of relationships among people. People form and maintain communities to meet common needs."

Members of a community have a sense of trust, belonging, safety, and caring for each other. They have an individual and collective sense that they can, as part of that community, influence their environments and each other.

That treasured feeling of community comes from shared experiences and a sense of shared history. As a result, people know who is and isn't part of their community. This feeling is fundamental to human existence.²

² David M. Chavis, Ph.D. & Kien Lee Ph.D extract from https://sac.org/articles/entry/what_is_community_anyway#bio-footer

Right: Boomarang Bags Glenorchy 2021
Photo Credit: Glenorchy City Council

Glenorchy City Council Community Strategy 2021-2030





Our Community

The City of Glenorchy is a unique and special place. It's our people that make up the heart of our community and the community spirit that inspires the social, cultural and creative life of our City.

Our community's vision is captured in the *City of Glenorchy Community Plan 2015-2040*:

We are a participating, active, healthy and vibrant community. We have embraced our aboriginal and multicultural heritage and new arrivals. People in our community feel safe, connected, cared for and willing to give and share with others. We value being part of our communities. We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.

Left: MTOTV Launch at the Multicultural Hub, Moonah 2020
Photo Credit: Glenorchy City Council

"A culturally diverse, safe, vibrant place that encourages, supports and invites people to care for each other".³

"Show Tasmania we are a dynamic and accepting community with spirit".⁴

"I think what is special about our area is the people living in the multicultural environment, where people accept differences [are] really important and that is one of the things I like about Tasmania".⁵

"Being receptive to people from different cultural backgrounds and accommodating people and their differences is really critical to a surviving community".⁶

³ City of Glenorchy Community Plan 2015-2040

⁴ City of Glenorchy Community Plan 2015-2040

⁵ Moonah Taste of the World 2021

⁶ Moonah Taste of the World 2021

Our community opportunities and strengths

Our community is shaped by many strengths that combine what we contribute as people and what we have as physical assets.

We value our people and the natural beauty and built spaces where we can relax, come together or celebrate.

We have a sense of place like no other. It arises from natural and accessible beauty around us – the River Derwent, Wellington Park, Tolosa Park, Myrtle Forest, the Montrose foreshore, the hills and parks.

It comes from the recreation we enjoy at parks, playgrounds, walking and bike tracks, sporting venues and open spaces, and the creative and cultural pursuits available in our community infrastructure.

It is created by our 'can-do community'. We are resilient in embracing opportunity and coming together to respond to challenges and local issues.

People are welcomed and invited to make connections. We are working together in our diversity to create a hub of multiculturalism, arts and culture.

Our passionate community groups and volunteers come together to contribute to our wellbeing, and people are willing and ready to participate in our many opportunities for educational and creative pursuits. Our community is a place where we can thrive.

Right: Zaira, Afghan Cooking Classes at Moonah Taste of the World 2021

Photo Credit: Glenorchy City Council



Our community challenges

Our community has told us about the challenges we face.

Like other areas in Tasmania, we experience lack of social housing, limited affordable transport options, social isolation, family violence, and problems caused by drugs, alcohol and gambling; family violence; and difficulties in accessing health and wellbeing services and mental health services, with incidence of suicide.

For our community, the challenges particularly include:

- Electronic gaming machines and online gaming, increasing the risk of disadvantage through economic loss or negative social effects and reduced quality of life.⁷
- Some people cannot access affordable and accessible housing, which limits their health, wellbeing and life choices.⁸
- The lack of affordable, accessible transport reduces ability to participate in daily life and achieve aspirations.
- People are increasingly living alone, which can lead to social disconnection and loneliness, which impair their sense of belonging and mental wellbeing.
- Not everyone can access healthy and fresh food options.
- People are experiencing or witnessing bullying, violence, antisocial behaviour and crime.
- Those with language barriers or low literacy have reduced ability to participate in community life.
- The increase in the number of residents aged over 50 years means more people need support due to disability or health issues, with associated challenges for our infrastructure, transport and access to services and social support.

Our community has pockets of generational disadvantage and family breakdown, contributing to people's sense of disempowerment and capacity to engage in community life.

Young people are experiencing particular pressures including mental health problems, family violence, drug and alcohol issues, and disengagement in education, employment and recreation. There is a lack of services and youth specific spaces to meet these needs.

With so many people vulnerable because of such life experiences, they are further disadvantaged by rapid digital and technological changes.

⁷ Fourth Social and Economic Impact Study into Gambling Tasmania
⁸ Housing ID and Council Report Housing Commitment Statement
 by i.d (informed decisions)

Who we are

The City of Glenorchy is home to almost 48,000 people with an additional estimated daily workforce of 11,179. We are a diverse community, with people of many cultures, backgrounds, household types, ages, beliefs, abilities, interests, education and professions, who come together to live, work and play.⁹ While the following is 2016 Census information, Council continually reviews it and uses research and talks with our community and other stakeholders to ensure it remains an accurate picture. The City features urban and semi-rural areas and has a mix of industrial, commercial and residential development. The community is supported by a wide range of individuals, services and organisations who contribute to the livability and wellbeing of our City.

Our demographics continue to change and our services and supports must also change to keep pace. Some key trends are:



⁹All data is sourced by the ABS 2011 and 2016 and compiled by id (reformed decisions)

Our people

Our cultural diversity, particularly in emerging cultures, and number of people identifying as Aboriginal and Torres Strait Islanders is growing. Our diversity brings many wonderful experiences and fresh ideas into our community. However, we need to provide the right engagement, services and supports so everyone feels they belong.

Our education and employment

Although more people are completing Years 11 and 12, our Year 12 completion rate and the number of people attending university and receiving a qualification remains lower than for Greater Hobart. Unemployment and underemployment, as well as youth disengagement, have implications for current and future wellbeing of individuals and groups.

How we live

Rental and house prices are rising and an increasing number of properties are unavailable to people on low incomes. The City has a rising number of people living alone, which increases the risk of social isolation.



Moonah Taste of the World Food Stall 2021
(Kakulima Indonesian Street Food)
Photo Credit: Glenorchy City Council

A demographic snapshot

Further information on the City's demographics is outlined here and at <https://profile.id.com.au/glenorchy>



Age

The biggest percentage of our population is 35-49 years. We have a lower proportion of people over 60 than Greater Hobart, however, the number of people in our City who are 50+ years is growing. Our young workforce (25-34 years) is also increasing. We have a similar proportion of people 0-17 years as Greater Hobart



Aboriginal and Torres Strait Islander People

The number of those who identify as Aboriginal or Torres Strait Islander has increased by 0.6% since 2011 to 4.9%.



Cultural Diversity

Within our population, 12.5% were born overseas (an increase of 17.8% since 2011) and 9.4% speak a language other than English at home. Of those born overseas, 25% arrived in Australia in the five years prior to 2016 – a higher proportion than for Greater Hobart. The dominant language other than English spoken at home is Nepali. Our population comes from 63 countries.



Beliefs

We have varying beliefs and 32 different religions are represented, with 50.6% of our population identifying as Christian and 35.5% as no religion. The remainder are non-Christian, non-classifiable or have not stated a religious belief. The number of people who nominated their religion as Anglican, Roman Catholic or Uniting Church has decreased and the number who identified themselves as Hindu has increased.

A demographic snapshot



Household Arrangements and Affordable Social Housing

The number of us living alone is increasing. One person households are at 31.8%, followed by couples with children (22.3%), couples without children (21.5%), one parent families (14.3%), and group living (3.4%). The remaining 6.7% is made up of other families, visitor-only and households not classifiable. More of us are renting privately or through social housing than in Greater Hobart and an estimated 5.5% of households need affordable housing.



Volunteering

We like to volunteer – 15.4% of our population reported doing voluntary work, an increase of 1.4% since 2011.



Carers

Of those over 15 years, 12% provide unpaid assistance to a person with a disability, long-term illness or old age, which is higher than in Greater Hobart. Additionally, 27.3% of those 15+ years provided unpaid care to children and of these, 3,325 people were caring for children other than their own.



Disability

About 7.5% of our population reported needing help in their day-to-day lives due to disability, which is a higher proportion than in Greater Hobart.



Household Income

Our median weekly household income is growing but is lower than Greater Hobart. There was a smaller proportion (8.8%) of high-income households (those earning \$2,500 per week or more) and a higher proportion (26.2%) of low-income households (those earning less than \$650 per week) compared to Greater Hobart.

A demographic snapshot



Physical Activity and Obesity

We have some health challenges, with self-reporting indicating that 15.1% of our population has insufficient moderate or vigorous activity and 72.3% insufficient muscle strengthening exercise. Also, 58% meet the criteria for being overweight to obese and 27.7% for obese. Overall, 27.7% of us assessed our health as excellent/very good and 23% as fair/poor.¹⁰



Education

More of us are gaining educational qualifications, whether a vocational qualification, Bachelor degree or diploma/advanced diploma. Figures show 22.9% of our population holds a vocational qualification and 10% a Bachelor or higher degree. Of those 15+ years, 35.4% had completed Year 12 or equivalent, which is increasing but is still less than for Greater Hobart. We have a higher level of youth disengagement from school and employment.¹¹



Employment

The industry sectors attracting highest participation are health care and social assistance, retail trade and public administration and safety. Overall, 39% of employed people live and work in our City. In the 2020 December quarter, our unemployment rate was 8.5% – a decrease of 1.7% since December 2019. Our unemployment rate remains higher than in Greater Hobart.



Transport

Car ownership is high, with 80.5% of us owning at least one car and the number of us with no cars decreasing. Only 28.1% of dwellings are within 400m of public transport with a regular 30-minute weekday service 7am-7pm.¹²

¹⁰Report on the Tasmanian Population Health Survey 2019

¹¹GCC Children, Youth and Families Report 2021

¹²Australian Urban Observatory, Healthy Livable Cities group, RMIT 2020

Our Council

We are a Community Council

Glenorchy City Council is committed to improving the wellbeing of everyone in our community.

We work alongside our community, with organisations, businesses and State and Federal Government to create an accessible, inclusive, diverse, safe and healthy City and a community that values education and learning for life.

Community is at the heart of everything we do. It is therefore vital that Council has a clear strategy for the future so that our community and places remain inclusive, connected and cohesive.

Council is legislated by the powers and functions of Tasmania's Local Government Act 1993 (the Act) to:

- provide for the health, safety and welfare of the community;
- represent the interests of the community; and
- provide for the peace, order and good government of the municipal area.

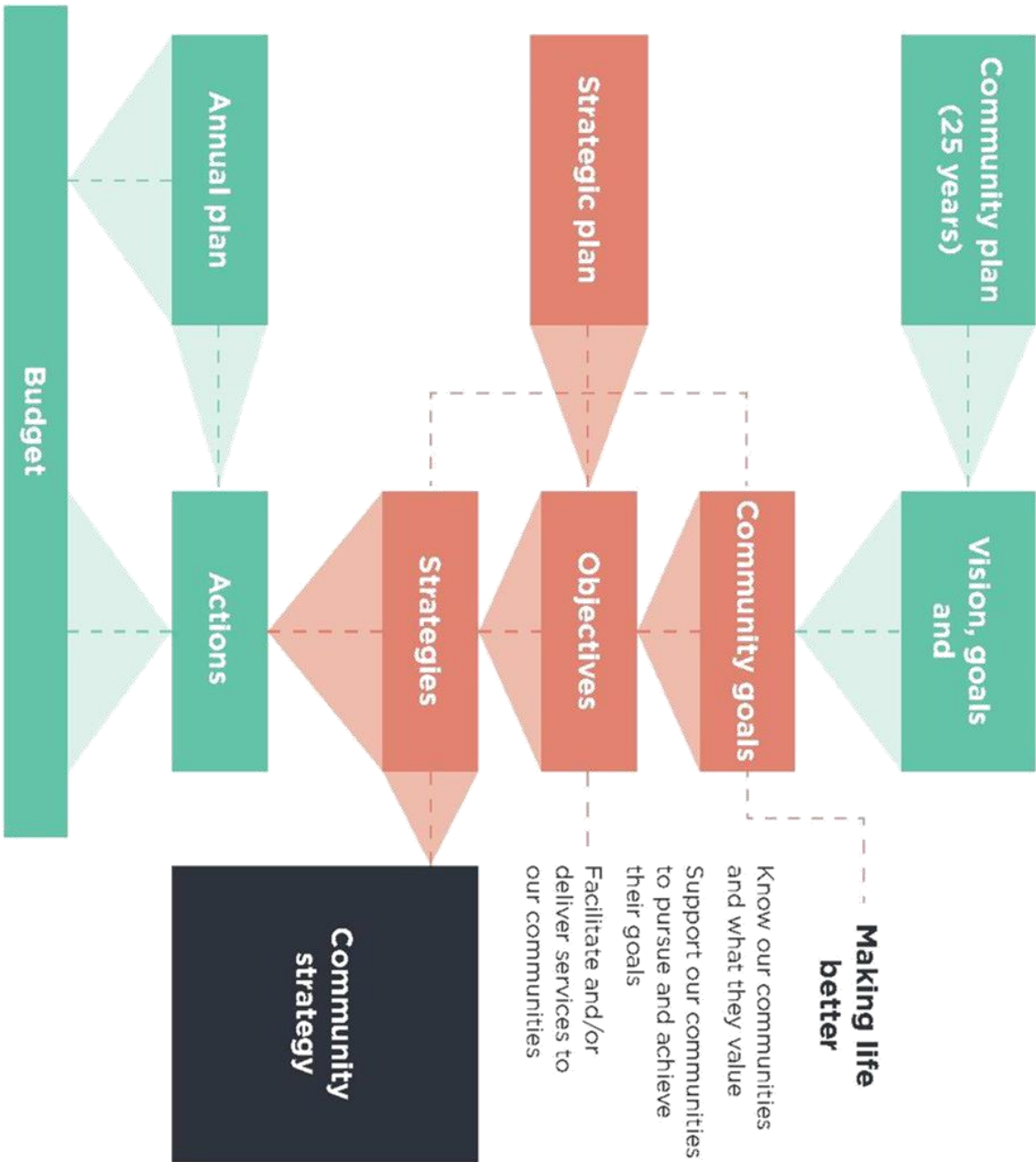
Council is guided and directed by other national and State legislation and policies such as the *Disability Discrimination Act*, Australian Children's Education and Care Authority, Tasmanian Government Multicultural Policy and Tasmanian Child and Youth Wellbeing Framework.

Right: Austin's Ferry Primary School Students, Boomerang Bags Glenorchy 2021
Photo Credit: Glenorchy City Council



Council's Strategic Framework

Aligning with the Community Strategy



What is Council's role?

Council has varying responsibilities linked to the *Local Government Act*.

Level of Responsibility	
Manager/ Leader	Where Council has direct responsibility and capability to deliver the outcomes required, it manages, leads, delivers and communicates commitment, progress and outcomes to stakeholders.
Partner	Council may partner with others where it has a direct responsibility to deliver the outcome and a partnership approach is necessary to deliver or enhance outcomes.
Advocate	Council develops an informed position and influences others who have the responsibility to make the decision and act. Council is part of developing the solutions rather than just presenting the problems.
Facilitator	Council makes it easier and builds the capacity of others to deliver.
Supporter	Where a project is initiated externally to Council and the outcomes align with the Glenorchy Community Plan, Council may provide low level assistance to support the project.

13

Vision

Goals and Objectives

Accessible, inclusive and diverse	Safe	Healthy	Education and learning for life
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Actions

How we deliver will be outlined in
Strategies / Plans / Policies / Frameworks

Measuring Outcomes

^a City of Glenorchy Community Plan 2015-2040

Our Community Strategy

Building a strong
community together



Community planning and development is everybody's business so we have taken a collaborative and integrated approach in looking to the next ten years.

This Strategy sets expectations for our community and Council. It seeks to deliver on our community's goal of Making Lives Better¹⁴ and draws on the Glenorchy Community Plan 2015-2040, commitment statements, policies, research and consultations with community and stakeholders.

This Strategy will inform all areas of Council activity, from wide-ranging plans and policies already in place (see Appendix 1) or developed in the future, through to delivery. The Strategy goals and objectives are deliberately set at a high level to inform detailed actions in Council's operational plans.

Council works with people, businesses, community groups and organisations to build a welcoming, safe, healthy and learning community, and supports local action driven by the community.

Council works with community and stakeholders in a people-centred, strength-based and structured way to achieve positive change. Community development and planning build on individual and community strengths to support the community's aspirations. This also means adopting an approach that encourages empowerment, participation and self-determination.

Research and consultation with our community has resulted in four priority outcomes we aim to achieve:

1. Accessible, inclusive and diverse – we are a welcoming, accessible and inclusive community, caring for all.
2. Safe – we are a safe community with a strong sense of belonging, ownership, and pride.
3. Healthy – we are a healthy, thriving, vibrant and strongly-connected community.
4. Education and learning for life – we are a community that is engaged in diverse learning opportunities to achieve our aspirations.

Left: Mental Health Week Glenorchy Library
Photo Credit: Glenorchy City Council

¹⁴ City of Glenorchy Community Plan 2015-2040

Accessible, inclusive and diverse

People of all abilities, ages and backgrounds feel like they belong in Glenorchy. Access to the built environment and information is available to everyone. People are respected for their differences and feel welcome in their community.

Safe

The environment is clean and welcoming and free from crime and antisocial behaviour. People are accepted and there are opportunities for everyone. People are connected and genuinely care for each other.

Glenorchy City Council takes a people and place-focused approach in being 'smart on crime' and 'tough on the causes of crime'. This approach has the potential to break cycles of crime and address the contributing factors that can lead to crime.

Healthy

Health is a whole state of physical, mental, spiritual and social wellbeing. The circumstances in which people grow, live, work and age, as well as the services in place to deal with illness, influence our chances of achieving good health. Wellbeing is determined by how you feel about life and your ability to control what happens and to contribute to your sense of wellbeing.

Education and learning for life

Learning is a way of life, in the home, community, school setting, at work and at play.

Building a learning community, where people work together, can help improve the social cohesion and economic wellbeing of our community.

Priority Outcomes

Accessible, inclusive and diverse	We are a welcoming, accessible and inclusive community, caring for all
Goals	Objectives
1. People from different social, language and cultural backgrounds are involved and included 2. People experience a strong sense of belonging and identity 3. Our community understands and values the stories and aspirations of Aboriginal people 4. Everyone has an opportunity to have their say on issues that affect them 5. Community groups and individuals are empowered and have the resources to contribute as active members of our community	1. Allow all residents, regardless of their cultural background, gender, age or ability to have equitable access to Council buildings, services, activities and information (1, 2, 3, 4, 5) 2. Provide opportunities for everyone - including children, young people and families - to be listened to, heard and understood in decisions that affect them (1, 2, 3, 4, 5) 3. Maintain and care for Council-owned and operated spaces and places and encourage others to do likewise to ensure Glenorchy's built and natural assets are valued and shared (1, 2, 3, 4, 5) 4. Nurture Council's relationships with Aboriginal people and groups in the Glenorchy community to foster mutual respect and build cultural awareness (1, 2, 3) 5. Support cultural activity and celebrations that lead to deeper understanding and harmony within our community (1, 2) 6. Promote pride and inclusion of the LGBTQI community (1, 2) 7. Provide and promote services and programs which enable people of all ages and abilities to form meaningful social connections (1, 2, 5) 8. Provide opportunities and information for those who are less advantaged to participate in our community life (1, 4, 5) 9. Provide accessible information (including translations and plain and Easy English options) (1, 4, 5)

Priority Outcomes

Safe		We are a safe community with a strong sense of belonging, ownership and pride
Goals	Objectives	
1. People, including our most vulnerable, are safe and connected in our community 2. Public spaces provide for diverse activity and strengthen our social connections 3. People can connect safely with natural and built environments 4. There is a sense of ownership and pride in our community 5. Our community is resilient, especially in times of emergency	1. Establish and implement crime prevention and community safety projects in collaboration with community, government, business, peak bodies and community organisations (1, 2, 3, 4, 5) 2. Work with the community and other stakeholders to progress Council's Statement of Commitment on Housing to support residents at risk of homelessness to access safe and affordable housing options (1, 2, 4, 5) 3. Support the justice system, including police, to effectively engage with and be understood and valued by the community (1, 2, 3, 4, 5) 4. Work with the community and other stakeholders to progress Council's Statement of Commitment on Gambling to reduce the harmful impacts of gambling to individuals, families and the broader community (1, 4, 5) 5. Create and enhance liveable environments through universal access and safe design principles (1, 2, 3, 4) 6. Support place-based, community-led initiatives that nurture creativity, shape and build pride and ownership in local communities (1, 2, 3, 4, 5) 7. Provide information, resources and opportunities for the community to respond and adapt well in times of emergency or when experiencing increased pressures (1, 2, 3, 4, 5)	

Priority Outcomes

Healthy		We are a healthy, thriving, vibrant and strongly-connected community	
Goals		Objectives	
1. People of all ages have improved personal health knowledge, practices and lifestyles 2. Community health and wellbeing is improved, particularly mental health 3. A cohesive and inclusive community with well-developed social and community networks and assets 4. A natural and built environment that encourages active lifestyles		1. Support and facilitate affordable, accessible and locally driven preventative health events, programs and activities (1, 2, 3, 4) 2. Work with government, peak bodies and services to reduce stigma and discrimination of mental illness and to ensure population groups at high risk, particularly children and young people, can access support when they need it¹⁵ (1, 2, 3) 3. Support parents, families and the community to understand the importance of child development in the first 1000 days, from pregnancy and throughout the first two years of a child's life¹⁶ (1, 2, 3, 4) 4. Recognise community groups as a primary contributor toward the social, health and wellbeing benefits of the community (1, 2, 3) 5. Provide health promotion messaging and information, including healthy eating, benefits of physical activity and the harms of alcohol, tobacco and other drugs at Council events (1, 2, 3, 4) 6. Work with organisations, government and businesses to increase accessible, affordable and nutritious food (i.e. community markets, community houses and gardens, schools) (1, 2, 3, 4) 7. Plan for and provide a safe and well-maintained network of roads, footpaths, tracks and trails to promote access, safety and health that connects our community (1, 2, 3, 4) 8. Work with community, sport and recreation groups to build capacity and to create opportunities to sustainably use community facilities and outdoor spaces (1, 2, 3, 4) 9. Deliver quality and diverse sport and recreation facilities and spaces that increase community participation (1, 2, 3, 4) 10. Increase public conversation and awareness of the changing climate and its impact to the health and wellbeing of the community¹⁷ (1, 2, 3, 4)	

¹⁵ Rethink 2020: A state plan for mental health in Tasmania 2020 - 2025

¹⁶ Centre for Community Child Health

¹⁷ Framework for a National Strategy on climate, health and wellbeing for Australia 2017

Priority Outcomes

Education and learning for life	
Goals	Objectives
1. Community embraces learning for life 2. Community has equitable learning opportunities 3. Young people are engaged in learning 4. People have the skills and confidence to fully participate in community life 5. Parents, carers and families are recognised as the developing child's first teacher	1. Provide our community with diverse, creative opportunities to continue learning for life (1, 2, 3, 4, 5) 2. Work with schools and other stakeholders to nourish a strong learning foundation for young people (1, 2, 3, 4, 5) 3. Support schools and learning institutions and those who work within them to be recognised and valued by the community (1, 2, 3, 4, 5) 4. Work with the community and other stakeholders to implement the community's 26TEN Action Plan supporting adult literacy, learning and numeracy (1, 2, 3, 4, 5) 5. Provide and promote quality early learning environments that allow children to experience discovery and curiosity (1, 2, 3, 4, 5) 6. Work with community and key organisations to understand and respond to the language, learning, literacy and cultural needs of people from diverse backgrounds (1, 2, 3, 4, 5) 7. Work with community and other stakeholders to foster the confidence of parents, carers and families in supporting their children's learning and development (3, 5)

How the Strategy was developed

We value the insights you have shared with us through the development of Council's existing community plans and more recent consultations undertaken to develop this Strategy.

A clear story of our community has emerged and this has informed the development of priority outcomes, goals and objectives. Your contribution came through focus groups, online and face-to-face surveys and stakeholder forums, as well as internal and external stakeholder workshops, where we engaged in interactive and meaningful ways.

Evidence and research, including Tasmanian and Australian research and analysis of trends, have also informed this strategy.

Measuring Impacts and Outcomes

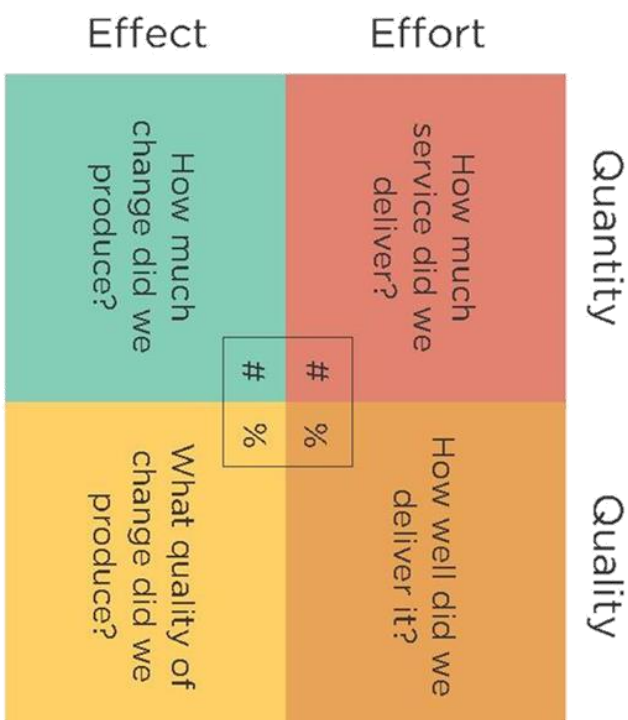
Measuring the community benefit of what we do is important. It means we can better understand efforts and outcomes, encourage involvement, and communicate opportunities and results more effectively.

Results Based Accountability (RBA) is a best practice way to ensure outcomes are tracked and achieved and we will use this method¹⁸. It takes a collective impact approach towards collaborating with local communities in making positive, sustainable change on complex social issues.

RBA (also known as outcomes-based methodology) is a quality improvement framework that asks:

- how much did we do?
- how well did we do it?
- is anybody better off?

RBA also emphasises the use of evidence and data. Over time, accumulated RBA results determine how much change we are making at a population level and informs decision-making processes.



¹⁸ Mark Friedman, 'Trying Hard is Not Good Enough' Trafford 2005

Implementation

The Strategy sets a vision, four priority outcome areas, goals and objectives for how a welcoming, safe, healthy and learning community will be achieved. It will be implemented through action plans, which will then guide Council's annual operational planning. This strategy may inform future Council strategic plans.

Ongoing review

Our community's challenges and opportunities will inevitably shift over time, so the Strategy must be dynamic and versatile. It will therefore be evaluated in five years to ensure it remains relevant.

Measures of success

- Our community says we did what we set out to¹⁹.
- Method (RBA)
- What others say – social research (TasCOSS, Anglicare, Local Government Association of Tasmania, ShelterTAS, Mission Australia, Catholic Care), reporting and data from other levels of government (Census, Report on the Tasmanian Population Health Survey, Primary Health Tasmania – Community Health Check 2020).
- Liveability Census
- How we did against current reports (Safer Communities Framework, Healthy Communities Plan, Children, Youth and Families, Successful Aging, Access and Inclusion, Multicultural Spaces Plan, Glenorchy LEARN).
- Welcoming Cities Standards
- Local Government Association of Tasmania – Community Satisfaction Survey.
- Outcomes against other Glenorchy City Council strategies, such as the Economic Development Strategy.

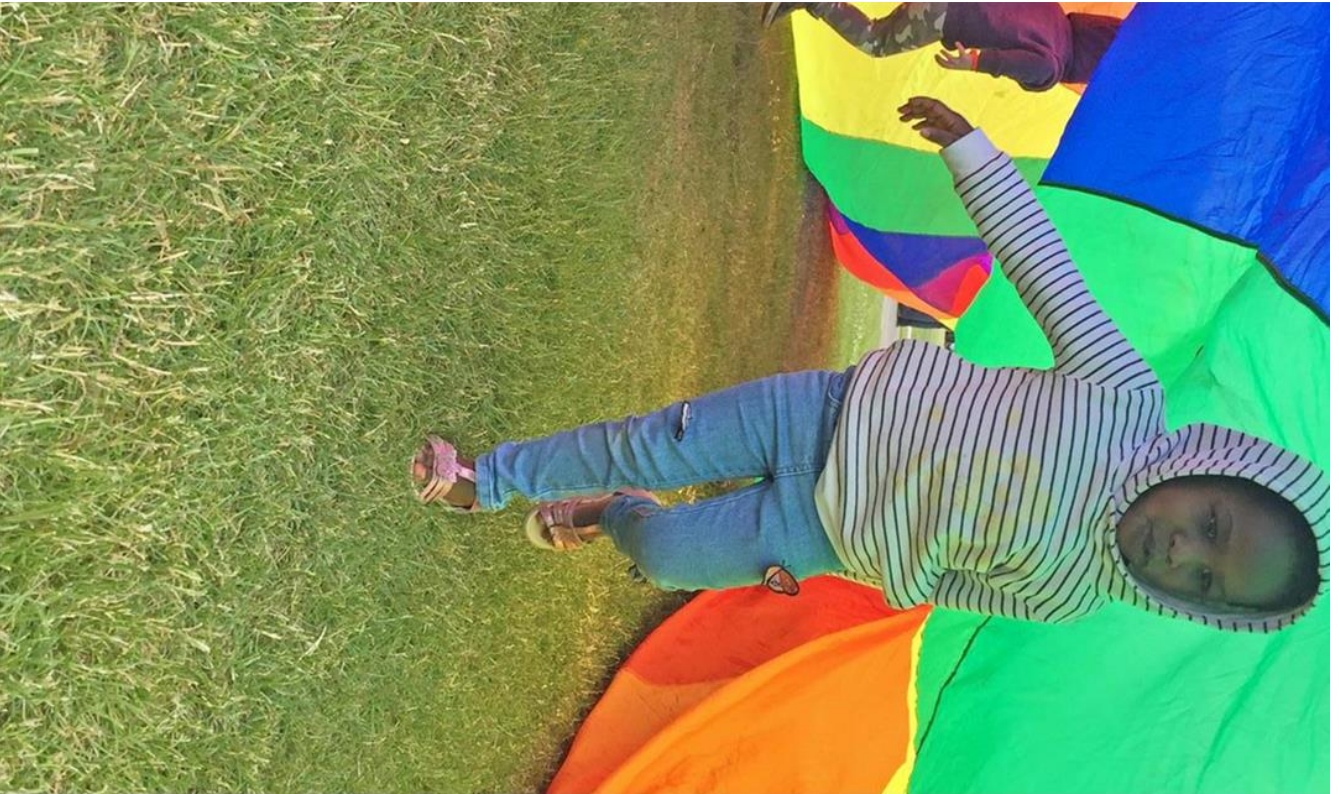
Accessible, inclusive and diverse

- Our City is seen as inclusive and welcoming.
- We value our Aboriginal communities' arts, culture and heritage.
- We are recognised locally, nationally and internationally for our arts, celebrations, events and innovative ways of bringing arts and people together.
- Our ageing population, people with disabilities, and parents with young families can easily access all public areas and have public facilities that meet their needs.
- We continue to welcome new arrivals from all countries and work with them to build on multicultural traditions through arts, food, music, entertainment and shared experiences.
- Community services and programs will enable people of all ages and abilities to connect, support and make lives better.

Safe

- Glenorchy is seen by other places as a strong, safe and connected community.
- Our lives will be improved by using good design to create safer, more welcoming public spaces.
- Community facilities and services are important to all of us, especially meeting places, parks and playgrounds.
- Our social, recreational and cultural facilities, events and experiences will attract and retain people in Glenorchy to share our wonderful way of life.
- We continue to be a safe, inclusive, active, healthy and vibrant community.





Healthy

- We improve personal health knowledge, practices and lifestyles.
- Our City is easy to get around, with a range of transport choices available to visit family or friends or to access services. The City is well-connected by extensive and well-maintained walking and bike paths, public transport and road networks.
- Young people will be listened to, involved and included in decision-making especially about recreation, entertainment and support services.
- Older people have opportunities to participate in community life.
- Glenorchy City is a place where more people can age successfully by feeling confident and in control of their lives.
- Individuals and the broader community have a positive attitude towards getting older.

Education and learning for life

- Our young people are actively engaged in education and life-long learning opportunities are available for everyone.
- Young people and their families are encouraged to play an active part in their education and community.

Left: International Day of People with Disability 2020
Photo Credit: Adam Knowles – Damon King Photography

Appendix

Priority areas	Strategy, Policy or Plan
Accessible, inclusive and diverse communities	Customer Services Strategy 2020-2025
	Community Engagement Framework and Policy 2017
	Multicultural Framework and Statement 2017
	Multicultural Spaces Plan 2016
	Access and inclusion Report and Policy (under development)
Safe communities	Welcoming Cities Standards for Local Government
	Safer Communities Framework 2019-2029
	Playspace Strategy (under development)
	Statement of Commitment on Gambling (adopted 2020)
Healthy communities	Healthy Communities Plan 2014-2023
	Statement of Commitment on Housing (adopted 2020)
	Sport and Recreation Strategy (under development)
	Arts and Culture Strategy - Glenorchy – A City of arts 2040 - A strategy towards creative communities
Education and learning for life communities	Economic Development Strategy 2020-2025
	Successful Ageing Framework 2019-2024
	Australian Children's Education and Care Quality Authority (National Quality Framework)
	Children, Youth and Families Report (under development)

Note: Documents may overlap priority areas

KEY FINDINGS FROM STAKEHOLDER ENGAGEMENT



New
Infrastructure



New
Uses



Promotion &
Management



Parking
& Access



Planning
Controls



Public
Domain

The key messages from the stakeholder engagement activities are summarised below.

Stakeholders identified the competitive strengths of the area including:

- Water access
- A deep, calm harbour for vessels
- Proximity to an industrial area
- The presence of a large and established maritime industry which work in a collaborative manner.

They broadly agreed that the underlying principles of the visions developed in the 2008 and 2012 Master Plans were still relevant and important to businesses at Prince of Wales Bay. There was also consensus on the importance of a new Master Plan to set a clear direction for the growth of the precinct over the coming years.

There was broad concern with the 'gentrification' of the Prince of Wales Bay precinct away from maritime industrial uses and the occupation of prime sites, including waterfront land, by non maritime uses. There was general support for changes to the land use planning regime to enshrine the future growth of the area for a maritime industrial precinct.

Prince of Wales Bay Marine & Innovation Master Plan

Prince of Wales Bay precinct requires enabling infrastructure to support continued operations and growth of business. These include re-fuelling facilities, lay-up facilities and any associated dredging and dry storage for boats.

A key day to day operational issue was parking across the site. The lack of parking spaces was impacting workers and visitors to the precinct and creating conflicts between various users, including commuters. There was a broad consensus to improve parking and access across the Prince of Wales Bay precinct.

Prince of Wales Bay precinct businesses are highly collaborative with many businesses supporting each other along the supply chain. There was broad support to further enhance the collaboration between businesses in recognition of the competitive advantage this gives businesses within the precinct.

Stakeholders identified a range of future growth opportunities for their businesses. This included continued growth in vessel building, repair and maintenance for commercial and recreational vessels and new opportunities in the defence and Antarctic sectors.

The key institutional land uses in the precinct are Techno Park and the TasTAFE. Stakeholders recognised the value of these key operators and opportunities to further align their activities with the maritime industry and related sectors.

There was general consensus that the quality of the public domain across the precinct could be significantly enhanced. A poor-quality public realm was seen as reducing the amenity of the areas, creating potential safety issues (also related to the public housing on Negara Crescent) and not creating a welcoming environment to visitors. Also increasing amenities for workers, such as food and beverage options, would help attract workers to the precinct.

11/06/2021

Page 15

PRINCE OF WALES BAY MARINE AND INNOVATION MASTER PLAN

Prepared for Glenorchy City Council
June 2021



COVID-19 AND THE POTENTIAL IMPACT ON DATA INFORMATION

Prince of Wales Bay Marine & Innovation Master Plan

The data and information that informs and supports our opinions, estimates, surveys, forecasts, projections, conclusion, judgments, assumptions and recommendations contained in this report (Report Content) are predominantly generated over long periods, and is reflective of the circumstances applying in the past. Significant economic, health and other local and world events can, however, take a period of time for the market to absorb and to be reflected in such data and information. In many instances a change in market thinking and actual market conditions as at the date of this report may not be reflected in the data and information used to support the Report Content.

The recent international outbreak of the Novel Coronavirus (COVID-19), which the World Health Organisation declared a global health emergency in January 2020 and pandemic on 11 March 2020, is causing a material impact on the Australian and world economies and increased uncertainty in both local and global market conditions.

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The Report Content and the data and information that informs and supports it is current as at the date of this report and (unless otherwise specifically stated in the Report) necessarily assumes that, as at the date of this report, the COVID-19 Outbreak has not materially impacted the Australian economy, the asset(s) and any associated business operations to which the report relates and the Report Content. However, it is not possible to ascertain with certainty at this time how the market and the Australian economy more broadly will respond to this unprecedented event. It is possible that the market conditions applying to the asset(s) and any associated business operations to which the report relates and the business sector to which they belong could be (or has been) materially impacted by the COVID-19 Outbreak within a short space of time and that it will have a lasting impact. Clearly, the COVID-19 Outbreak is an important risk factor you must carefully consider when relying on the report and the Report Content.

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11/06/2021

Page 2

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Urbis acknowledges the important contribution that Aboriginal and Torres Strait Islander people make in creating a strong and vibrant Australian society.
We acknowledge, in each of our offices, the Traditional Owners on whose land we stand.

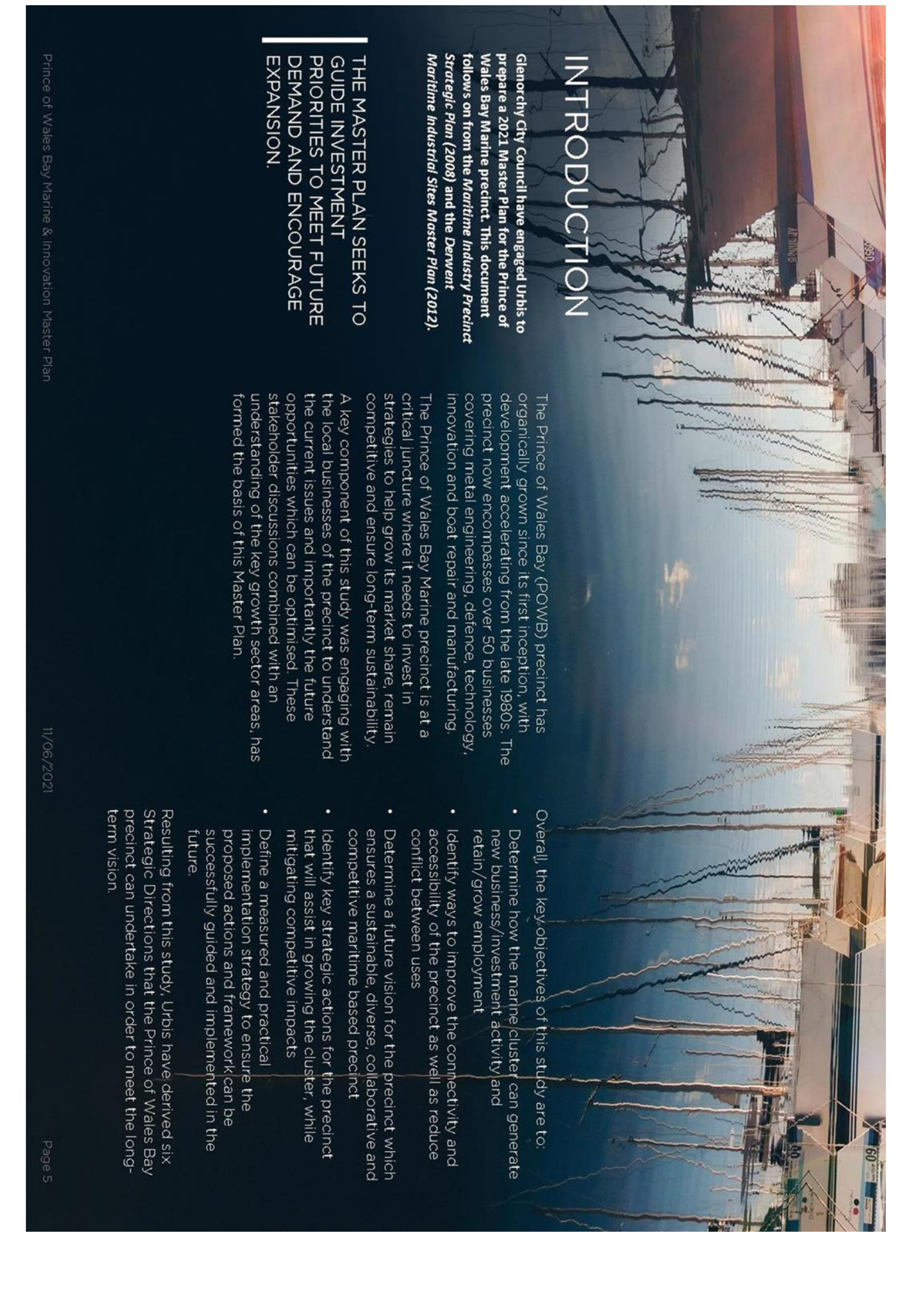
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CONTENTS

Introduction	
1.0 Why a New Master Plan?	9
2.0 Precinct Challenges and Opportunities	16
3.0 Economic Context and Opportunities	24
4.0 Master Plan Strategy	32
5.0 Master Plan Implementation	52
6.0 Appendix	56



INTRODUCTION

Glenorchy City Council have engaged Urbis to prepare a 2021 Master Plan for the Prince of Wales Bay Marine precinct. This document follows on from the *Maritime Industry Precinct Strategic Plan (2008)* and the *Derwent Maritime Industrial Sites Master Plan (2012)*.

THE MASTER PLAN SEEKS TO GUIDE INVESTMENT PRIORITIES TO MEET FUTURE DEMAND AND ENCOURAGE EXPANSION.

The Prince of Wales Bay (POWB) precinct has organically grown since its first inception, with development accelerating from the late 1980s. The precinct now encompasses over 50 businesses covering metal engineering, defence, technology, innovation and boat repair and manufacturing.

The Prince of Wales Bay Marine precinct is at a critical juncture where it needs to invest in strategies to help grow its market share, remain competitive and ensure long-term sustainability.

A key component of this study was engaging with the local businesses of the precinct to understand the current issues and importantly the future opportunities which can be optimised. These stakeholder discussions combined with an understanding of the key growth sector areas, has formed the basis of this Master Plan.

Overall, the key objectives of this study are to:

- Determine how the marine cluster can generate new business/investment activity and retain/grow employment
- Identify ways to improve the connectivity and accessibility of the precinct as well as reduce conflict between uses
- Determine a future vision for the precinct which ensures a sustainable, diverse, collaborative and competitive maritime based precinct
- Identify key strategic actions for the precinct that will assist in growing the cluster, while mitigating competitive impacts
- Define a measured and practical implementation strategy to ensure the proposed actions and framework can be successfully guided and implemented in the future.

Resulting from this study, Urbis have derived six Strategic Directions that the Prince of Wales Bay precinct can undertake in order to meet the long-term vision.

REVIEW OF PREVIOUS KEY DOCUMENTS

In developing the 2021 Master Plan for the Prince of Wales Bay precinct, Urbis have reviewed the previous findings from the three key documents adjacent.

These studies were all undertaken for the Department of Economic Development and Tourism (now State Growth) and sought to understand how the precinct could be further developed to support a longer-term and sustainable vision for maritime industries in Southern Tasmania.

A number of the recommendations from these studies are yet to be implemented. As such, this study will review and have regard to the previous recommendations as well as consider new opportunities for the precinct given the current physical and economic context.

Maritime Industry Precinct Strategic Plan



Prepared by: Maunsell / AECOM

Prepared for: Department of Economic Development and Tourism

Date of Strategic Plan: 19 May 2008

Objective: The Strategic Plan will provide a long-term planning framework to enable the Maritime Industry Precinct to continue to develop in an integrated and sustainable manner and to ensure that it does not compromise surrounding, non-industrial land uses and environmental values associated with the area. It provides for the integrated management of landside and waterside functions.

Lay-Up Berth Pre-Feasibility Study



Prepared by: GHD

Prepared for: Department of Economic Development, Tourism and the Arts

Date of Document: October 2010

Objective: This study was aimed at supplementing previous reports that have described the bay as a potential site to expand on an already established marine business zone.

Derwent Maritime Industrial Sites Master Plan



Prepared by: The Office of the State Architect

Prepared for: Department of Economic Development and Tourism

Date of Final Plan: 2012

Objective: The purpose of this Master Plan was to outline a long-term vision for the southern Tasmanian maritime industries, and to develop strategies to support that vision.

PURPOSE OF THE MASTER PLAN

The purpose of the Master Plan is to grow the Prince of Wales Bay Marine precinct into a thriving hub of economic activity, while maintaining its competitive positioning as the Southern Tasmanian base for maritime industry into the future.

The Prince of Wales Bay precinct is a functioning marina as well as an established defence, technology, innovation, shipping, commercial, industrial as well as residential precinct. Going forward, it will be critical that the precinct positions itself to leverage growth in the maritime sector from both an existing user, as well as from a new business generation perspective.

With a growing maritime sector, this is a great opportunity to revisit the initiatives identified within the previous studies and engage and collaborate with local stakeholders and relevant Government bodies to develop a new Master Plan and vision for the precinct.



OUR APPROACH TO THIS MASTER PLAN

The Prince of Wales Bay Marine and Innovation Master Plan seeks to set out a long-range vision and key strategic directions to ensure that the precinct remains competitive and a hub of activity into the future. To set the future vision and direction for the precinct, the approach undertaken by Urbis encompassed six key steps, shown adjacent, including:

1. Review of previous initiatives and background documents prepared for the Department of Economic Development, Tourism and the Arts, which guided the baseline for previous challenges identified.
2. Through stakeholder engagement with local businesses this group contributed insights, perspectives, and key focus areas for the future.
3. Field investigations were an integral piece to this assessment to understand the connectivity, movement and interaction of different uses.
4. An issues and opportunities assessment derived into the current physical challenges of the site that could be leveraged going forward and the economic positioning of the precinct more broadly.
5. From the issues and opportunities assessment, this provided the basis for preparing the strategic objectives and key actions to form the framework for the Master Plan.
6. Finally, a Master Plan strategy was developed to respond to the future vision of the precinct.



1.0 WHY A NEW MASTER PLAN?

Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 9

WHY A NEW MASTER PLAN?

For a precinct like the Prince of Wales Bay, the development of a Master Plan is critical if a coordinated approach to improvement and growth is to be achieved, while maximising the competitive positioning.

While the businesses of the Prince of Wales Bay precinct are collaborative with a focus towards working together and leveraging capabilities, development of the precinct and the decision-making process, currently lacks a coordinated approach. To ensure the role of the precinct, primarily as a maritime industrial hub of activity is maintained, having clear actions in place through a Master Plan strategy, will be critical into the future.

Often, the key inhibitor to development, growth and future proofing, can be physical constraints. This can range from limitations to movement and connectivity to fragmented land ownership and not best optimising the location, in this case being the waterfront. While a number of these are current constraints, through a coordinated approach, these can be improved to enhance the precinct as a whole, with the view to improving the competitive positioning and mitigating any loss to market share in the future.

The key industries of relevance include commercial maritime manufacturing, defence, Antarctic vessel servicing, advanced manufacturing and local vessel repair and maintenance. With a clear focus on these five key growth industry sectors through the Master Plan strategy, the Prince of Wales Bay precinct can look to enhance its capacity and ability to do business within these industries going forward.



Lack of Precinct Coordination



Competitive Positioning



Physical Constraints



Growth in Key Industries

STRATEGIC CONTEXT

The Prince of Wales Bay precinct is located 7km north of Central Hobart and is an inlet to the River Derwent.

The precinct has a functioning marina with 300 berths and a diverse range of maritime industry uses. This includes ship building and repair, machine workshops and manufacturers of highly specialised safety and nautical based equipment. Many of the businesses within the precinct have strong alliances and collaboration is a key part of success.

While there are many successful elements to the precinct, there are also some key opportunity areas to be leveraged to enable growth in the future.

These include:

- Creating a precinct that retains a skilled workforce
- Mitigating physical constraints from both a movement, connectivity, parking and land holding perspective. This is to encourage better movement and to grow and expand existing businesses.
- Hobart Port has better access and greater water depths, and more of a focus on the tourism sector and the Antarctic Division. In contrast, Prince of Wales Bay precinct has a clear focus on maritime industrial uses, as well as innovation and is well positioned to provide a point of difference to Hobart Port and the rest of Tasmania.



DEVELOPMENT OF THE PRECINCT

The development of Prince of Wales Bay precinct, while initially established in 1916, gained traction from the late 1980s onwards. Development within the precinct has been largely organic. As the precinct goes into its next phase, and with the development of a Master Plan strategy, comes the opportunity to refocus.

1916
The Nyrstar Hobart zinc refinery opens, starting the industrialisation of the area



1950
Public works commence post-war, with the Goodwood public housing development and Brookier highway constructed



1943
Production in the Prince of Wales Bay delivers more than 100 vessels to war efforts

1936
Marine engineering specialists Taylor Bros establish in Prince of Wales Bay

1968
The Brookier highway is extended north to Berriedale

1989
Incat move operations to Prince of Wales Bay to expand production capacity

1990
Incat's Hoverspeed Great Britain sets record for fastest transatlantic crossing. Incat continues to expand production facilities

Richardson Devine Marine (RDM) founded at Prince of Wales Bay



1988
Technopark is established as a leading technology hub

2000
Prince of Wales bay expands as both a marine and defence, as well as a community hub

2008
Prince of Wales maritime industry precinct strategic plan is launched

2010
Brooker Highway upgrade aligns Elwick and Goodwood roads

Tasmanian fast ferry museum established and Stage 1 of the Prince of Wales Bay marina is completed

The Tasmanian defence industry strategy is launched

Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 12

PRINCE OF WALES BAY POLICY CONTEXT

The policy context for the Prince of Wales Bay precinct includes both planning and economic policies at the local and State level. The table below summarises the findings of a policy mapping exercise which identifies and prioritises the policy directions relevant to the future of the precinct. Key findings are:

- At a local level, the key policy priorities relevant to Prince of Wales Bay are enhancing infrastructure capacity around ports and supporting key sectors including innovation and Research and Development (R&D), vessel building, repair and maintenance and advanced manufacturing. Local policies also support continued growth and development of a cluster around Prince of Wales Bay.

- At the State level, key policy priorities that will shape the future strategic direction of the Prince of Wales Bay precinct include developing innovation and the R&D sector, workforce and skills development, a research and education training sector focus and supporting existing industry clusters.

KEY	NA	Low	Medium	High
General Policy				
POWB Specific Policy				

	Environment improvement around Ports	Enhance infrastructure capacity at Ports	Public domain/ safety around Ports	Innovation, R&D sector development	Workforce and skills development	Vessel building maintenance sector focus	Defence sector focus	Advanced manufacturing sector focus	Research, education & training sector focus	Antarctic a sector focus	Increased collaboration/ cluster development
Local Policies											
Prince of Wales Bay Strategic Plan (2008)											
Derwent Maritime Industrial Sites- Master Plan (2012)											
Glenorchy Economic Development Strategy 2020-2025											
State Policies											
TasPorts Master Plan 2018											
Capital City Strategic Plan 2019-2029											
Tasmanian Trade Strategy											
Tasmanian Antarctica Gateway Strategy											
Tasmanian Defence Industry Strategy											
Tasmanian Advanced Manufacturing											

STAKEHOLDER ENGAGEMENT APPROACH

The 2021 Master Planning process was informed by a fresh and energised engagement program which included a wide range of stakeholders.

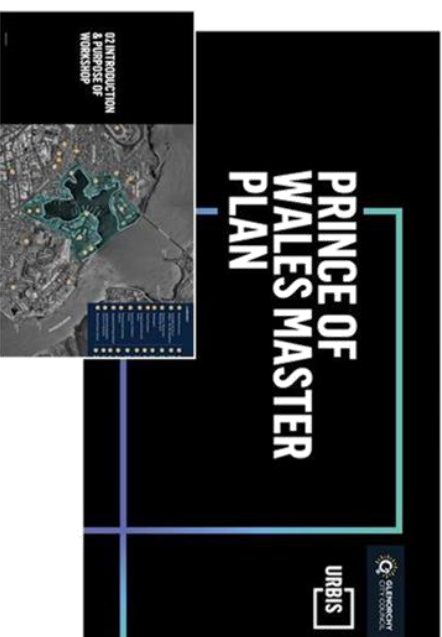
The intention of the engagement was to allow for strategic and targeted participation by key stakeholders to inform, test and validate the emerging findings of the Master Plan.

Specifically, stakeholders helped inform and test:

- Existing physical constraints and opportunities of the current Prince of Wales Bay precinct
- An understanding of key sectors, future growth opportunities and any impediments to growth
- Existing synergies between current users at Prince of Wales Bay and opportunities to further strengthen these synergistic relationships
- Competitive positioning of the Prince of Wales Bay precinct against other key maritime hubs
- Plans and intents for other marine hubs across Tasmania
- The previous vision and Master Plan strategies for the Prince of Wales Bay precinct and identify a new vision and strategies for the 2021 Master Plan

Stakeholders directly consulted throughout the Master Planning process included:

- Glenorchy City Council
- State Growth Tasmania
- TasTAFE
- Liferatt Systems Australia
- INCAT
- PFG Group
- Flomarine
- Taylor Bros
- CGB Systems
- Derwent Marine
- Prince of Wales Marina
- APCO Engineering
- Richardson Devine Marine
- Tasports
- Silverleaf
- Cleanlift
- Maritime network
- Office of the Coordinator General



2.0 PRECINCT CHALLENGES AND OPPORTUNITIES



KEY PRECINCTS OVERVIEW

Located along River Derwent, the Prince of Wales Bay precinct is a key employment precinct in Glenorchy.

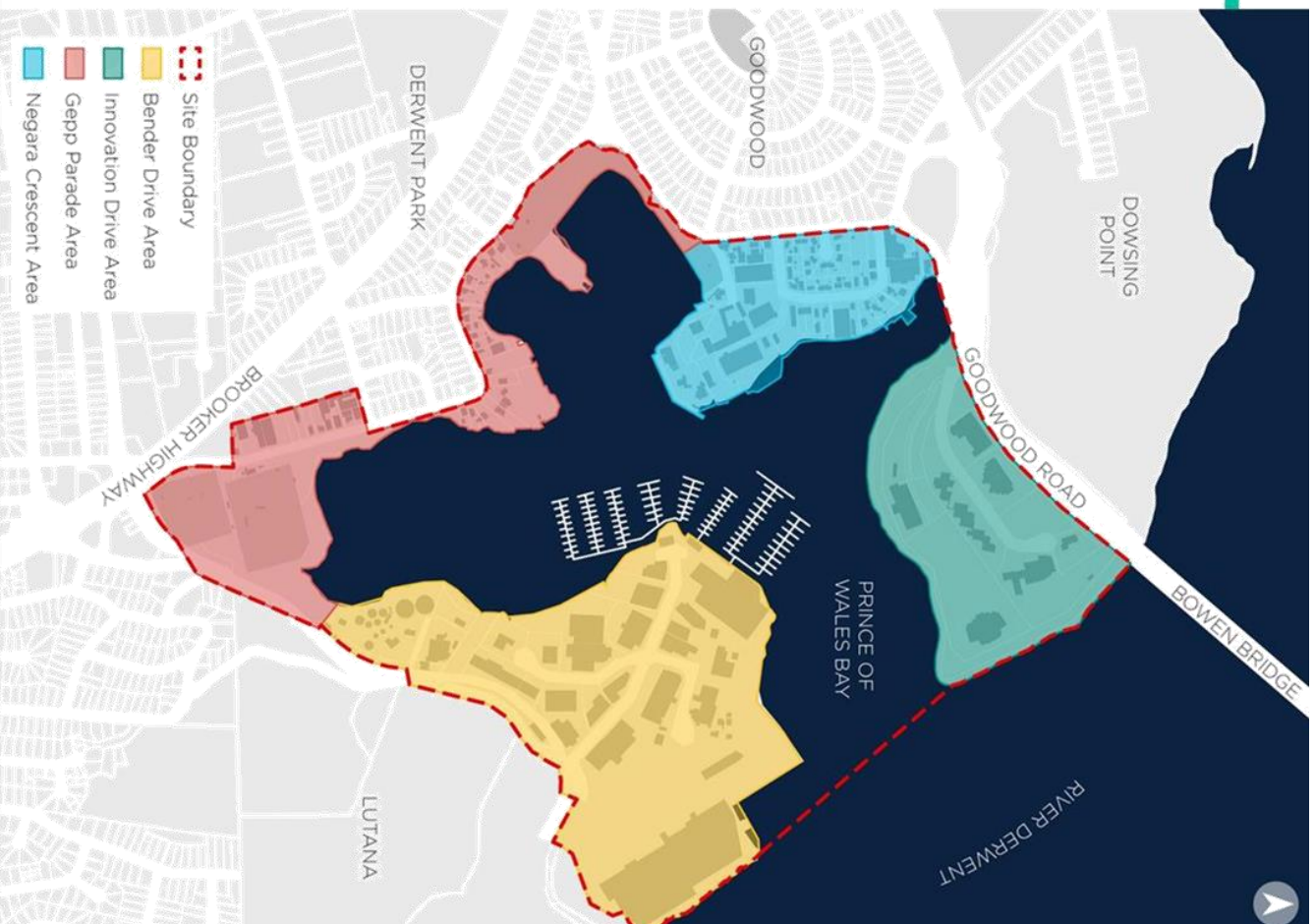
The precinct is accessed from Brookier Highway and Goodwood Road, two key city arterial connections, and bounded by Goodwood a residential suburb and Lutana a suburb with heavy industrial and residential mix.

The precinct has a distinct character and identity formed by its Marine industries and also its geographic location along River Derwent and the Prince of Wales Bay foreshore itself. The precinct is formed around the Prince of Wales Bay of which there are four key sub-precincts or areas consisting of:

- **Bender Drive Area:** This area is approximately 30 ha in size and is located north west to the Nystar Zinc Smelter and Lutana. The area is largely zoned as general industrial. The key industries in the area are focused on marine based industries. The area also has a marina and a water treatment plant.
- **Innovation Drive Area:** This area is zoned as Particular Purpose Zone 3- Technopark with the foreshore identified as an Environmental Management Zone. The 14 hectare area consists of a variety of office uses, including Technopark, owned and managed by State Growth, a key landholder within the precinct. This is also the location of the Qantas call centre.
- **Gepp Parade Area:** The area has a mix of light industrial, recreational, open space and residential uses. This precinct expands over an area of 15 hectares, with further established residential uses to the south. A large extent of the foreshore along the open spaces in this precinct is publicly accessible.
- **Negara Crescent:** This 10 hectare area is zoned light industrial, however the area has mixed uses with remnant residential pockets, including department of housing properties. The foreshore is largely utilised for marine industrial functions.

Understanding the connectivity, permeability and movement between the above four sub precincts and the broader precinct itself is critical to this Master Plan. Transport and permeability is discussed in detail over the following pages.

Prince of Wales Bay Marine & Innovation Master Plan



EXISTING USES WITHIN PRINCE OF WALES BAY

The Prince of Wales Bay precinct is diverse in its uses, however, has a clear industrial focus.

The majority of land uses within the precinct are employment based, forming approximately 37 hectares of land area. From an industrial perspective, there is a mix of maritime related industries, other light industries and warehouses, while Innovation Drive has approximately 11 hectares of commercial office space in a business park setting.

The Prince of Wales Bay waters is a significant area that interfaces with all four sub-precincts as well as the River Derwent. There is approximately 6 km of foreshore that interfaces with a mix of uses - maritime employment functions, recreational areas, marina, as well as cultural indigenous assets. Not all businesses however engage with the water as part of their core function, with this only relating to approximately 50% of businesses.

The precinct has sizable community amenities and recreational areas mainly in the Gepp Parade Area. The Giblins Reserve, the soccer field and the softball park and public boat ramp all serve the precinct and wider community and provide access to the Bay to the general public.

There is the green edge along the Innovation Drive foreshore which has aboriginal and cultural significance. There is a need to enhance and also make the public foreshore more accessible for the local community and the wider Glenorchy residents to be able to access and enjoy.

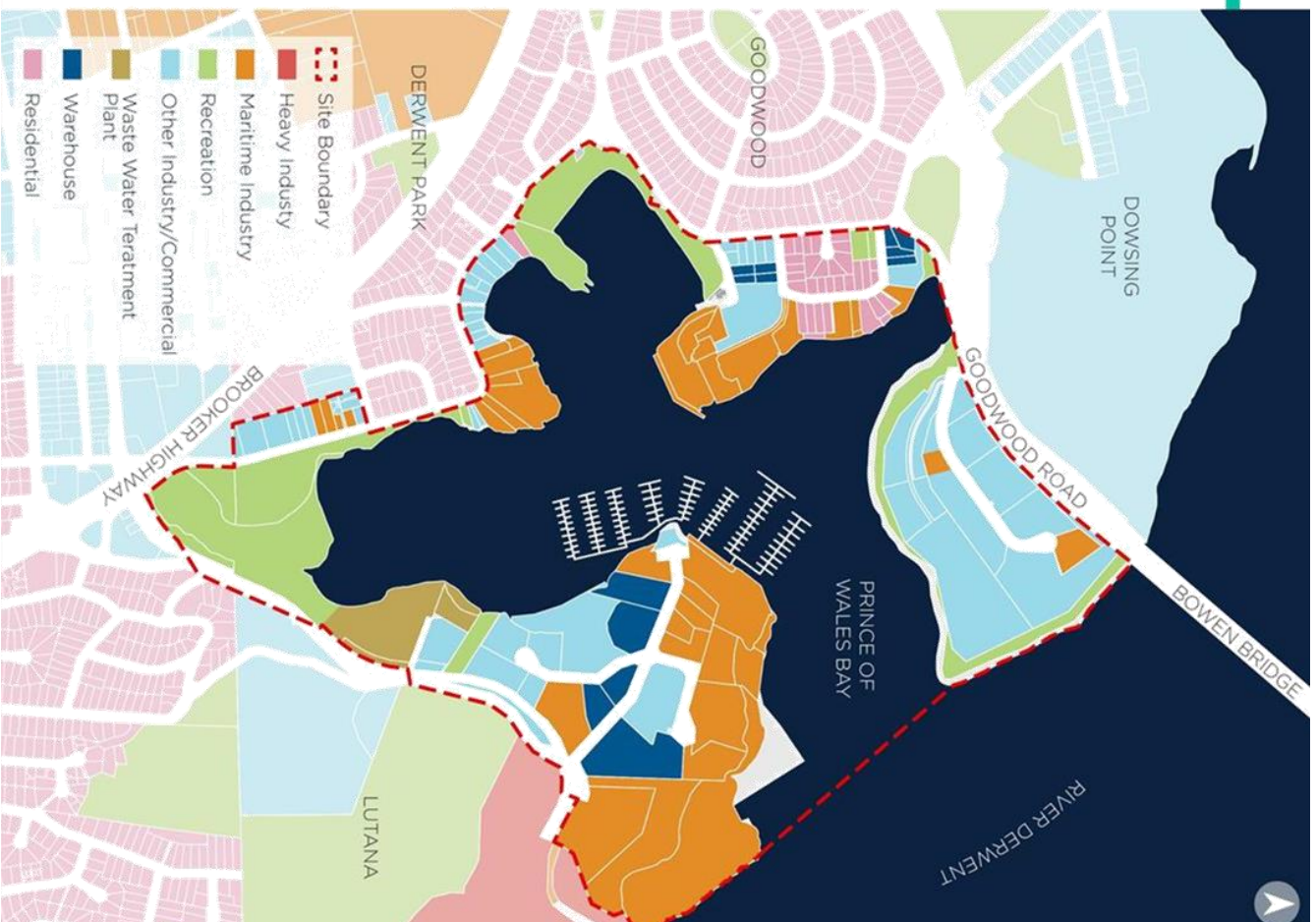
Residential parcels with some social housing are located mainly in the Niagara Crescent Area with some of these developed on industrial zoned land.

The 300 berth marina along the Bender Drive Area foreshore is a more recent use in the area which has brought more private users into the precinct.

While the above reflects a range of uses, the focus on industrial as the key role for the Prince of Wales Bay precinct is clear. The precinct is home to three major infrastructure and processing sites which have long-term lease expectations. This includes the Taswater Sewage Disposal site, Waste Transfer Station and the Zinc Works (adjoining precinct) all located along Derwent Park Road. This is further bolstered by the boat repair and manufacturing businesses.

There are a number of key opportunity areas that the precinct can look to leverage. Developing a Master Plan that is consistent with this focus, and which mitigates potential gentrification away from the core focus, is critical to the strategic framework.

Prince of Wales Bay Marine & Innovation Master Plan



ENVIRONMENTAL AND OPEN SPACE

With almost 10 hectares of open and recreational spaces, the Prince of Wales Bay precinct has a diverse range of spaces which could be further activated.

- The open space and recreational areas in the precinct provide the foreshore access and visual connectivity to the waterfront in the precinct. These open spaces/ and recreational functions have a catchment beyond the precinct. Currently there is approximately 3 ha of open space and 6.8 ha of recreational land in the precinct, which caters to Goodwood and surrounding residents.
- Giblins Reserve is the main open space in the precinct with public access to the foreshore provided. There is limited opportunity to access the foreshore from the Princes of Wales Bay Sports Ground.
- The vegetated foreshore along Dowsing Point, has been identified as culturally significant and environmentally sensitive with a number of Aboriginal cultural heritage sites identified.
- Zoning overlays on the foreshore identifies waterway and coastal protection, coastal erosion hazard and coastal inundation hazard areas. The Bay areas adjacent to Gepp Parade are influenced by a bio-diversity protection overlay. Future development needs to consider these overlays and consider impacts of sea level rise.

Key opportunities to enhance usage, safety, accessibility and ongoing management.

- Enhance Giblins Reserve to provide safe and accessible public open space which can be further utilised by workers, visitors and residents.
- Open space should be integrated with and form part of the broader precinct, given the scale of this (~10 hectares). Ensure access to the foreshore of the recreational area at Gepp Parade Area.
- Provide some small-scale food and beverage /amenity around the boat ramp area.
- Develop heritage trail along Dowsing Point foreshore ensuring protection and proper management of Aboriginal cultural heritage legacy sites.

Prince of Wales Bay Marine & Innovation Master Plan



TRANSPORT ASSESSMENT

As part of the Marine and Innovation Master Plan process, Urbis engaged WSP Transport Engineers to review the transport, access and parking within the Prince of Wales Bay precinct.

- The report reviewed the key patterns of movement including:
- Through and adjacent to the precinct
 - In and out of the precinct
 - Within the precinct
 - Supporting journey information

The observations, insights, findings and opportunities identified by WSP have been incorporated into the following pages, with the full report "*Prince of Wales Bay precinct Transport and Preliminary Findings Summary*" (12 April 2021) appended to this document in Appendix A.



VEHICLE ACCESS AND PARKING

How are the roads, public transport and the active network being used?



The key access or gateway entry points experience congestion with traffic calming infrastructure also limiting activity.

- Vehicular access to the precinct is predominantly via the Brooker Hwy, with Derwent Park Road connecting to the marina and maritime industrial premises (Derwent Park). As well, Goodwood Road connects to Technopark and businesses on Dowsing Point.
- Linked to key land uses and shifts of workers, movement peaks are noted to be around 7.30am and 4.30pm, with significant queuing on approach to intersections with the Brooker Highway.
- Key access points are at Derwent Park Road, Renfrew Crescent and Howard Road, whilst left-in access is provided at Lampton Avenue.
- Additional demand is observed at signalised exit points as these permit all movements upon exit, including across Brooker Highway towards Glenorchy.
- Increased queuing storage capacity is provided at the exit points at Derwent Park Road and Howard Road, and additionally non-signalised priority left turns can be undertaken. Queuing vehicles were observed to block into the roundabout in the afternoon peak, in close proximity to residences.
- Freight traffic in the local area is currently restricted by physical traffic calming infrastructure, including speed humps.



Parking availability is a significant issue at present, particularly with conflicting uses.

- Areas of off-street parking are largely tied to key employment locations, focused at Hobart Technopark and Derwent Park industrial and marine premises.
- Some areas of parking are provided at recreational locations including at Giblins Reserve and at Goodwood Park. The car parking in Bender Drive Area is also functioning at full capacity, with limited areas for expansion.
- A key challenge is encouraging transport mode shift away from private vehicle usage for Derwent Park employees, including provision of micro mobility options and more appropriate end of trip facilities.

Prince of Wales Bay Marine & Innovation Master Plan



PRECINCT PERMEABILITY

How are the roads, public transport and the active network being used?

- ⑧ The area has limited pedestrian permeability which impacts movement and gives rise to safety concerns around the precinct.
- There is only one existing pedestrian crossing at Goodwood Road, and up to 475 metres between pedestrian crossing points of the Brooker Highway. The existing pedestrian and cycle ways are fragmented and do not service the entire precinct.
 - There are no on-road bicycle lanes or protected bicycle lanes within the precinct. Gepp Parade and Howard Road have potential to form a key walking and cycling corridor supporting movement across the precinct, although no formal cycle infrastructure is provided. Notably, cycleways are not encouraged along Derwent Park Road where there is a steeper topography.
 - The disused rail corridor 'Zinc Link' has the potential for walking and cycling to improve access to the precinct from Hobart, greater Glenorchy and the northern suburbs upriver via a regional greenway network. Further investigation and an understanding of how this could interact with current and future pedestrian and cycle paths could open up the precinct and foreshore to greater activity levels and integration with surrounding uses.
- ⑨ Public transport provision is largely radial to/from Hobart CBD and includes:
- Two bus routes that use Brooker Highway and undertake a loop of Goodwood residential area, with peak hour services continuing to Technopark.
 - Some bus stops have shelters however user facilities and supporting information is basic.
 - A number of commuters are taking up worker parking causing user conflict.



IMPROVING CONNECTIVITY

Movement around the precinct is critical to the user and visitor experience. To improve connectivity, some key opportunities identified include:

1. Enhancing existing walking and cycling links on Goodwood foreshore and extension to Elwick Bay, as part of development of coherent active transport network within study area.
2. Providing increased walking and cycle permeability and accessibility across Brooker Highway and Goodwood Road.
3. Creation of Zinc Link walking and cycling path to connect the precinct to Glenorchy, Hobart CBD and the northern suburbs.
4. Improve management of parking and access to key employment sites through innovative parking solutions.
5. Development of a traffic management plan to co-ordinate industrial and residential traffic mixes.
6. Improving vehicular signage and general site wayfinding on approach to the Bay.
7. Embrace affordable micro-mobility (small lightweight vehicles) options within the precinct and connections to a broader dedicated network.
8. Future public transport options may include on-demand, electric and/or autonomous services.
9. Opportunity for Technopark and the precinct to become a test site for future micromobility initiatives and autonomous transit vehicles testing.



3 Existing Zinc link corridor – landscaped active link



4 Bender Drive Incat Parking with potential for multistorey carpark integrated with amenities and landscaping



6 Improve wayfinding through signage



1 Enhance shared path network – promote walking and cycling



7 Santa Monica - shared micro mobility



6

3.0 ECONOMIC CONTEXT AND OPPORTUNITIES

Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 24

PROFILE OF WORKERS & BUSINESSES AT PRINCE OF WALES BAY

Stakeholder Feedback:
Discussions with stakeholders supported this notion and revealed that businesses in the Prince of Wales Bay area tend to stay for extended periods of time and grow organically at the location. Many stakeholders noted a high desire to stay within the precinct and to expand and grow their business at their current sites.

Prince of Wales Bay Worker & Business Profile 2016

	Worker Study Area*	Greater Hobart	Tasmania
Total (2016)	2,820	99,361	215,366
Gender (M/F)	72% M 28% F	49% M 51% F	51% M 49% F
Workers below 40 years	40.6%	44.6%	42.6%
\$41,601-\$78,000	49.4%	37.8%	36.7%

Top 3 Occupations Employment in Total Study Area		
Technicians & Trades Workers	27.7%	12.7%
Clerical & Administrative Workers	19.4%	15.6%
Managers & Professionals	18.8%	34.7%

Top 3 Industries of Employment in Total Study Area		
Manufacturing	40.9%	5.6%
Public Safety and Administration	12.6%	11.5%
Transport, Postal & Warehousing	12.1%	3.6%

Prince of Wales Bay precinct is located within a dynamic local economy underpinned by its location between the Derwent River, Glenorchy City Centre and Derwent Park industrial area. It also has a sizeable residential population which is distributed around the Bay and has influenced the growth and development of the area.

The local employment base can be characterised by two key aspects:

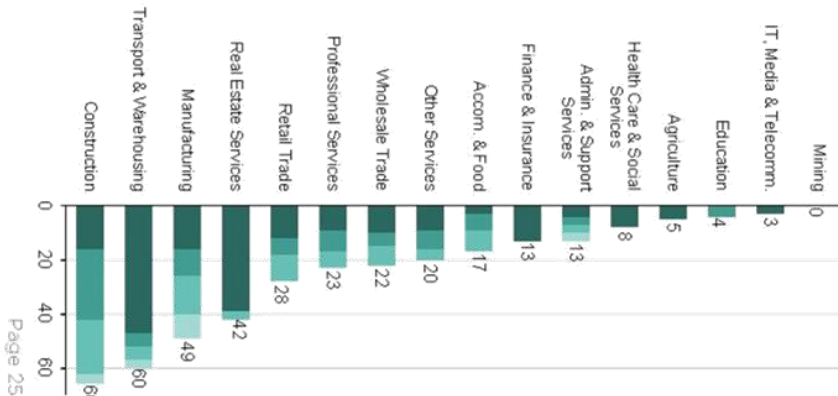
- Firstly, the workforce of 2,820 people is slightly older and male dominated, compared to the average in Greater Hobart.
- Secondly, the workforce has a strong manufacturing and technical focus highlighted by almost a third of workers being technician and trades workers and 40% of workers in the area in the manufacturing industry.

In the broader Prince of Wales Bay area there are 373 businesses, the majority employing less than 20 employees each, with the predominate industries being:

- Construction (66)
- Transport and warehousing (60)
- Manufacturing (49).

Comparing the data on the number of businesses in previous years, indicates a generally stable business environment with little change in the overall number or type of businesses by industry.

373 Businesses in POW Bay Area



PROFILE OF LOCAL RESIDENTS AT PRINCE OF WALES BAY

Stakeholder Feedback:
Discussions with stakeholders indicated that the quality and stock of the existing housing has impacted the amenity and safety of the public domain in some areas of Prince of Wales bay, particularly around Negara Crescent.

Prince of Wales Bay Resident Profile

	Resident Study Area	Greater Hobart Area
 Population (2016)	4,263	224,462
Average Age	37.6	39.2
 Average Household Income	\$43,255	\$79,304
Housing Status	64% Owner 25% Private Rent 13% Public Rent	72% Owner 23% Private Rent 6% Public Rent
Top 5 Industries of Employment in Total Study Area		
Yr 12 or Equivalent as highest level of schooling achieved	28%	52%
Tertiary Education	13%	35%
Unemployment Rate	7.6%	6.4%
 Top 3 Occupations in Study Area	1. Technicians & Trades Workers 17%	14%
	2. Labourers 16%	9%
	3. Clerical & Administrative 16%	15%
	1. Manufacturing (13%)	5%
 Top 3 Industry of Employment	2. Retail Trade (13%)	11%
	3. Public Administration & Safety (12%)	11%

Resident study area refers to the SA2 of Derwent Park-Lutana
Source: Source: ABS Census 2016; Urbis

A unique feature of the Prince of Wales Bay area is the strong residential presence with housing focussed along Gepp Parade, as well as Negara Crescent and adjacent to some of the industrial businesses. In some cases, the sharp contrast in uses does cause conflict.

While this may be the case, an objective of the Master Plan at the outset was to increase the opportunities for local employment and that includes for local residents. The socio-economic profile indicates there is some opportunity for employment in the areas of manufacturing and for technicians and trades works with jobs generally limited to those which do not require tertiary qualifications.

The mixed land uses of the area is reflective of the ad-hoc historical growth of the precinct. Over the years, a range of manufacturing uses were attracted to the access to the Bay and the relative affordability of the surrounding land, blighted by the Zinc Works making it an affordable location for housing, including public housing.

In 2016, there was a residential population of 4,263 people and by virtue of the higher affordability of the residential area, generally the population had a lower socio-economic profile, compared to the average across Greater Hobart.

It's also notable that 13% of existing housing stock is public rental, significantly higher than the average across Greater Hobart. A large amount of housing under a single owner may present opportunities for broad scale land use change in the medium to long term with proper engagement.

Prince of Wales Bay Marine & Innovation Master Plan

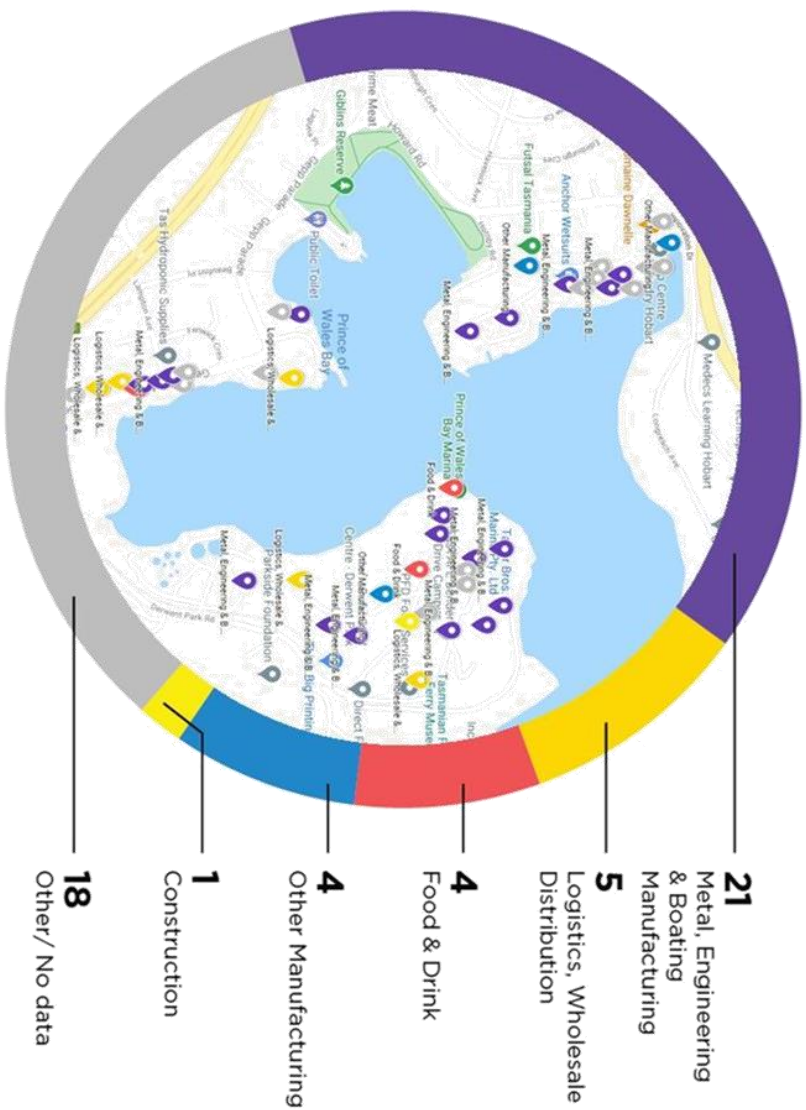


TYPES OF MARITIME BUSINESSES & ACTIVITIES

Stakeholder Feedback:

Discussions with stakeholders affirmed that businesses at Prince of Wales Bay support each other through supply chain activities and even collaboration on major contracts to key customer markets. A common message from stakeholders was the need to continue to grow and strengthen the collaboration between businesses at Prince of Wales Bay.

Industry Type Breakdown

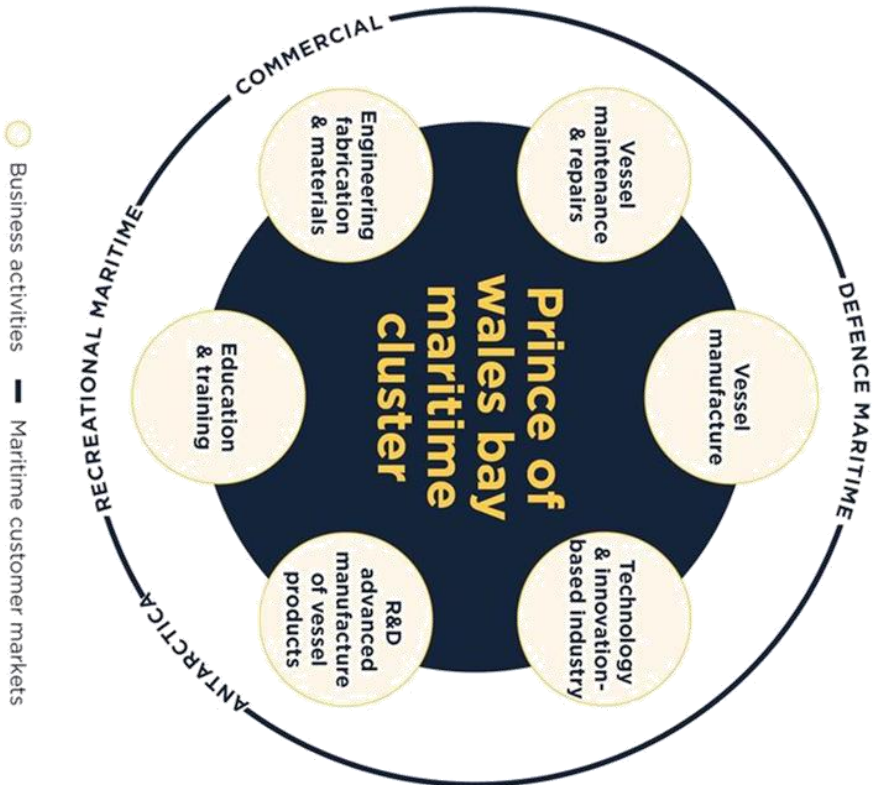


Prince of Wales Bay precinct has organically formed a cluster of businesses involved in high-tech ship building and repair. As illustrated in the timeline earlier, this was strongly led by the establishment of Richardson Devine Marine and INCAT in the late 1980s which slowly drew in other businesses to support high tech ship building and repairs.

Today there are around 20 businesses within the precinct involved directly in ship building, repairs and manufacturing of materials and product development with further businesses supporting this. There is also an education and training facility at TAFE which has training partnerships with some of the major ship builders within the precinct. The adjacent map and diagram visually depicts the distribution of these businesses around Prince of Wales Bay.

These businesses share a number of commonalities, both in their activities and their customer markets. The key common customer markets include maritime defence, commercial maritime operations (including tourism) and also future opportunities in the Antarctic sector, aligning with Hobart's position as Australia's key port for Antarctic related operations.

MARITIME CLUSTER AT PRINCE OF WALES BAY



The commonality of businesses, business activities and customer markets has provided the precinct with a unique competitive advantage which has seen it grow from a few boat builders to a larger concentration of maritime industries and recognisable maritime cluster within Tasmania¹.

Maritime clusters are well recognised in both academic literature and government policy around the world. They are seen as 'a key strategic tool through which to support economic development and as a business strategy. Indeed, many governments acknowledge the important role maritime clusters play in not only promoting economic development, but also supporting potential innovation and technological development²;

Maritime clusters can vary in scale, from city or State level, such as Rotterdam or Hong Kong through to a smaller geographical concentrations, around individual ports, such as the case of Prince of Wales Bay precinct, Henderson in Western Australia or Osborne in South Australia. The diagram across illustrates the unique mix of businesses, activities and customer markets of the maritime cluster.

Prince of Wales Bay precinct also meets three defining criteria³ of a maritime cluster as it encompasses:

- Firms connected with other firms in related services- demonstrated through the shared networks, supply chains and communication between POWB firms to share knowledge, skills and training
- Concentration and co-location of firms to create competitive advantages in terms of workforce skills, specialised suppliers and service providers, and knowledge creation
- Geographical proximity, norms and trust are key to building localised capabilities, strengthening learning capacities, and ensuring competitiveness.

Discussions with stakeholders through the Master Plan process recognised the existing value of the Prince of Wales Bay precinct cluster, particularly in terms of sharing knowledge, supply chains and creating a competitive advantage through to shared contract tendering. Stakeholders also identified potential ways to enhance the clustering benefits through enhancing communication, shared branding and promotion. The case studies of larger scale maritime clusters at Henderson WA and Osborne SA in Appendix B, provide insights on how to support the growth and development of maritime clusters within the Australian context.

1. Wickham, M. & Hanson, D. (2002) Industrial clustering in regional Australia: The role of chance, entrepreneurs and government in the Tasmania Light Ships industry. University of Tasmania. URL: <https://www.semanticscholar.org/paper/Industrial-clustering-in-regional-Australia%3A-The-of-Wickham-Hanson/56242f8eacdc9445b0bde426d17e2114392652>
2. Dolorieux, D. (2017). What is a maritime cluster? Marine Policy 83 (2017) 215-220
3. Vederbye, R. (2015) Maritime Cluster Organizations: Enhancing Role of Maritime Industry Development. Procedia Social and Behavioural Sciences 81 (2015) 624-631

CURRENT COMPETITIVE POSITIONING WITHIN TASMANIA

The Prince of Wales Bay precinct holds a unique position within Tasmania's network of maritime ports. As shown on the competitive analysis across, the majority of maritime hubs are focused on cargo, whereas the Prince of Wales Bay cluster is the predominate manufacturing, repair and maintenance port in Tasmania, particularly for medium sized vessels.

Macquarie Wharf is a functional commercial and multipurpose precinct with a focus on Antarctic vessels, log exports, common user facilities, container services and cruise facilities. There are early plans in place to upgrade Macquarie Wharf to be able to grow these key areas to a larger scale into the future. As the second port in Hobart, growth of the Prince of Wales Bay has been shaped by the continuing transition of Macquarie Wharf, particularly towards recreation and cruise facilities, as outlined in the TasPorts Master Plan 2018. This has seen some commercial boat maintenance and repairs move to the Prince of Wales Bay in recent years.

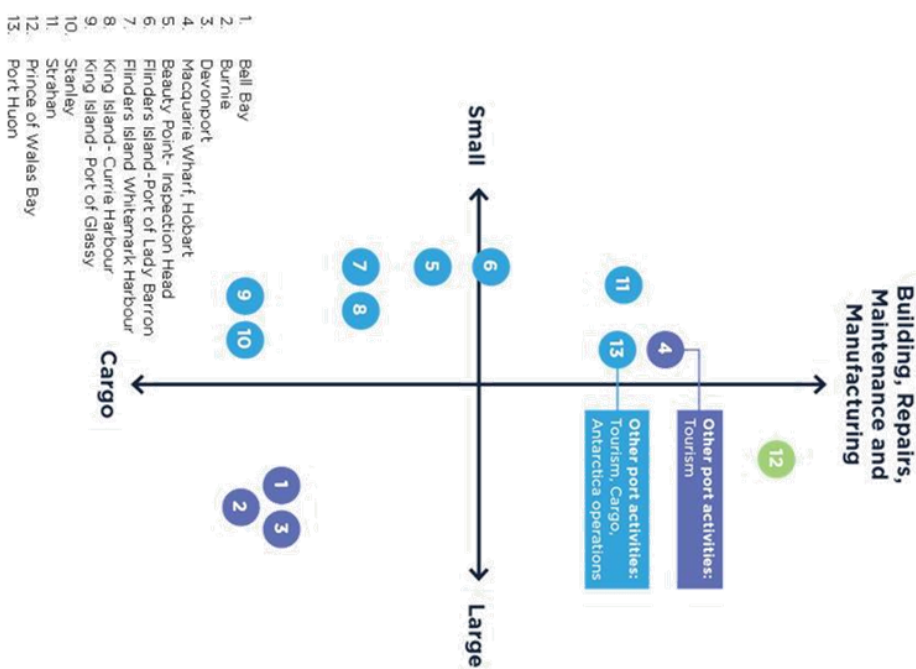
The future of Domain Slipways will also influence the long-term growth of Prince of Wales Bay. Domain Slipways is located on the periphery of the Port of Hobart and has slipways for repair and maintenance of vessels but is limited by vessel size. It is expected to remain as is in the short term. However, according to the *Derwent Maritime Industries Sites Master Plan 2012*, there is long term potential that the Domain Slipyard may be redeveloped for alternative uses. This could see a potential relocation of this function elsewhere in the long term, including the potential to be relocated to Prince of Wales Bay.



Prince of Wales Bay Marine & Innovation Master Plan



Plan for Port of Hobart Upgrade, Tas Ports 2018



11/06/2021

PERFORMANCE OF MARITIME MANUFACTURING INDUSTRY TASMANIA

The economic performance of the key activities of the Prince of Wales Bay cluster of maritime manufacturing, repair and maintenance, can be best understood by looking at the 'transport equipment manufacturing' sector.

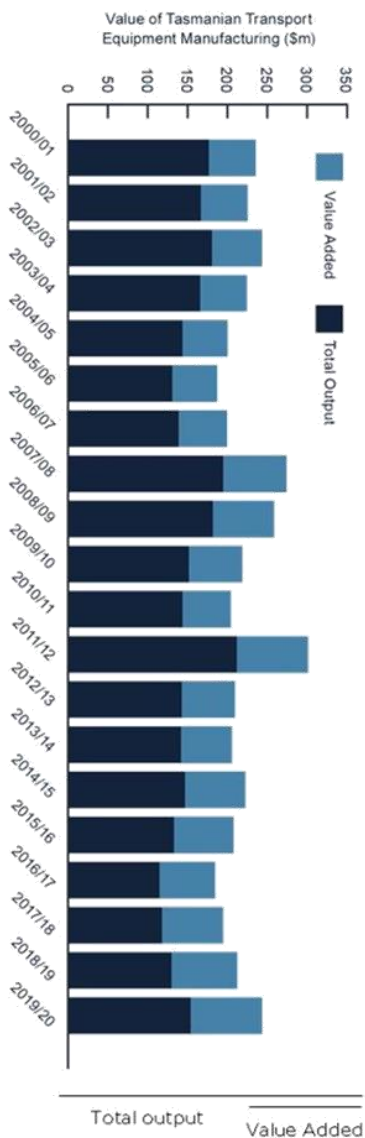
IN 2019/20 THE TRANSPORT EQUIPMENT MANUFACTURING (TEM) SECTOR WAS WORTH \$243M TO THE TASMANIAN ECONOMY.

is a highly cyclical industry but has shown growth of around 7% per annum since 2016/17. It is also important to note, that the value add, that is the additional value each producer will bring to products along the supply chain, has increased over time indicating that the Tasmanian vessel building industry is increasing in productivity and creating higher order products.

The industry employs just over 1,000 workers, a decline of about 500 since 2001/02. However, discussions with stakeholders suggest that the nature of the jobs have evolved towards more highly skilled and technical work.

City of Glenorchy is the predominate location for transport equipment manufacturing activity in Tasmania. In 2019/2020, 63% of value added generated by the sector was from the City of Glenorchy and 60% of workers in the industry were also located in the City of Glenorchy. This underpins the notion of Prince of Wales Bay as an important maritime cluster for Tasmania.

Value of Transport Equipment Manufacturing, Tasmania



Source: Tasmanian Economic Profile and Glenorchy City Economic Profile, id Informed Decisions 2021. The Transport Equipment Manufacturing sector provides broad insights into the maritime manufacture, repairs and maintenance activities given the absence of large non-maritime transport equipment manufacturing activities (i.e cars, rail transport equipment) in Tasmania.

GROWTH OUTLOOK FOR RELATED INDUSTRIES & CUSTOMER MARKETS

This table summarises the broader outlook of key customer sectors related to maritime industry activities at Prince of Wales Bay. It provides a picture of key market outlooks and State Government initiatives which will provide opportunities for businesses at Prince of Wales Bay over the next 5-10 years.

INDUSTRY	Importance to Tasmania	Growth Outlook	Key State Government Initiatives	Key Drivers for Growth	Current Sector Role at POWB	Considerations for Prince of Wales Bay
Commercial maritime manufacture	High- Tasmania recognised for its design, manufacture and fit out of maritime vessels for both domestic and international markets	Strong-Indications from local businesses indicate there is strong continued growth in this sector.	State Government actively promoting Tasmania's commercial maritime industry capacity to external markets	- Continuing change of function at Port of Hobart - Growth in marina activity - Future of Domain Slipways	Focus sector of POWB and established international reputation in commercial maritime manufacture. Anchor tenants continue to attract other businesses.	Enhance capacity for POWB businesses through training, collaboration and promotion
Defence	High- Key customer market for maritime industry in Tasmania with more than 35 businesses servicing the defence industry	Strong- Australia planned defence capability investment is \$195b between 2016-2026	State Government actively promoting Tasmania's defence maritime industry capacity	Commonwealth investment in defence increased interest in maritime defence industry capacity from international markets	Existing key customer market for some businesses	- Enhance joint tendering opportunities for defence contracts - Enhance security and presentation of POWB to external customers
Antarctic	High- Hobart recognised as Australias hub and an international Antarctica gateway	Strong- Growth underpinned by plans for Antarctica Operations at Macquarie Dock, implementation of Antarctica Gateway Strategy and new US Icebreaker to Hobart	State Government actively promoting Tasmania's role as an international Antarctica gateway and investing in new supporting infrastructure at Macquarie Dock in Hobart	Presence of major Australian and US icebreakers in Hobart creates repair and maintenance opportunities for local businesses	Currently not a key market for POWB businesses but some stakeholders plan to expand to service new icebreakers in Hobart	- Enhance ability for joint tendering - Optimise opportunity for repair and maintenance work at Prince of Wales Bay
Advanced manufacturing	High- Manufacturing is the fifth largest industry in Tasmania. Maritime related advanced manufacturing is a key subsector valued at \$113m	Strong- Manufacturing in Tasmania growing by ~3% per annum, in contrast to mainland where manufacturing industry is contracting	State Government actively promoting Tasmania's capability through the <i>Advanced Manufacturing Action Plan 2024</i>	Government initiatives to grow advanced manufacturing including skill development, capacity building, increased industry collaboration and promotion	Many businesses involved in advanced manufacturing at the POWB site, particularly in the area of maritime. On-site training through TasTAFE for metal fabrication	Enhance capacity for POWB businesses through training, collaboration and promotion
Local vessel repair and maintenance (R&M)	High - Hobart is a key maritime port for Tasmania and home to strong commercial and recreational vessel markets	Strong- commercial vessel growth driven by relocation of R&M activity away from Macquarie Wharves. Recreational vessels market also growing, evidenced by success of POWB Marina	TasPorts strategy to refocus of Port of Hobart is relocating R&M work to POWB	- Continuing change of function at Port of Hobart - Growth in marina activity - Future of Domain Slipways	Key focus for many existing POWB businesses. Includes commercial and recreational vessels.	- One stop shop for R&M of local vessels - Ensure long term water accessibility to support R&M activities

Sources: Defence Tasmania Maritime Prospectus, Government of Tasmania 2020; Tasmania Antarctica Gateway Strategy, Department of State Growth 2017; Advanced Manufacturing Action Plan 2024, Department of State Growth 2020; Tasmania Maritime Prospectus, Department of State Growth 2020 Feedback from Stakeholders Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 31

4.0 MASTER PLAN STRATEGY

Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 32

STRATEGIC POSITIONING

STRATEGIC CONTEXT

Policy support for a maritime industrial hub

Collaborative business environment

Physical opportunities to leverage

Unique competitive positioning

Align with future key industry sectors

VISION

"The Prince of Wales Bay precinct is a collaborative and competitive hub of marine industries in southern Tasmania which attracts diverse and complementary businesses. It functions as a one-stop destination for all marine related activity".

KEY DRIVERS FOR CHANGE

Formalise precinct coordination

Enhance competitive positioning

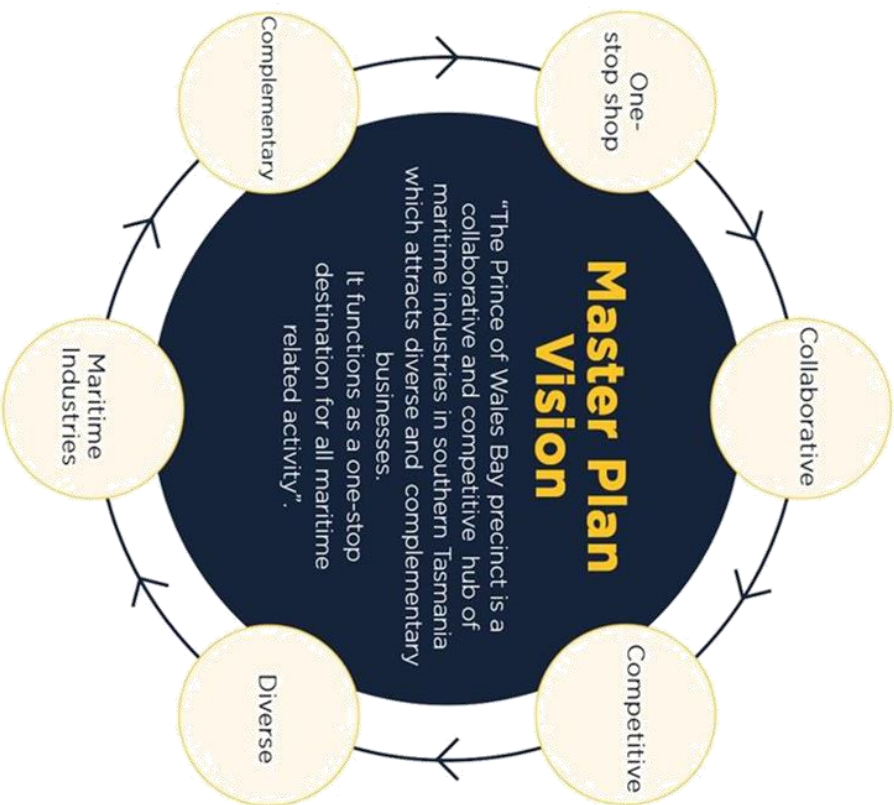
Improve amenity and physical constraints

Leverage focus industries

MASTERPLAN STRATEGIC DIRECTIONS



MASTER PLAN VISION & PRINCIPLES



This vision seeks out for the Prince of Wales Bay precinct to:

- Be the leading maritime industrial hub for southern Tasmania
- Attract and retain skilled employment
- Improve internal connectivity and movement
- Enhance public amenity for workers and visitors
- Facilitate collaboration of businesses
- Lead research and development and skills training
- Support continued expansion of business
- Mitigate gentrification through policy
- Unlock infrastructure investment opportunities

From this, the six strategic directions and actions have been identified and detailed on the following page:

MASTER PLAN STRATEGIC FRAMEWORK

STRATEGIC DIRECTION 1:

Enhance business growth opportunities for POWB



Objective:
To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct

Actions:
1.1 Investigate feasibility of re-fuelling options

1.2 Investigate the feasibility and costs of further dredging to increase water depth in specific areas of the bay

1.3 Investigate the feasibility of using an existing lay up berth as a common user facility (dependent on dredging)

1.4 Investigate market demand and feasibility of boat storage facility

1.5 Investigate feasibility to develop a larger capacity travel lift for boats

STRATEGIC DIRECTION 2:

Support long term growth and potential expansion opportunities



Objective:
To support continued growth of maritime sector by unlocking underutilised land

Actions:
2.1 Encourage appropriate land uses on industrial-zoned land

2.2 Investigate development potential of three underutilised sites

2.3 Work with State Technopark as a destination for R&D for advanced manufacturing and maritime industries

2.4 Support proposal to expand marina and ensure any proposed uses are complementary

STRATEGIC DIRECTION 3:

Support development of Maritime Cluster of excellence



Objective:
To support growth through strengthening branding, management, promotion and skills at POWB

Actions:
3.1 Strengthen on-site training and skills development opportunities for the maritime industry sector

3.2 Investigate the viability of a management vehicle to guide long term growth of POWB through promotion, branding, skills training and better communication between businesses

3.3 Develop a branding, identity and promotion strategy for the precinct

STRATEGIC DIRECTION 4:

Manage parking and access



Objective:
To manage existing access and parking arrangements to ensure long term growth and efficiency around POWB

Actions:
4.1 Investigate opportunities to improve public transport improvements

4.2 Investigate technical and commercial viability of innovative traffic management solutions

4.3 Support development of a continuous active network of pedestrian and cycle ways including the Zinc Link

11/06/2021

STRATEGIC DIRECTION 5:

Enhance public domain and amenity



Objective:
To enhance the amenity of the public domain for workers, local residents and visitors to POWB

Actions:
5.1 Develop a strategy for public domain improvements in key areas - this should include wayfinding, gateway and security elements for existing users

5.2 Leverage the significant open space and provide greater connectivity to benefit local workers and residents

5.3 Celebrate the cultural heritage along the Innovation Drive Foreshore by creating a unique heritage interpretation/ landscape

STRATEGIC DIRECTION 6:

Support growth through a simplified planning framework



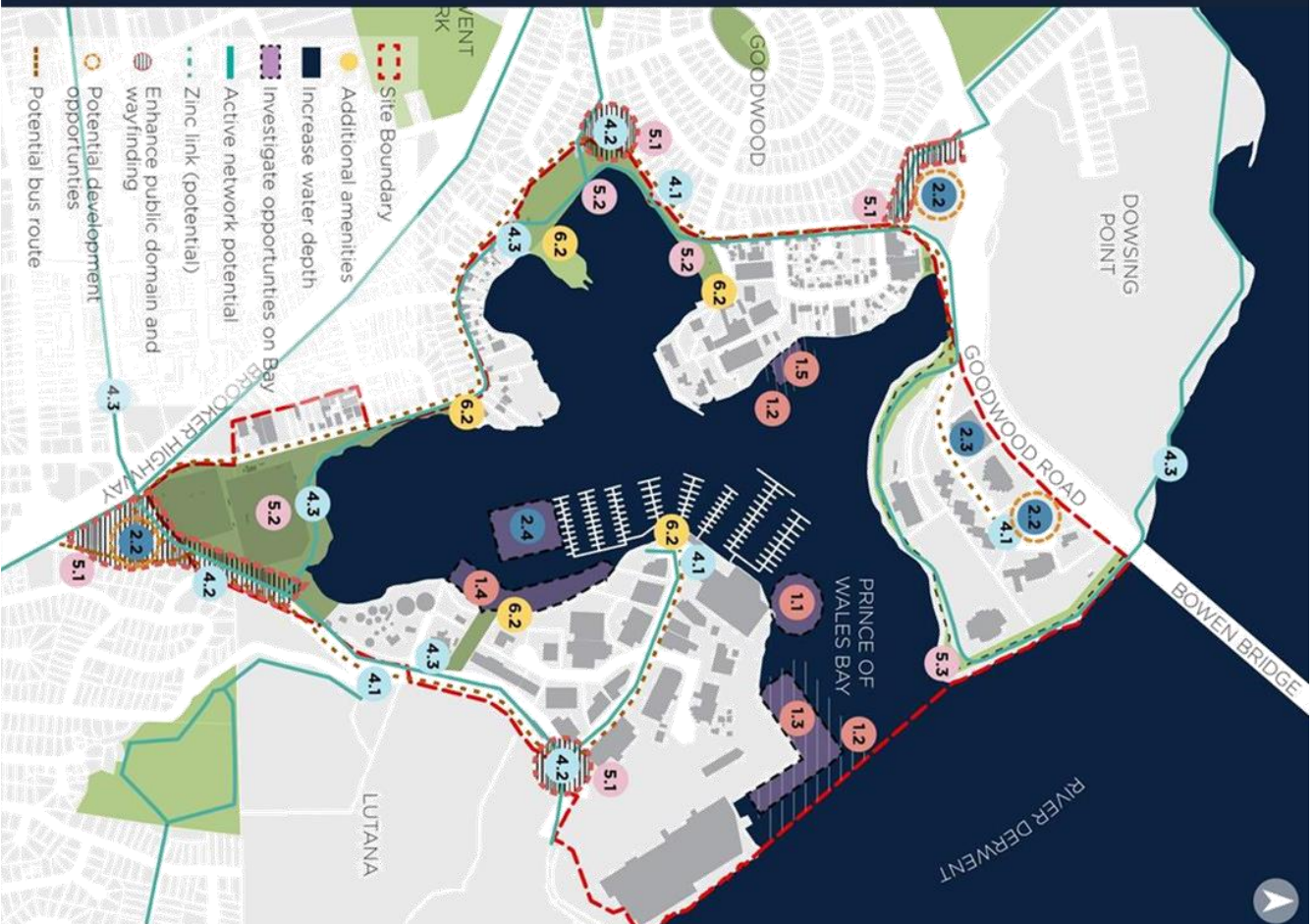
Objective:
To ensure the regulator framework supports the long-term economic growth for the precinct

Actions:
6.1 Consider the introduction of a *Specific Area Plan* for the Prince of Wales Bay to ensure its long-term growth as a maritime/industrial precinct

6.2 Support future development of additional food and beverage amenity for workers through providing a supporting planning framework

SPATIAL MASTER PLAN CONCEPTS

- 1.1 Potential area for re-fuelling facility
- 1.2 Dredging to remove silt and increase water depth
- 1.3 Utilise existing lay up berth (reliant on 1.2)
- 1.4 Proposal for dry dock facility
- 1.5 Potential location for larger boat travel lift
- 2.1 Encourage appropriate land uses on industrial-zoned land
- 2.2 Investigate development potential of 3 sites
- 2.3 Further innovation opportunities at Technopark
- 2.4 Proposal to expand marina
- 2.5 Investigate long-term relocation of domain silpyards
- 3.1 Strengthen on-site training investment
- 3.2 Management mechanism
- 3.3 Branding and promotion strategy
- 4.1 Enhance public transport
- 4.2 Innovative traffic management solutions
- 4.3 Continuous active pedestrian network, including Zinc Link
- 5.1 Public domain strategy
- 5.2 Leverage open space through better connectivity
- 5.3 Heritage trail to celebrate culture and heritage
- 6.1 Specific Area Plan
- 6.2 Support food and beverage amenity



*Green indicates action not shown on map
Prince of Wales Bay Marine & Innovation Master Plan

O1 ENHANCE FUNCTION AND BUSINESS GROWTH OPPORTUNITY



Objective:
To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct

Actions
Council to advocate for the following actions:

- 1.1 Investigate feasibility of re-fuelling options
- 1.2 Investigate the feasibility and costs of further dredging to increase water depth in specific areas of the bay
- 1.3 Investigate the feasibility of using an existing lay up berth as a common user facility (dependent on dredging)

Key Issue/Context

The following priorities will support the on-going operation and continued growth of businesses within the Prince of Wales Bay precinct.

1.1 Re-fuelling facility

A re-fuelling facility would enable the precinct to be a one-stop shop for vessel and maintenance services. Currently vessels need to travel across the River Derwent to Lindisfarne which is costly and time intensive.

Furthermore, fuel for boats being manufactured within the precinct has to be tankered in. The commercial feasibility and funding required for delivering either a permanent facility or a barge within the bay, should be considered.

1.2 Increasing water depth

Silt and sediment build up continues to impact water depth at the entry and within (waters near Negara Crescent Area) Prince of Wales Bay. This restricts the movement of larger vessels and therefore maintenance and repair opportunities for some businesses. Further investigation is required to assess the lobbying process, feasibility and environmental impact in undertaking dredging to key areas of the bay. Engage relevant stakeholders for discussions with Government, including with Tasports, at the appropriate stage of the process.

1.3 Common user facility

A lay up berth, for repair and maintenance of larger vessels, would open up new opportunities for businesses within the precinct. This could be achieved through the commercialisation of the existing privately owned lay up berth, turning this into a common user facility. Use of this existing lay up berth is dependent on dredging, outlined in Action 1.2. To make this a

Benefit of Change

Implementation of the Strategic Direction 1 actions are likely to enhance the competitiveness of Prince of Wales Bay precinct by:

- On-site re-fuelling to create improved business efficiency and expansion of services, leading to income benefits.
- Ensuring efficient access for vessels of a range of sizes through the Bay by increasing water depth
- Opening up the precinct to new markets through the ability to repair and maintain larger vessels with better facilities
- Allowing for efficient and shared use of existing infrastructure through a Common User Facility

01 ENHANCE FUNCTION AND BUSINESS GROWTH OPPORTUNITY



Objective:
To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct

Actions
Council to advocate for the following actions:

- 1.4 Investigate market demand and feasibility of boat storage facility
- 1.5 Investigate feasibility to develop a larger capacity travel lift for boats

Key Issue/Context (cont.)

1.4 Additional dry boat storage

There is currently pressure on space for boat storage. The inclusion of a dry boat storage facility would address storage capacity constraints, with the Prince of Wales Bay precinct being the first in Tasmania to include this facility. The market demand, development feasibility and most suitable locations for a dry boat storage facility should be investigated.

1.5 Larger capacity boat travel lift

It has been identified that the current travel lift located in the waters around the Negara Crescent Area is - limited in its capacity for larger vessels. Therefore, the potential for a new, larger capacity boat travel lift should be investigated, noting that this may rely on further dredging occurring in the waters around Negara Crescent Area (as per 1.2).

Benefit of Change

Implementation of the Strategic Direction 1 actions are likely to enhance the competitiveness of Prince of Wales Bay precinct by:

- Dry boat storage would see vessels off the water and reduce repair and maintenance needs
- Additional business to be generated through the ability to repair and maintain larger vessels with better travel lift facilities



SPATIAL OPPORTUNITIES



1.1 Potential areas for re-fuelling facility



1.2 Dredging to remove silt of marina and allow access to larger boats



1.3 Utilising the existing layout up berth as a common user facility

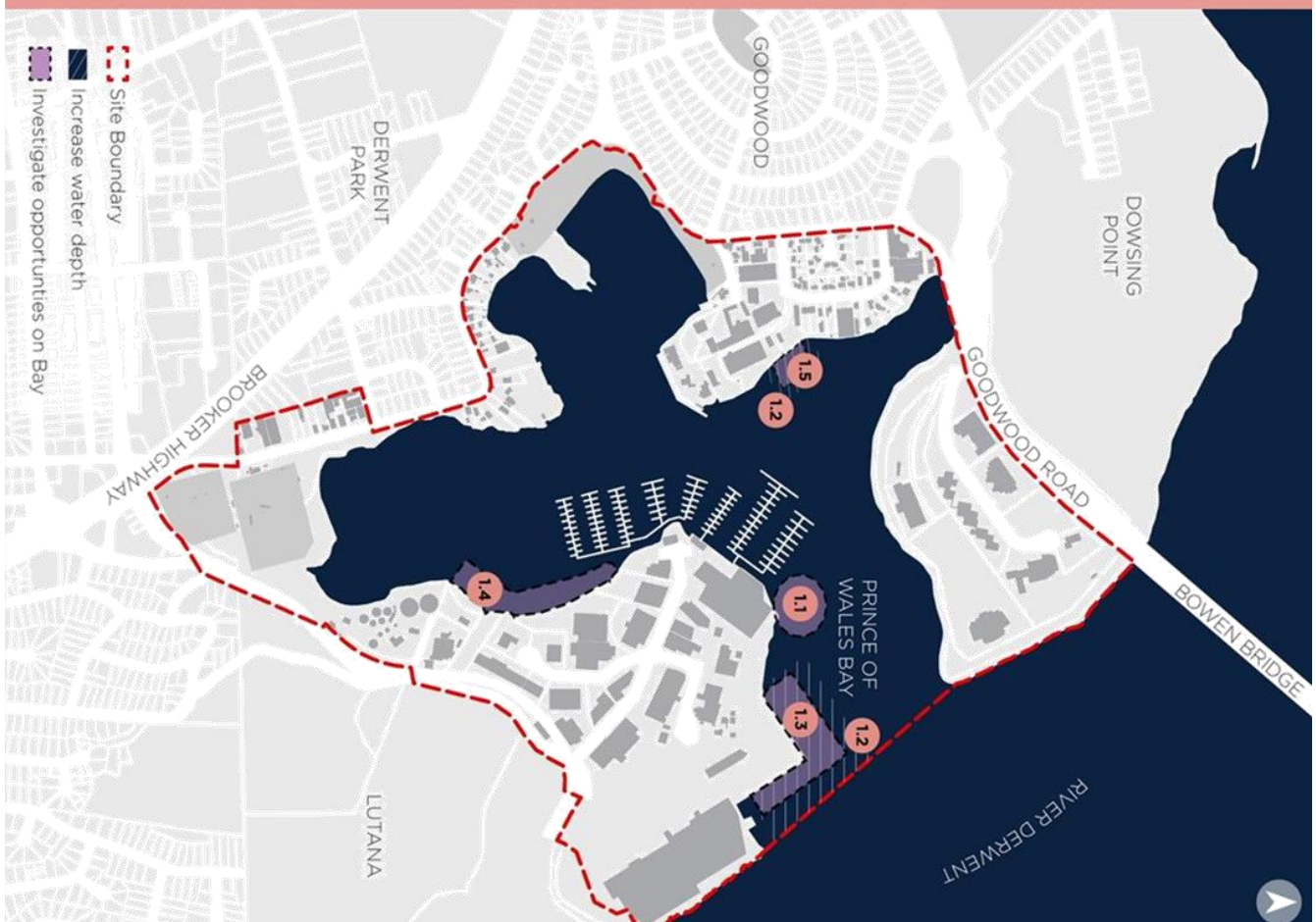


1.4 Proposal for boat storage



1.5 New boat travel lift

Prince of Wales Bay Marine & Innovation Master Plan



02 SUPPORT MARITIME INDUSTRY GROWTH AND EXPANSION



Objective:
To support continued growth of maritime sector by unlocking underutilised land

Key Issue/Context

Through better usage and alignment of some of the underutilised land within the Prince of Wales Bay precinct, this could assist in future business growth and expansion opportunities. The following strategies, along with those in Strategic Direction 6, prioritise long term growth of maritime industry functions.

Benefit of Change

Implementation of the Strategic Direction 2 actions will support the growth of vibrant and sustainable maritime industries within the Prince of Wales Bay precinct by:

- Allowing businesses to grow and expand their operations
- Providing new development sites to attract new maritime related industries
- Enhancing the training and skills development capacity for businesses and activities related to maritime industries



Actions
Council to advocate for the following actions:

- 2.1 Encourage appropriate land uses on industrial-zoned land
- 2.2 Investigate development potential of three underutilised sites
- 2.3 Work with State Growth to position Technopark as a destination for research and development for advanced manufacturing and maritime industries

2.1 & 2.2 Long term expansion areas

Lack of space for expansion is a key concern for existing businesses. Of the few vacant or undeveloped sites, very limited have water access. The Master Plan has identified sites that should be investigated further to encourage appropriate land uses are developed. The three underutilised sites (identified on the following map) present a short-term opportunity with appropriate land uses also encouraged on sites that are industrial zoned for longer term business expansion potential.

2.3 Continued investment in Technopark

Technopark has a key focus on developing, supporting and marketing, viable and sustainable technology and innovation. Continued investment and growth in research and development and manufacturing at Technopark will form a critical component for the precinct going forward. While investment in research and development creates a competitive edge, it can deliver direct benefit to existing businesses through innovation and manufacturing.

02 SUPPORT MARITIME INDUSTRY GROWTH AND EXPANSION



Objective:
To support continued growth of maritime sector by unlocking underutilised land



Actions
Council to advocate for the following actions:



2.4 Support proposal to expand marina and ensure any proposed uses are complementary

Key Issue/Context (cont.)

2.4 Support marina expansion

The Prince of Wales Bay Marina is a recent addition to the area and has created new business opportunities for the repair and maintenance of recreational boats. Stakeholders generally supported the proposal to expand the existing marina, recognising anecdotally the level of demand for additional berths, the relative affordability compared to mainland options, and the new business opportunities it could create. It will be important to ensure further marina berth development does not impact access and exposure to the water from surrounding businesses. Furthermore, any uses proposed alongside the marina should be complementary to the primary activity.

Benefit of Change

Implementation of the Strategic Direction 2 actions will support the growth of vibrant and sustainable maritime industries within the Prince of Wales Bay precinct by:

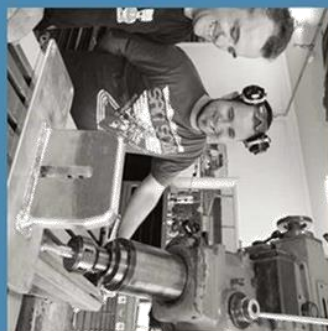
- Supporting growth of the existing marina, which will open further opportunities for existing maritime businesses and create additional activity.



SPATIAL OPPORTUNITIES



2.1 Encourage appropriate land uses developed on industrial zoned land

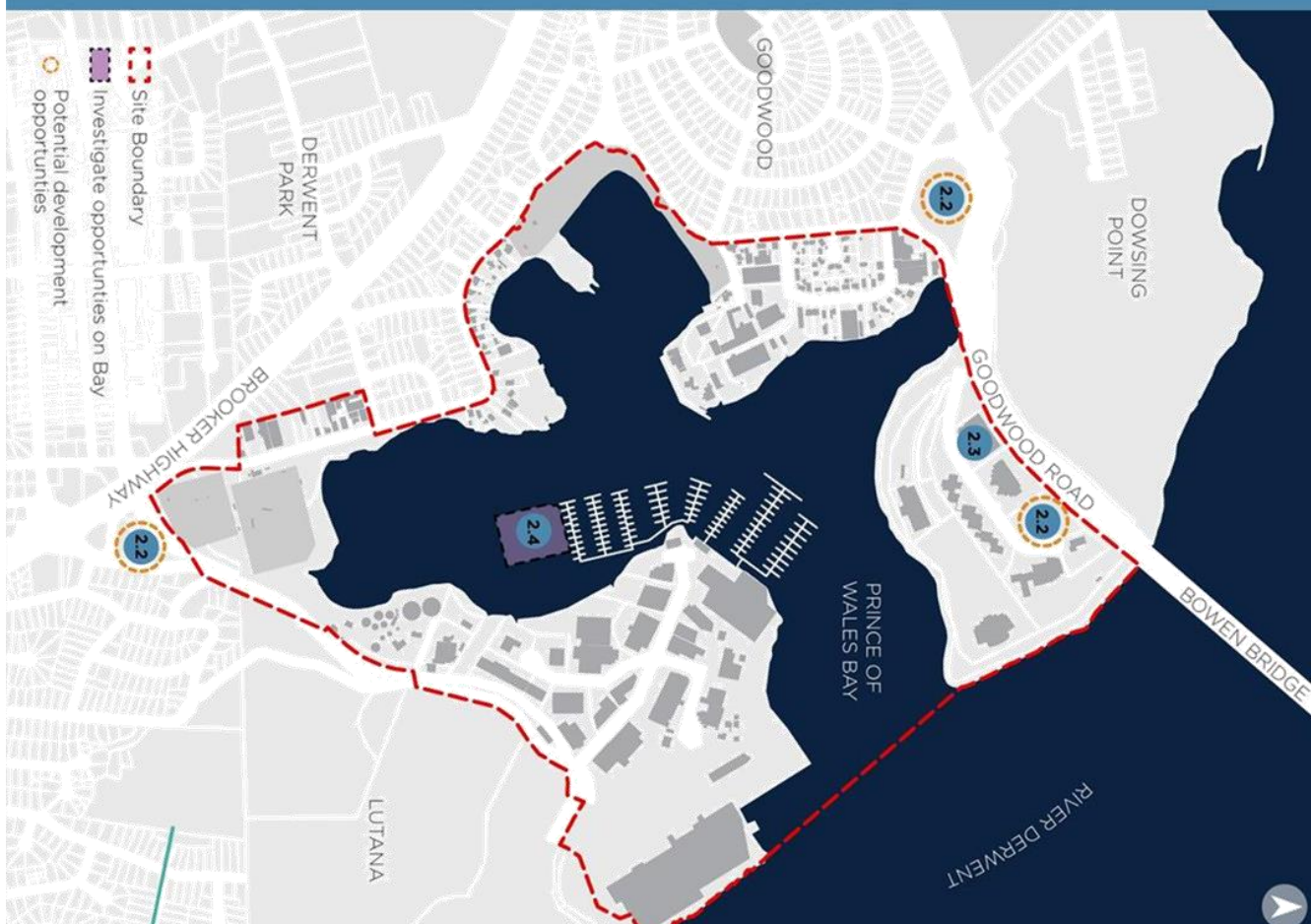


2.3 Continued investment and growth at Technopark

2.2 Investigate feasibility of utilising 3 identified development sites for long term maritime use



2.4 Proposal to expand marina and provide complementary facilities



03 SUPPORT DEVELOPMENT OF MARITIME CLUSTER OF EXCELLENCE



Objective:
To support growth through strengthening branding, management, promotion and skills at POWB

Actions
Council to advocate and partner for the following actions:

- 3.1 Strengthen on-site training and skills development opportunities for the maritime industry sector
- 3.2 Investigate the viability of a management vehicle to guide long term growth of POWB through promotion, branding, skills training and better communication between businesses
- 3.3 Develop a branding, identity and promotion strategy for the precinct

Key Issue/Context

Successful maritime clusters support the growth and development of the soft infrastructure such as skills training, branding, identity and promotion.

3.1 Continued skills and training development

Skills and training development provide maritime clusters, like Prince of Wales Bay, with a competitive advantage over other maritime industry businesses. TasTAFE already provides on-site tertiary training in metal fabrication and has existing skills partnerships with businesses within the precinct. There is an opportunity to explore further skills and training opportunities for local businesses to ensure long term growth of the maritime industry and the ability to support and retain skilled workers.

3.2 A new management vehicle

Whilst Prince of Wales Bay has grown organically as a cluster over the past forty years, the future growth requires collaboration from all stakeholders and overall strategic direction. Successful maritime clusters in Australia and elsewhere, have used management vehicles to enhance the collaboration and collective knowledge of businesses when tendering for larger contracts, further enhancing their competitive advantages. Further investigation should consider a range of management vehicle options which broadly cover the functions outlined on the following page. Two examples of successful structures used at Bell Bay, Tasmania, and the Port of Newcastle are shown on the following page.

3.3 Branding, identity and promotion strategy

A singular branding and promotion platform would further enhance the identity and reputation of maritime industry businesses at Prince of Wales Bay. This could be used for promotional activities, online/mobile applications and continue through to branding assets within the public domain.

Benefit of Change

Implementation of the Strategic Direction 3 actions are likely to enhance the identity and brand value of the Prince of Wales Bay precinct by:

- Providing leadership in the maritime industry across Australia through skills and training
- Creating a strong identity and brand which aligns with excellence and innovation in the maritime industry
- Better collaboration leading to a more coordinated approach when tendering for larger scale contracts
- Establish a singular, representative body, to guide the long-term growth and to ensure a clear decision-making process is in place
- Increasing opportunities for business-to-business collaboration through enhanced communications, network, research and development and skills training at Prince of Wales Bay

POTENTIAL MANAGEMENT MECHANISMS



HAVING A MANAGEMENT MECHANISM IN PLACE IS CRITICAL FOR A PRECINCT OF THIS SCALE TO BE ABLE TO STREAMLINE BUSINESS OPERATIONS, COLLABORATE, ENSURE FOCUS ON THE KEY CUSTOMER AND INDUSTRY SEGMENTS AND IMPORTANTLY, ENSURE THE PRECINCT IS PLAYING TO ITS COMPETITIVE STRENGTHS.

Defining the Role

In considering a management mechanism for the Prince of Wales Bay precinct, the key areas of focus should include:

- Assist with the implementation of the Master Plan
- Manage major works being undertaken
- Liaise with key groups (i.e. Council, State Growth, Crown Land, Marine & Safety Tasmania)
- Promotion and marketing of the precinct and maritime industry, working towards key tenant and investment attraction
- Focus on branding and identity including the website
- Engage in precinct wide collaborative skills training
- Creating better co-ordination on tendering processes
- Identify new business opportunities

Membership Structure

Members should encompass a range of stakeholders to ensure the optimal outcome for the precinct, this includes:

- POWB landowners
- Industry representatives (i.e. Tasmanian Maritime Network, Polar Network)
- Glenorchy Council
- State Growth Tasmania
- Residents
- Other key bodies

Funding Options

Potential funding options have been identified including:

- A membership fee based structure
- A Council or State Grant as part of the implementation of the 2021 Master Plan
- A combination of both of the above

While a Council or State Grant could be an initial option during the establishment phase, it would be expected that this would evolve into a membership fee structure after some time.

SUCCESSFUL MANAGEMENT GROUPS



THE BELL BAY ADVANCED MANUFACTURING ZONE (BBAMZ)

"The BBAMZ aim is to lift the profile of the Bell Bay zone locally, nationally and internationally as well as build a sense of community pride in the region" (Bell Bay Advanced Manufacturing Zone)

The BBAMZ was formed in 2015, after transitioning from being a community consultative committee in 2013. The aim of the group was to encourage better collaboration and grow the region's capabilities. The group includes 23 businesses and 9 state or government bodies. In 2020, BBAMZ became a company limited by guarantee. While initially funded through a grant, this has since moved to a membership fee structure.

Members benefit from:

- Increasing resilience of businesses by diversifying into new markets
- Leveraging opportunities to be more efficient
- Investigating opportunities to achieve cost savings or cost avoidance for businesses by collaborating
- Connecting businesses with Government programs
- Investigating collaborative tendering opportunities for new markets
- Networking with other businesses in and outside of the precinct
- Raising the profile of manufacturing in Bell Bay
- Investigating new businesses for the Bell Bay precinct to grow the number of jobs
- Advocacy role with State and Commonwealth governments
- Liaising with local and state government on potential developments for Bell Bay

Source: Bell Bay Advanced Manufacturing Zone

Prince of Wales Bay Marine & Innovation Master Plan

PORT OF NEWCASTLE COMMUNITY LIAISON GROUP

This community liaison group was established in 2014, with meetings occurring quarterly.

The group "provides an opportunity for the community engage with the port, learn about its operations and provide feedback". (Port of Newcastle)

The group's membership comprises representatives of community, business, industry and government with an interest in the operation of the port. The group has a strong focus on supporting the local community through various sponsorship and financial contributions to the community.



11/06/2021

Page 45

04 IMPROVE ACCESS AND PARKING



Objective:
To manage existing access and parking arrangements to ensure long term growth and efficiency around POWB

Actions
Council to advocate and partner for the following actions:

- 4.1 Investigate opportunities to improve traffic issues through public transport improvements
- 4.2 Investigate technical and commercial viability of innovative traffic management solutions
- 4.3 Support development of a continuous active network of pedestrian and cycle ways including the Zinc Link

Key Issue/Context

Developing an integrated traffic management strategy and improvement of active transport (pedestrian and cycling) connections through the precinct will enhance the experience of travelling to and from the precinct for both workers and the surrounding community.

4.1 Address traffic issues through public transport improvements

As part of this, improvement of public transport should be investigated as a critical component to accessibility. This could include extension of bus services, improvement of bus stops and smart bus information throughout the precinct.

4.2 Investigate innovative traffic management solutions

Stakeholder discussions have raised concerns for key traffic related issues focused on congestion and conflict. A holistic integrated transport study followed by solutions to alleviate the issues of congestion, access, and wayfinding and car parking needs to be prepared. Develop a precinct wide parking and access strategy to address requirements. Exploration of innovative parking solutions will be an important consideration for the precinct in the future. This includes consideration for the nature of shift work, which results in key periods of high activity, and resultant need for parking spaces. The opportunity for the inclusion of micro-mobility options as well as changes to vehicle usage in the future through technology such as autonomous vehicles could be considered.

4.3 Extensive pedestrian and cycling network including Zinc Link

Investigate the feasibility of building a well-connected network of pedestrian and cycle ways to improve connection within the precinct as well as to the surrounding areas. As part of this, utilising the disused rail spur should be considered as part of the broader connectivity and future access of the precinct. The Zinc Link presents an opportunity to connect the precinct with broader Glenorchy and surrounds, as well as integrate the recreational and open spaces and foreshore for use by local residents.

Benefit of Change

Implementation of the Strategic Direction 4 actions are likely to mitigate access and parking issues within the Prince of Wales Bay precinct by:

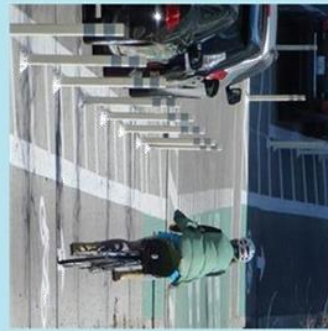
- Improving the connection and experience for businesses as well as the surrounding residents
- Better connection to the rest of Glenorchy through improved public transport infrastructure
- The broader community can access and enjoy the foreshore, in a high-quality public domain
- Better wayfinding and permeability
- Improved localised traffic and parking outcomes



SPATIAL OPPORTUNITIES



4.1 Address public transport improvements



4.2 Investigate innovative traffic management solutions



4.3 Support development of continuous active network of pedestrian and cycle ways connecting the precinct to the surrounding areas



Investigate feasibility of Zinc Link to provide pedestrian and cycle accessibility

Prince of Wales Bay Marine & Innovation Master Plan



05 ENHANCE THE PUBLIC DOMAIN AND AMENITY



Objective:
To enhance the amenity of the public domain for workers, local residents and visitors to POWB

Actions
Council to deliver and partner for the following actions:

- 5.1 Develop a strategy for public domain improvements in key areas - this should include wayfinding, gateway and security elements for existing users
- 5.2 Leverage the significant open space and provide greater connectivity to benefit local workers and residents
- 5.3 Celebrate the cultural heritage along the Innovation Drive Foreshore by creating a unique heritage interpretation/ landscape

Key Issue/Context

Enhancements of public domain and amenity will improve the experience of the precinct to workers and visitors whilst ensuring safety.

5.1 Develop strategy for public domain improvements

Key locations in the precinct have been identified for the streetscape and public domain improvements that would help enhance the experience for visitors as well as local users. Wayfinding strategies that extend throughout the site will better orientate the users. Gateway elements and local landmarks linked to precinct branding will help develop the precinct identity. Better lighting, signage and security elements will ensure a safe precinct for businesses and visitors.

5.2 Leverage and integrate significant open space

Prince of Wales Bay precinct has access to the largest amount of open space and sports fields within Glenorchy (~10 hectares). Accordingly, there are a number of current projects and existing strategies being undertaken by Council. The public domain outcomes of the Master Plan will look to leverage the work being undertaken, and further encourage appropriate activation and connectivity to ensure engagement with the local resident community.

5.3 Celebrate the cultural heritage

The foreshore of the Innovation Drive Area has the potential to be a cultural heritage trail that interprets the Aboriginal heritage of the area and Bay. The publicly accessible trail should adopt native landscape plantings and connect the foreshore to the immediate Technopark, the surrounding precinct as well as across to Dowsing Point, and provide lookout points to view the Bay and the Derwent River. The strategy should become part of the celebration of the larger Derwent River Foreshore Aboriginal Cultural Heritage and its management strategy.

Benefit of Change

Implementation of the Strategic Direction 5 actions are likely to enhance the experience of Prince of Wales Bay precinct by:

- Improving wayfinding and safety within the precinct
- Create gateway nodes at key access points that become local landmarks
- Further activate the open spaces and integrate better with the local community
- Acknowledgment of Aboriginal cultural heritage in the bay and foreshore, improving general education and appreciation of the cultural heritage
- A heritage themed pedestrian trail that can be part of the local tourist attraction with great view of the Derwent River and the Bay.



SPATIAL OPPORTUNITIES



5.1 Develop strategy for public domain improvements



5.2 Leverage and integrate open space areas



5.3 Celebrate the cultural heritage via Heritage Trail

Prince of Wales Bay Marine & Innovation Master Plan



06 PLANNING FRAMEWORK TO SUPPORT GROWTH



Objective:
To ensure the regulator framework supports the long-term economic growth for the precinct

Actions
Council to deliver and advocate for the following actions:

6.1 Consider the introduction of a *Specific Area Plan* for the Prince of Wales Bay to ensure its long-term growth as a maritime/industrial precinct

6.2 Support future development of additional food and beverage amenity for workers through providing a supporting planning framework

Key Issue/Context

Changes to planning and regulatory policies have the potential to support growth of businesses and reduce potential conflict of development within the Prince of Wales Bay precinct.

6.1 Specific Area Plan

Stakeholder discussions indicated that the existing land use planning controls are restricting the continued growth of the precinct by preventing the expansion of maritime industry activities on some sites and allowing some non-maritime related businesses in other parts of the precinct.

Glenorchy City Council are currently considering a new planning scheme which will streamline some land use controls, while supporting a wide range of industrial uses, not just maritime industry uses. An alternative instrument is a *Specific Area Plan (SAP)* which can establish land use controls specific to the desired character of an area, in this case, a maritime industrial precinct.

The SAP should be developed in a consultative matter with landowners to ensure that it provides both certainty around the future uses that could locate within the precinct but sufficient flexibility for landowners to undertake a wide range of activities related to their business. The intent of any SAP would be to maintain the role of the precinct and optimise future economic growth of the precinct.

6.2 Promote further food and beverage for local workers

A SAP will also provide greater planning controls around the type of food and beverage outlets in the precinct. A future SAP should ensure food and beverage outlets are tailored towards the needs of the local community and workers with less of a focus towards creating destination dining options that do not align with the greater focus and core maritime

Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 50

Benefit of Change

Implementation of the Strategic Direction 6 actions are likely to enhance the growth potential of Prince of Wales Bay Marine precinct by:

- Allowing existing maritime businesses to expand and evolve their operations
- Encouraging investment of new maritime industrial businesses at Prince of Wales Bay
- Discouraging gentrification of the Prince of Wales Bay, away from maritime industrial uses and maintaining the role of the precinct
- Enhance food and beverage options for the users of the precinct



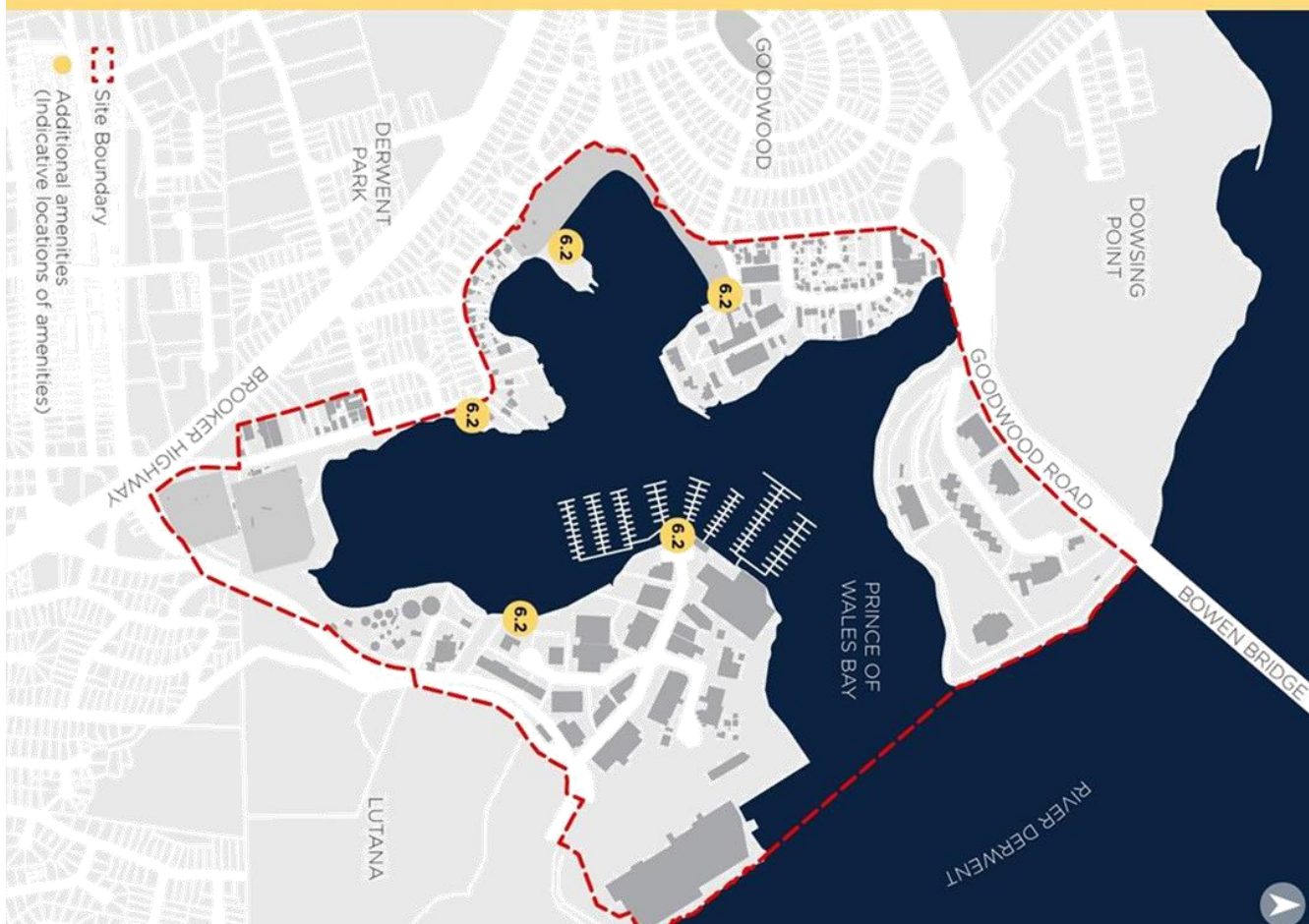
SPATIAL OPPORTUNITIES

6.1 Develop Specific Area Plan for precinct

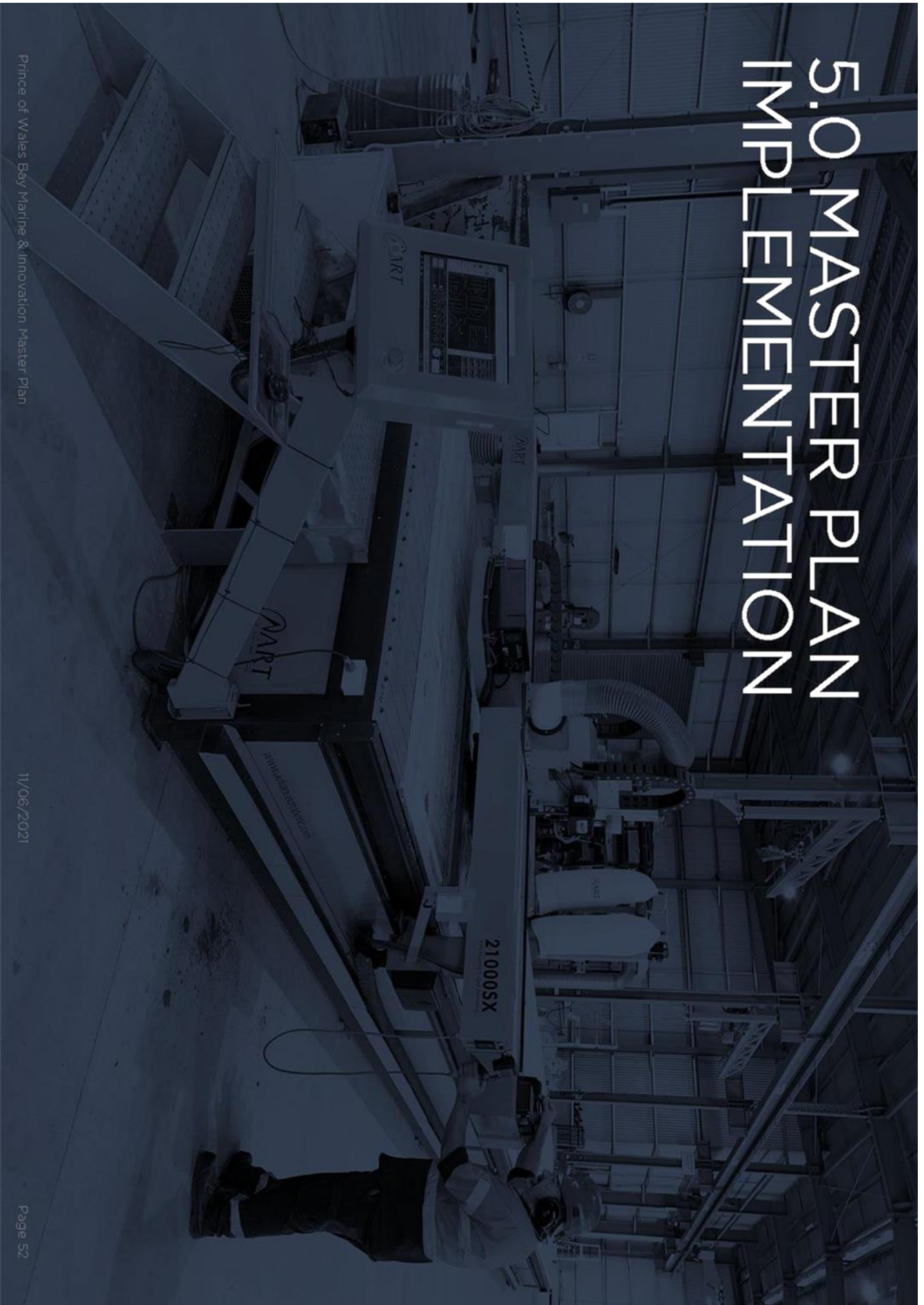


6.2 Support future development of additional food and beverage & amenities (indicative locations for sites provided on map and does not reflect quantum)

Prince of Wales Bay Marine & Innovation Master Plan



5.0 MASTER PLAN IMPLEMENTATION



Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 52

IMPLEMENTING THE ACTIONS

The summary table over page indicates whether each of the actions will fall under a *deliver, partner or advocate* platform, as explained adjacent and the indicative timing for each.

The implementation plan in some cases, also considers dependencies between different strategies.



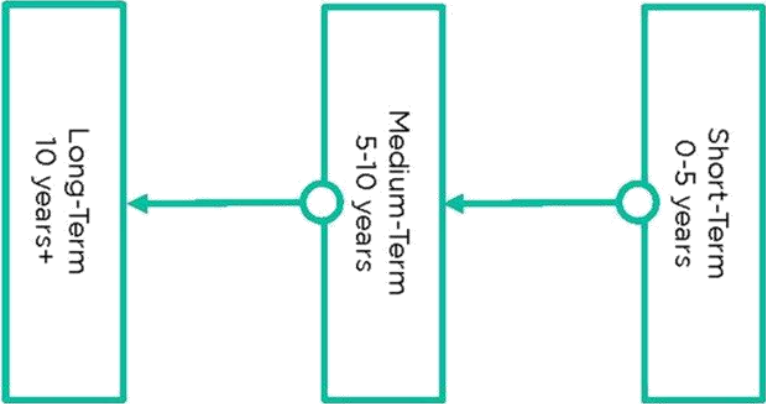
DELIVER
Projects that Glenorchy City Council would manage and deliver directly.



PARTNER
Projects that Glenorchy City Council will deliver in conjunction with state agencies, land-owners and community groups



ADVOCATE
Private land that can be optimised to deliver public benefit and further precinct activation.



IMPLEMENTATION PLAN

Short Term = 0-5 years, Medium Term = 5-10 years, Long Term 10+ years

No.	Action	Deliver	Partner	Advocate	Timing	Stakeholders
1.1	Re-fuelling			✓	Short-Term	Glenorchy City Council, landowners
1.2	Dredging			✓	Long-Term	Glenorchy City Council, landowners, Government, Tasports
1.3	Lay Up Berth			✓	Long-Term	Glenorchy City Council, landowners
1.4	Dry Boat Storage			✓	Short-Term	Glenorchy City Council, landowners
1.5	Boat Travel Lift			✓	Medium-Term	Glenorchy City Council, landowners
2.1	Industrial Zoned Land for Business Expansion			✓	Long-Term	Glenorchy City Council, Government
2.2	Development of Underutilised Sites			✓	Long-Term	Glenorchy City Council, landowners
2.3	Technopark Repositioning			✓	Short-Medium Term	Glenorchy City Council, State Growth
2.4	Marina Expansion			✓	Short-Term	Glenorchy City Council, landowners
3.1	Skills and Training Development		✓		Short-Term	Glenorchy City Council, TasTafe
3.2	Management Vehicle		✓		Short-Medium Term	Glenorchy City Council, State Growth, landowners
3.3	Branding and Promotion Strategy		✓		Short-Term	Glenorchy City Council, landowners
4.1	Public Transport Improvements		✓		Short-Term	Glenorchy City Council, landowners
4.2	Innovative Traffic Management Solutions		✓		Short-Term	Glenorchy City Council, landowners
4.3	Extensive Pedestrian and Cycling Network including Zinc Link		✓		Medium Term	Glenorchy City Council, landowners
5.1	Public Domain Strategy	✓			Short-Term	Glenorchy City Council
5.2	Leverage Open Space	✓			Short-Term	Glenorchy City Council
5.3	Celebrate Cultural Heritage	✓			Short-Term	Glenorchy City Council
6.1	Specific Area Plan	✓			Short-Term	Glenorchy City Council
6.2	Worker Amenities			✓	Short-Term	Glenorchy City Council, landowners

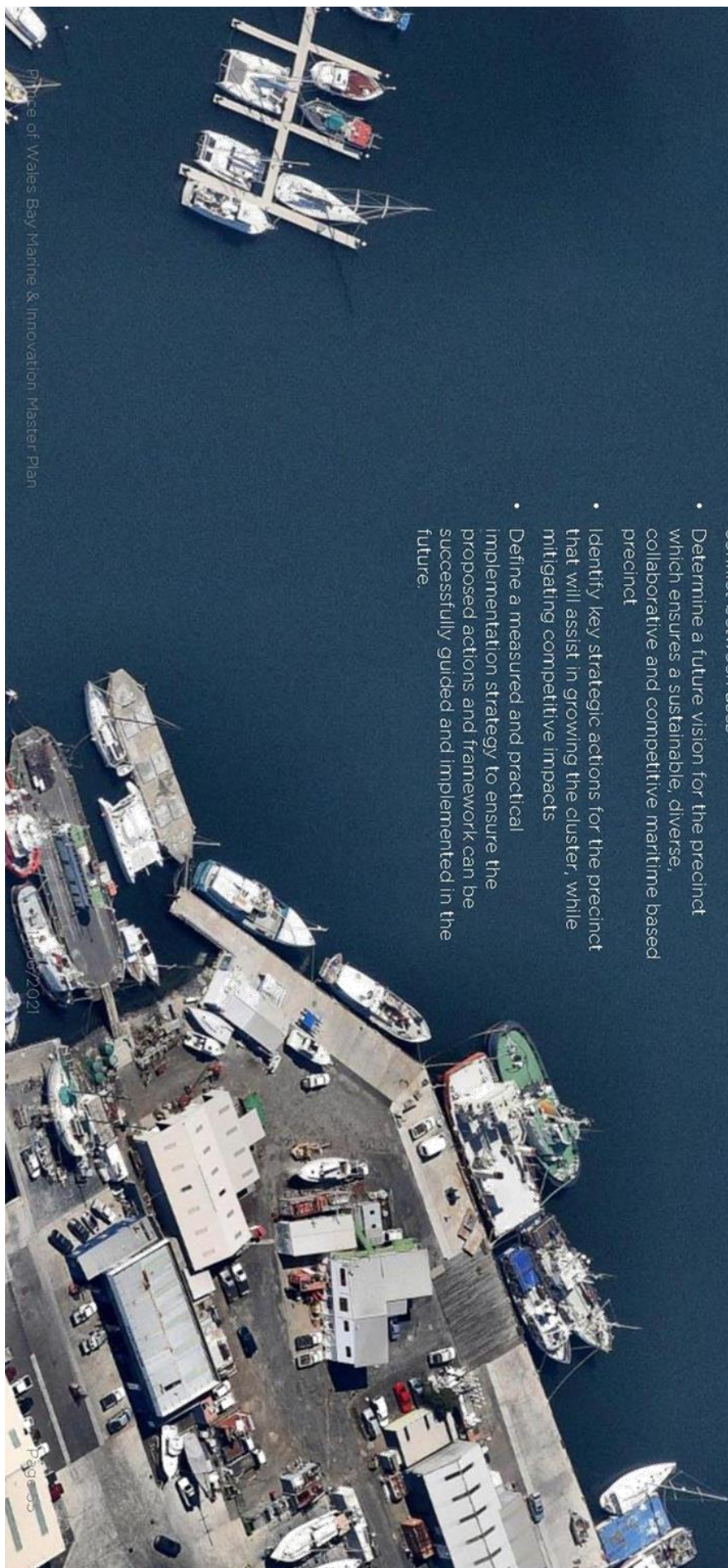
WAY FORWARD

The 2021 Marine and Innovation Master Plan has a strategy that starts from the low-investment-limited-policy-input based "quick wins" and through to the greater investment-high-complexity opportunities which will be game changing to the future of the Prince of Wales Bay precinct.

The Master Plan Strategy has sought to:

- Determine how the marine cluster can generate new business/investment activity and retain/grow employment
- Identify ways to improve the connectivity and accessibility of the precinct as well as reduce conflict between uses
- Determine a future vision for the precinct which ensures a sustainable, diverse, collaborative and competitive maritime based precinct
- Identify key strategic actions for the precinct that will assist in growing the cluster, while mitigating competitive impacts
- Define a measured and practical implementation strategy to ensure the proposed actions and framework can be successfully guided and implemented in the future.

THE MASTER PLAN SEEKS TO
GUIDE INVESTMENT
PRIORITIES TO MEET FUTURE
DEMAND AND ENCOURAGE
EXPANSION.



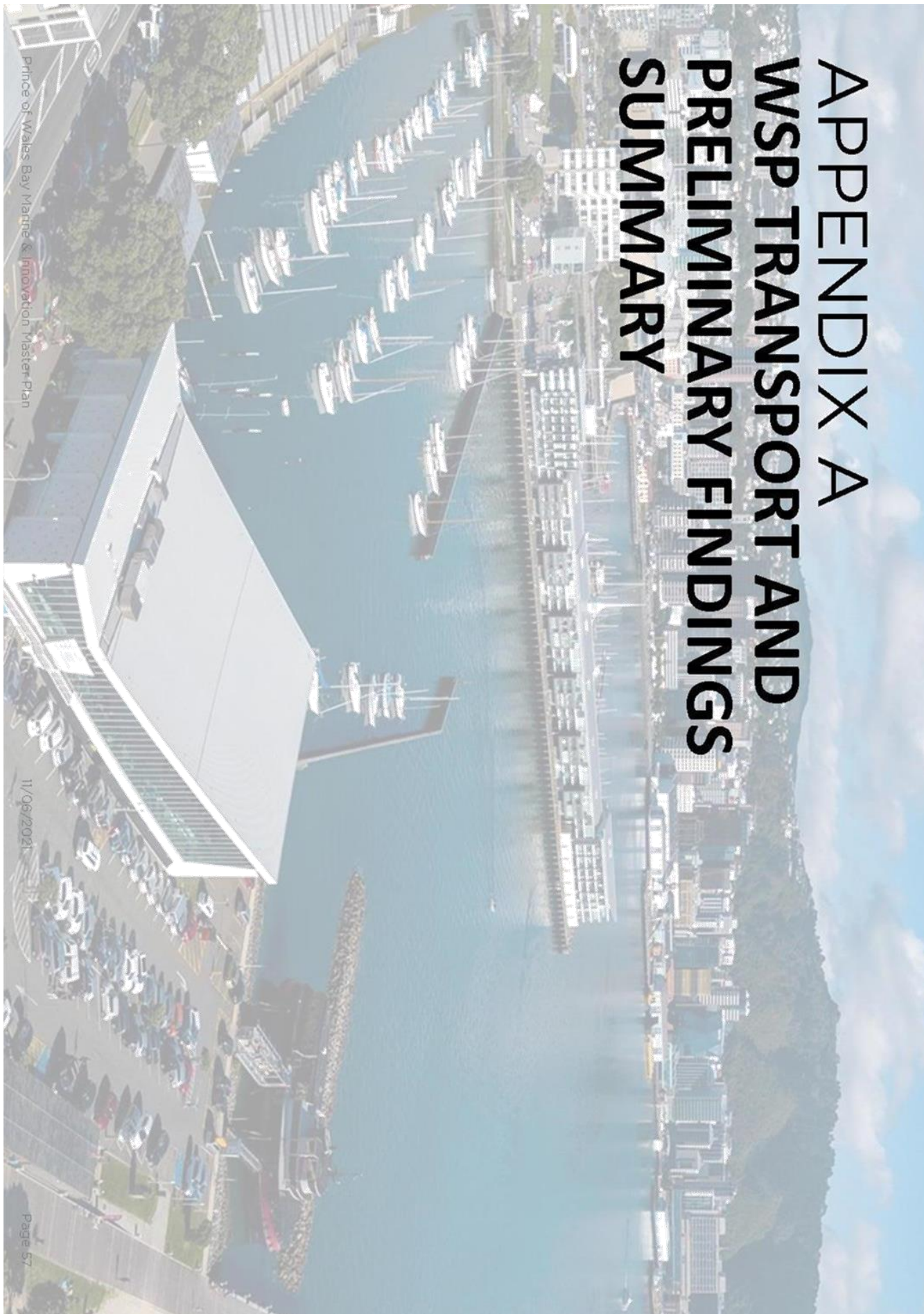
6.0 APPENDIX

Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 56

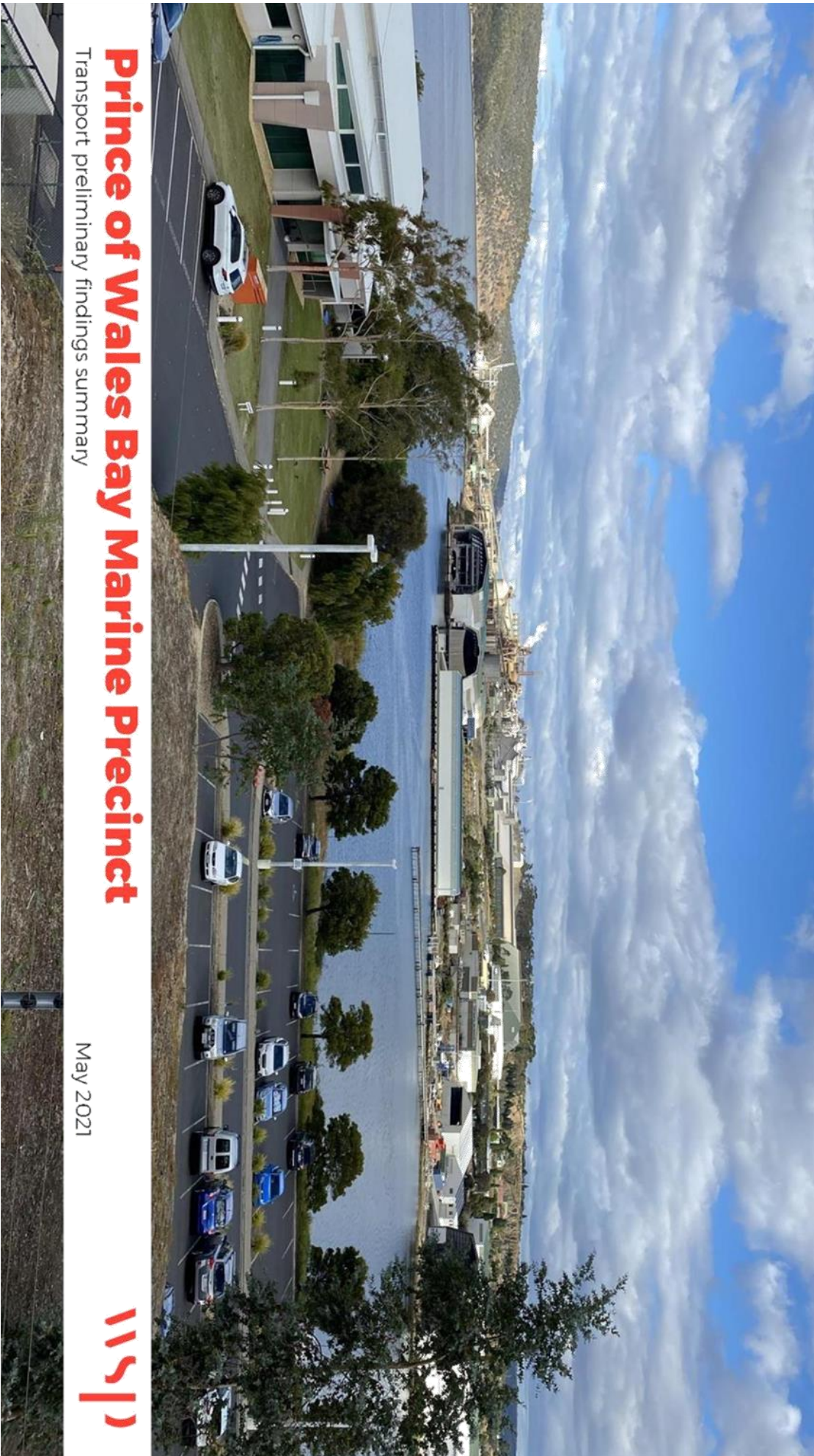
APPENDIX A WSP TRANSPORT AND PRELIMINARY FINDINGS SUMMARY



Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 57



Introduction

This report presents preliminary findings relating to transport, access and parking within the Precinct. The following slides will outline key details relating to:

Findings have been collated based on a site visit undertaken on 2 February 2021 (Note: survey undertaken during school holidays), plus review of background information and documentation provided at project inception.

In reviewing the Transport materials and conducting the site visit the following considerations were made:

- Door to door journeys, not just individual modal trips, were considered in the context of journeys through, in/out and within the precinct.
- The user mindsets of customers making those journeys i.e. pragmatic, habitual, adventurous
- The role of roads and streets as a movement network and public spaces in their own right

This represents a People, Place & Movement approach to transport networks. Each element could be further detailed through user mindset testing and Movement and Place mapping tasks and supported with quantitative performance assessment

- Movements through and adjacent to the precinct
- Movements in and out of the precinct
- Movements within the precinct
- Supporting journey information



Movements through, and adjacent to the precinct

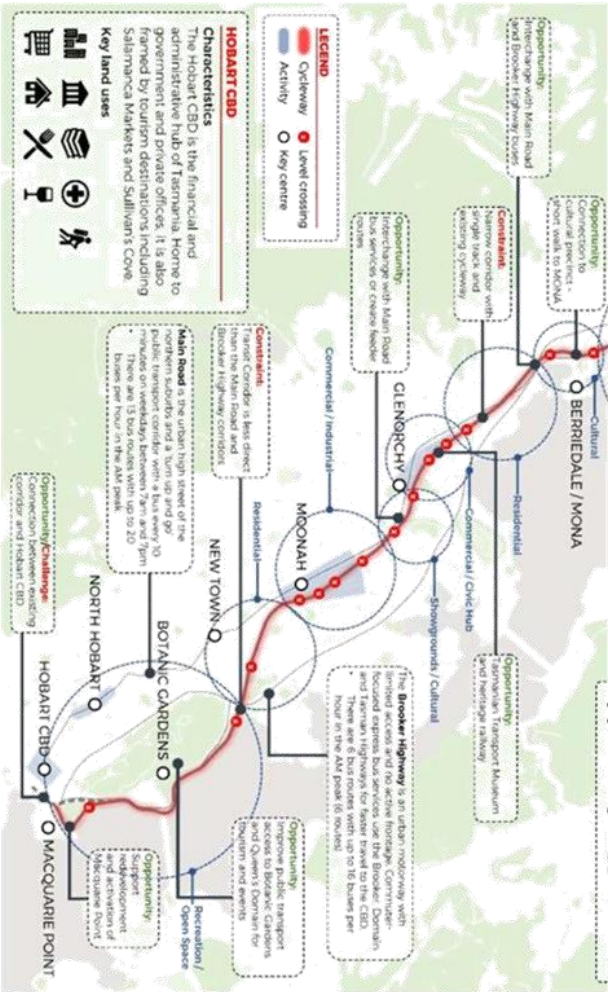
- The precinct is bounded by the Brooker Highway to the west, Goodwood Road and the Bowen Bridge to the north and Derwent Park Road to the east.
- Adjacent to the Precinct, the Bowen Bridge is considered an underutilised river crossing due to road network access. The Department of State Growth is currently investigating opportunities to upgrade the capacity of the East Derwent Highway and create more direct connections to Glenorchy from the Airport and rapidly growing eastern suburbs.
- To the north of the Precinct, and critical to the state freight network, the Bridgewater Bridge will be replaced in the next five years. This will create significant network disruption in the short term, but result in improved road freight connections from the Precinct to the Brighton Intermodal Freight Park and the north of the State (including the major northern seaports) in the medium to long term.



Figure 1: The Brooker Highway provides a key link between the precinct and central Hobart. It also segregates the precinct from Greater Glenorchy.

Movements through, and adjacent to the precinct

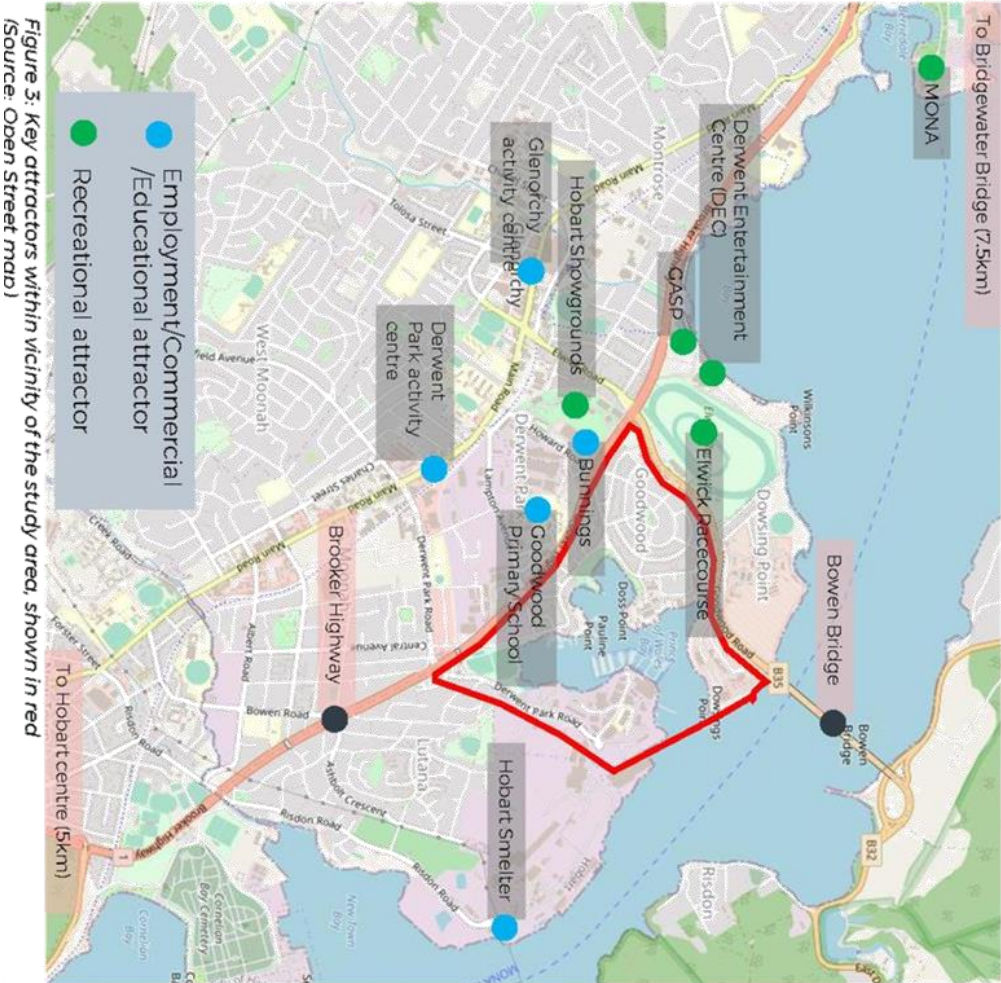
- Investigations are continuing relating to activation of the **Northern Suburbs Transit Corridor**, which connects Hobart to Brighton, passing through Glenorchy. The existing freight rail line was decommissioned in 2011 when the Brighton Intermodal Transport Hub was opened.
- Following an initial investigation, bus rapid transit and light rail options were recommended for further analysis.
- Glenorchy City Council is strong advocate for the corridor and is undertaking precinct planning for the activity centres of Moonah, Glenorchy and Claremont.
- Work is continuing to determine the most effective transport solution and progress the development of a submission for consideration by government.





Movements through, and adjacent to the precinct

- The study area is surrounded by many cultural sites, commercial and local centres and large employment sites.
- Movement to these sites has limited impact within the study area as is focused on key movement corridors Goodwood Road and Brooker Highway, although this does add to capacity constraints at key intersections providing access to and from the study area.
- Surrounding attractors creates demand to move from the study area across Goodwood Road and Brooker Highway, both vehicular and non-vehicular. This means permeability and provision of safe, regular connections across these corridors is vital.



Movements in and out of the precinct

The Prince of Wales Bay study area is shown in Figure 4. Key employment attractors noted in the area include:

- Marine industrial premises and TAFE campus in the Bender Drive area
 - Commercial and industrial premises on Cepp Parade and at adjacent to Howard Road
 - Hobart Technopark
- Key additional recreational attractors in the area include:
- Prince of Wales Bay Marina
 - Prince of Wales Bay Reserve & sports pitches
 - The foreshore at Giblins Reserve
 - Model Park, Howard Road

These key attractors will form the basis of understanding the key transport requirements for the precinct and associated opportunities and challenges.

Additionally, it is noted that these attractors form **key anchors around which to increase the level of activation** in the precinct, by increasing the time people spend in the area. The site visit highlighted the need to **make the precinct more inviting for people** as well to operate efficiently for vehicular movement.

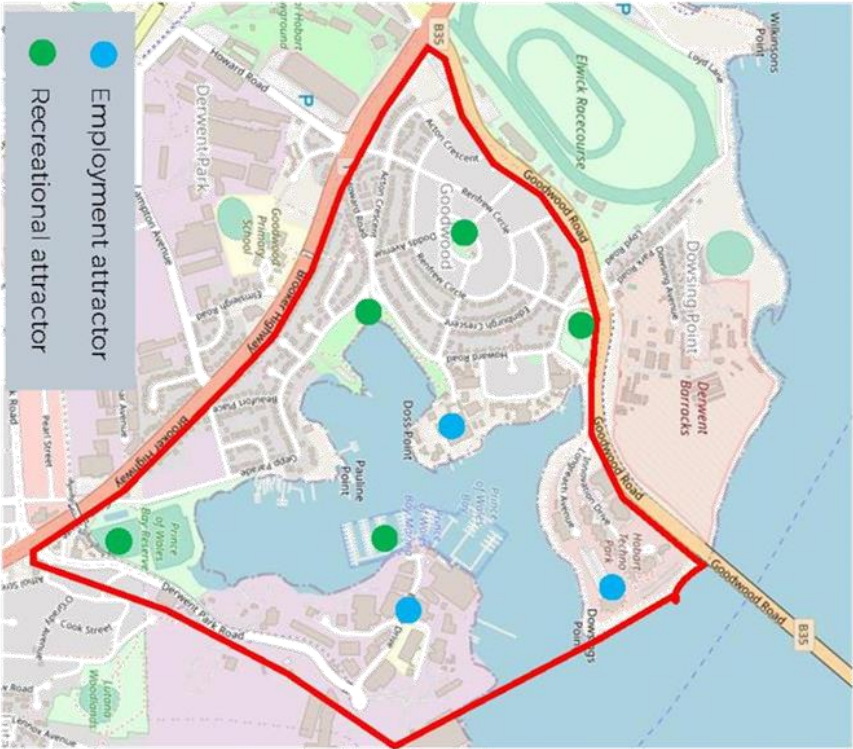


Figure 4: Area reviewed during site visit and key attractors noted (Source: Open Street map)

Movements in and out of the precinct - overview

- Vehicular access to the Precinct is predominantly via the Brooker Hwy, with Derwent Park Road connecting to the PoW Bay marina and maritime industrial premises of Derwent Park, and Goodwood Road connecting to Technopark and businesses on Dowsing Point.
- Linked with key land use and employment shifts, the key movement peaks are noted to be around 7.30am and 4.30pm.
- During the site visit some vehicle queuing was noted at peak times on approach to intersections with the Brooker Highway. This is known to lead to 'rat running' through the study area and Lutana to avoid congested intersections.
- Public transport provision largely radial to/from Hobart CBD. Two bus routes use Brooker Highway and undertake a loop of Goodwood residential area, with peak hour services continuing to Technopark. Some bus stops have shelters however user facilities and supporting information is basic.



Figure 5: Queuing on approach to the Brooker Highway extends into roundabout at Renfrew Circle/Acton Crescent in the weekday afternoon peak.



Figure 6: Bus service and stop infrastructure in Goodwood

Movements in and out of the precinct - access

- Vehicular access points to the study area are shown in the figure opposite. Key access points are at Derwent Park Road, Renfrew Crescent and Howard Road, whilst left-in access is provided at Lampton Avenue.
- Additional demand is observed at signalised exit points as these permit all movements upon exit, including across Brooker Highway towards Glenorchy.
- Increased queueing storage capacity is provided at the exit points at Derwent Park Road and Howard Road, and additionally non-signalised priority left turns can be undertaken. There is reduced storage space at Renfrew Crescent, where the intersection is under 70m from the roundabout at Renfrew Crescent and Acton Crescent. **Queuing vehicles were observed to block into the roundabout in the afternoon peak, in close proximity to residences.** This may be linked with signal timing adjustments made to seek to reduce and discourage internal 'rat running' aligned with peak PM demand.



Figure 7: Vehicular access points to the study area

Movements in and out of the precinct - permeability

- Precinct gateways are not visually attractive for walking and cycling. Access requires crossing this busy, vehicular prioritised, primary road network. Only one existing pedestrian crossing of Goodwood Road, and it is up to 475m between pedestrian crossing points of Brooker Highway.
- At signalised intersections, pedestrians required to complete multi-stage crossings, with high speed left turn lanes often not signalised, providing a low comfort experience. There are proposals to upgrade crossing facilities at the intersection of Goodwood Road and Howard Road as part of the DEC development.
- Footbridge at Goodwood Primary School does not provide accessible crossing route as no ramps provided, also restricting its use for cycling, particularly for those unable to carry a bicycle up stairs. These are also unfit which may contribute to a lack of feeling of safety during hours of darkness. This is a very important connection given the lack of a school within the study area.
- There is no current protected cycle link between the precinct and Glenorchy centre or connection into the Intercity Cycleway, although Howard Road footpath link currently under construction as part of development.

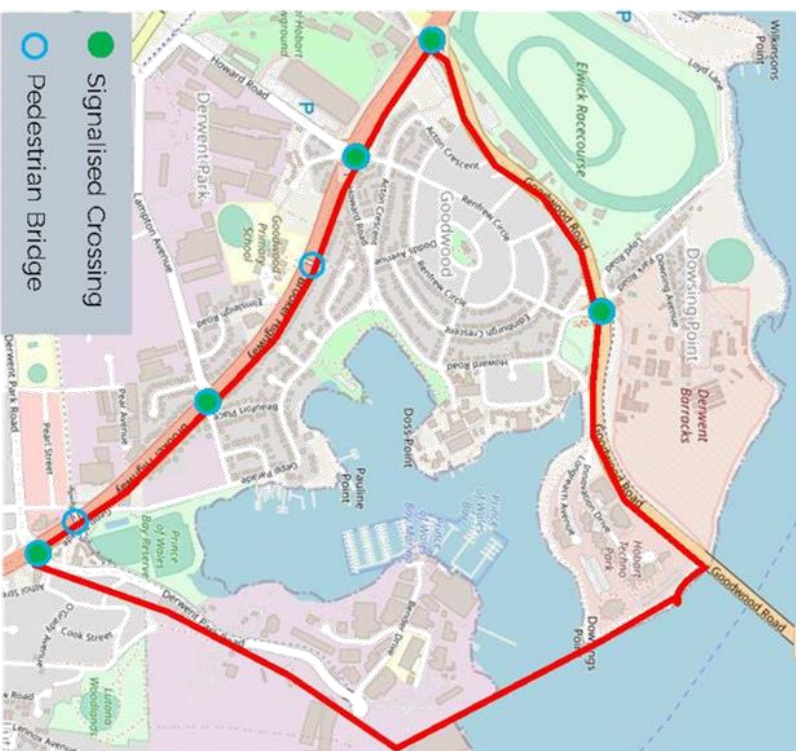


Figure 8: Pedestrian crossing locations bordering the study area



Movements in and out of the precinct - Zinc Link

- Potential to utilise disused rail spur as walking and cycling 'Zinc Link' to improve access to the Precinct from Hobart, Glenorchy and the northern suburbs upriver via a regional greenway network.
- During the site visit it was noted this would need to be combined with an access strategy due to existing fences preventing permeability to adjacent sports facilities and green spaces.



Figure 9: Lack of access noted to green spaces along the proposed Zinc Link



Figure 10: Zinc Link potential connection (map below) over Brooker Highway via existing bridge (top left), continuing to Derwent Park Maritime Industrial area (top right)



Movements within the precinct – kerbside & parking

- Freight traffic in the local area is currently restricted by physical traffic calming infrastructure, including use of speed humps on Gepp Parade to reduce speed of vehicles.
- Whilst large sections of the kerbside is free and unrestricted, limited **timed loading kerbside areas** can be introduced, following consultation, at the request of individual businesses.
- Within Technopark, a potential lack of suitable parking was noted with the **overflow parking site** utilised.



Figure 11: Traffic calming measures in residential areas (left), and large stretches of unrestricted kerbside parking (right)



Figure 12: Timed loading zone restriction outside industrial premises on Negara Crescent



Figure 13: Demand for overflow parking at Technopark

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Movements within the precinct – active transport

- The foreshore at Giblins Reserve presents an attractive green space for walking, cycling and recreation close to large residential area. There are also shared path walking and cycling trails at the nearby Lutana Woodlands Reserve. There are opportunities to increase accessibility and permeability to these existing trails.
- No on-road bicycle lanes or protected bicycle lanes were observed within the study area. Gepp Parade and Howard Road have potential to form a key walking and cycling corridor supporting movement across the study area. Howard Road footpath has recently been upgraded to 2.5m width although there are regular obstacles in the footway. With these removed this could form a dedicated shared use path.
- A lack of cycle parking facilities at key destinations was noted.
- Advanced Stop Lines (ASLS) for cyclists with associated painted 'tails' are installed at Renfrew Circle and Howard Road at the junction with Brooker Highway although these are not supported by a wider network within the study area.
- As part of the DEC development a new shared use path from the DEC along Loyd Road will be constructed, providing an active transport link to the study area.



Figure 15: Potential lack of cycle parking at places of employment



Figure 16: High quality green spaces and walking/cycling paths within the precinct including Giblins Reserve



Movements within the precinct – active transport

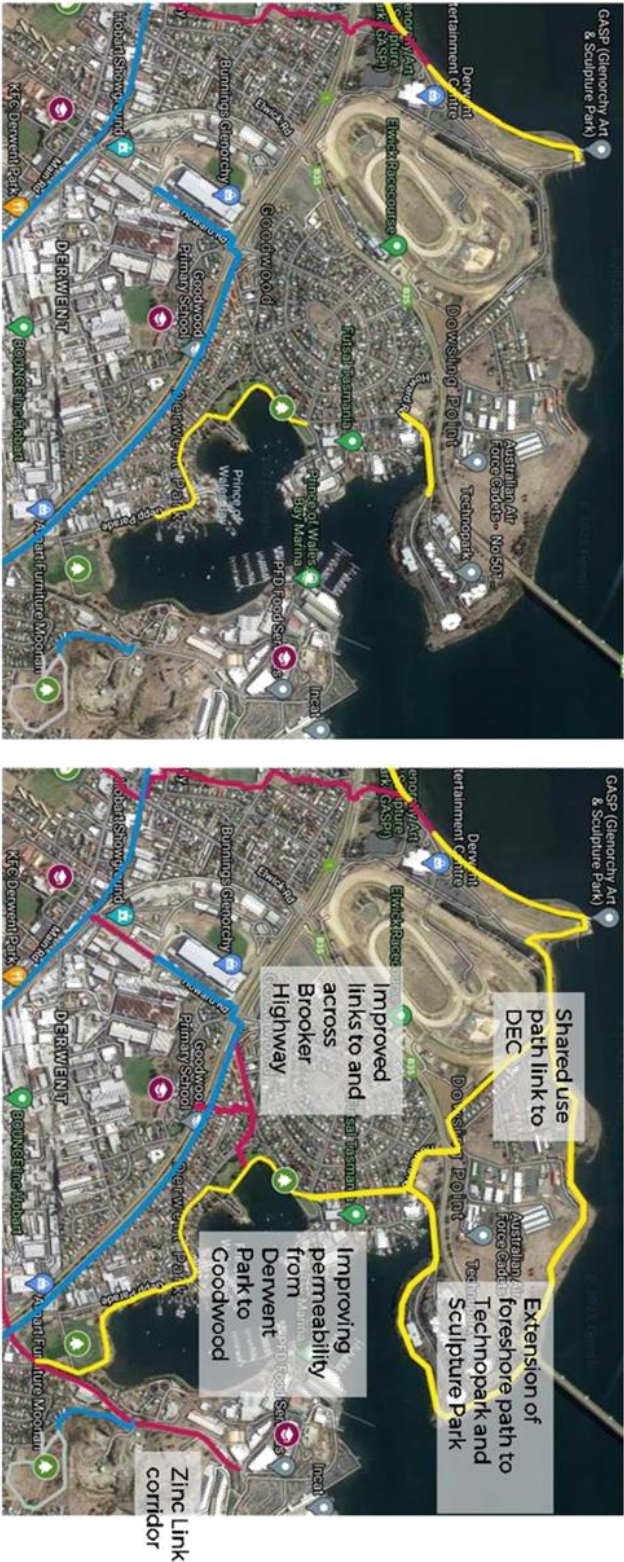


Figure 17: Current (left) and proposed (right) network of paths, tracks and trails within the Bay area, with key themes highlighted. Opportunities to deliver these as both walking and cycling routes should be investigated to create a coherent active transport network through the precinct. Source: Glenorchy City Council

Movements within the precinct – emerging modes

- Embracing the continued rise of micromobility, electric and autonomous presents an opportunity to support the existing transport network and reduce the current car dominance within the area.
- The **Sustainable Hobart Action Plan 2020-2025** identifies the following actions relating to these emerging modes:
 - install **fast charging infrastructure** to support rise in electric vehicles
 - **trial of micromobility** options in Hobart
 - development of **charging infrastructure for electric micromobility vehicles**
 - **trial of autonomous vehicles**
 - use of emerging modes for **last-mile deliveries**
- Whilst some of these are longer term initiatives (and will need supported by advances in design guidance and legislation), there is an opportunity for Prince of Wales Bay or the wider Glenorchy area to push for inclusion as part of trials and infrastructure roll-out, which could focus on a specific location such as Hobart Technopark.
- The Glenorchy Parking Strategy 2017-27 identifies an action to develop a plan for providing electric car/bike parking spaces in Council owned car parks.

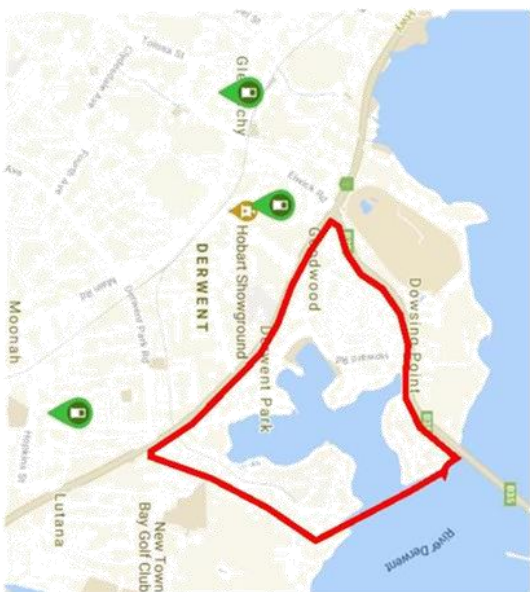


Figure 18: Location of existing electric vehicle fast chargers in vicinity of the study area. Source: PlugShare



Supporting journey information

- There are significant opportunities to review provision of wayfinding and the supply of supporting coherent journey information throughout the precinct to support more efficient and sustainable transport choices. This could include (in line with signage manual):
 - Dedicated walking and cycling wayfinding signage, on-road wayfinding and mapping
 - Review of designated heavy vehicle routes and associated signage
 - Provision of real-time public transport information at bus stops and places of employment
 - Improvements to signage strategy on vehicular approach to precinct. Particularly, this will focus on minimising internal travel through the precinct through signing key destinations from the most appropriate gateways (as identified in Figure 7). This will also help manage demand across the gateways. From the site visit it appears Renfrew Crescent gateway operates close to capacity so managing traffic in this area could be prioritised. It is known that introduction of travel time information on Brooker Highway is being considered by State Growth.
- These interventions can improve user journey experience whilst also supporting enhancement of an identity for the precinct and increased visitation.



Figure 19: Examples of information signage from other jurisdictions used to encourage visitation and create a visual identity for an area.



Figure 20: Examples of dedicated pedestrian and cycle wayfinding in Adelaide.

Key challenges and opportunities

Opportunities	Challenges	Stakeholder questions
• Creation of Zinc Link walking and cycling path. 1 • Enhancing existing walking and cycling links on Goodwood foreshore and extension to Elwick Bay, as part of development of coherent active transport network within study area. 2 • Improve management of parking demand at key employment sites including overflow parking at Technopark. 3 • Improved signage for vehicles, pedestrians and cyclists on approach to Bay. 4 • Embrace affordable micromobility options within the precinct and connections to a broader dedicated network. • Future public transport options may include on-demand, electric and/or autonomous services 5 • Providing increased walking and cycle permeability and accessibility across Brooker Highway and Goodwood Road.	• Encouraging mode shift away from private vehicle for Derwent Park Road area employees, including provision of appropriate end of trip facilities. 1 • Providing access to and from the Zinc Link and nearby green and open spaces for residents and visitors 2 • Improvements to public transport provision required for a more extensive and higher frequency service – including better connections to high frequency PT corridors. • Managing peak period egress demand to avoid 'rat running' through study area. • Legislation changes required to permit use of micromobility modes.	• How could we improve accessibility and permeability of the area? Are there any committed upgrades at precinct gateways/key intersections? • How could we increase access to the broader public transport network? • Will current bus routes servicing future needs? • How could we encourage sustainable transport behavior including walking and cycling? • Do you feel a traffic management plan would benefit the Precinct? What key elements would this cover? • Do you see the need for future ready mobility options – including electric, shared, connected, autonomous and/or on-demand services?

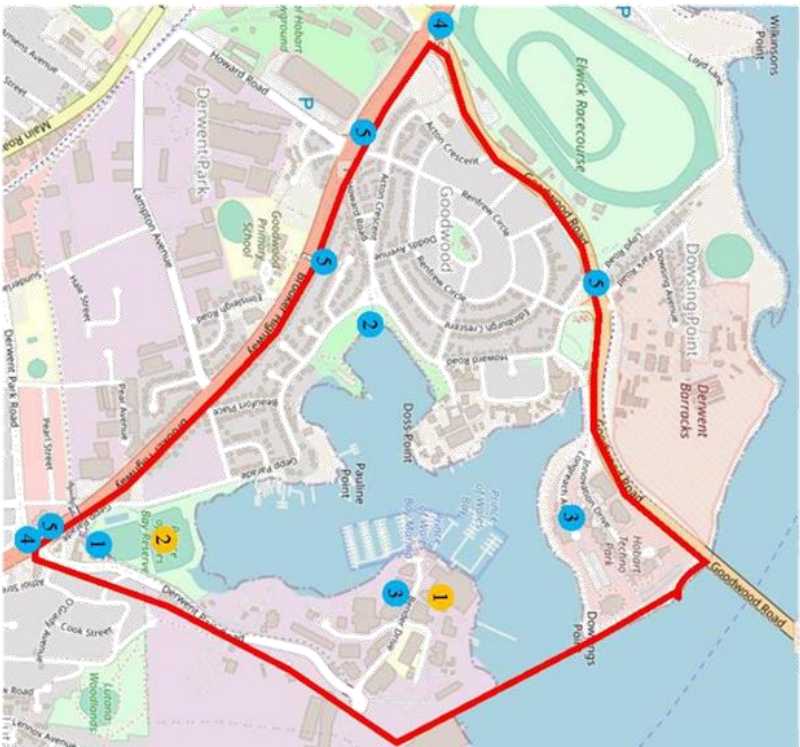


Figure 21: Summary of location-based issues and opportunities.
Source: Open Streetmap

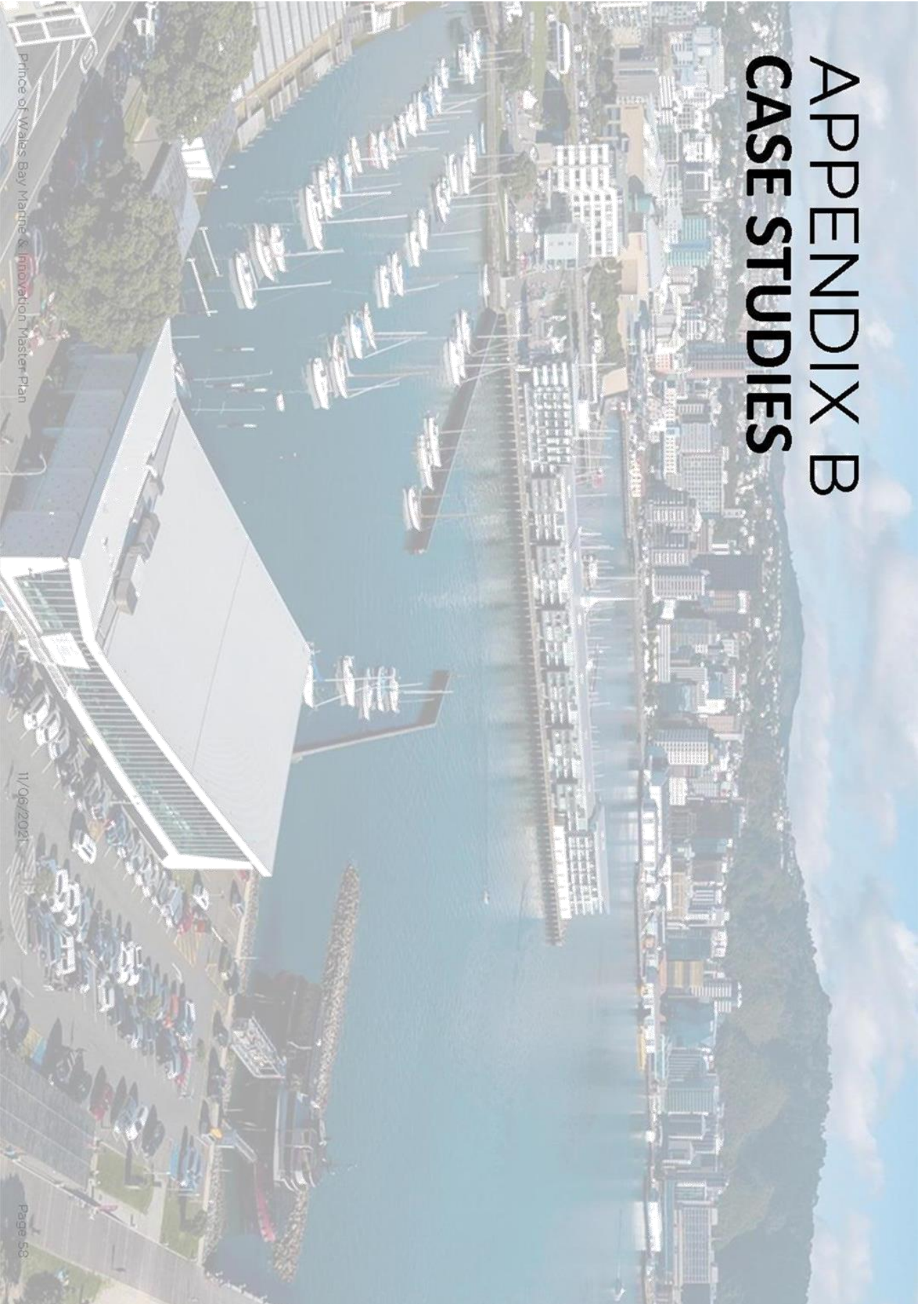


About us

WSP is one of the world's leading engineering professional services consulting firms. We are dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. We design lasting solutions in the Transportation & Infrastructure, Property & Buildings, Environment, Industry, Resources and Energy sectors, as well as offering project and program delivery and advisory services. With approximately 48,000 talented people in 550 offices across 40 countries, we plan and engineer projects that will help societies grow for lifetimes to come.

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APPENDIX B CASE STUDIES



Prince of Wales Bay Marine & Innovation Master Plan

11/06/2021

Page 58

CASE STUDY: HENDERSON, WESTERN AUSTRALIA

Background

Henderson is a suburb in Perth, located within the City of Cockburn and is situated 30km south-west of Perth's central business district. The Australian Marine Complex (AMC) is an integrated marine industrial facility located in the suburb – developed to facilitate and enhance the opportunities created by the clustering of sectors servicing the marine, defence, oil and gas and resources industries. The AMC consists of the five precincts and two facilities shown. Some of the companies located in the complex include ASC Pty Ltd, Austal Ships, BAE Systems Australia and Strategic Marine.

Key features

- The Shipbuilding and Repair Precinct provides construction and maintenance of commercial and smaller Defence vessels; manufacturing, engineering, repair and refurbishment; and support services.
- The Technology Precinct fosters innovation, entrepreneurship and growth within the marine, defence, oil and gas, and resource technology sectors.
- The Support Industry Precinct houses specialist businesses including leading manufacturing, design and service companies.
- The Fabrication Precinct provides facilities to enable companies to secure and deliver major fabrication and assembly projects.
- The Recreational Boat Precinct caters for expansion of leasehold development within the Maritime Business Park, attracting businesses that service the recreational boating community.

Prince of Wales Bay Marine & Innovation Master Plan

Relevance to Prince of Wales

Whilst this case study is significantly larger than the Prince of Wales Bay, it provides a useful reference for an established maritime and ship building cluster within Australia. It is also similarly anchored by a key tenant, Austral, who is the primary Australian competitor shipbuilder to Incat.

The key features of Henderson which are relevant to the future growth and development of Prince of Wales Bay are:

- Presence of on-site training facility ACEPT) focused on upskilling the local workforce and presenting Henderson as a leader in skills, innovation and R&D
- Business centre with professional function training suits- point of reference and information for innovation community and enables interaction between providers and clients
- Zoning tailored towards the users within the precinct with the "Approved Industrial Purpose" which allows round the clock operations
- Common User Facility which is commercially run and managed by the overall site manager, AMC Management WA Pty Ltd
- Strong Branding and promotional presence 'Australian Marine Complex - managed by State Government with website.
- Has AMC Management (WA) Pty Ltd to be the facility manager of the CUF, marketing activities and co-ordinate users across the site.
- Whole precinct has strong mission statement and plan which focuses on whole-of-precinct tendering.



Sources:

https://www.commerce.wa.gov.au/sites/default/files/atoms/files/amc_brochure_may_2016.pdf

11/06/2021

Page 59

Background

The Osborne Naval Shipyard is the most advanced and modern shipbuilding facility in Australia focusses on defence and commercial shipbuilding and ship sustainment projects.

- High-tech submarine construction and maintenance facilities
- Largest naval shipbuilding hub incorporating world class warship design and construction skills

The key features of Osborne which are relevant to the future growth and development of Prince of Wales Bay are:

- Adjacent Port Direct Area- adjacent area land release managed by SA Gov for general industry to support the Shipyard. This provides land for future businesses who want to locate close to the other users at Osbourne but do not require water access.
- Development of a Common User Facility (significantly larger in sized) which is used by a range of businesses across the Precinct
- Commercial and education precinct which includes a Naval Shipbuilding College and R&D facilities to enhance knowledge and for commercial opportunities

- Has a commercial and education precinct including the Naval Shipbuilding College
- Houses the Navy Headquarters South Australia, Ship Build Program Office and technical laboratories
- Has access to the national transport network including road, rail and deep-sea port
- Suppliers have access to development-ready land in the adjacent Port Direct area



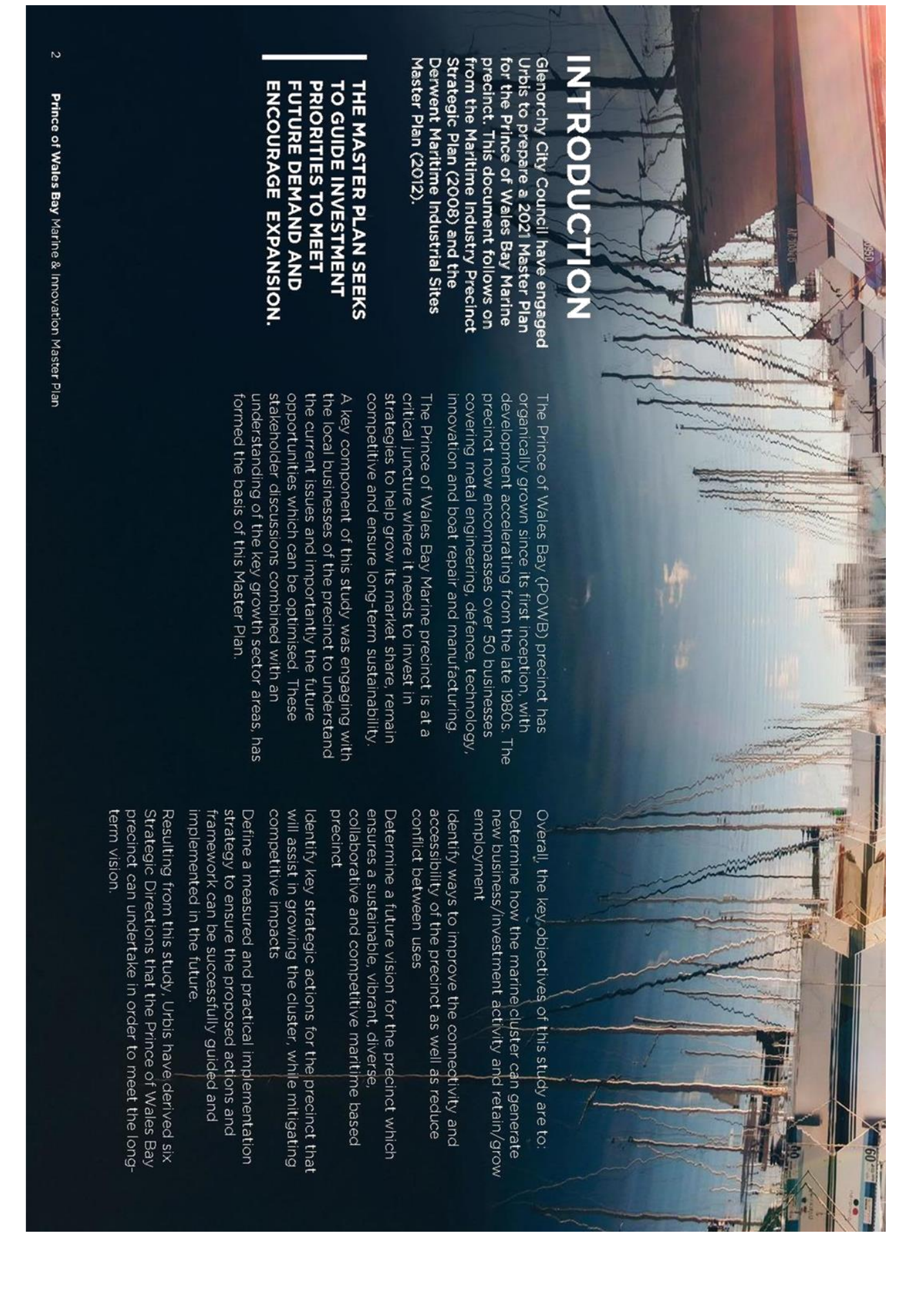
URBIS.COM.AU



PRINCE OF WALES BAY MARINE AND INNOVATION MASTER PLAN

Prepared for Glenorchy City Council by Urbis
June 2021





INTRODUCTION

Glenorchy City Council have engaged Urbis to prepare a 2021 Master Plan for the Prince of Wales Bay Marine precinct. This document follows on from the Maritime Industry Precinct Strategic Plan (2008) and the Derwent Maritime Industrial Sites Master Plan (2012).

THE MASTER PLAN SEEKS TO GUIDE INVESTMENT PRIORITIES TO MEET FUTURE DEMAND AND ENCOURAGE EXPANSION.

The Prince of Wales Bay (POWB) precinct has organically grown since its first inception, with development accelerating from the late 1980s. The precinct now encompasses over 50 businesses covering metal engineering, defence, technology, innovation and boat repair and manufacturing.

The Prince of Wales Bay Marine precinct is at a critical juncture where it needs to invest in strategies to help grow its market share, remain competitive and ensure long-term sustainability.

A key component of this study was engaging with the local businesses of the precinct to understand the current issues and importantly the future opportunities which can be optimised. These stakeholder discussions combined with an understanding of the key growth sector areas, has formed the basis of this Master Plan.

Overall, the key objectives of this study are to:

- Determine how the marine cluster can generate new business/investment activity and retain/grow employment

- Identify ways to improve the connectivity and accessibility of the precinct as well as reduce conflict between uses

- Determine a future vision for the precinct which ensures a sustainable, vibrant, diverse, collaborative and competitive maritime based precinct

- Identify key strategic actions for the precinct that will assist in growing the cluster, while mitigating competitive impacts

- Define a measured and practical implementation strategy to ensure the proposed actions and framework can be successfully guided and implemented in the future.

Resulting from this study, Urbis have derived six Strategic Directions that the Prince of Wales Bay precinct can undertake in order to meet the long-term vision.

STRATEGIC CONTEXT

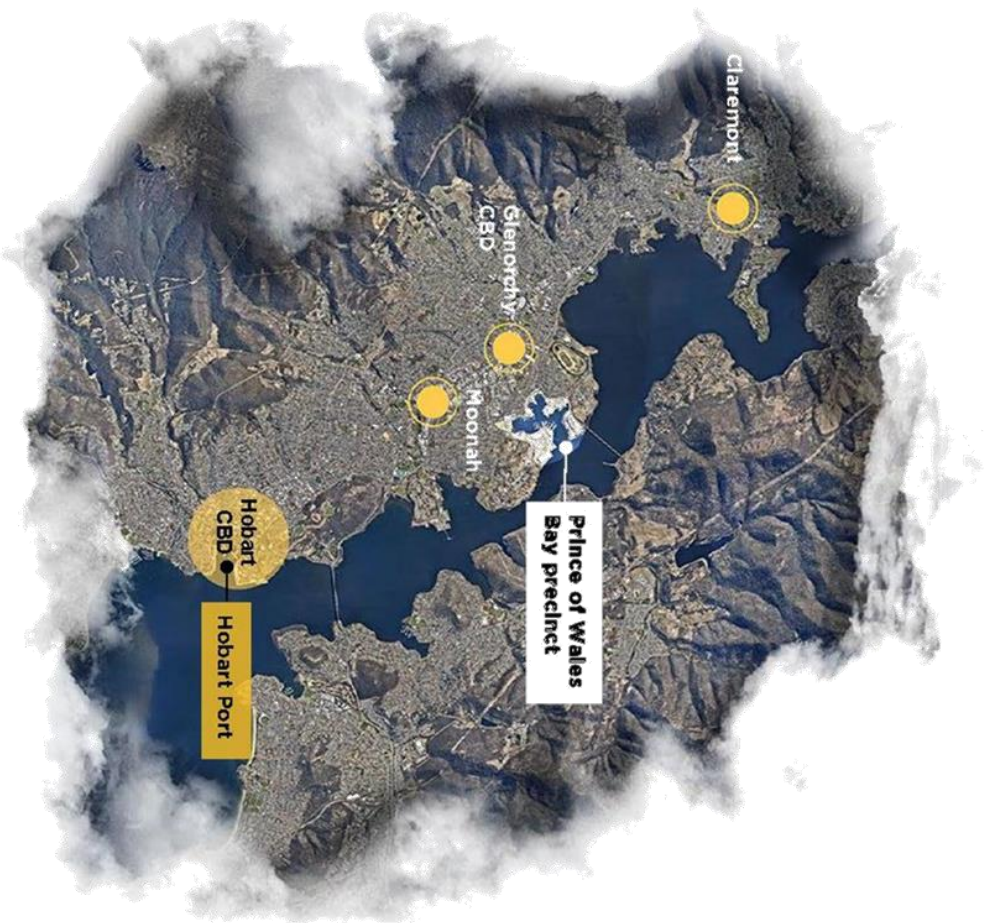
The Prince of Wales Bay precinct is located 7km north of Central Hobart and is an inlet to the River Derwent.

The precinct has a functioning marina with 300 berths and a diverse range of maritime industry uses. This includes ship building and repair, machine workshops and manufacturers of highly specialised safety and nautical based equipment. Many of the businesses within the precinct have strong alliances and collaboration is a key part of success.

While there are many successful elements to the precinct, there are also some key opportunity areas to be leveraged to enable growth in the future.

These include:

- Creating a precinct that retains a skilled workforce
- Mitigating physical constraints from both a movement, connectivity, parking and land holding perspective. This is to encourage better movement and to grow and expand existing businesses.
- Hobart as a port location, while having better access and water depths, also has a focus on the tourism sector. With a clear focus on maritime industrial uses, as well as innovation, Prince of Wales Bay precinct is well positioned to provide a point of difference to Tasmania.



OUR APPROACH TO THIS MASTER PLAN

The Prince of Wales Bay Marine and Innovation Master Plan seeks to set out a long-range vision and key strategic directions to ensure that the precinct remains competitive and a hub of activity into the future. To set the future vision and direction for the precinct, the approach undertaken by Urbis encompassed six key steps, shown adjacent, including:

1. **Review of previous initiatives and background documents** prepared for the Department of Economic Development, Tourism and the Arts, which guided the baseline for previous challenges identified.
2. Through **stakeholder engagement** with local businesses this group contributed insights, perspectives, and key focus areas for the future.
3. **Field investigations** were an integral piece to this assessment to understand the connectivity, movement and interaction of different uses.
4. An **issues and opportunities assessment** delved into the current physical challenges of the site that could be leveraged going forward and the economic positioning of the precinct more broadly.
5. From the issues and opportunities assessment, this provided the basis for preparing the **strategic objectives and key actions** to form the framework for the Master Plan.
6. Finally, a **Master Plan** strategy was developed to respond to the future vision of the precinct.



KEY FINDINGS

Stakeholder Feedback

- **Consensus** on the importance of a new Master plan and agreement that the previous vision for the area remains relevant
- Concern with the 'gentrification' of the Prince of Wales Bay Marine Precinct away from maritime industrial uses
- Need for **enabling infrastructure** to support continued operations and growth of businesses. Includes refuelling facilities, lay up facilities and any associated dredging and dry storage for boats
- Issues pertaining to **car parking and access** across the Precinct
- Opportunities to further **grow collaborative nature** of Prince of Wales Bay businesses
- Alignment with **future growth industries** ie vessel repair and maintenance, defence contracts and growth of Antarctic sector
- Improve the **quality of public domain** and overall presentation of area for workers, residents and visitors

Stakeholder Feedback:

Discussions with stakeholders indicated that the **quality and stock of the existing housing has impacted the amenity and safety of the public domain** in some areas of Prince of Wales bay, particularly around Negara Crescent.

Economic Positioning

- More than 373 businesses in Prince of Wales Bay precinct area.
- Over 20 businesses directly involved in ship building, repairs, maintenance and products to support the maritime industry, with further businesses supporting this sector
- Commonalities between businesses - their activities and their customers markets
- Stakeholder common interest to grow and strengthen collaboration between businesses
- Differentiated positioning in Tasmania - medium-large scale port focused on building, repairs, maintenance and manufacturing
- Continued change in Hobart towards recreation, cruise facilities and Antarctic operations
- Key opportunity industries - commercial maritime manufacturing, defence, Antarctic sector, advanced manufacturing and local vessel repair and maintenance.



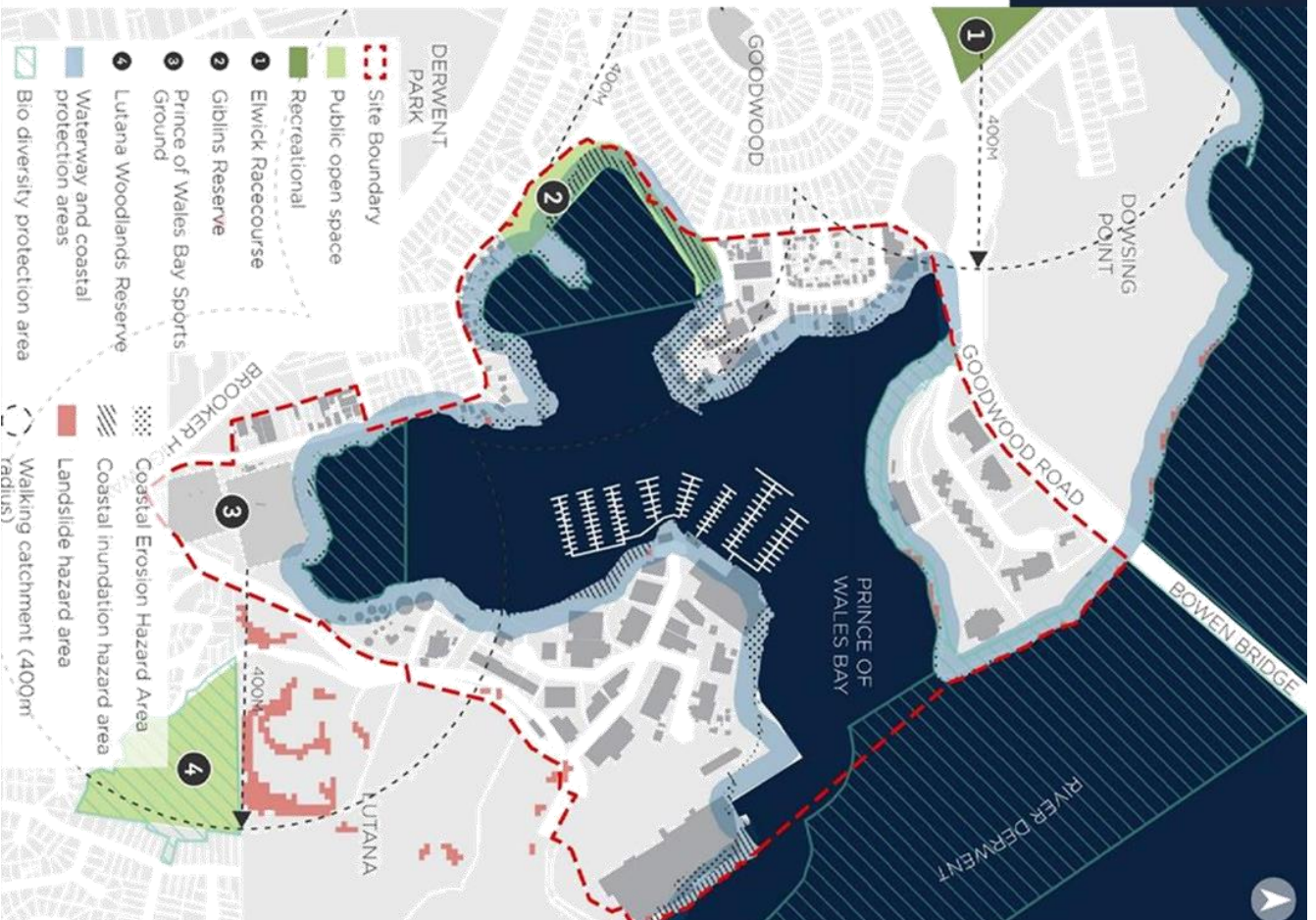
KEY FINDINGS

Physical Context Opportunities

- Analysis of existing uses within and surrounding the precinct to understand issues of existing land use mix, compatibility and mitigating gentrification
- Leveraging the significant open space and recreational assets
- Addressing issues of limited pedestrian permeability and safety concerns
- Enhance the quality and amenity of the public domain for workers, residents and visitors
- Enhance linkages to public transport network, active (bicycle/pedestrian) network and proposed Zinc Link
- Review of parking and access across the precinct.



6 Prince of Wales Bay Marine & Innovation Master Plan



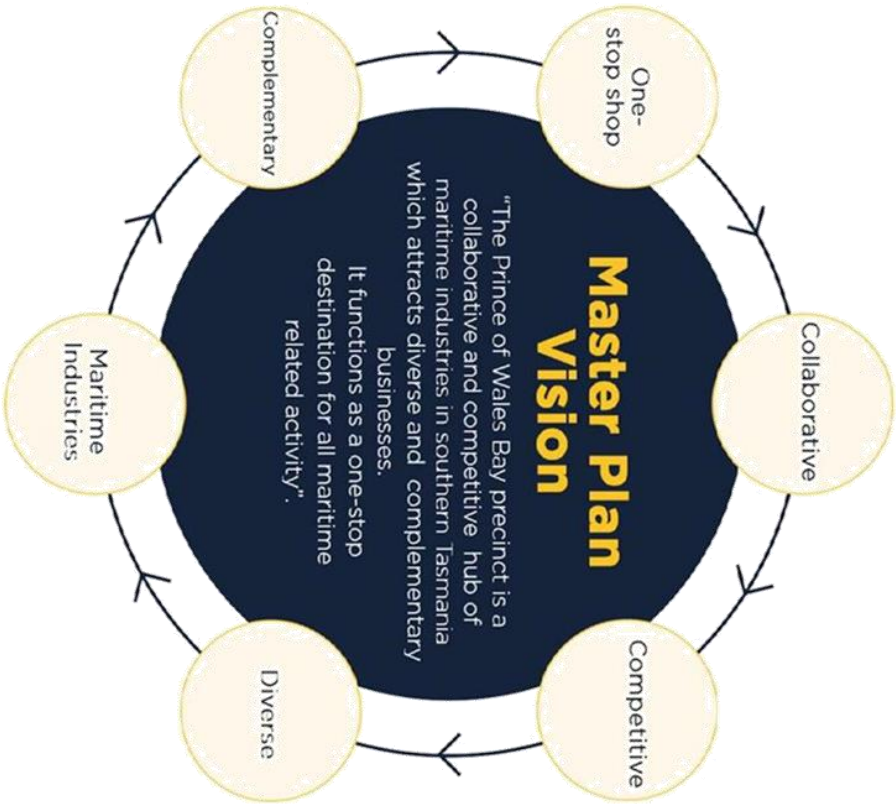
MASTER PLAN VISION & PRINCIPLES

Prince of Wales Bay will be a collaborative and competitive hub for maritime industries in southern Tasmania.

This vision seeks for the Prince of Wales Bay precinct to:

- Be the leading maritime industrial hub for southern Tasmania
- Attract and retain skilled employment
- Improve internal connectivity and movement
- Enhance public amenity for workers and visitors
- Facilitate collaboration of businesses
- Lead research and development and skills training
- Support continued expansion of business
- Mitigate gentrification through policy
- Unlock infrastructure investment opportunities

From this, the **six strategic directions and actions** have been summarised following.



IMPLEMENTATION STRATEGY

The 2021 Marine and Innovation Master Plan has a strategy that starts from the low-investment-limited-policy-input based “quick wins” and through to the greater-investment-high-complexity opportunities which will be game changing to the future of the Prince of Wales Bay precinct.

Critical to the implementation strategy will be about identifying the method of delivery and indicative timing. A number of actions have been identified within the Master Plan and it is important to distinguish whether these actions will fall under a *deliver*, *partner* or *advocate* platform, as explained adjacent. For each of the actions put forward, the implementation strategy and indicative timing has been identified.



DELIVER

Projects that Glenorchy City Council would manage and deliver directly.



PARTNER

Projects that Glenorchy City Council will deliver in conjunction with state agencies, land-owners and community groups.



ADVOCATE

Private land that can be optimised to deliver public benefit and further precinct activation.

MASTER PLAN STRATEGIC FRAMEWORK

The key actions within the master plan seek to guide investment priorities to meet future demand and encourage expansion.

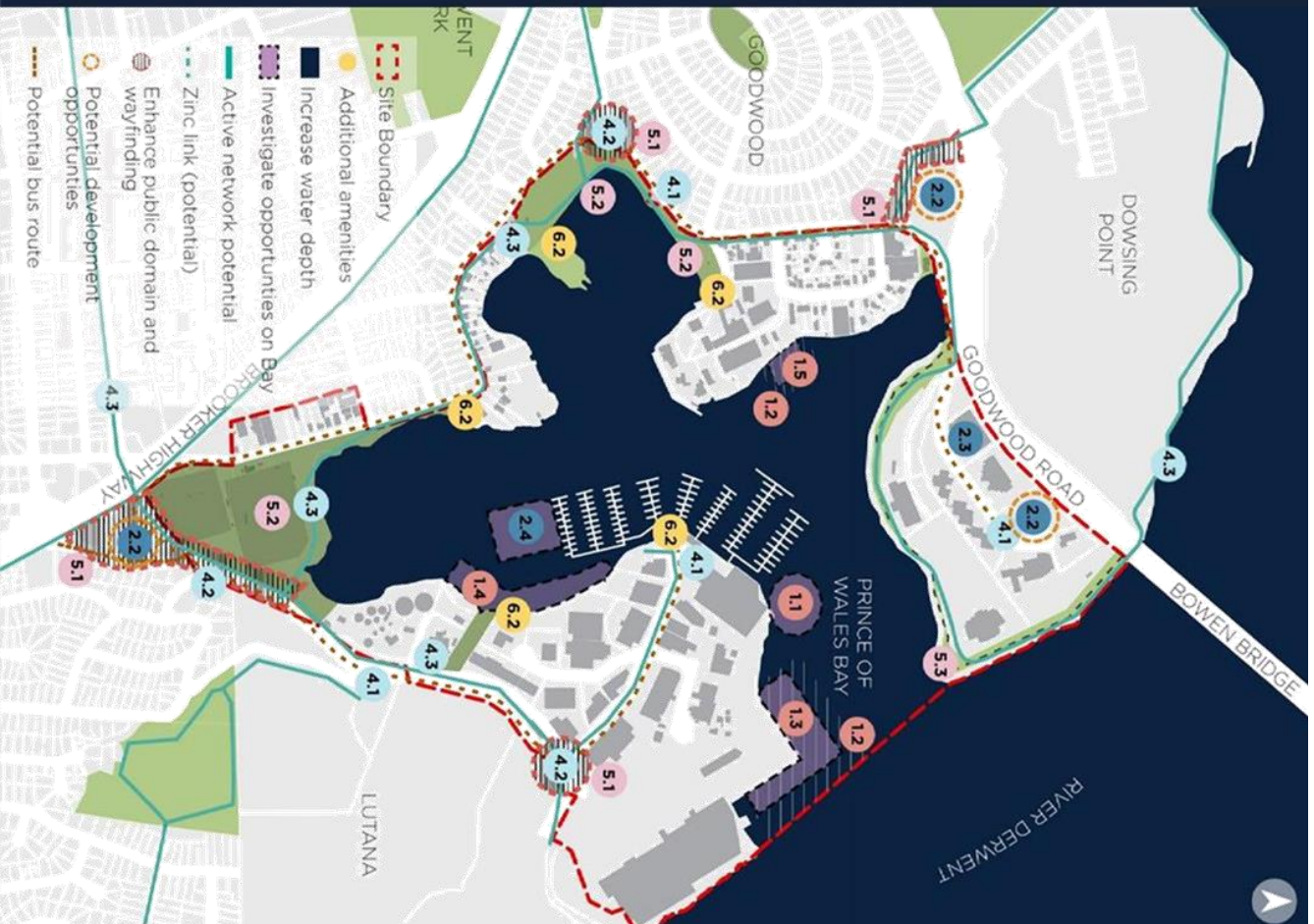
STRATEGIC DIRECTION 1	STRATEGIC DIRECTION 2	STRATEGIC DIRECTION 3	STRATEGIC DIRECTION 4	STRATEGIC DIRECTION 5	STRATEGIC DIRECTION 6
OBJECTIVE To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct Council to advocate for the following actions: 1.1 Investigate feasibility of re-fuelling options 1.2 Investigate the feasibility and costs of further dredging to increase water depth in specific areas of the bay 1.3 Investigate the feasibility of using an existing lay up berth as a common user facility (dependent on dredging) 1.4 Investigate market demand and feasibility of boat storage facility 1.5 Investigate feasibility to develop a larger capacity travel lift for boats	OBJECTIVE To support continued growth of maritime sector by unlocking underutilised land Council to advocate for the following actions: 2.1 Encourage appropriate land uses on industrial zoned land 2.2 Investigate development potential of three underutilised sites 2.3 Work with State Growth to position Technopark as a destination for R&D for advanced manufacturing and maritime industries 2.4 Support proposal to expand marina and ensure any proposed uses are complementary	OBJECTIVE To support growth through strengthening branding, management, promotion and skills at POWB Council to advocate and partner for the following actions: 3.1 Strengthen on-site training and skills development opportunities for the maritime industry sector 3.2 Investigate the viability of a management vehicle to guide long term growth of POWB through promotion, branding, skills training and better communication between businesses 3.3 Develop a branding, identity and promotion strategy for the precinct	OBJECTIVE To manage existing access and parking arrangements to ensure long term growth and efficiency around POWB Council to advocate and partner for the following actions: 4.1 Investigate opportunities to improve traffic issues through public transport improvements 4.2 Investigate technical and commercial viability of innovative traffic management solutions 4.3 Support development of a continuous active network of pedestrian and cycle ways including the Zinc Link	OBJECTIVE To enhance the amenity of the public domain for workers, local residents and visitors to POWB Council to deliver and partner for the following actions: 5.1 Develop a strategy for public domain improvements in key areas - this should include wayfinding, gateway and security elements for existing users 5.2 Leverage the significant open space and provide greater connectivity to benefit local workers and residents 5.3 Celebrate the cultural heritage along the Innovation Drive Foresnore by creating a unique heritage interpretation/ landscape	OBJECTIVE To ensure the regulator framework supports the long-term economic growth for the precinct Council to deliver and advocate for the following actions: 6.1 Consider the introduction of a <i>Specific Area Plan</i> for the Prince of Wales Bay to ensure its long-term growth as a maritime/industrial precinct 6.2 Support future development of additional food and beverage amenity for workers through providing a supporting planning framework

SPATIAL MASTER PLAN CONCEPTS

- 1.1 Potential area for re-fuelling facility
- 1.2 Dredging to remove silt and increase water depth
- 1.3 Utilise existing lay up berth (reliant on 1.2)
- 1.4 Proposal for dry dock facility
- 1.5 Potential location for larger boat travel lift
- 2.1 Encourage appropriate land uses on industrial zoned land
- 2.2 Investigate development potential of 3 sites
- 2.3 Further innovation opportunities at Technopark
- 2.4 Proposal to expand marina
- 2.5 Investigate long-term relocation of domain slipways
- 3.1 Strengthen on-site training investment
- 3.2 Management mechanism
- 3.3 Branding and promotion strategy
- 4.1 Enhance public transport
- 4.2 Innovative traffic management solutions
- 4.3 Continuous active pedestrian network, including Zinc Link
- 5.1 Public domain strategy
- 5.2 Leverage open space through better connectivity
- 5.3 Heritage trail to celebrate culture and heritage
- 6.1 Specific Area Plan
- 6.2 Support food and beverage amenity

*Green indicates action not shown on map

10 **Prince of Wales Bay Marine & Innovation Master Plan**



IMPLEMENTATION STRATEGY

Short Term = 0-5 years,
Medium Term = 5-10 years
Long Term 10 years+

No.	Action	Deliver	Partner	Advocate	Timing	Stakeholders
1.1	Re-fuelling			✓	Short-Term	Glenorchy City Council, landowners
1.2	Dredging			✓	Long-Term	Glenorchy City Council, landowners, Government, Tasports
1.3	Lay Up Berth			✓	Long-Term	Glenorchy City Council, landowners
1.4	Dry Boat Storage			✓	Short-Term	Glenorchy City Council, landowners
1.5	Boat Travel Lift			✓	Medium-Term	Glenorchy City Council, landowners
2.1	Industrial Zoned Land for Business Expansion			✓	Long-Term	Glenorchy City Council, Government
2.2	Development of Underutilised Sites			✓	Long-Term	Glenorchy City Council, landowners
2.3	Technopark Repositioning			✓	Short-Medium Term	Glenorchy City Council, State Growth
2.4	Marina Expansion			✓	Short-Term	Glenorchy City Council, landowners
3.1	Skills and Training Development		✓		Short-Term	Glenorchy City Council, TasTafe
3.2	Management Vehicle		✓		Short-Medium Term	Glenorchy City Council, State Growth, landowners
3.3	Branding and Promotion Strategy		✓		Short-Term	Glenorchy City Council, landowners
4.1	Public Transport Improvements		✓		Short-Term	Glenorchy City Council, landowners
4.2	Innovative Traffic Management Solutions		✓		Short-Term	Glenorchy City Council, landowners
4.3	Extensive Pedestrian and Cycling Network including Zinc Link		✓		Medium Term	Glenorchy City Council, landowners
5.1	Public Domain Strategy	✓			Short-Term	Glenorchy City Council
5.2	Leverage Open Space	✓			Short-Term	Glenorchy City Council
5.3	Celebrate Cultural Heritage	✓			Short-Term	Glenorchy City Council
6.1	Specific Area Plan	✓			Short-Term	Glenorchy City Council
6.2	Worker Amenities			✓	Short-Term	Glenorchy City Council, landowners

WAY FORWARD

The 2021 Marine and Innovation Master Plan has a strategy that starts from the low-investment-limited-policy-input based "quick wins" and through to the greater-investment-high-complexity opportunities which will be game changing to the future of the Prince of Wales Bay precinct.

The Master Plan Strategy has sought to:

- Determine how the marine cluster can generate new business/investment activity and retain/grow employment
- Identify ways to improve the connectivity and accessibility of the precinct as well as reduce conflict between uses
- Determine a future vision for the precinct which ensures a sustainable, vibrant, diverse, collaborative and competitive maritime based precinct
- Identify key strategic actions for the precinct that will assist in growing the cluster, while mitigating competitive impacts
- Define a measured and practical implementation strategy to ensure the proposed actions and framework can be successfully guided and implemented in the future.

**THE MASTER PLAN SEEKS TO
GUIDE INVESTMENT
PRIORITIES TO MEET FUTURE
DEMAND AND ENCOURAGE
EXPANSION.**



Prepared for Glenorchy City
Council by URBIS

Community Engagement Plan Template

 COMMUNITY ENGAGEMENT PLAN	
1. ABOUT THE PROJECT	
Title of Project	Marine and Innovation Masterplan
Brief description of Project: The purpose of this project is to deliver a new masterplan for the Prince of Wales Bay Defence and Marine Precinct that will assist in building our place-based competitiveness, support investment attraction and grow productivity and value of the area. This project is part of the <i>Future Glenorchy</i> program and the <i>Economic Recovery Program</i> which will see Glenorchy City Council strategically coordinate several projects aimed at growing Glenorchy and improving the liveability of the City.	
Project Timeline: Jan/Feb 2021 – Consultant engaged – site, stakeholder and planning analysis commences Feb 2021 – Stage 1 of consultation and stakeholder engagement Feb/April 2021 – Draft masterplan prepared May 2021 – Stage 2 of consultation and stakeholder engagement May 2021 – Masterplan refined considering stakeholder feedback June 2021 – ELT and Aldermen Workshops June 2021 – Draft Masterplan to Council June Council Meeting July 2021 – Draft Masterplan on Public Exhibition Aug/Oct 2021 – Masterplan finalised considering feedback from public engagement Aug/Oct 2021 – Final Masterplan to be considered for endorsement	
Key Issues: • Development potential of both private and public land may be impacted with the review of the Specific Area Plan • Some business owners may be concerned about business impacts during construction of the proposed public domain upgrades • Some residents may be concerned about public domain amendments or proposed development impacts to their property	

Community Engagement Objective/s: The main outcome intended from this engagement is to inform the community and stakeholder groups about the strategic directions, objectives and proposed actions arising out of the masterplan. Consultation will be focused on obtaining general perceptions of the actions proposed with survey questions framed accordingly. Feedback will then be used to gauge the overall acceptability of the Marine and Innovation Masterplan to the community and identify any potential issues for consideration and revision if appropriate prior to adoption.			
Authorisation of Community Engagement: ☒ Council Resolution (Date of Council meeting) 28/06/2021 ☐ Annual Plan (Identify Reference) Click or tap here to enter text. ☐ Legislative Requirement (Identify Act/Regulation) Click or tap here to enter text. ☐ Other (e.g. Project Management) Click or tap here to enter text.			
2. WHAT IS THE LEVEL OF IMPACT			
☐ Level 1 – High impact on Glenorchy LGA		☒ Level 2 – High impact on local area/group	
☐ Level 3 – Lower impact on Glenorchy LGA		☐ Level 4 – Lower impact on local area/group	
3. WHAT IS THE LEVEL OF ENGAGEMENT			
☒ Inform		☒ Consult	
		☐ Involve	
		☐ Collaborate	
4. IDENTIFY STAKEHOLDERS TO BE ENGAGED			
Council Stakeholders	☒ Office of General Manager*		☒ Mayor and Aldermen*
* Please make the above aware of the scheduled community engagement activities at the earliest possible time, as a matter of courtesy.			
Committees / Reference Groups:			
☒ Access Advisory Committee		☒ Safer Communities Committee	
☒ Healthy Communities Advisory Committee		☐ Glenorchy Art & Culture Advisory Committee	
☐ Others (list)			

Community Stakeholders	☐ Glenorchy wide ☒ Local area/s (list) ☒ Business community ☐ Aboriginal and Torres Strait Islander (ATSI) community ☐ Culturally and linguistically diverse (CALD) community ☐ Families and children ☐ Service Networks ☐ Glenorchy Action Interagency Group (GAIN) ☐ Youth Action Network Group (YANG) ☐ Linkages	☐ Young People ☐ Persons living with disabilities and their carers ☒ Other government agencies (State Growth, MAST) ☐ Community associations/clubs/organisations ☐ Older people ☒ Glenorchy Matters Community Panel ☐ Other (list)		
5. ENGAGEMENT METHOD AND COMMUNICATION PLAN				
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s
Pre Engagement Phase (What needs to occur prior to engaging with stakeholders?)	General public	Gazette notice and survey questions Consultation documentation	By 26 Jul	Jen/Sheena/Comms Officer
	Network Groups	Arrange for contact	By 26 Jul	Jen/Sheena/Comms Officer
	Committees / Reference Groups	Meeting, Emails, (if requested), Consultation Document	By 26 Jul	Jen/Sheena/Comms Officer
	Customer Services	Meeting, Consultation Document	By 26 Jul	Jen/Sheena/Comms Officer
	Glenorchy Matters	Email Only	By 26 Jul	Jen/Sheena/Comms Officer
	Our Glenorchy Newsletter	Email and hard copy available at Council	TBC	Jen/Sheena/Comms Officer
	ELT and Managers	Meeting, Emails	By 26 Jul	Jen/Sheena
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s
Engagement Phase	General Public	Article in Gazette	By 26 Jul	Jen/Sheena/Comms Officer

(How are you going to engage stakeholders?)		Survey, submission form and Project info on 'Your Say' website Facebook notice Foyer Display Posters/signs up in Public Toilets		
	Businesses in Precinct	Mail notification	During Jul/August	Jen/Sheena
	Residents in adjoining areas	Mail notification	During Jul/August	Jen/Sheena
	Network groups	Email mail out / Potential meetings	During Jul/August	Jen/Sheena/Comms Officer
	Special Committees/ Reference Groups	Meetings Email to special interest groups	During Jul/August	Jen/Sheena/Comms Officer
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s
Post Engagement Phase (How will you report back to stakeholders?)	All	Public Report to Council and Plan document	October	Jen/Sheena/Sam
		Information in the 'Community Engagement Outcomes' section of the website	After Council resolution	Jen/Sheena/Comms Officer

6. EVALUATION			
Identify measures to evaluate engagement (e.g. attendance number, number of responses, diversity, methods used etc.). Consider the tool for the evaluation	Number of responses		
	Visitor Analytics of 'Let's Talk' website		
	Demographics in survey to evaluate representativeness		
	Attendance/responses by committees and stakeholders		
7. REVIEWED AND APPROVED BY MANAGER			
Details for staff responsible for project	Name:	Jennifer Lawley	
	Position:	Senior Advisor Precinct Design	
	Email:	Jennifer.lawley@gcc.tas.gov.au	
	Phone Ext:	368	
Manager:	Sign:		
Erin McGoldrick			
Date: 4/06/2021		Date: 4/06/2021	
Community Engagement Plan saved into ECM (under community engagement plans)		☒ YES ☐ NO	

14. DISPOSAL (LONG-TERM LEASE) OF PART OF COUNCIL LAND AT 210 TOLOSA STREET, GLENORCHY

File Reference: Disposal of Council Land Public Consultation 2020

Reporting Brief:

To recommend that Council commences investigation into the disposal (long-term lease) of Council land at 210 Tolosa Road, Glenorchy (which is part of Tolosa Park currently accommodating the Sporting Shooters of Australia Association Mitchell Range) in accordance with its process for investigating potential land disposals which precedes the commencement of a formal land disposal under section 178 of the *Local Government Act 1993*.

Resolution:

BULL/DUNSBY

That Council:

1. APPROVE the commencement of initial investigations into the potential disposal (long-term lease) of the SSAA Mitchell Range (title references: 226221/1 and 172728/1) (**the Land**), including an informal community consultation in the first quarter of 2021 and
2. NOTE that a further report will be provided to Council summarising the results of the community consultation process and identifying any specific concerns about the disposal of the Land and (if recommended) seeking authorisation to proceed with a statutory disposal process.

The motion was put.

FOR: Aldermen Bull, Ryan, Dunsby, Thomas, Johnston, Fraser,
Richardson, and Carlton

AGAINST:

The motion was CARRIED.

GLENORCHY CITY COUNCIL

DISPOSAL OF COUNCIL LAND (LONG TERM LEASE)

In accordance with Section 178 of the *Local Government Act 1993* (the Act), notice is hereby given of Glenorchy City Council's intention to sell or dispose of a land at the following locations;

Part of 210 Tolosa Street, Glenorchy

Part of Certificate of Title 226221 Folio 1 and
Title 172728 Folio 1

Under that section of the Act, Council is required to notify the public of its intention to dispose of public land on two (2) occasions. This the first advertisement.

Objections to the proposed disposal may be made to Council's General Manager within 21 days of the date of the first advertisement. Objections/Expressions of Interest must be lodged and received before the close of business on **24th May 2021**.

A copy of Council's resolution and the plan can be viewed during business hours at the City of Glenorchy Council Chambers,
374 Main Road, Glenorchy.

If further information is required,
please call Council's Acting
Open Space Coordinator
Lasmine Young
on (03) 6216 6800.



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Attachment 1



Monthly Financial Performance Report

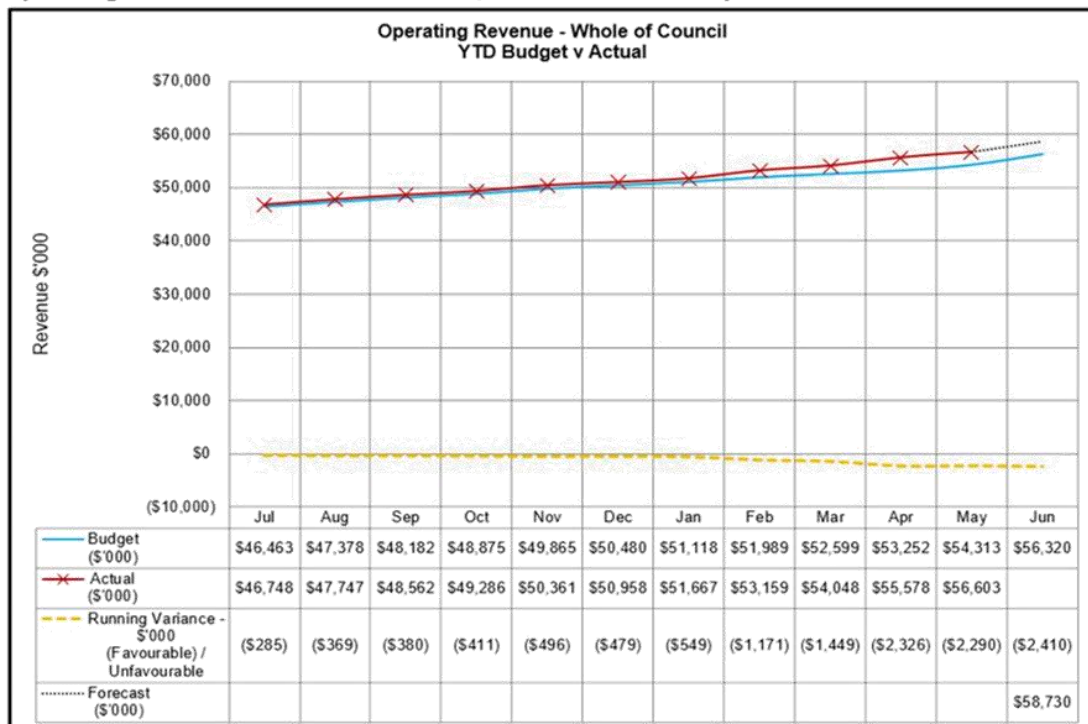
For the year-to-date ending 31 May 2021

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 May 2021					
Year-to-Date (YTD)	Note	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000	2021 Variance Actual to Budget
Operating Revenue					
Rates	1	39,897	40,093	40,986	↑ 0.5%
User charges and licences	2	11,153	11,522	10,639	↑ 3.3%
Interest	3	35	21	291	↓ 39.4%
Grants	4	2,798	3,939	5,059	↑ 40.8%
Contributions - cash	5	64	44	304	↓ 31.6%
Investment income from TasWater	6	-	543	1,086	↑ 100%
Other income	7	365	441	402	↑ 20.7%
Total Operating Revenue		54,313	56,603	58,767	↑ 4.2%
Operating Expenditure					
Employment costs	8	22,435	22,402	21,359	↓ 0.1%
Materials and services	9	13,194	12,672	13,017	↓ 4.0%
Depreciation and amortisation	10	12,598	12,503	12,397	↓ 0.8%
State Fire Commission contribution	11	4,424	4,424	4,424	↔ 0.0%
Finance costs	12	84	40	63	↓ 52.1%
Assets written off	13	-	-	-	↔ 0.0%
Bad and doubtful debts	14	3	1	1	↓ 60.7%
Other expenses	15	2,422	2,313	2,141	↓ 4.5%
Total Operating Expenditure		55,160	54,355	53,402	↓ 1.5%
Total Operating Surplus/(Deficit)		(847)	2,248	5,365	↑ 100%
Non-Operating Revenue					
Contributions – monetary		-	-	-	↔ 0.0%
Contributions – non-monetary assets	16	1,984	2,478	-	↑ 24.9%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	17	45	(628)	218	↓ >100%
Capital grants received specifically for new or upgraded assets	18	1,303	2,959	1,267	↑ >100%
Total Non-Operating Revenue		3,331	4,809	1,485	↑ 44.4%
Total Surplus/(Deficit)		2,484	7,057	6,850	↑ >100%
Capital Budget					
Economic Stimulus		2,641	277		
Transport		7,215	7,129		
Property		1,756	1,403		
Plant & Equipment		403	212		
Fleet		249	25		
Stormwater		1,262	1,330		
ICT & Other		270	384		
Total Capital Budget	19	13,796	10,760		↓ 22.0%

Attachment 1

Operating Revenue – Whole of Council – \$ YTD Accumulative by Month

**Note 1 – Rates Revenue**

Favourable to Budget by \$0.196m as a result of increased growth within the City

Note 2 – User Charges and Licences Revenue

Favourable to Budget by \$0.369m due to increased activity in property (\$0.187m) and landfill (\$0.176m) services offset by reduced revenue due to the timing of the issuance of food licences (\$0.123m).

Note 3 – Interest on Investments

Materially in line with Budget for the year to date, noting the average interest rate across all investments of 0.36%

Note 4 – Operating Grants

Favourable to Budget by \$1.141m due to a number of additional grants received, predominantly Glenorchy Jobs Hub (\$0.386m), Flood Response (\$0.369m), noting that a number of grants will be carried over into the next financial year to align with the timing of associated expenditure.

Note 5 – Contributions

Materially in line with Budget for the year to date

Note 6 – TasWater Income

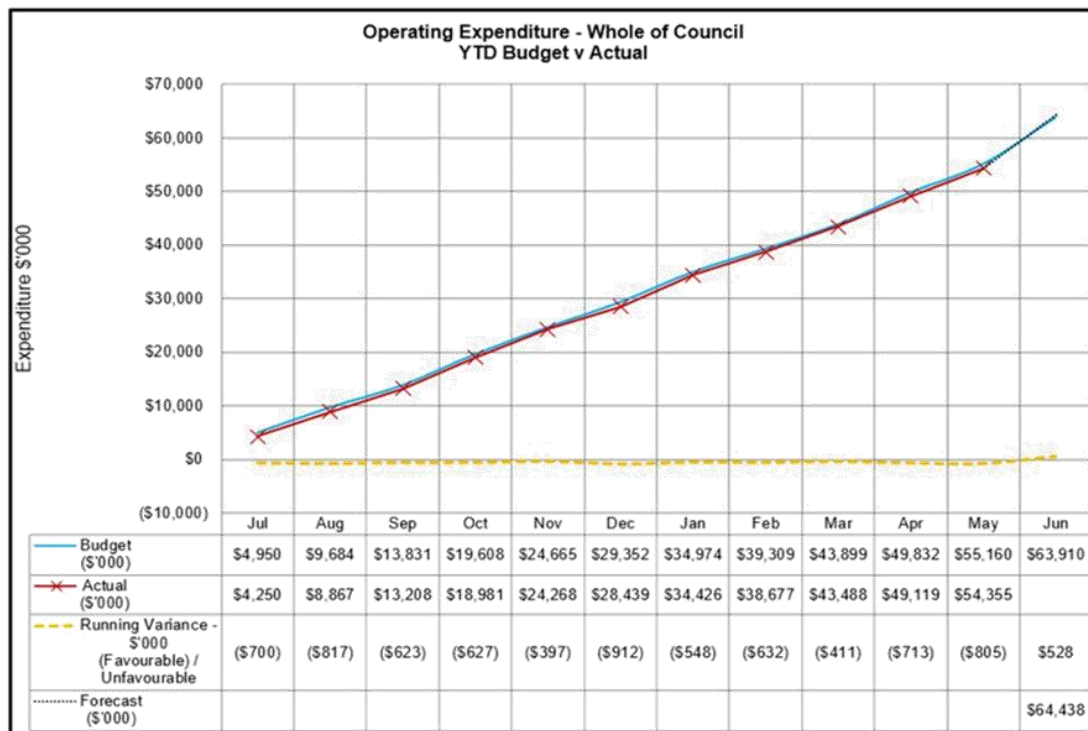
Favourable to Budget by \$0.543m. TasWater had previously advised Owner Councils that it was unlikely to pay any contributions for the 2020/2021 financial year due to impacts of COVID. As a result of their improved position, this unbudgeted distribution was paid in February 2021.

Note 7 – Other Income

Materially in line with Budget for the year to date

Attachment 1

Operating Expenditure – Whole of Council – \$ YTD Accumulative by Month

**Note 8 – Employment Costs**

Materially in line with Budget for the year to date.

Note 9 – Materials and Services Expenditure

Favourable to Budget by \$0.522m. Major contributors to this variance is timing of expenditure of the Economic Recovery Program (\$0.986m) and late invoicing by suppliers for waste services (\$0.239m) offset by additional expenditure in works (\$0.578m), bushfire management (\$0.145m), planning services (\$0.132m) and facilities maintenance (\$0.126m)

Note 10 – Depreciation and Amortisation

Materially in line with Budget for the year to date.

Note 11 – State Fire Commission Contribution

Materially in line with Budget for the year to date.

Note 12 – Finance Costs

Materially in line with Budget for the year to date.

Note 13 – Assets Written Off

Nil for the year to date as this is an end of financial year process

Note 14 – Bad and Doubtful Debts

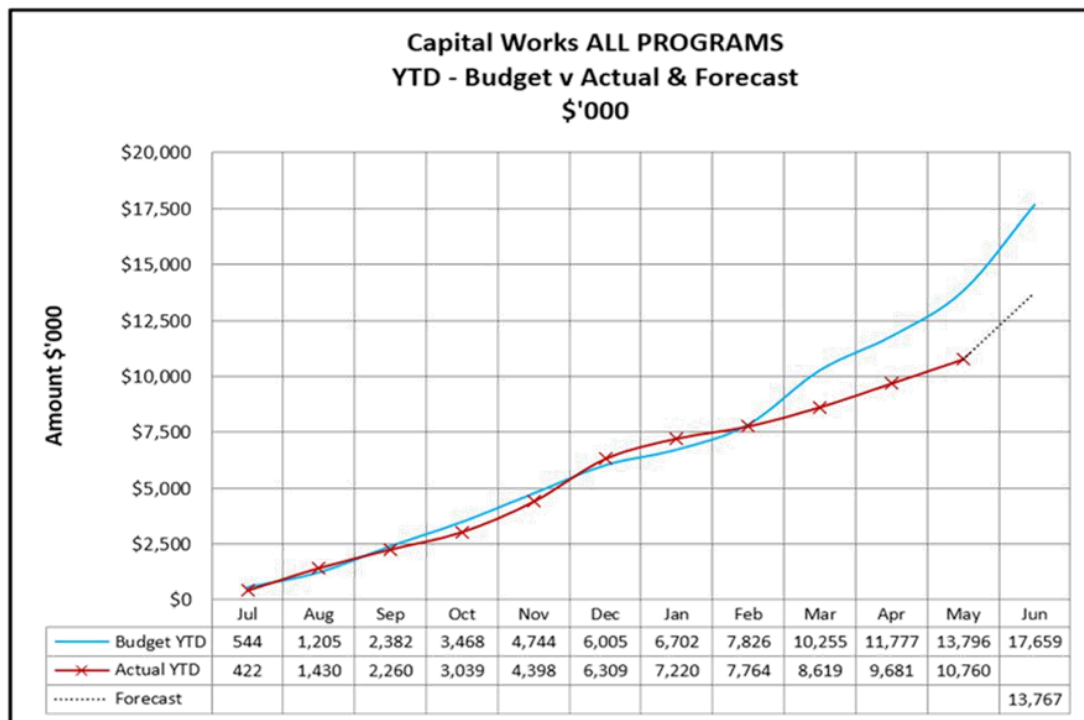
Nil for the year to date with the bulk of this addressed at the end of financial year

Note 15 – Other Expenses

Materially in line with Budget for the year to date.

Attachment 1

Capital Works - Budget v Actual v Forecast - \$ YTD All Programs

**Note 16 – Contributions – Non Monetary Assets**

Favourable to Budget by \$0.494m as a result of infrastructure assets constructed in new subdivisions passing ownership to Council upon completion and found assets not previously recorded in Council's asset register

Note 17 – Gain or Loss on Disposal of Fixed Assets

Unfavourable to Budget by \$0.673m due to gains on sale of property disposals (\$0.169m) offset by losses on disposal / write off (\$0.842m)

Note 18 – Capital Grants

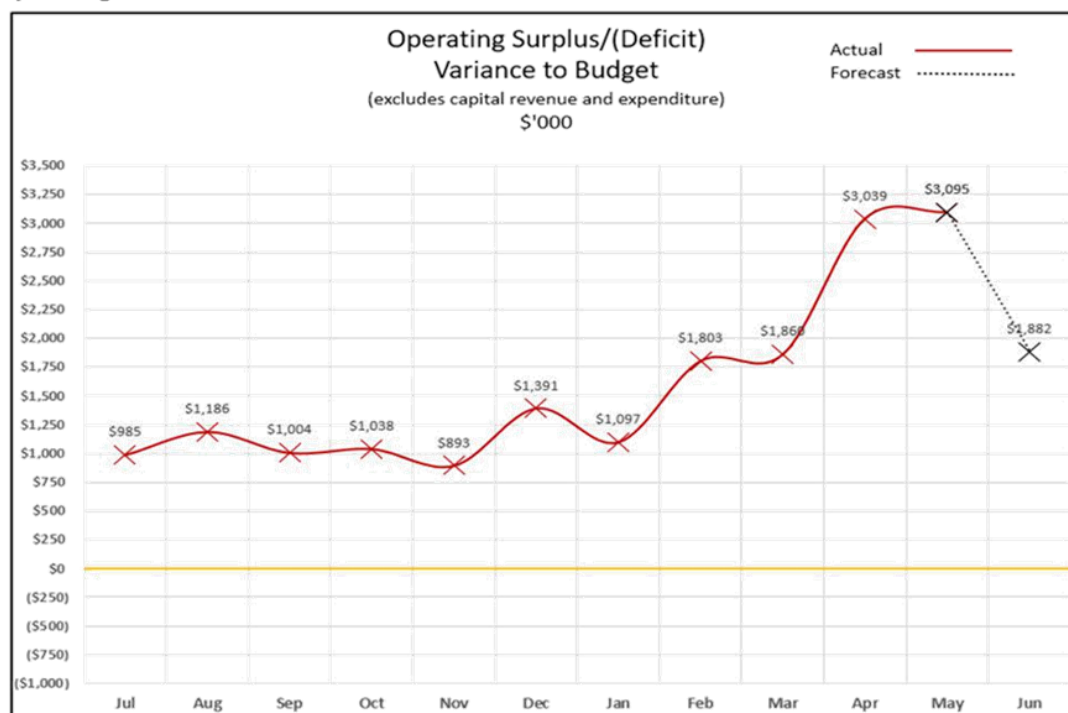
Favourable to Budget by \$1.656m with the major contributors being additional grants received for Local Roads and Community Infrastructure (\$0.823m), Tolosa Park BMX (\$0.25m), Montrose Skate Park (\$0.25m), Berriedale Cycleway (\$0.343m), offset by a reduction in Roads to Recovery funding received (\$0.144m).

Note 19 – Capital Works Program

Expenditure year to date is 61% of revised budget with Transport, Stormwater and Property all expecting to materially fully deliver the program planned for the 2020/2021 financial year.

As per the above graph the forecast expenditure for the financial year is expected to be below budget by \$3.892m, with the major impactors being late delivery of replacement vehicles and carry over of the Economic Recovery Program expenditure (\$1.495m)

Operating Forecast – to 30 June 2021



Note: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

COVID-19

For the 2020/21 financial year to date, expenditure totalling \$316k has been incurred in the carrying out of COVID-19 safety and control measures. This is in addition to the \$352k incurred in the 2019/20 financial year:

Category	Expenditure	Purchase Orders
Allowances	\$243	\$0
Communication	\$40	\$0
Contractors	\$37,433	\$5,873
Employee Costs	\$257,829	\$1,049
Equipment	\$702	\$0
Information Technology	\$23	\$0
Materials	\$13,447	\$267
Plant & Equipment	\$5,083	\$0
Public Relations	\$157	\$0
Safety Equipment	\$609	\$0
TOTALS	\$315,566	\$7,189

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. Any adjustments will be visible when comparing current versus previous "Whole of Council Revenue and Expenditure" reports.