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## MESSAGE FROM THE MAYOR AND COUNCILLORS

This strategic plan came from the ideas of community members and those who volunteered their time at the community planning workshops. The workshops, hosted by Council, were held at Swansea and Orford late last year and everyone was welcome to attend. The community has been involved from the outset in this plan.

So what exactly is a Community Strategic Plan?

It is the first step in identifying where we want to be in the future as a community. Strategic plans are long term in nature and implementation takes time and effort. However, if we know where we are going, there is a much better chance we will get there. If you read the plan and feel it is ambitious and very 'big picture' in how it is written, that's because it is. This document does not have the detail on how we are going to get there. It is about stating the big goals and directions we want to achieve by 2020.

Long-term plans take time to complete. Not everything happens at once.

It is a community plan for everyone, not just Council. Council's role is noted against the various strategic outcomes so everyone is clear about what Council can do. The plan also suggests the groups that need to collaborate to help make things happen. We all have a responsibility to help achieve the strategic plan. If we all do a little, a lot will be achieved.

We look forward to helping the community achieve this plan and thank those people who gave the time to contribute to its completion.

Mayor and Councillors

Glamorgan Spring Bay Council



Mayor Bertrand Cadart



Deputy Mayor Jenifer Crawford



Councillor Cheryl Arnol



Councillor Chelsea Lee Brown



Councillor Michael Davis



Councillor Mick Fama



Councillor Craig Johnston



Councillor Richard Parker



Councillor Jenny Woods

## A SNAPSHOT OF GLAMORGAN SPRING BAY NOW

The municipality of Glamorgan Spring Bay is situated amongst some of the most beautiful coastal scenery in Tasmania. It has an area of 2,522 square kilometres and is bounded by the Denison River in the North and the base of Bust Me Gall Hill in the South. The western boundary essentially follows the ridgeline of the Eastern Tiers. It is 160 kilometres from end to end and contains two significant National Parks, Freycinet and Maria Island.

The main townships include Bicheno, Coles Bay, Swansea, Triabunna, Orford and Buckland. Triabunna has the largest population, followed closely by Bicheno. Swansea has the highest median age and Triabunna the lowest. Swansea has the highest percentage of females.

The population of the Glamorgan Spring Bay local government area is 4,190 people, which is 0.85% of Tasmania's population. Indigenous people make up 4% of the population and live mainly in Triabunna and Orford. 84% of the population is born in Australia. The population remained stable between the 2006 and 2011 census but the percentage of females to males has increased.

The population is ageing and the median age is 53 years compared to 40 for Tasmania. The average number of persons per household is 2.1 and the average number of children per family is 1.9. There is a high percentage of couple families without children, which reflects the age of the community.

The 2011 census data tells us that 555 people attend an educational institution. Of these 52.3% are in primary schools, 25.2% in secondary schools and 15.6% are undertaking technical and tertiary studies. The percentage of people undertaking university studies is lower than for Tasmania overall.

Income generally is lower than Tasmania and Australia. 17.5% of employed persons work in accommodation and food services and 4.7% in farming. Tourism has overtaken the traditional farming sector as the main source of employment. Tourism attracts 17.4% of

Tasmania's interstate visitors, with Swansea and Bicheno having the highest market share. Intrastate visitation is strong, with 55% of dwellings across the municipality being holiday homes. During holiday periods the population more than doubles and this has implications for infrastructure and service provision. The highest numbers of holiday dwellings are in Coles Bay and Orford. Tourism numbers are down even though market share has remained stable. This is due to an overall fall in visitation to Tasmania.

At the time of the 2011 census 1,761 people were in the labour force of which 47.2% worked full time and 37.5% part time, with 28% working less than 24 hours per week. 7% were unemployed which compares with 6.4% for Tasmania and 5.6% for Australia.

Participants at the community workshops felt the best things about Glamorgan Spring Bay are the lifestyle, community spirit, natural beauty and environment, health services, primary industry and produce, and the potential benefits of technology. They felt things needed to improve with employment, working together, education and training, population and demographics, tourism development, development planning and infrastructure.

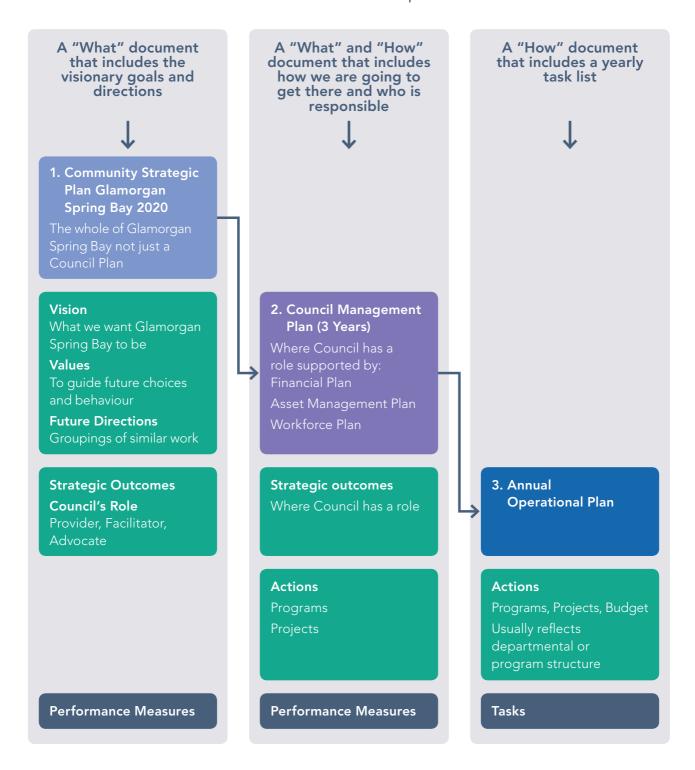
The major external trends identified within the workshops as most likely to influence the future are:

- The ageing of the population
- Economic and political influences on forestry and fishing
- Changing education resources
- Value adding opportunities in agriculture
- Changes in environmental conditions

The hard questions this strategy needs to address are mainly concerned with broadening the economic base, to provide employment and attract families to the area, along with improved communication and cooperation.

# INTEGRATED STRATEGIC PLANNING FRAMEWORK

This diagram shows the relationship between the community strategic plan and the work of Council to help achieve the plan. Council broadly speaking has three roles, provider which includes regulatory activity, facilitator and advocate. Even where Council has a role it is also the responsibility of other individuals or groups within the community to help deliver strategic outcomes. Council's role is indicated in the detailed description of each future direction.



## THE STRATEGIC PLAN

## OUR VISION FOR GLAMORGAN SPRING BAY

### IN 2020 GLAMORGAN SPRING BAY WILL:

- Be proud of our united inclusive community.
- Be responsible for our environment, health, education, heritage and the arts, with a diverse progressive and prosperous economy.
- Offer an attractive lifestyle, in a beautiful place.

Communities retain their heritage and individual character. The people of Glamorgan Spring Bay are proudly united, working together in an inclusive way. Everyone accepts responsibility for the present and future.

The natural and built environment is responsibly managed and education and health are essential elements of the Glamorgan Spring Bay competitive advantage and lifestyle. The arts flourish in creative communities.

The economy makes use of our rich natural advantages but does not jeopardise the beauty in which we live.

## VALUES TO GUIDE FUTURE CHOICES

In all that we do, across Glamorgan Spring Bay, we will:

- Work together and take an East Coast view
- Be honest and self-reliant
- Take the initiative and be creative
- Build community spirit and pride
- Move forward but retain what is good from the past

## **FUTURE DIRECTIONS**

The directions we will follow to achieve our vision are:

- 1 Build our community infrastructure
- 2 Age well in our communities
- **3** Grow our economy and employment opportunities
- 4 Protect and promote our natural beauty, environment and heritage
- **5** Be visitor friendly
- 6 Foster health and well being

# DETAILED DESCRIPTION OF THE FUTURE DIRECTIONS

## **DIRECTION 1** BUILD OUR COMMUNITY INFRASTRUCTURE

Community infrastructure is the skeleton that supports and connects our townships and rural area. The distance between our main centres mean that roads play a vital role. The Tasman Highway is the responsibility of the State Government with Council maintaining a further 147 kilometres of sealed roads and 198 kilometres of unsealed roads. It is important that all roads are well maintained to extend their life and provide safe access.

As a coastal community and a holiday destination, water based recreation is an important part of our lifestyle. Having a network of launching ramps and associated boating facilities will encourage more boat owners to enjoy fishing and cruising in our picturesque environment.

Our population has a high median age, which influences what recreational infrastructure is needed. Venues that allow the community to come together for sport and other recreational activities are also part of our infrastructure. Council maintains 4 sporting ovals and 8 community halls. The co-location of recreational facilities helps maximise usage and provide opportunities for collaboration between user groups.

Cycling and walking are growing in popularity and there is increasing interest in more tracks

and cycle ways to interconnect across the municipality. A bicycle pedestrian bridge between Dolphin Sands and Swanwick is a potential project.

Clean, well-maintained, accessible public toilets are essential public health assets. Council maintains 16 public toilets.

The Internet is the highway of the future, allowing people within our towns to connect with the rest of the world. It also provides the opportunity for improved access to health, education and business services. At present internet speeds and phone coverage need to improve significantly to provide the same access as larger city communities. The roll out of NBN in Triabunna is a great opportunity for the town.

Our popularity as a holiday and shack destination means that during holiday times the population more than doubles. It is a challenge providing the infrastructure to cope with these seasonal fluctuations. A critical area is the provision of water and sewerage services, which are now the responsibility of the newly formed Tasmanian Water and Sewerage Corporation. The municipality has an investment of \$37.5 million dollars in this business.

Whether it is roads, water or sewerage, our essential infrastructure requires long-term asset management with adequate funding for upkeep.

STRATEGIC OUTCOMES		COUNCIL ROLE
A safe and well maintained road network across the municipality.		Provider, Facilitator, Advocate
A network of cycle and walking trails that connect communities.		Provider, Facilitator
Well maintained public amenities, parklands and recreati community needs.	ional facilities that meet	Provider, Facilitator
Marine infrastructure supports and attracts commercial a owners and activities to townships.	and recreational boat	Provider, Facilitator, Advocate
Internet access speeds and phone and television coverage across the municipality.	ge at current standards	Advocate
WHO SHOULD COLLABORATE AROUND THE STRATEGIC DIRECTIONS	PERFORMANCE INDI	CATORS
<ul> <li>Government agencies</li> <li>Community groups</li> <li>Cycling groups</li> <li>Parks and Wildlife Service</li> <li>Sporting groups</li> <li>Marine and Safety Tasmania (MAST)</li> <li>Boat owners</li> </ul>	<ul> <li>Road maintenance e</li> <li>Kilometres maintaine</li> <li>Safety statistics</li> <li>Facility usage</li> <li>Boat registrations</li> <li>Internet speeds</li> <li>Extent of phone and</li> </ul>	ed

• Telecommunication companies



## **DIRECTION 2** AGE WELL IN OUR COMMUNITIES

Australia is ageing and so are we. Our median age is 53 years compared to 40 years for Tasmania as a whole. An ageing population can have a positive impact on the community and economy.

Many people choose to retire where they have enjoyed holidays over the years. Retirees build homes; use local trades people and support local business.

The growing retirement market provides an opportunity for business development and employment. However, to capitalise on this trend and become a retirement destination of choice we need facilities that enable people to age where they choose. This requires the development of a range of accommodation options and access to medical and allied health services.

An important asset is the Swansea based, May Shaw Health Centre, which provides aged care and a range of health services. May Shaw has the potential to grow into an East Coast resource that supports active, healthy ageing.



In retirement, people also need activities and community connections to make life fulfilling and enjoyable. There are many opportunities to make our towns welcoming, age friendly communities.

STRATEGIC OUTCOMES	COUNCIL ROLE
A range of retirement living options is available across the municipality so people can age in the communities they want to.	Provider, Facilitator, Advocate
May Shaw play a leading role in the provision of aged care services across the municipality.	Facilitator, Advocate
Glamorgan Spring Ray is known as an ago friendly community whore needle want	Escilitator Advacata

Glamorgan Spring Bay is known as an age friendly community where people want Facilitator, Advocate to live and this generates a range of employment and training opportunities.

## WHO SHOULD COLLABORATE TO HELP ACHIEVE THE STRATEGIC OUTCOMES

- Aged care providers
- Family Carers
- Governments
- May Shaw Health Centre
- Independent retirees and pensioner lobby groups
- COTA
- Community & recreation groups
- Registered Training Organisations

#### PERFORMANCE INDICATORS

- Retirement accommodation options
- Number of retirees settling in the area
- Census population data
- Employment in the aged care sector

## **DIRECTION 3** GROW OUR ECONOMY AND EMPLOYMENT OPPORTUNITIES

Tourism is a key part of our economy. 13.2% of employed people work in accommodation and 4% in restaurants, cafes and fast food. Farming employs 4.7% and aquaculture 4%. Recent changes to the forest industry have caused job losses.

Tourism is seasonal and we need more diversity across the economy to provide broader and year round employment opportunities, especially for younger people and families.

Fresh food and gourmet produce are areas with potential for more downstream processing and niche marketing. Walnuts, wine and aquaculture are emerging areas but will require sufficient water to achieve scale.

It is vital that existing manufacturing and associated businesses continue to prosper. Having access to leading edge technologies

is vital to help new and existing businesses compete and grow.

The natural harbour and existing port facilities associated with the closed chip mill offer the potential to develop Triabunna as a deep water port, which could attract cruise ships and provide freight facilities. This is an ambitious idea but a start should be made to explore what needs to happen for it to become a reality. Linking cruise ships with our natural environment destinations has potential.

Skill development programs to support local industry could lead to people coming to the area to get training.

The challenge for our local economy is achieving diversity and scale.

STRATEGIC OUTCOMES			COUNCIL ROLE
A diverse economic base of suffici opportunities across communities	ent scale to provide a range of emp	loyment	Provider (through planning scheme), Facilitator, Advocate
The East Coast is recognised intra food, wine, seafood and produce.	state, nationally & internationally fo	r its fresh	Facilitator, Advocate
Triabunna operates as a safe deep	water port for cruise ships and freig	ght.	Facilitator, Advocate
The skills development industry mindustry and also attracts people	eets the needs of the local econom to the area to gain training.	y and	Facilitator, Advocate
The economy and productivity are	supported by technologies.		Facilitator, Advocate
WHO SHOULD COLLABORATE T ACHIEVE THE STRATEGIC OUTC		PERFORM	IANCE INDICATORS
<ul> <li>Swansea/Bicheno Community Bank</li> <li>Government Agencies</li> <li>Local political representatives</li> <li>Existing businesses and industry, including Aquaculture, Rock Lobster Association, Walnuts Australia and existing Chip Mill owners</li> <li>Local chambers of commerce and progress associations</li> <li>East Coast primary producers</li> </ul>	<ul> <li>Events and festival organisers</li> <li>TASPORTS</li> <li>Marine and Safety Tasmania</li> <li>Natural Resource Management</li> <li>Telco's</li> <li>Schools, TAFE and Registered Training Organisations</li> <li>Community groups and committees</li> <li>East Coast Regional Tourism Organisation</li> </ul>	<ul><li>Sales of</li><li>Number</li><li>Participal of training</li><li>New but</li></ul>	ment statistics local product r of cruise ships ation in and availability ng programs siness starts ogy coverage and

## **DIRECTION 4** PROTECT AND PROMOTE OUR NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

We are fortunate to have some of the best coastal scenery in Tasmania set alongside a rural farming landscape. The natural environment, air purity and access to the sea are key strengths to build on for our future.

Our environment must remain clean and healthy. It is possible and practical to increase the productivity of farmland whilst also improving natural values. Weeds and pest removal and catchment management programs will help achieve this objective, as will collaboration between land management professionals.

We can also help the environment by being resource efficient in the management of water, waste and energy. Coles Bay was the first

community in Australia to be plastic bag free, and we can all do our bit to help with recycling.

The character, heritage and identity of our townships is a strength to build on. Good urban design and land use planning can allow growth without compromising the natural or built environment.

Natural beauty makes us a popular destination, which over time will attract property development. This is good for the economy and local employment but must not compromise the values that make us a great place to live and visit.

STRATEGIC OUTCOMES		COUNCIL ROLE
A clean and healthy environment.		Provider, Facilitator, Advocate
Towns and villages develop and grow but not at the exp character and identity.	ense of their individual	Provider, Facilitator, Advocate
Development does not compromise our natural beauty	or cultural heritage.	Provider, Facilitator, Advocate
Glamorgan Spring Bay is a leader in resource efficiencies	(water, waste and energy).	Provider, Facilitator, Advocate
Productivity increases whilst maintaining and improving	natural values.	Provider, Facilitator, Advocate
WHO SHOULD COLLABORATE TO HELP ACHIEVE THE STRATEGIC OUTCOMES	PERFORMANCE INDI	CATORS
<ul> <li>Natural Resource Management and land managers</li> <li>Catchment managers</li> <li>East Coast primary producers</li> <li>Property developers</li> <li>Community groups and committees</li> <li>Governments and government agencies</li> <li>Council's Heritage group</li> <li>Planning authorities</li> </ul>	<ul> <li>State of the environm</li> <li>Water quality and qu</li> <li>Feral pests and invas</li> <li>Recycling statistics</li> <li>Development and bu</li> <li>Alternative energy p and usage</li> </ul>	iantity sive species uilding applications

### **DIRECTION 5** BE VISITOR FRIENDLY

Tourism is key to our economy and Glamorgan Spring Bay attracts around 17% of visitors to Tasmania.

Employment in tourism has overtaken the traditional farming sector.

We are fortunate to have the Freycinet Peninsula, Douglas Apsley and Maria Island National Parks, and some of the best coastal scenery in the State. Freycinet is well developed but more could be done to realise the potential of Maria Island.

Intrastate tourism is strong with around 55% of dwellings across the municipality being holiday homes. Our population more than doubles at peak holiday times.

To increase market share, our communities need to work together on a common brand, improved visitor information, facilities and experiences. Simple things like lookouts and trails will cause visitors to stop and spend more time enjoying what we have to offer.

There is a growing reputation for fine wine and produce that can be further developed.

This does not mean that life has to be designed totally around tourism. If our towns are great places for the locals, then visitors will also enjoy them.

The seasonal nature of tourism makes it difficult for businesses to offer full time employment and strategies are needed to fill the seasonal gaps. Festivals, events, cultural activities, conferences and cruise ships have the potential to do this.

Road access to the Tasman Peninsula could also be improved so visitors are encouraged to drive through to the East Coast.

STRATEGIC OUTCOMES	COUNCIL ROLE
Tours, trails and events showcase the natural landscapes, fine wine and fresh produce of the East Coast	Provider, Facilitator
The East Coast has a common identity and brand developed through collaboration	Facilitator, Advocate
Visitor infrastructure and information is well developed	Provider, Facilitator
Maria Island becomes a key attraction for intrastate, interstate and international visitors	Advocate
Festivals, events, cultural activities, conferences and meetings bring visitors all year round	Provider, Facilitator, Advocate
The East Coast is connected to the Tasman Peninsula by an improved road network	Advocate

The East Coast is connected to the Tasman Peninsula by an improved road network

#### WHO SHOULD COLLABORATE TO HELP **ACHIEVE THE STRATEGIC OUTCOMES**

- East Coast Regional Tourism Organisation (ECRTO)
- Local producers
- Event and festival organisers
- Service clubs and community groups
- Government funding agencies
- Parks and Wildlife Service
- School groups
- Accommodation and venue providers
- Conference and meeting organisers
- Tasmanian Convention Bureau
- Natural Resource Management
- Community groups and committees

#### PERFORMANCE INDICATORS

- Visitation statistics
- Facility usage
- Numbers and attendance at events and conferences
- Market share of state visitors
- Visitors to National Parks
- Grant funds obtained for facility development

### **DIRECTION 6 FOSTER HEALTH AND WELL-BEING**

Well-being goes beyond economic considerations. It includes health, education and the quality of our life experience. Change will happen if, as individuals, we take responsibility for looking after ourselves and participating in activities that interest us.

Communities prosper when they collaborate to make things happen. Participation in the arts, cultural activities, fitness programs and community events bring vitality to a community, but groups need to drive and be involved in their organisation. These activities also need physical facilities and infrastructure.

A skilled and literate community is better able to cope with life's changes, so it is vital that everyone has reasonable access to primary, secondary and tertiary education facilities and opportunities. This is very closely linked to the strategies for employment and growth. We cannot expect families to move and live in our towns without schools. However, education does not end when we leave school and life long learning is to be encouraged.

As our population doubles at holiday time the demand for health facilities and services increases, and the challenge is balancing service delivery between the busy and quiet times. Geography separates our communities, and in the past we have tended to be inward looking and parochial in our attitude to one another. Progress will only come if these past divisions can be broken down through improved communication and cooperative attitudes. We can retain our individual character but present a united view.

Alternative and innovative transport options to connect our townships need to be developed.

The achievement of this strategic plan will require groups to work together on projects that meet the goals. We need to help communities become engaged and capable of building the future. Capacity building in teamwork and project management skills can help achieve this.

Extreme weather events, emergencies and the possible impacts of climate change need to be planned for and managed to ensure the safety of our towns and communities.





STRATEGIC OUTCOMES	COUNCIL ROLE
All families have reasonable access to primary, secondary and tertiary education	Advocate
Communities have access to local health and wellness services and facilities	Provider, Facilitator, Advocate
Infrastructure and recreation activities support healthy lifestyles and participation levels	Provider, Facilitator, Advocate
Engaged, creative and vibrant communities have the capacity to independently make things happen	Facilitator, Advocate
Townships work together, have open communication and cooperate with one another, whilst keeping their identity	Facilitator, Advocate
There is access to and coordination of, reasonable transport services	Facilitator, Advocate
The Municipality is prepared for emergency events.	Provider, Facilitator, Advocate

#### WHO SHOULD COLLABORATE TO HELP ACHIEVE THE STRATEGIC OUTCOMES

- Schools and school associations
- May Shaw Health Centre
- Health service providers
- East Coast Health
- Government agencies
- Parks and Wildlife Service
- Private transport operators
- Community groups and committees
- The arts and crafts community

#### PERFORMANCE INDICATORS

- Census population data
- Increase in young families
- School attendance and retention rates
- Levels of educational attainment
- Health data, incidence of lifestyle diseases
- Participation in community projects
- Participation in arts and cultural activities

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