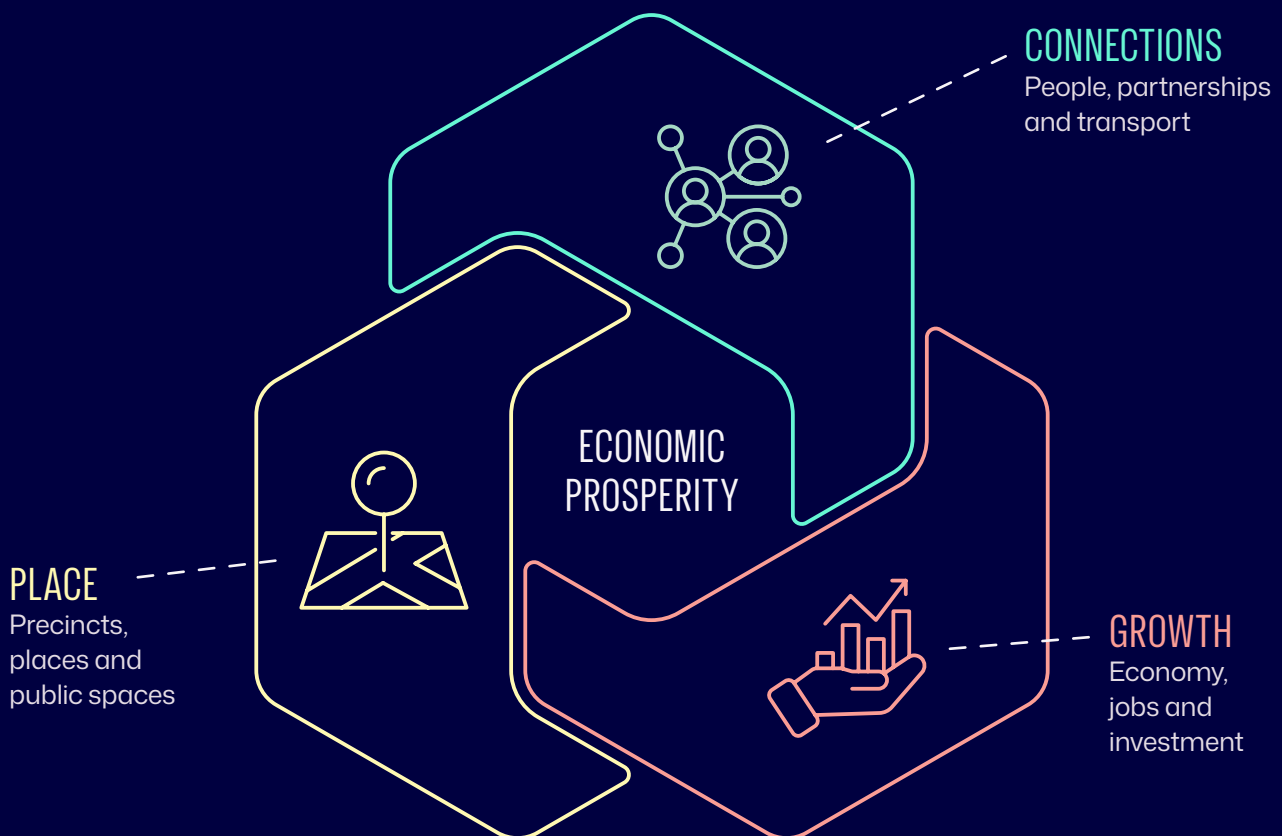


PLACE | CONNECTIONS | GROWTH

Prosperous Glenorchy 2031

Economic Development Plan



5 Strategic
Objectives



36 Targeted
Actions



\$620+ M Development
Pipeline

Acknowledgement of Aboriginal People and Country

Glenorchy City Council acknowledges the muwinina people as the traditional owners of this land.

We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working in a way that welcomes and respects all Aboriginal and Torres Strait Islander people.

Image Credits: Kelvin Ball

Unless otherwise marked, all of the images of Glenorchy in this report have been generously provided by Kelvin Ball, who captures many of the City's beautiful moments as a personal passion.

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Summary

Glenorchy is at a turning point.

Our vision is for Glenorchy to be a place of economic growth, opportunity and prosperity—where the benefits of that growth are shared across our entire community.

Our purpose is to enable that growth by leading, partnering and facilitating investment that creates jobs, attracts business, and enhances liveability.

With major transport and precinct initiatives advancing across Greater Hobart, and a population of more than 50,000 people, Glenorchy has the foundations for transformational economic change over the next five years.

This Plan – Prosperous Glenorchy 2031 – sets out how Council will lead, partner and enable that change in a way that is practical, measurable and aligned to Council’s Strategic Plan.

Who We Are

Glenorchy is Tasmania’s fourth-largest city, around 10 minutes from Hobart CBD. Glenorchy’s economy generates approximately \$3.23 billion in gross regional product (year ending June 2024) and supports a diverse mix of industry and services.

We are home to more than 3,000 businesses, anchor employers in manufacturing, logistics, visitor economy, health and community services, and a workforce that is younger than the Tasmanian average and increasingly diverse.

The Challenge We Must Confront

Our economic strengths are real but unevenly felt. Discretionary retail spending leakage, youth unemployment and underemployment, and commercial vacancy in activity centres point to structural underperformance despite strong economic output. Closing these gaps – and ensuring that the benefits of growth reach every community member – is the central purpose of this Plan.

Our Framework for a Prosperous Glenorchy by 2031: Place, Connections, Growth

This plan is organised under three interdependent pillars:

- Place – precincts, urban design and public spaces that attract residents, visitors and investment.
- Connections – transport, partnerships and people that link residents to opportunity and businesses to markets and support.
- Growth – business conditions, investment facilitation, employment pathways and long-term economic resilience.



What Prosperous Glenorchy 2031 Delivers

Across five Strategic Objectives and a consolidated delivery program, this Plan commits Council to:

- Target 250+ employment placements per annum through the Glenorchy Jobs Hub.
- Enable housing supply through agile and transparent planning processes, consistent with Council's housing commitments.
- Strengthen precinct activation and the visitor economy to reduce retail leakage and increase local spend retention.
- Build business confidence and pride in Glenorchy.
- Advocate for and support the Northern Suburbs Transit Corridor as a backbone for transit-oriented development and precinct renewal.
- Maintain Council's financial sustainability to retain capacity to invest in enabling infrastructure and economic development priorities.

How We Will Measure Success

Progress will be reported quarterly to Council, the Executive and community, with a mid-term review in 2028/29.

KPIs are organised under each pillar - Place, Connections and Growth - to support clear accountability and transparent public reporting.

Plan on a Page

Vision

Our City is a place of **economic growth, opportunity and prosperity.**

Our Foundations

Focus on the Fundamentals | Enable and Support | Collaborate and Partner | Cohesion and Wellbeing | Shape the Future

Purpose

We enable growth and opportunity by leading, partnering and enabling investment initiatives that create jobs, attract investment and enhance liveability for our community.

Strategic Pillars

PLACE



Glenorchy's vibrant sense of place attracts and sustains businesses, visitors and community wellbeing to create the precincts, urban environments and public spaces where our economy thrives

CONNECTIONS



Building the partnerships, transport links, workforce pathways and community networks that make Glenorchy's economy work

GROWTH



Driving the investment, employment, business formation and long-term prosperity Glenorchy needs to thrive

Priority Objectives

- Infrastructure
- City Activation
- Strategic Relationships
- Business and Industry
- Sustainability and Resilience

Action Plan

Each of the 36 Actions outlined in the Prosperous Glenorchy 2031 Action Plan will be managed by a lead department and proceed through Council's Annual Plan and budget processes.

Measurement and Progress

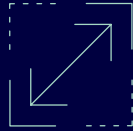
Action Leads will develop measures of progress for each action that they are responsible for.

Progress will be reported against the Place, Connections and Growth pillars through quarterly dashboards, six monthly investment updates, and an annual public report, with a mid-term review and full evaluation to ensure accountability and continuous improvement.

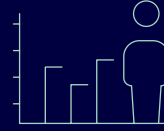
At a glance:



4th
Largest city
in Tasmania



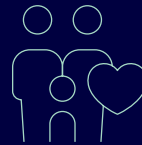
121 km²
Area



50,450
Population¹



37.6 Median age²
Making it the second youngest
Tasmanian region



25-39 years
Fastest growing and
largest age group³



Culturally Diverse
21.6% of population born overseas and 5.4%
identify as Aboriginal or Torres Strait Islander⁴



21,877
Dwellings



27,631 Employed residents
55% full time, 39% part-time⁶



3 CBD's
Claremont,
Glenorchy, Moonah



\$3.23 billion
Gross Regional Product



~3075 Businesses
With 96% employing ≤ 20 people



Rates paid on properties in Glenorchy are consistently lower than most councils in Greater Hobart and other city councils across Tasmania

Major industry sectors



Health Care &
Social Assistance



Manufacturing



Construction

Strong supporting sectors

Retail Trade, Transport, Postal
& Warehousing, Education
and Training, Accommodation
and Food Services, Public
Administration and Safety,
Arts and Recreational Service

Major Employers

- Incat
- Nyrstar
- Mondelez (Cadbury)
- Federal Group
- MONA
- TasWater
- Glenorchy City Council

¹ ABS Estimated Resident Population, Glenorchy Local Government Area, June 2025. ² ABS 2021 Census. ³ ABS 2021 Census.
⁴ ABS 2021 Census. ⁵ ABS 2021 Census, Glenorchy Local Government Area. ⁶ ABS Labour Force, Local Government Area (LGA)
Estimates, June 2024. ⁷ Idcommunity 2024 GRP.

Background

Since adoption of Council’s Economic Development Strategy 2020–2025, Glenorchy has navigated the COVID-19 period, experienced population growth, and progressed capital works and service improvements across parks, roads, stormwater and community infrastructure.

This Plan updates and supersedes the previous strategy and focuses Council’s effort on the areas where it can be most effective: enabling investment, connecting businesses to support, promoting Glenorchy as an attractive investment destination, and stimulating activity through its own programs and infrastructure delivery.

It showcases Glenorchy as an attractive investment proposition through the following pillars.

- **Place**
creating suburbs, public spaces and urban environments where people want to live, work and invest.
- **Connections**
fostering and building the partnerships, transport links, workforce pathways and community networks that underpin a functioning economy.
- **Growth**
enabling investment, employment, business growth and long-term prosperity for all.

These pillars are deeply interdependent, place-making attracts investment; connections create networks and ideas; and growth funds the places and connections that sustain liveability.

Together, they provide a clear and coherent framework for economic decision-making across Council, our partners, and the community.

The Mayor and Elected Members of Glenorchy City Council will work with community, partners and investors to build a Prosperous Glenorchy of 2031: growing, connected, inclusive, and unmistakably Glenorchy’s.



A Prosperous City

About Glenorchy

Glenorchy's proximity to Hobart CBD and Hobart International Airport, combined with competitive land and operational costs, positions the city as an important economic hub in southern Tasmania. The local economy includes strong contributions from a wide range of industry, commercial and retail sectors.

Glenorchy's Gross Regional Product (GRP) of just over \$3.23 billion⁸ per year reflects its role as a significant employment and industry centre in Southern Tasmania. Major contributors to economic activity include health care, social assistance, construction, manufacturing, retail trade, transport and logistics.

These industries and economic generators reflect the diversity of our growing population of approximately 50 450 people. Our median age of just over 37 years, younger than the Tasmanian average, offers a significant working age population of young adults aged 25–34, who support a dynamic labour market and drive demand for workforce development, skills pathways and inclusive economic participation.

Key employment sectors (in order of employment numbers) in Glenorchy are:

- Health care and social assistance
- Manufacturing
- Retail
- Construction
- Education and training
- Transport, postal and warehousing
- Accommodation and food services
- Public administration and safety
- Arts and recreation services
- Other services.

Total employment in the Glenorchy LGA in the 2023/2024 year was 26,825. This represents an increase of 3,071 positions since 2019/2020⁹.

Glenorchy's residents live in a mix of housing and accommodation types including detached and medium density housing which reflects Glenorchy's urban character and proximity to Hobart.



Glenorchy's economic model, where industry, employment, cultural assets and affordable living coexist within minutes of the State's capital, is unique in Tasmania.

Our balanced, organically evolved economy continues to deliver for businesses, workers and the wider region and offers an exceptional balance of connectivity, affordability and opportunity.

⁸ idcommunity 2024 GRP: Gross Regional Product | Tasmania | economy.id

⁹ idcommunity: Employment by industry (Total)



A Vibrant City

Celebrating Diversity

Council acknowledges the palawa (Tasmanian Aboriginal) community as the original owners and continuing custodians of the land. Aboriginal and Torres Strait Islander people make up around 5.4% of Glenorchy's population, representing one of the largest proportions in Tasmania. We recognise that Aboriginal culture continues to strengthen and enrich our community.

Glenorchy is also a place of many other cultures. Almost one in four of our residents were born overseas who enrich our social and cultural lives and add to our economic wellbeing.

Glenorchy proudly promotes inclusion and belonging. We were the first Tasmanian local government to join the Welcoming Cities Australia Network, demonstrating our formal commitment to multiculturalism, social cohesion and participation.

Advantageous Geography

Glenorchy is a critical economic engine for the northern metropolitan area. We support local employment and regional productivity and reduce pressure on the Hobart CBD. We enjoy a self contained urban economy with a diverse industrial base, major employment centres, and three vibrant activity precincts – Glenorchy, Moonah and Claremont. These centres deliver retail, commercial, industrial, civic and community services to people well beyond our municipal boundary.

Glenorchy is an attractive location for workers and families, with established neighbourhoods and significant developable land. We offer affordable housing, strong transport links, and close proximity to major employment hubs. We are well positioned to accommodate future population growth and a ready-made labour force.

Arts and Culture

Glenorchy hosts some of Tasmania's most iconic destinations and globally recognised institutions like the Museum of Old and New Art (MONA), Cadbury chocolate factory, Moonah Arts Centre and MyState Bank Arena – home of the Tasmanian National Basketball League team, the JackJumpers.

We also feature one of Tasmania's largest and most popular nature-based recreation destinations, Tolosa Park, a 25-hectare regional park that is the Northern Suburbs gateway to Kunanyi/Mt Wellington and the Glenorchy Mountain Bike Park.

These iconic experiences attract national attention, tourism expenditure and private investment, cementing Glenorchy's reputation as a place where creativity, industry and cultural identity converge.

Critical Industries

Glenorchy also supports major employers of state and national significance such as Nyrstar, Incat and Mondelez (Cadbury), supported by a broad ecosystem of commercial, light industrial, and service sector businesses.

The City's flexible and diverse zoning, combined with lower land and operational costs and a deliberate policy of free council parking, creates a highly competitive business environment. This enables businesses to remain close to Hobart while avoiding the constraints of more expensive and space-limited locations.



Strategic Context

Building on the Glenorchy City Economic Development Strategy 2020-2025

The Economic Development Strategy 2020-2025, was developed and adopted to address long-standing economic underperformance relative to Greater Hobart, support COVID-19 economic recovery, and harness the estimated \$1.9 billion in private investment then entering Glenorchy. It was underpinned by the Glenorchy Community Plan 2015-2040 and the Greater Glenorchy Plan endorsed by Council in February 2021.

The 2020 strategy outlined five strategic objectives aimed at creating jobs and enhancing the city's liability and vibrancy.

The impacts of COVID-19 and Council's own budget constraints combined with significant changes in Council's staffing and governance structures, meant that many of the proposed actions were not implemented. Consequently, the Strategy was set aside, and Council shifted its focus to delivering economic outcomes guided by the following four key pillars.

1. *Infrastructure Support*

Delivered through Council's infrastructure investment and capital works program.

2. *Job Creation*

Enabled through the Glenorchy Jobs Hub, which supports employment, training, and workforce development.

3. *Proactive Regulatory Approach*

Realised through Council's planning and development services, which aim to facilitate business growth and investment.

4. *City Marketing*

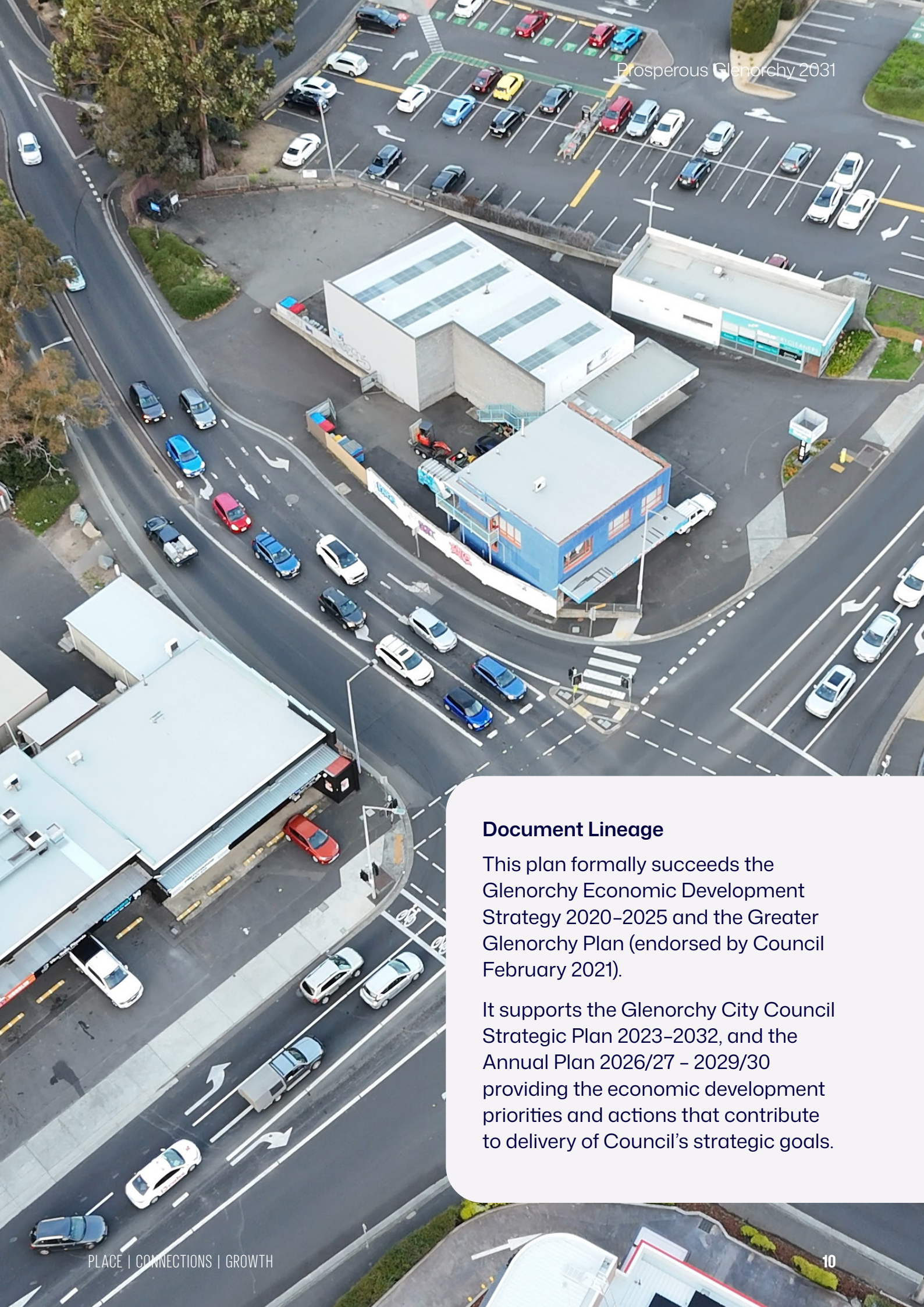
Delivered via Council's communications and marketing activities to promote Glenorchy as a destination for business, investment, and community engagement.

The 2020 strategy set out an ambitious 50 actions and a review indicates:

- 16 actions did not proceed, either due to a lack of market interest or financial and or development constraints.
- 12 actions have been completed.
- 22 actions remain underway or have been reviewed to better fit the current community need, and/or the capacity of Council and the construction and the development sectors.

Given these outcomes, a review of the role of Council in economic development was undertaken. This review revealed Council is limited financially and legislatively in the role it can play in the larger Tasmanian and Australian economic climate and therefore Council is most effective:

- Enabling investment in Glenorchy through effective and aligned planning services.
- Connecting Business and Industry with appropriate supports, such as employment and training initiatives through the Glenorchy Jobs Hub.
- Showcasing Glenorchy as an attractive investment proposition, and
- Delivering its capital works and operational programs.



Document Lineage

This plan formally succeeds the Glenorchy Economic Development Strategy 2020-2025 and the Greater Glenorchy Plan (endorsed by Council February 2021).

It supports the Glenorchy City Council Strategic Plan 2023-2032, and the Annual Plan 2026/27 - 2029/30 providing the economic development priorities and actions that contribute to delivery of Council's strategic goals.

Our Vision for Prosperity

Vision

Our City is a place of **economic growth, opportunity and prosperity.**

Purpose

We enable **growth and opportunity** by leading, partnering and enabling investment initiatives that create jobs, attract investment and enhance liveability for our community.

Our Foundations

Our foundations provide the direction for the way we will work to deliver our objectives and support sustainable outcomes.

Focus on the Fundamentals

We prioritise the conditions for a strong economy – land, infrastructure, skills, investment readiness and regulatory efficiency – to create a stable platform for growth.

Enable and Support

We aim to remove barriers and actively support businesses, workers and investors through targeted assistance, capability building, and responsive services.

Collaborate and Partner

We work with governments, Business and Industry, education and training providers, and community partners to leverage and share resources, align effort and achieve outcomes that no single organisation can deliver alone.

Cohesion and Wellbeing

We foster an inclusive economy that strengthens social connection, supports workforce participation and improves quality of life for our residents and future new arrivals.

Shape the Future

We anticipate change and position the municipality to adapt and thrive by embracing innovation, sustainability and emerging economic opportunities.

Pillars

Council's vision and purpose are underpinned by three strategic pillars that guide and connect our strategic objectives and actions.

They provide a shared language for Council, partners, businesses, and the community to understand where and how Council's economic development effort is directed and why.



PLACE

Glenorchy's vibrant sense of place attracts and sustains businesses, visitors and community wellbeing to create the precincts, urban environments and public spaces where our economy thrives.

Place is the foundation of economic development in Glenorchy. It encompasses the physical environments, the precincts, streets, parks, public spaces, and buildings that attract investment, support business activity, and create the liveability that draws people to the city of Glenorchy.

Additionally, the physical precincts of Glenorchy must be appealing and safe in their design and function. The inclusion of a growing arts and culture presence is important in developing and sustaining the appeal of these places to the community, investors and visitors.



CONNECTIONS



Building the partnerships, transport links, workforce pathways and community networks that make Glenorchy's economy work.

Connections are about the relationships, networks and infrastructure that link people to opportunity. A city with strong places and growing businesses still fails if its residents cannot access jobs, if its businesses cannot reach markets, and if Council cannot leverage partnerships that multiply its limited capacity.

Connections also run through both the Place and Growth pillars: investment attraction requires partner relationships; precinct activation requires community connections; and a resilient economy requires digital and physical infrastructure that no one is excluded from.

GROWTH



Driving the investment, employment, business formation and long-term prosperity Glenorchy needs to thrive.

Growth encompasses the economic outcomes that underpin all other priorities. Without a growing, diversified, and resilient economy, Glenorchy cannot fund the places and connections its community needs.



Priority Objectives

Five key objectives define priority outcomes within and often across each of the three strategic pillars.

These objectives are mapped against the three pillars below:

Pillar	Priority Objective	What we aim to achieve
 PLACE	1. Infrastructure	Manage Council assets and enabling infrastructure to support growth and investment.
 PLACE	2. City Activation	Activate precincts and strengthen activity centres. Facilitate investment and precinct development through planning and partnerships. Support placemaking by growing arts, culture, events and visitor economy outcomes.
 CONNECTIONS	3. Strategic Relationships	Build partnerships and advocate to deliver regional outcomes.
 CONNECTIONS	4. Business and Industry	Connect local business to supports and focus on growth sectors. Reduce barriers, improve the business environment and support reinvestment. Strengthen local employment pathways and inclusive economic participation.
 GROWTH	5. Sustainability and Resilience	Enable sustainable growth, infrastructure coordination and financial sustainability for a future-ready Glenorchy. Use technology and innovation to improve services, productivity and resilience.



Glenorchy's Economic Challenges and Opportunities

Effective economic development strategies are grounded in an analysis of structural challenges as well as opportunities. The following assessment identifies the persistent economic weaknesses this plan must address alongside its growth agenda and the opportunities arising for Council to recognise and capitalise on.

Note on evidence: Data below is drawn from ABS Census 2021, REMPLAN modelling, HillPDA Retail Analysis (2026), SGS Economics & Planning Statewide Industrial Land Study (December 2025), and Glenorchy City Council planning and financial records.

Income and Wage Disadvantage

Key Economic Facts

- In June 2024 there were 26,825 Glenorchy residents employed, of whom 55% worked full-time and 39% part-time. This represents a participation rate of 62%.
- Glenorchy's Gross Regional Product (GRP) of \$3.23 billion reflects a strong and diverse economy.
- Glenorchy is the 3rd highest contributing LGA to State Gross Value Added (GVA) yet receives some of the lowest total grant funding.
- More Glenorchy residents worked in health care and social assistance than any other industry in 2021.
- Other significant employment sectors are construction, manufacturing, retail trade, transport and warehousing.
- Major employers in Glenorchy include Incat, Nyrstar, Mondelez (Cadbury), Federal Group, supermarkets and shopping precincts, MONA, TasWater, and Glenorchy City Council.
- Glenorchy is home to approximately 3075 businesses with a large proportion of these (96%) employing less than 20 people.

- Rates paid on properties in Glenorchy are consistently lower than most councils in Greater Hobart and other city councils across the State.

Glenorchy residents earn less than their Greater Hobart counterparts. Median individual income and household income both sit below the Greater Hobart and Tasmanian averages, reflecting the concentration of employment in lower-wage sectors such as retail, warehousing, hospitality, and entry-level health and care roles. This is not merely a social indicator: it limits local spending power, suppresses business investment, and constrains Council's rate base over time.

The gap between Glenorchy's \$3.23 billion gross regional product and the personal income of its residents is a signal that economic value generated in Glenorchy is not fully retained by Glenorchy households. Closing this gap requires deliberate strategies by Council as an enabler, connector and supporter.

Commercial Vacancy and Retailing in Activity Centres

Commercial vacancy in key activity centres can suppress investment and amenity. The Plan includes actions to strengthen the retail and hospitality mix, support precinct identity and improve the development environment for mixed-use renewal.

Both the Glenorchy and Moonah Activity Centres carry above average retail vacancy rates by Greater Hobart comparison. The Glenorchy CBD in particular faces the challenge common to many suburban town centres, the withdrawal of mid-market anchor retailers, reduced foot traffic, and a hospitality offering that does not generate evening activation. This suppresses property values, deters new investment, and reduces the amenity that attracts both residents and visitors.

Retail Spending Leakage

Discretionary spending leakage represents a quantifiable loss of local economic benefit. The Plan responds by prioritising activation, night-time economy initiatives and business environment improvements in activity centres.

Glenorchy businesses retain only 52 cents of every discretionary dollar locally. The remaining 48% is concentrated in dining, entertainment, fashion, specialty retail, and department stores and the expenditure leaks to Hobart CBD, Eastlands, and other Greater Hobart destinations. On a \$491 million annual retail expenditure base, this represents approximately \$236 million in spending that does not support local jobs, local businesses, or local rates¹⁰.

This leakage is not primarily a symptom of poor planning. It reflects genuine gaps in Glenorchy's retail and hospitality offering, particularly in food and beverage, entertainment (i.e. the night-time economy), and specialty retail. Closing the gap to below 35% by 2030 is an ambitious but evidence-supported target if the Moonah Main Road revitalisation, night-time economy activation, and Glenorchy CBD densification actions are delivered.

Opportunities

Commercial floorspace availability

The HillPDA Retail Analysis (2026) projects commercial floorspace shortfalls across all three activity centres by 2050. This is under a status quo planning scenario, indicating that the vacancy problem is temporary and addressable, but requires proactive planning intervention now to prevent shortfalls from constraining growth in the 2030s¹¹.

Through building a positive brand recognition, Council can assist developers in attracting anchor tenants, building a night-time economy.

On-road and transit access

HillPDA's Retail Analysis (2026) demonstrates a direct link between transport accessibility and retail performance. Moonah's \$139 million retail economy is 65% visitor-driven, while Glenorchy CBD's \$232 million economy is 55% visitor-driven. Both are highly dependent on road and transit access for their customer base. The Northern Suburbs Transit Corridor (NSTC) is therefore not only an employment and housing infrastructure project but a critical enabler of the LGA's \$491 million retail economy. Advocacy for the Northern Suburbs Transit Corridor should explicitly reference this retail economic case.

¹⁰ HillPDA Retail Analysis, March 2026

¹¹ HillPDA Retail Analysis, March 2026

Housing and Population Growth

Glenorchy is central to Greater Hobart housing supply. The provision of housing is an economic enabler, and Council will continue to enable a mix of housing types, including medium density and well-designed infill in appropriate locations, supported by infrastructure coordination with utilities and government partners. Housing growth supports employment in construction and professional services and increases demand for local retail, hospitality and service providers. These precincts and transport connections are planned in parallel. Glenorchy is a desirable location because it is an employment hub, affordable, less congested, has free parking and is close to the capital city.



Opportunities

Supportive planning environment

Create a planning environment that supports growth, pre-empt zone and scheme amendments and improve public amenity in Glenorchy LGA

CBD densification

Continue proposed densification of CBD residential land to enable population growth within the LGA

Northern Suburbs Transit Corridor

Continue the advocacy for the Northern Suburbs Transit Corridor project implementation

Youth Unemployment and Economic Exclusion

Despite a participation rate of 62% and a younger than average population, Glenorchy experiences elevated rates of youth unemployment and underemployment relative to Greater Hobart. The national youth unemployment rates as at March 2026 was 10.1% compared to an all-ages Tasmanian unemployment rate of 4.3%¹².

The concentration of young residents in western suburbs, alongside lower educational attainment in some community cohorts creates structural barriers to labour market entry that workforce numbers alone do not capture. Please note; Glenorchy specific youth unemployment rate requires ABS custom data extraction and LGA-level figures that are unreliable in small area analysis.

The multicultural diversity of Glenorchy's population, which is also a genuine economic asset, is also accompanied by documented barriers to employment for newly arrived communities, including: credential non recognition, language barriers, and employer bias. These represent both a social equity challenge and a lost economic productivity opportunity.



Opportunities

Glenorchy Jobs Hub sustainability

Continued operation of the Glenorchy Jobs and Youth Hubs is a vital investment in the youth of Glenorchy and surrounding areas. Council will continue advocating for funding to enable the delivery of youth focussed services from these venues

¹² ABS March 2026: Labour Force, Australia, March 2026 | Australian Bureau of Statistics

Industry and Manufacturing

In 2025 the Tasmanian State Government (Department of State Growth) commissioned SGS Economics and Planning to undertake a Statewide Industrial Land Supply Study.

This report, delivered in December 2025 indicated that:

Land Supply

- Largest industrial land shortfall in Tasmania (-55 ha under high growth) despite being the second highest demand LGA in Greater Hobart (56 ha projected).
- Virtually no new industrial land is available.
- Highly fragmented holdings across Montrose, Glenorchy, Moonah, and Derwent Park, which is limiting large-lot supply for modern warehousing/logistics.

Planning & Urban Pressure

- The Northern Suburbs Transit Corridor (NSTC) designation creates competing pressure for high-density residential on industrially zoned land.
- City Deal uncertainty undermines strategic planning confidence.
- Risk of employment density loss if businesses displaced to Cambridge or Brighton. Businesses are resistant to relocating but may have no choice.
- Balancing mixed-use transition while retaining employment-generating uses. There is no clear framework yet.

Infrastructure

- Roads, power, and sewer upgrades are needed to support industrial transitions.
- Infrastructure costs are front-loaded, creating a disincentive for early-stage developers.
- Shifting labour pool as population moves to outer Hobart.

Competition

- Growing competition from Cambridge and Brighton for new industries and logistics and both have land supply that Glenorchy lacks.
- Increasing demand for large lots (>4,000 sqm) that Glenorchy's fragmented landholding cannot easily supply.

These challenges are tempered by Glenorchy's:

Strategic Position

- Regionally Significant Industrial Precinct (RSIP) designation, as one of only 13 statewide, provides formal recognition for advocacy and State Government engagement.
- 28% of southern freight task generated by Glenorchy and Brighton Hub combined. This lends significant economic weight to leverage.
- Strong internal supply chain relationships and business resistance to relocation create a stable base.

Urban Renewal Alignment

- NSTC and City Deal, while a challenge, also create a framework for mixed-use intensification in Moonah and Derwent Park that retains employment uses.
- Vertical or multi-storey industrial formats are viable given land scarcity, and this is explicitly flagged by the study.
- Infill development opportunities to maintain employment density without needing greenfield land.

Economic Growth

- There were around 938 industrial jobs added 2011–2021 demonstrating latent demand and growth trajectory.
- Advanced manufacturing and lower-impact industrial identified as growth sectors suited to Glenorchy's profile.
- Last-mile logistics is structurally anchored to Glenorchy given proximity to customers. This is a durable demand driver.

Planning Leverage

- State Government explicitly assigned responsibility for infrastructure funding assessment and City Deal alignment.
- Monitoring framework recommended statewide creates an opportunity to push for Glenorchy-specific data collection given the acute shortfall.

Opportunities

Strategic Land Use and Planning

Identify land suitable for mixed use development that retains light industrial while enabling higher-density residential

Continue proposed densification of CBD residential land to support population growth within the LGA

Undertake detailed planning for Glenorchy leveraging the RSIP priority identified in the State Government’s Industrial Land Supply Study.

Place Activation and Liveability

Improve public amenity in Glenorchy LGA

Advocacy and Infrastructure Development

Continue advocacy for infrastructure funding and progression of the Hobart City Deal.



Council's Financial Constraints

Council's capacity to invest directly in economic development is constrained by a limited revenue and financial base. The Plan therefore prioritises actions that leverage partnerships, improve regulatory efficiency and target investment readiness, with major resource-intensive actions progressed through Annual Plan and budget processes.

Glenorchy City Council achieved an underlying operating surplus of \$0.463 million in 2024/25, with a long-term financial management plan previously targeting a return to surplus by 2026/27. Council also achieved an underlying surplus of \$1.933 million in 2023/2024. This followed a deficit of \$1.261 in 2022/2023. These are the first consecutive surpluses from Council since 2018. It is also worth noting that Council is now debt free.

Although the above evidence demonstrates improved financial sustainability, Council's capacity to invest directly in economic development activities, to fund new programmes, and match external grant opportunities without trade-offs against core service delivery remains constrained due to its limited funding base of primarily rate revenue.

A January 2026 SGS Economics and Planning Insights Report regarding Greater Hobart Strategic Partnership (GHSP) Councils indicated:

- while GHSP councils (Clarence, Glenorchy, Hobart, Kingborough) received only 12%.
- GHSP councils received an average of \$8.7 million each, compared to \$10.6 million for non-GHSP councils.
- GHSP councils contributed 45% of Tasmania's Gross Value Add (GVA) between 2016 and 2023 (\$112 billion) but received only about 11% of total grant funding.

- GHSP areas support 39% of Tasmania's total full time equivalent employment, yet receive a lower proportion of funding, placing pressure on local infrastructure and services.

This indicates that Glenorchy City Council as part of the GHSP Councils is significantly reliant on its fees and charges and rate revenue to fund any expanded programs.

The delivery of this plan is contingent on continued fiscal surplus, successful grant capture, and leveraging partnerships to multiply Council's investment. Where actions are resource intensive and Council led, the Annual Plan embedding process is a critical control gate.

Opportunities

Given the above internal and external financial constraints, Council must still play vital roles in:

- Enabling economic development through creating the precincts and spaces where the local economy can prosper.
- Sustaining appropriate connections between agencies, support services and governments to share knowledge and grow local capability.
- Advocate for greater share of grant revenue.
- Delivering its services to encourage growth and community pride in Glenorchy.
- Continued responsible fiscal management of Council's finances to ensure investment in Glenorchy's future endures.

Infrastructure Dependency Risks

Several opportunities in this Plan depend on decisions outside Council's direct control, including major transport infrastructure and utility upgrades.

The most significant opportunity is the Northern Suburbs Transit Corridor (rapid bus transit). The \$400+ million spend commitment establishes intent, but construction timelines remain uncertain. Transit-oriented development across Glenorchy CBD, Moonah, and Claremont precincts is substantially premised on this investment proceeding.

Similarly, TasWater's infrastructure investment and TasNetworks capacity upgrades are prerequisites for development viability in several growth corridors including Granton and Austins Ferry and future commercial development at Berriedale (caravan park, and future hotel). The Plan treats these as dependencies to be actively managed through advocacy, partnerships and staging, rather than assumptions of delivery.

The State Government's 2030 Strong Plan for Tasmania's Future emphasises population growth, housing supply, renewable energy and green hydrogen, and tourism. Glenorchy's Growth priority is directly aligned to these state-level drivers.

Opportunities

The above dependencies means that Council must continue to:

- Actively advocate for and support the Northern Suburbs Transit Corridor as the backbone of precinct development.
- Coordinate infrastructure dependencies with TasWater, TasNetworks and Aurora to support development viability.

Additionally, Council should complete a Council Land and Property Opportunities Review to confirm sites, constraints and preferred activation pathways and use this information to inform its advocacy.

These challenges and opportunities are not unique to Glenorchy, they are characteristic of peri-urban councils across Australia with diverse, lower-income populations and proximity to a larger CBD.

What distinguishes Glenorchy is the scale of the development pipeline already in motion and the institutional capacity Council has built through strong financial management, the Jobs Hub and participation in the Greater Hobart Act and Greater Hobart Strategic Partnership.

The challenge is converting these opportunities, assets and planned assets into outcomes that reach every community member.

Development Pipeline – looking forward

The Glenorchy City Council Long Term Financial Management Plan is underpinned by the Council's Strategic Asset Management Plan, Strategic Plan and Annual Plan 2025 to 2029. This ensures projects are planned, funded and delivered to enable long term growth and development in Glenorchy.

The following table details, as at May 2026, Council projects that are nearing delivery, underway, or planned in the 2026 to 2031 timeframe of this Plan.

Project / Precinct	Category	Value (est.)	Status (2026)	Key Outcomes / Dependencies
Main Road Upgrade (Gavitt Street to Windsor Street)	Council	\$1.3M	Construction	Improved streetscape and accessibility; accessibility upgrades; strengthened gateway and accessibility statement
Tolosa Bus Mall Renewal	Council	\$2M	Planning and Design	Improved amenity and safety; reduced anti social behaviour; increased public transport patronage
Moonah Main Road Amenity Improvements	Council / Partner	\$5M	Planning and Design	Town centre revitalisation; arts and cultural activation; retail uplift and residential intensification
Main Road Granton Shared Path	Council	\$3M	Construction	Active transport connectivity; improved access to Bridgewater Bridge; safety and health benefits; regional cycling network integration
Northern Suburbs Transit Corridor (Rapid Bus Transit)	Partner	\$400M+	Strategic Business Case	City shaping transport spine; transit oriented development catalyst; critical enabler for corridor and precinct renewal
Greater Hobart Housing Supply (GCC portion)	Partner	To be confirmed	Planning	Increased housing supply; planning and infrastructure enablement; partnerships to support residential growth
Tolosa Park Stage B Redevelopment	Council / Partner	\$9M	Partially in development	Community sport infrastructure and visitor economy anchor assets.

Project / Precinct	Category	Value (est.)	Status (2026)	Key Outcomes / Dependencies
Glenorchy War Memorial Pool renovation	Council / Partner	\$6.5M	Construction / upgrade	Community sport infrastructure and visitor economy anchor assets.
Berriedale-Windermere Foreshore Trail	Council / Partner	\$0.5M	Construction / upgrade	Active transport, tourism and waterfront activation.
Parks and Playgrounds	Council / Partner	Various (\$2M in 2026-27)	Various	Neighbourhood amenity improvements supporting liveability and attractiveness.
Digital and Knowledge Economy Investments	Council	\$20M+ (indicative)	To be confirmed	Jobs Hub, digital literacy, co-working and small to medium enterprise business support.
TasWater infrastructure upgrades	Council / Partner	\$12M	To be confirmed	Planning and infrastructure enablement, support residential growth, environmental compliance, local jobs.
Cadbury Chocolate Experience	Private	\$150M	Planning	Visitor economy anchor; tourism jobs; brand uplift
Incat Boat Building expansion	Private	\$27M	Planning	Advanced manufacturing jobs; export growth
Glenorchy Sports Centre	Private	\$21M	Construction	Community sport hub; employment during build; regional attraction
Sentinel Boat Building	Private	\$1.6M	Planning	Local jobs; maritime industry expansion
TOTAL PIPELINE (est.)		\$620M+		Indicative total subject to confirmation and updates.

Pipeline Projects Alignment to the Three Pillars



PLACE PROJECTS

- Main Road Upgrade (Gavit St to Windsor St)
- Tolosa Bus Mall Renewal
- Moonah Main Road Improvements
- Tolosa Park Stage B
- Glenorchy War Memorial Pool
- Parks and Playgrounds
- Cadbury Chocolate Experience
- Glenorchy Sports Centre



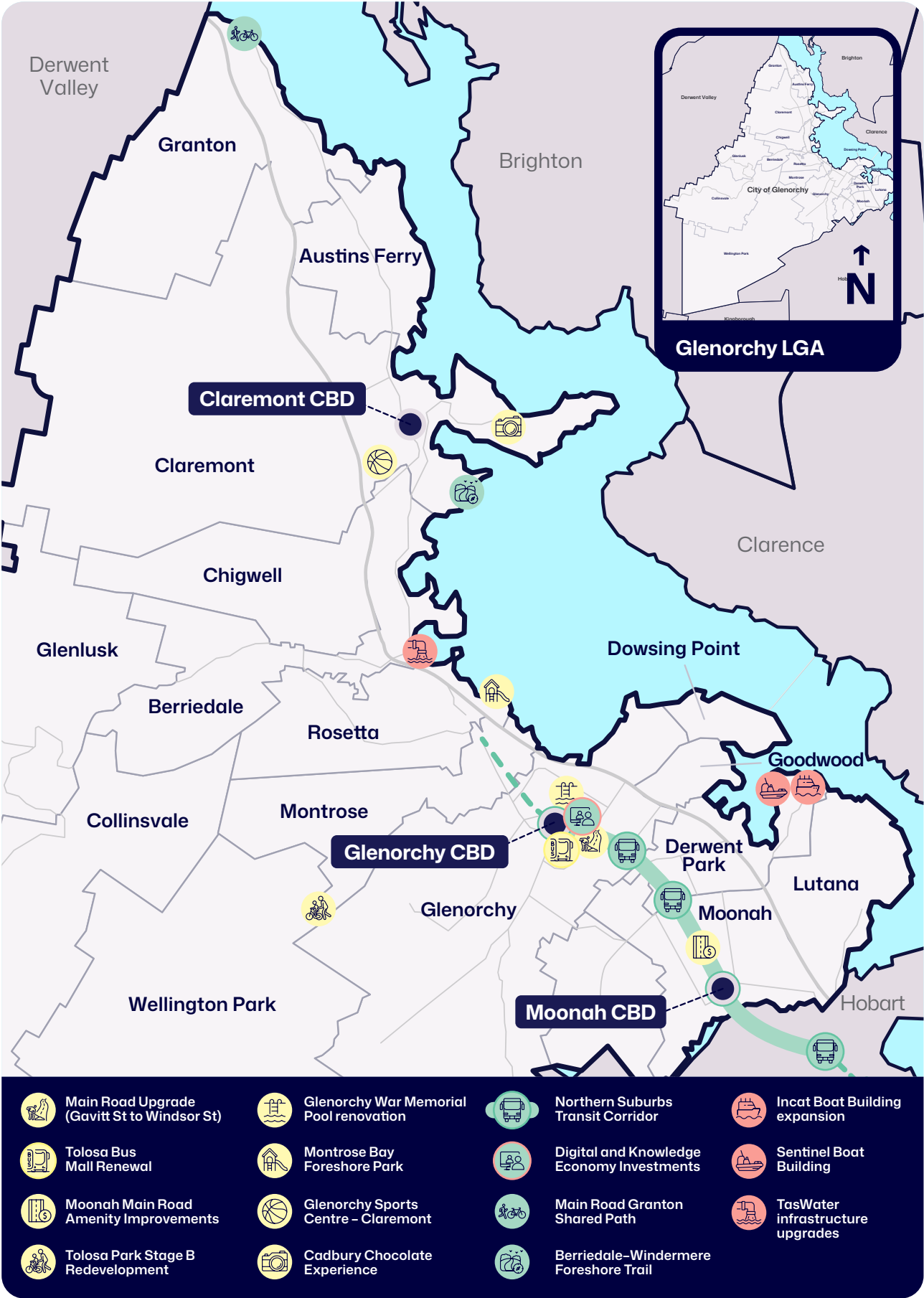
CONNECTIONS PROJECTS

- Northern Suburbs Transit Corridor
- Glenorchy Jobs Hub
- Digital & Knowledge Economy Investments
- Main Road Granton Shared Path
- Berriedale-Windermere Foreshore Trail



GROWTH PROJECTS

- Greater Hobart Housing Supply (GCC portion)
- Digital & Knowledge Economy Investments
- TasWater Infrastructure Upgrades
- Incat Boat Building expansion
- Sentinel Boat Building



Prosperous Glenorchy 2031 Action Plan

The actions below reflect the interdependent alignment to the priority objectives and to the three pillars - Place, Connections and Growth. Each action will proceed through Council's Annual Plan and budget processes.

Action ID	Action	Lead	Support	Council's role	Timeline	Objective	Pillar	Resourcing
1	Maintain an integrated capital works and asset renewal program that prioritises enabling infrastructure in growth and renewal precincts	Assets, Engineering & Design		Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation 	Place, Connections, Growth	Existing
2	Identify and prioritise enabling infrastructure upgrades (roads, stormwater, public realm) required to unlock development sites and precinct renewal	Assets, Engineering & Design		Enable	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation Sustainability and Resilience 	Connections, Growth	Existing
3	Improve amenity in public spaces to increase liveability in Glenorchy's activation centres	Assets, Engineering & Design	Property	Lead	Ongoing	<ul style="list-style-type: none"> City Activations Business and Industry 	Place, Connections	Existing
4	Implement the Moonah CBD Amenity Program	Assets, Engineering & Design	Works	Lead	2026 - 2030	<ul style="list-style-type: none"> Infrastructure City Activation Business and Industry 	Place, Connections	Additional
5	Coordinate infrastructure dependencies with TasWater, TasNetworks and Aurora to support development viability	Assets, Engineering & Design	CEO	Partner	Ongoing	<ul style="list-style-type: none"> Infrastructure Strategic Relationships Sustainability and Resilience 	Place, Connections, Growth	Existing
6	Deliver digital literacy and employment readiness programs to reduce barriers to participation	Community (Community Development)		Lead	Ongoing	<ul style="list-style-type: none"> Strategic Relationships Business and Industry 	Connections	Existing
7	Progress and expand a city murals / public art program to support identity and activation	Community (Community Development)	Property	Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation 	Place, Connections	Existing
8	Support and grow the arts in Glenorchy through the Moonah Arts Centre	Community (Moonah Arts Centre)		Lead	Ongoing	<ul style="list-style-type: none"> City Activation Business and Industry 	Place, Connections	Existing
9	Progress planning scheme reforms to support transit-oriented development, medium-density housing, and commercial activation across key precincts	Development		Enable	2026 - 2029	<ul style="list-style-type: none"> Business and Industry Sustainability and Resilience 	Connections, Growth	Existing and outsourced

Action ID	Action	Lead	Support	Council's role	Timeline	Objective	Pillar	Resourcing
10	Investigate suitable locations for a neighbourhood retail centre in Austins Ferry, consistent with the recommendations of the retail analysis.	Development		Enable	2026 - 2031	<ul style="list-style-type: none"> City Activation Sustainability and Resilience 	Place, Growth	Existing, Outsourced
11	Reduce planning permit determination timelines, targeting 100% of applications within statutory timeframes by 2027	Development		Lead	Ongoing	<ul style="list-style-type: none"> City Activation Business and Industry Sustainability and Resilience 	Place, Connections Growth	Existing
12	Develop a Business Concierge service providing streamlined pre-application planning guidance for businesses and proposals	Development		Lead	2028	<ul style="list-style-type: none"> City Activation Business and Industry Sustainability and Resilience 	Place, Connections Growth	Existing
13	Actively advocate for and support the Northern Suburbs Transit Corridor as the backbone of precinct development	Executive Office (Mayor / CEO)	Assets, Engineering & Design, Development	Enable	Ongoing	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
15	Pursue agreed regional outcomes through Greater Hobart Strategic Alliance / Partnership	Executive Office (Mayor / CEO)		Partner	Ongoing	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
16	Engage with industry sectors for priority needs such as housing, manufacturing, logistics, visitor economy, health and construction	Executive Office (CEO)	Executive Office	Partner	Ongoing	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
17	Progress housing supply and public transport enablement actions through planning, land release advocacy and developer collaboration	Executive Office (CEO)	Development	Enable	Ongoing	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
18	Develop and maintain priority project prospectuses to support external funding submissions and partner investment	Executive Office (Economic Development)	Communications, Relevant departments	Lead	Annual	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
19	Advocate for and pursue major grants for the War Memorial Pool redevelopment as an anchor community and visitor asset	Executive Office (Economic Development)	Property	Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation Strategic Relationships Sustainability and Resilience 	Place, Connections Growth	Existing
20	Work with other jurisdictions to develop a night-time economy plan for Glenorchy, Moonah and Claremont to grow hospitality and after-hours activity	Executive Office (Economic Development)	Development	Partner	2027 - 2028	<ul style="list-style-type: none"> City Activation Sustainability and Resilience 	Place, Growth	Additional, Outsourced
21	Work with Destination Southern Tasmania to develop a visitor economy plan that is aligned to regional visitor strategies attracting accommodation providers to locate in Glenorchy	Executive Office (Economic Development)		Partner	2026 - 2031	<ul style="list-style-type: none"> City Activation Business and Industry 	Place, Connections	Additional

Action ID	Action	Lead	Support	Council's role	Timeline	Objective	Pillar	Resourcing
22	Review and refine Council's events program and grant funding to target priority precincts, streamline delivery, and increase the number and diversity of events	Executive Office (Events)	Community	Lead	2027	<ul style="list-style-type: none"> City Activation Business and Industry 	Place, Connections	Outsourced
23	Deliver a refined events program to maximise activation and community participation	Executive Office (Events)	Community	Lead	2028	<ul style="list-style-type: none"> City Activation Business and Industry 	Place, Connections	Existing
24	Expand employment pathways with targeted employer engagement and partner-supported initiatives to deliver 250+ employment placements annually across diverse community cohorts including, but not limited to multicultural, indigenous, youth and long-term unemployed	Executive Office (Glenorchy Jobs Hub)		Lead	Ongoing (dependent on Jobs Hub funding)	<ul style="list-style-type: none"> Strategic Relationships Business and Industry 	Connections	Existing
25	Establish and deliver a Glenorchy business network that, in partnership with key business support organisations, provides forums, events and targeted business support that builds capability	Executive Office (Glenorchy Jobs Hub)		Lead	Ongoing (dependent on Jobs Hub funding)	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
26	Develop and deliver a City Marketing Action Plan that includes a modern city brand that markets Glenorchy's competitive advantages	Executive Office (Marketing)		Lead	2027 – 2029	<ul style="list-style-type: none"> City Activation Business and Industry 	Place, Connections	Existing, Outsourced
27	Ensure Council's websites and social media remain updated as the 'digital front door' for information about Glenorchy	Executive Office (Communications)		Lead	Ongoing	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
28	Implement data and reporting improvements for economic development performance dashboards and pipeline tracking	Executive Office (Executive and Strategy)	ICT	Lead	2028	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	New
29	Implement Council's Financial Management Strategy to support continued financial sustainability and delivery capacity	Finance & ICT (Finance)		Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure Sustainability and Resilience 	Place, Growth	Existing
30	Deliver a digital service improvement platform (digital front door) to make self-service, contacting and working with Council easier	Finance & ICT (ICT)	Customer Service	Lead	2029	<ul style="list-style-type: none"> Strategic Relationships Sustainability and Resilience 	Connections, Growth	Existing
31	Identify and activate underutilised Council-owned land to stimulate residential, commercial and mixed-use development	Property	Development	Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation Business and Industry 	Place, Connections	Existing
32	Complete a Council Land and Property Opportunities Review to confirm sites, constraints and preferred activation pathways	Property	Planning	Lead	2026 – 2027	<ul style="list-style-type: none"> City Activation 	Place, Connections	Existing, Outsourced
33	Deliver the Berriedale–Windermere Foreshore Trail and leverage it to support broader foreshore activation	Sustainability & Environment		Lead	2026 – 2027	<ul style="list-style-type: none"> Infrastructure City Activation Strategic Relationships 	Place, Connections	Existing

Action ID	Action	Lead	Support	Council's role	Timeline	Objective	Pillar	Resourcing
34	Deliver Stage B of Tolosa Park as an anchor community and visitor asset	Sustainability & Environment	Assets, Engineering & Design	Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation Strategic Relationships Sustainability and Resilience 	Place, Connections, Growth	Existing, Additional
35	Support climate resilience, sustainability and circular economy considerations to support business and community	Sustainability & Environment		Enable	Ongoing	<ul style="list-style-type: none"> Sustainability and Resilience 	Growth	Existing
36	Deliver a place-based safety and amenity program for key centres (lighting, cleanliness, wayfinding, maintenance and partnerships with police)	Works	Assets, Engineering & Design, Facilities, Community	Lead	Ongoing	<ul style="list-style-type: none"> Infrastructure City Activation, Strategic Relationships Sustainability and Resilience 	Place, Connections, Growth	Existing





Governance and Reporting

Implementation Governance

Prosperous Glenorchy 2031 will be implemented under the following governance framework:

- Council endorsement: Full Council adopts the plan and receives annual progress reports.
- Executive ownership: The CEO holds overall accountability for plan delivery.
- Lead officer responsibility: Each action is assigned a lead officer or team as noted in the action plan.
- Annual Plan alignment: Priority actions from this plan are embedded in Council's Annual Plan each financial year.
- Reporting: The Economic Development team reports progress to the Council and the Executive quarterly, organised by the three priority pillars.

Report	Audience	Frequency
Place / Connections / Growth Progress Dashboard	Leadership Team and Full Council (public)	Quarterly
Annual Economic Development Report (by pillar)	Full Council (public)	Annual
Investment Pipeline Update	Executive Leadership Team	Six-monthly
Plan Mid-Term Review	Full Council (public)	2028-29
Plan Evaluation and Renewal	Full Council (public)	2031



Conclusion

Prosperous Glenorchy 2031 provides a clear and practical roadmap for how Glenorchy City Council will respond to current economic challenges and unlock the city's full potential over the next five years.

Grounded in evidence and aligned to Council's broader strategic direction, the Plan recognises that while Glenorchy is a strong and growing economic centre, the benefits of that growth are not yet fully shared across the community.

The Plan responds to this by focusing Council effort where it can have the greatest impact—enabling investment, strengthening connections, and driving sustainable growth—through the integrated pillars of Place, Connections and Growth. These pillars recognise that economic success is not delivered by any single intervention, but through coordinated action across planning, infrastructure, partnerships and community development.

Importantly, the Plan is realistic about Council's role and constraints. It acknowledges that many of the most significant outcomes—major infrastructure investment, housing supply, and large-scale economic shifts—depend on decisions beyond Council's direct control. In this context, Council's effectiveness lies in its ability to lead where it must, partner where it can, and enable wherever possible, leveraging its regulatory role, advocacy voice and local leadership to influence outcomes.

Delivery of this Plan will be underpinned by:

- A \$620 million+ development pipeline, signalling strong investment momentum.
- A targeted action program aligned to clear objectives and responsibilities.
- Governance and reporting frameworks that ensure transparency and accountability.
- Ongoing financial discipline and prioritisation to sustain delivery capacity.

The success of this Plan will ultimately be measured not only by economic growth, but by whether that growth translates into more jobs, stronger local businesses, improved amenity, and greater opportunity for all members of the community.

By taking a focused, disciplined and partnership driven approach, Glenorchy City Council is well positioned to convert its existing strengths, planned investments and emerging opportunities into lasting economic and community benefit—delivering a city that is growing, connected, inclusive, and unmistakably Glenorchy by 2031.

References and Source Documents

- Australian Bureau of Statistics
- Australian Bureau of Statistics 2021 Census, Glenorchy Local Government Area
- Glenorchy City Council Annual Plan 2024/25–2027/28
- Glenorchy City Council Budget Estimates and Long-Term Financial Management Plan 2024/25–2033/34
- Glenorchy City Council Strategic Plan 2023–2032
- Glenorchy Community Plan 2015–2040
- Glenorchy Economic Development Strategy 2020–2025
- Greater Glenorchy Plan (Council endorsed February 2021)
- Hobart City Deal (Commonwealth–State–Local Government tripartite agreement)
- HillPDA Consulting, Glenorchy Activity Centre Retail Analysis, prepared for Glenorchy City Council, March 2026
- Profile.id, Glenorchy City Council
- REMPLAN Economy, Glenorchy Local Government Area
- SGS Economics & Planning, Statewide Industrial Land Study, December 2025
- SGS Economics & Planning, Tasmanian and Federal Government Grants Database: Insight Report, January 2026
- Tasmanian Government – Our 2030 Strong Plan for Tasmania's Future

Glossary

ABS

Australian Bureau of Statistics

CBD

Central Business District

GCC

Glenorchy City Council

GJH

Glenorchy Jobs Hub

Greater Hobart Act 2019 (Hobart City Act)

Tripartite investment agreement between Commonwealth, State and Local Government for Greater Hobart

GHSP

Greater Hobart Strategic Partnership

KGV

King George V Recreation Ground

LGA

Local Government Area

LTFMP

Long-Term Financial Management Plan

NSTC

Northern Suburbs Transit Corridor

PSP5

TasWater Pricing and Service Plan 5 (2025–2030)

REMPPLAN

Regional economic modelling and planning tool

RSIP

Regionally Significant Industrial Precinct

TasTAFE



Tasmania's public vocational education and training provider

UTAS

University of Tasmania




gcc.tas.gov.au

 (03) 6216 6800  gccmail@gcc.tas.gov.au

 PO Box 103, Glenorchy TAS 7010

 374 Main Road, Glenorchy

 Monday - Friday | 8:30am - 5pm