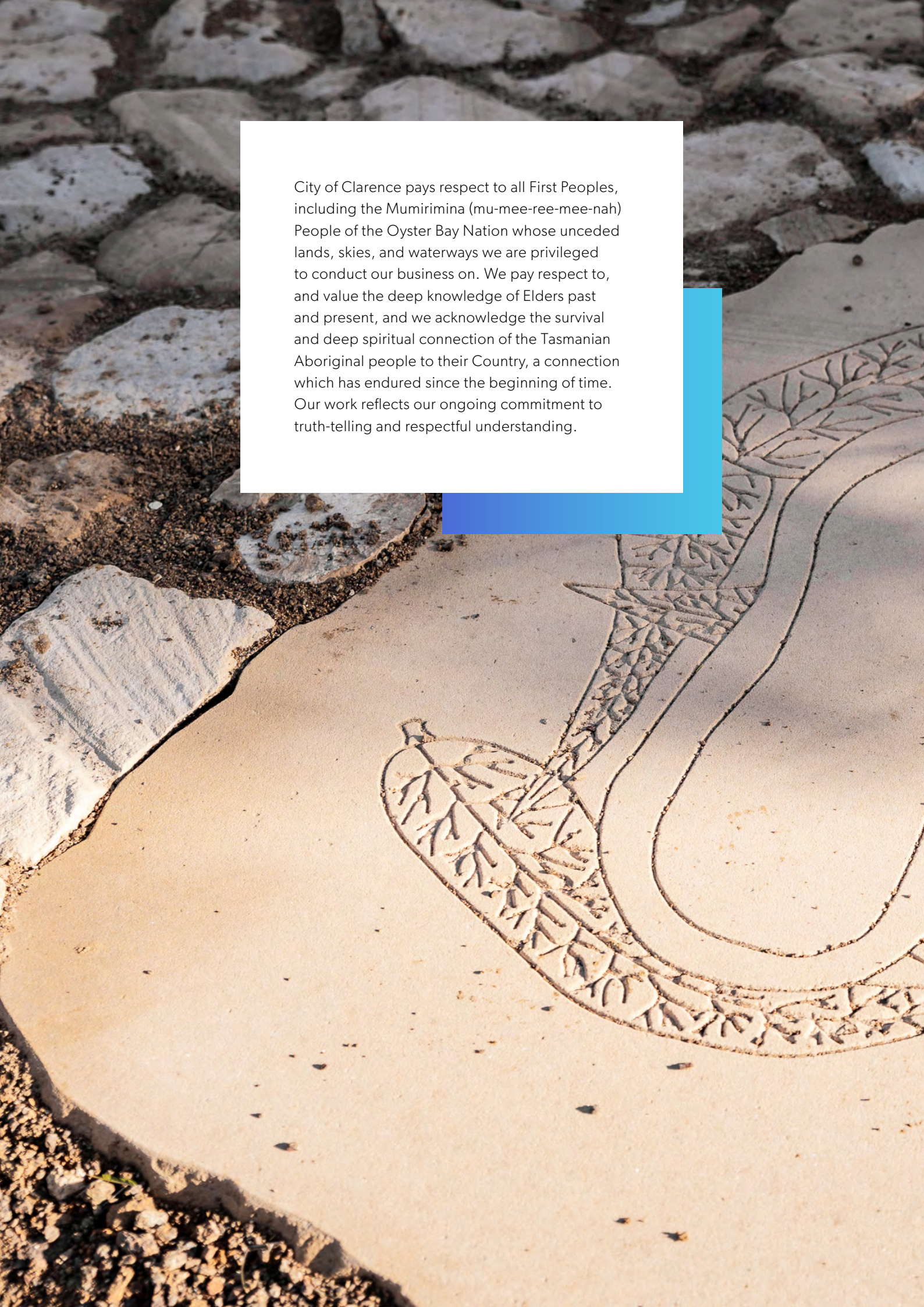
Annual Plan

25 – 26



City of Clarence



City of Clarence pays respect to all First Peoples, including the Mumirimina (mu-mee-ree-mee-nah) People of the Oyster Bay Nation whose unceded lands, skies, and waterways we are privileged to conduct our business on. We pay respect to, and value the deep knowledge of Elders past and present, and we acknowledge the survival and deep spiritual connection of the Tasmanian Aboriginal people to their Country, a connection which has endured since the beginning of time. Our work reflects our ongoing commitment to truth-telling and respectful understanding.

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■ Waste collection services at Cremorne.



■ A resident strolls along the Clarence Plains Rivulet.



■ Front cover: Kayakers on the River Derwent after launching from Little Howrah Beach.

Message from the Mayor and Chief Executive Officer

We are pleased to present the 2025–26 Annual Budget, a responsible and community-focused plan that continues to invest in essential services, enhance liveability, and support the needs of our growing municipality.

This year's budget reflects our commitment to maintaining and improving the core infrastructure that underpins everyday life—roads, footpaths, stormwater, parks, and community facilities and digital capability—while also planning for a more connected, resilient, and vibrant future for all who live in, and visit our city.

Investing in the essentials

We are directing $8.28 million towards improving footpaths, kerbs, and pedestrian access, ensuring our neighbourhoods are safer and more accessible for everyone, whether walking to school, commuting, or enjoying local parks.

A further $6.1 million is being invested in road renewal and upgrades across the city, continuing our work to maintain a high-quality transport network.

Stormwater management remains a key priority, with over $4 million allocated to critical upgrades—including $2.6 million for improvements along Wentworth Street in Bellerive—to enhance flood resilience and create an additional barrier for homes and public spaces.

To support the work we are doing, we're continuing to resource the council by funding additional positions aimed at delivering capital and service improvements across our city. We are continuing to train our people to keep our operations safe, while continuing to invest in leadership and skill-building across a range of operational areas.

Balanced budgeting

We understand that cost-of-living pressures continue to affect households across our city. That's why this year's budget has been carefully built to strike the right balance—ensuring we maintain essential services and infrastructure without placing unnecessary strain on residents.

In 2025–26, the average rate increase will be 4.85%, which is 1.6 percentage points lower than last year's increase. We've worked hard to keep this as low as possible while still delivering what our community needs.

In addition, we've reviewed and adjusted rates for land used for short-stay accommodation, as well as vacant commercial and industrial properties. These changes are aimed at ensuring fairness and equity—so that rates more closely reflect how the land is being used.

Strategic investment in the future

Late in the 2024-25 financial year, City of Clarence purchased the office buildings at 30 Gordons Hill Road.

As a building and property of significant size within the Clarence CBD, this was a strategic purchase, and ownership of this property presents several exciting opportunities for it's possible use in the future.

Given its location, 30 Gordons Hill Road could play an important role in the Clarence City Heart Plan and the future of the CBD.

The property was purchased for $23.5 million in an off-market sale.

Supporting community life

This budget supports significant facility improvements that will directly benefit families, children, and local organisations. We are investing:

- $710,000 in the redevelopment of Rosny Early Learning to enhance child care services
- $200,000 in planning for the Rosny Farm Creative Industries Precinct.

We're also allocating $723,000 for upgrades to sporting grounds and facilities, recognising the important role sport and recreation play in community wellbeing.

In the 2025–26 Budget, we've prioritised building a more inclusive and connected Clarence.

Funding has been allocated to support community events that celebrate our diversity, expand youth engagement through initiatives like the new Rokeby Youth Centre, and strengthen services for older residents and vulnerable groups.

We're also continuing to invest in our Reconciliation Action Plan, deepening partnerships with First Nations peoples across all areas.

Our cultural initiatives are expanding to include a new four-week initiative celebrating Aboriginal art across greater Hobart - 'Nupiri-ti Palawa', (Through Palawa Eyes). We're also celebrating the 30th anniversary of the Clarence Jazz Festival with an expanded program that builds on its renewed vision and growing momentum.

Enhancing our environment

Improving our natural spaces and encouraging healthy lifestyles remains a priority. We've dedicated $365,000 to upgrade some of our most-loved tracks and trails, including the Single Hill Track, and establishing a Rosny Parklands Circuit.

Looking ahead

This budget demonstrates our ongoing commitment to responsible financial management while delivering meaningful, long-term benefits for our residents. Thank you for continuing to be part of our shared journey to build a thriving, inclusive, and sustainable city.



Golfers at the 7 Mile Beach Golf Course currently in development.

The $26.7 million capital program in the 2025-26 budget will include:

- Wentworth Street Stormwater Upgrade:
  $2,600,000
- Rosny Early Learning Centre Redevelopment
  $710,000
- Malunna and Beach Road Intersection Upgrade:
  $695,000
- Footpaths Missing Links – Annual Program:
  $450,000
- Lindisfarne ferry terminal infrastructure:
  $250,000
- Geilston Bay Oval No. 1 boundary fence renewal, lighting upgrade and pitch renewal:
  $180,000
- Single Hill Track Seven Mile Beach – Summit to Kirra Road:
  $150,000
- Duntroon Drive Rokeby-Detention Basin:
  $300,000
- Cambridge Park Wetlands – Gross Pollutant Trap:
  $285,0000
- South-East Regional Parklands concept development:
  $130,000
- Lauderdale Hall Public Toilet Renewal:
  $400,000





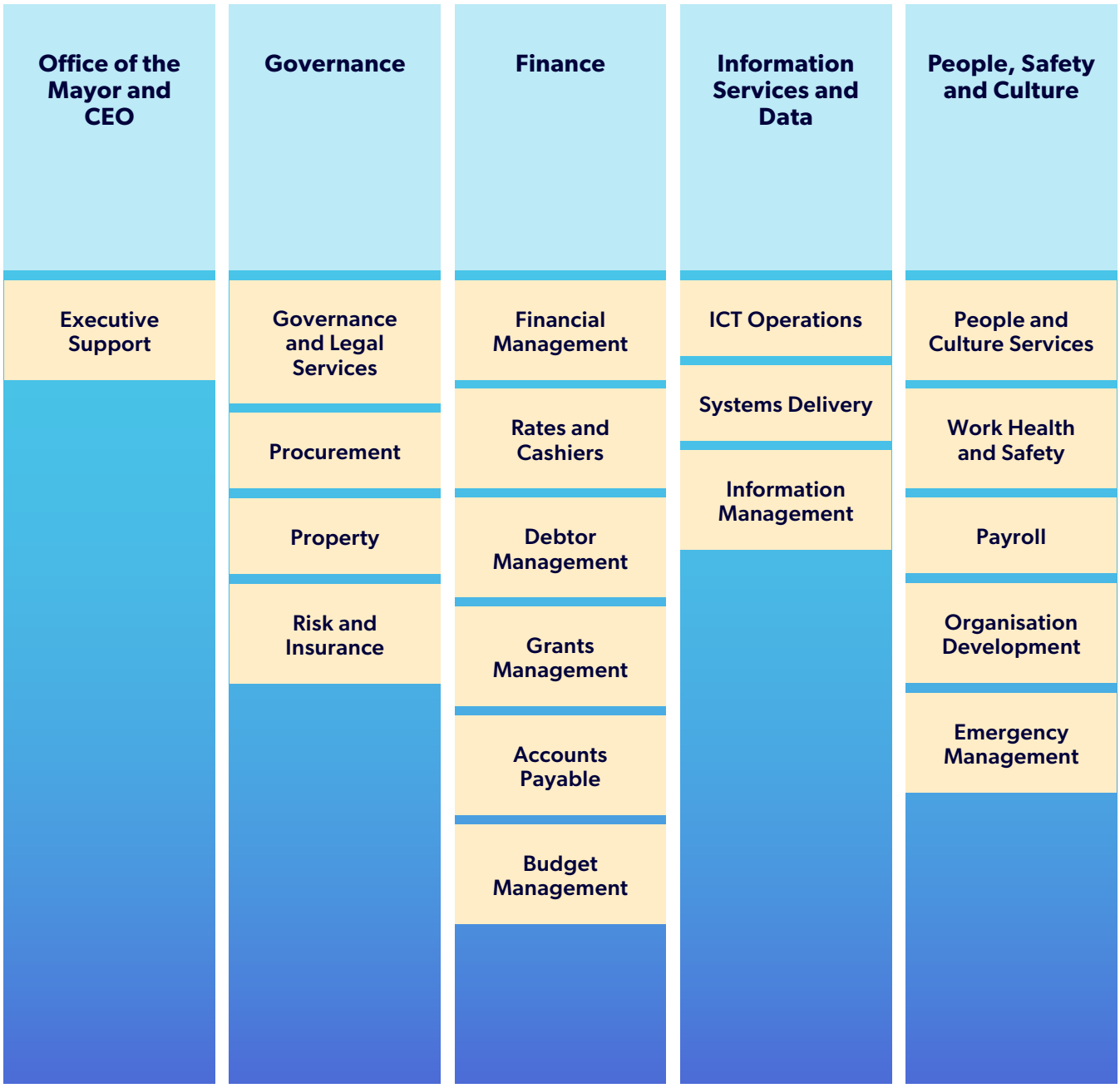
Councillor Brendan Blomeley
MAYOR

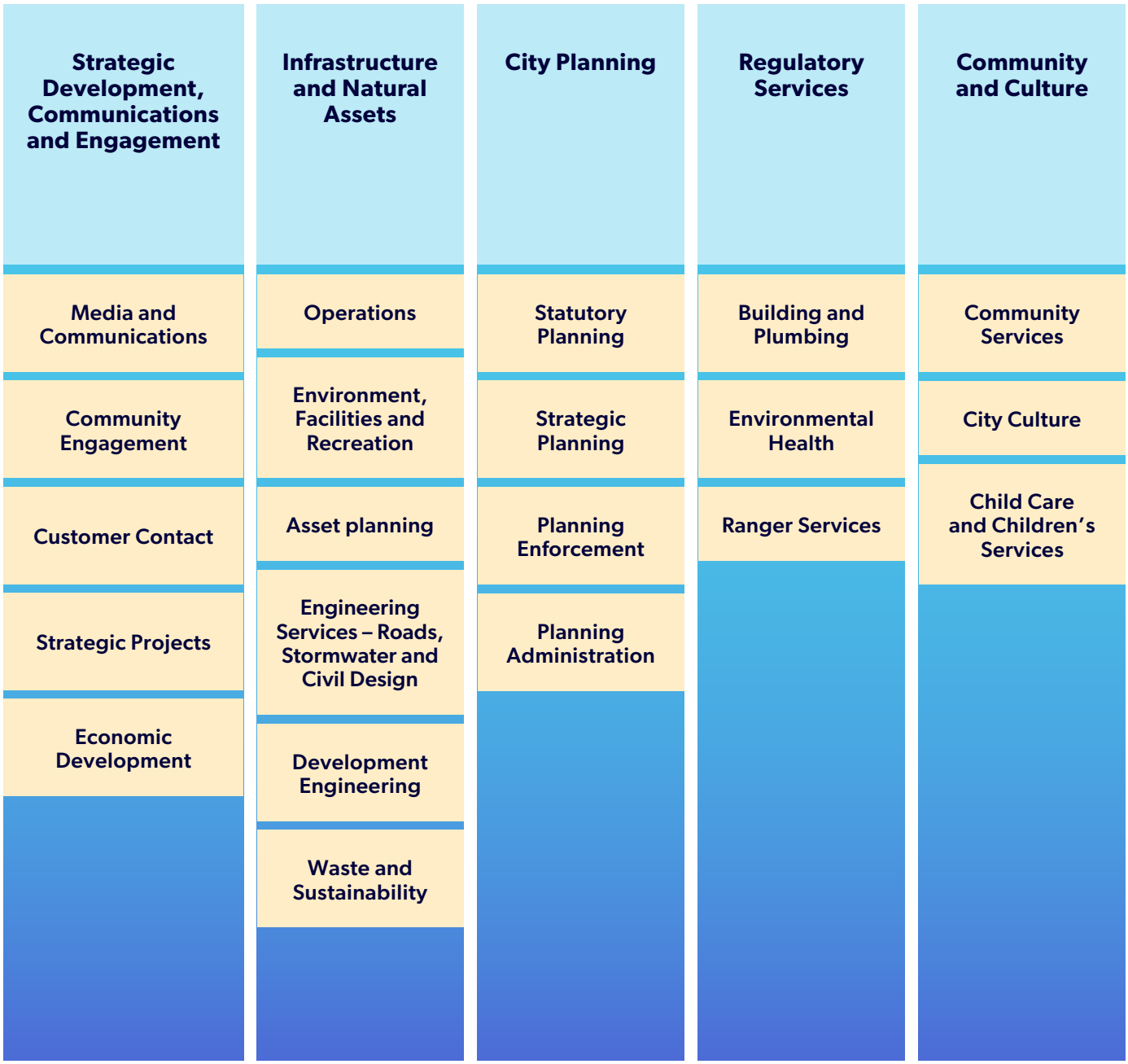
Ian Nelson
CHIEF EXECUTIVE OFFICER



View of Kangaroo Bay from Clarence Foreshore Trail in Rosny Park.

Organisational chart




Strategic Development, Communications and Engagement
Media and Communications
Community Engagement
Customer Contact
Strategic Projects
Economic Development
Infrastructure and Natural Assets
Operations
Environment, Facilities and Recreation
Asset planning
Engineering Services – Roads, Stormwater and Civil Design
Development Engineering
Waste and Sustainability
City Planning
Statutory Planning
Strategic Planning
Planning Enforcement
Planning Administration
Regulatory Services
Building and Plumbing
Environmental Health
Ranger Services
Community and Culture
Community Services
City Culture
Child Care and Children's Services

Our Strategic Framework

How our Annual Plan comes together

Each year, the City of Clarence Annual Plan is developed alongside our annual budget — but it's just one piece of a bigger picture. It fits within our long-term vision, Clarence 2050, which helps us plan for the future needs and aspirations of our community.

To bring that vision to life, we break it down into medium- and short-term goals. You'll see how all the parts of our planning framework connect on the opposite page.

Timing is key — every stage of the planning process plays an important role in achieving our goals. We also regularly review our Strategic Plan, usually early in each Council term. This gives the new Council a chance to refresh the long-term direction and ensure future budgets and Annual Plans reflect those priorities.

■ Walkers at the Clarence Foreshore Trail, Rosny Park.



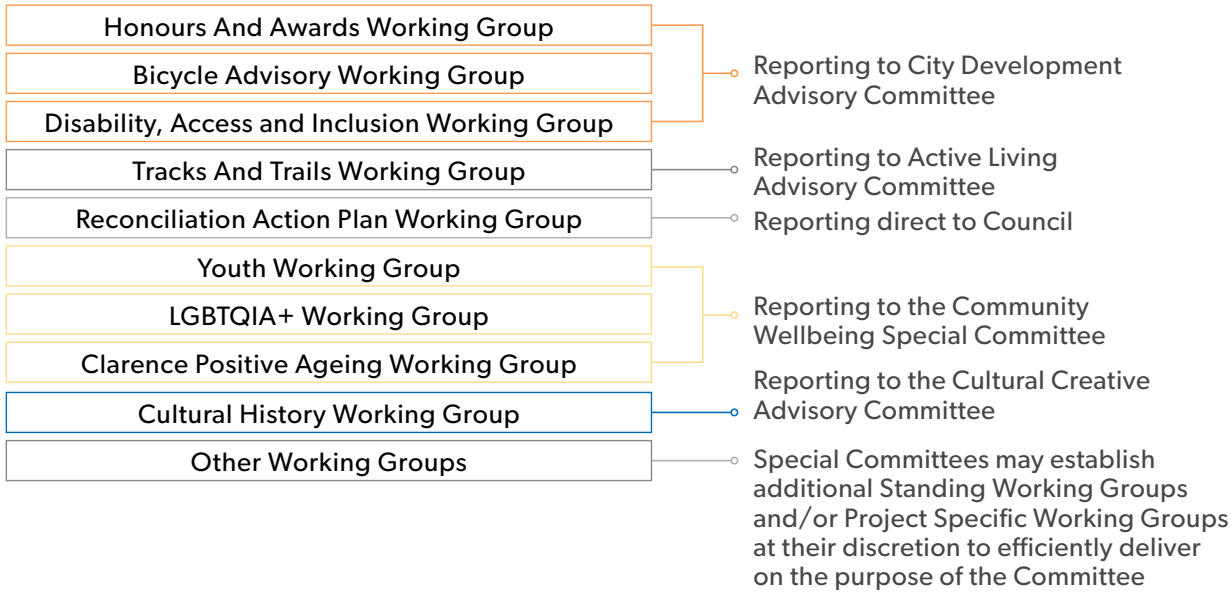
Committee structure



Key functions in reference to the primary strategies:

- To have input into the development, implementation and review of Council's policies, strategies and initiatives relevant to the purpose of the Committee
- To make recommendations to Council on strategic projects
- To provide an opportunity for members of the community and other stakeholders to communicate views to Council on issues related to the purpose of the Committee
- To act as a conduit for key stakeholders to have input into the implementation of the relevant strategy on behalf of the Clarence community
- To explore and promote opportunities within the municipality consistent with the purpose of the Committee
- To provide input into the annual goals of Council in relation to the purpose of the Committee
- To provide suggestions for projects, programs and other initiatives as part of council's annual budget processes

Special Advisory Committees



Standing Working Groups

Clarence City Council Strategic Plan 2021–2031

Administrative operations of Council

Governance and leadership / assets and resources

Strategies
10 year lifecycle

Provides an analysis of the key issues and opportunities identified in the Strategic Plan.

Community Wellbeing Strategy | **Cultural Creative Strategy** | **City Development Strategy** | **Digital Strategy** | **Sustainability Strategy** | **Active Living Strategy**

Implementation Plans
3-5 year lifecycle

Provides an outline for achieving outcomes from our strategies, highlighting inter-relationships of activities across strategies and including statutory responsibilities and reporting requirements.

What will be done | How will it be done | Who is responsible | Estimated timelines | Resources required

Annual Plan
1 year lifecycle

Provides a detailed outline for achieving Plan outcomes across the immediate financial year.

- What specific activities will be delivered this year
- How will it be done
- Who is responsible
- Specific timelines
- Resources required for the current year

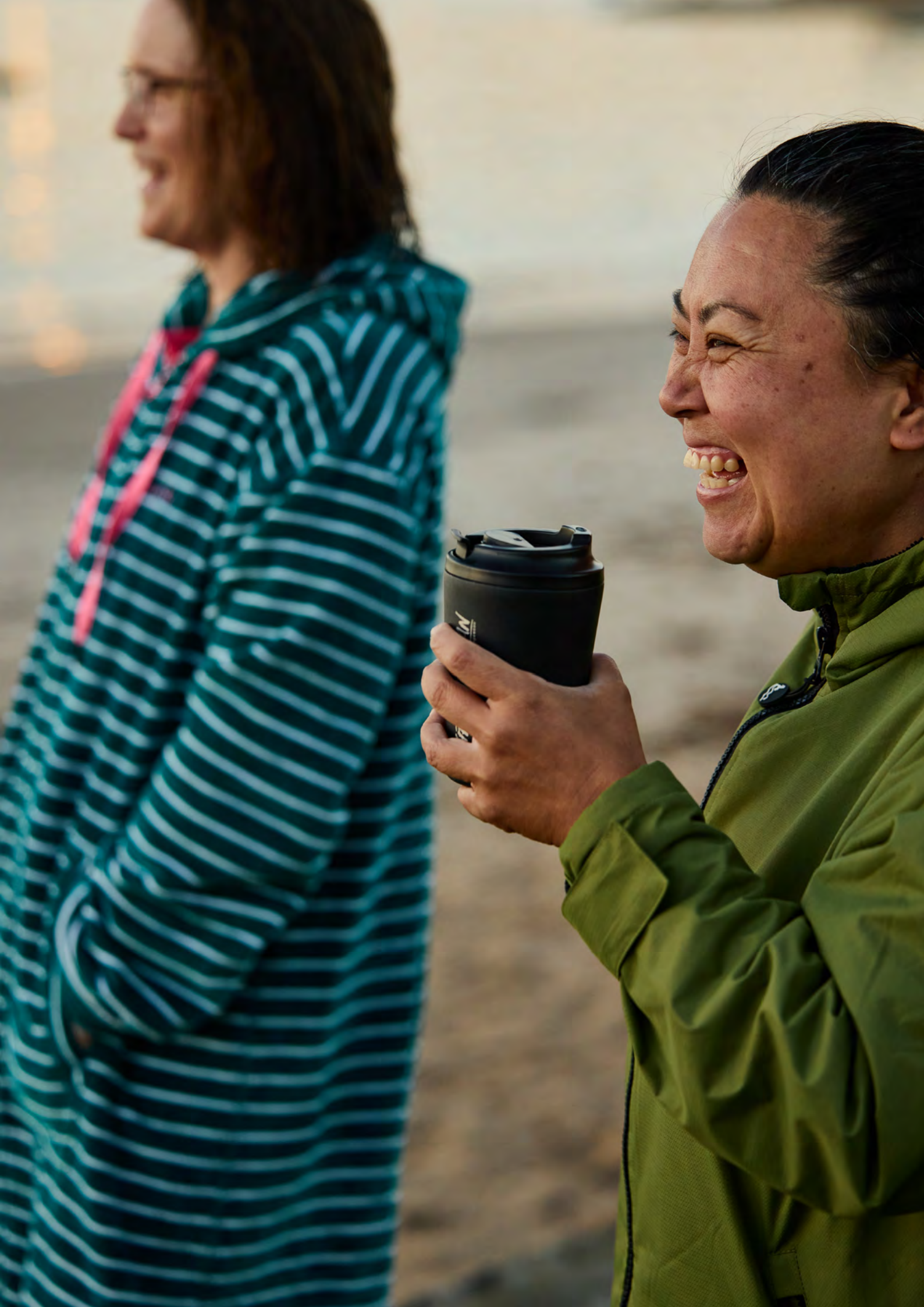
Budget
1 year lifecycle

Allocation based on resources required to deliver outcomes outlined in the relevant plan.

- Allocation for actual activities for the year
- Provision for future works across Plan

Objectives we will work towards Identified within council's strategies and reporting framework.

Special Committees of Council Committees to align functions and goals with all adopted council strategies.



Vision and mission

Our purpose:

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

Our vision

Clarence — a vibrant, prosperous, sustainable city.

Our mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery.

Goals

A people friendly city

Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.

A well-planned liveable city

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

A prosperous and creative city

Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.

An environmentally responsible city

Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

The following key organisational goals underpin operations:

Governance and leadership

To act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.

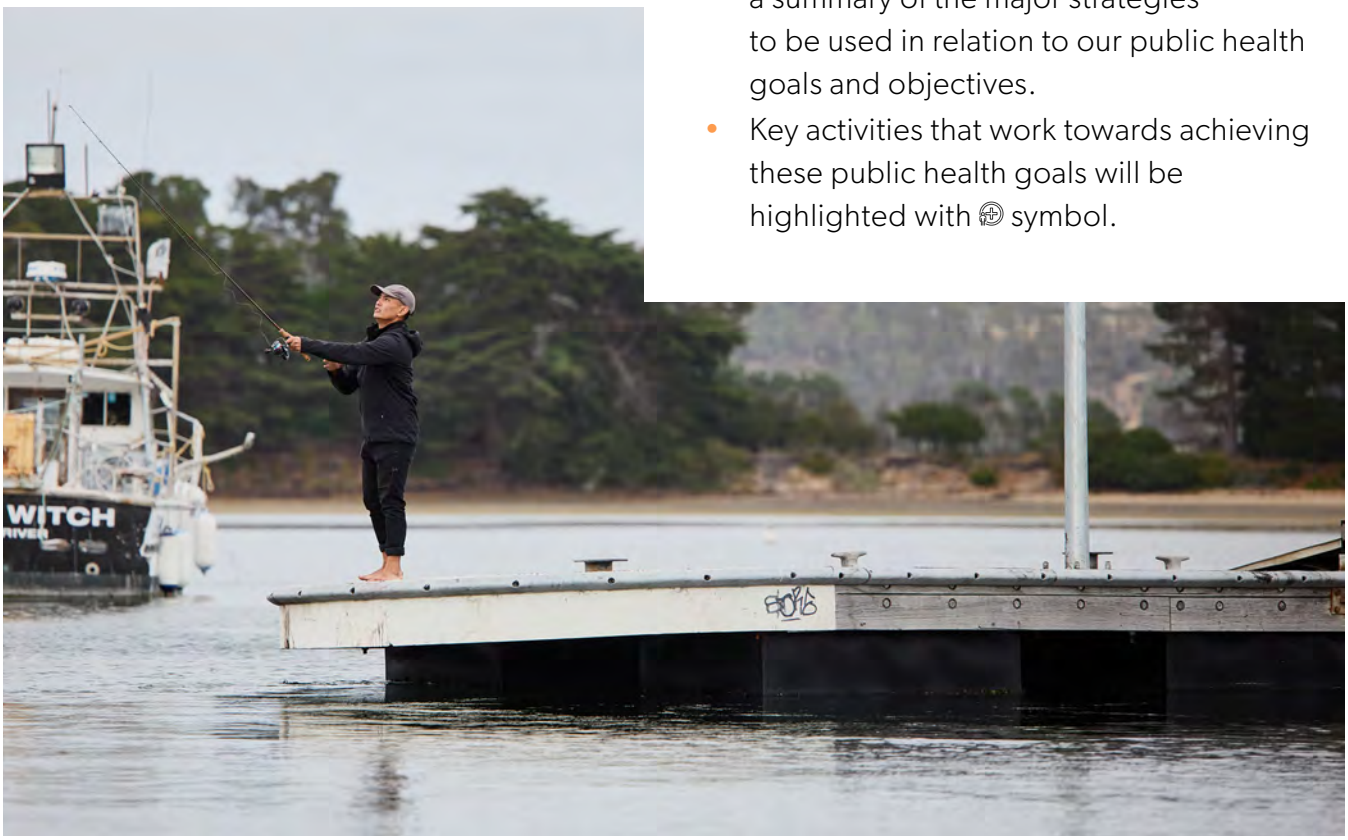
Assets and resources

We will efficiently and effectively manage financial, human, and property resources to attain our strategic goals and meet statutory obligations.

Where there are no priority activities and initiatives listed it does not mean there is no activity against this Strategic Plan objective, simply that they are day-to-day functions of council.

Public health goals and objectives

- Under Section 71(2)(d) of the *Local Government Act 1993*, City of Clarence is required to include a summary of the major strategies to be used in relation to our public health goals and objectives.
- Key activities that work towards achieving these public health goals will be highlighted with ⊕ symbol.



A fisherman off the jetty at Cremorne.

Master Plan overview

Year started	Master plan	Responsible area	Comment	Status	2025–2026 priority?
2023-24	**Clifton Beach Master Plan**	Infrastructure and Natural Assets	The Clifton Beach Master Plan will outline a long-term vision for integrated open space, improved facilities, and upgraded beach access around the Clifton Beach Surf Lifesaving Club. The first stage will involve community consultation and surf club patrons over summer.	*Commenced (July 2025)*	✓
2014-15	**South Arm Oval Master Plan**	Infrastructure and Natural Assets	This master plan has resulted in improved public open space at South Arm Oval, including a skate/scoot park, new play space, better picnic facilities/furniture, and other infrastructure. The next stage involves parking and traffic improvements starting with a design for carpark upgrades.	*Plan Adopted*	✓
2018-19	**Cambridge Township Master Plan**	Infrastructure and Natural Assets	This master plan provides the high-level strategic direction for a suburb-wide pedestrian network (Barilla Rivulet Trail, footpaths, shared paths), parks, playgrounds, sports fields, community facilities, road upgrades, and cycling infrastructure. It has led to the preparation of the Cambridge Oval Master Plan.	*Plan Adopted*	✗
2018-19	**Bayview Secondary College Master Plan**	Infrastructure and Natural Assets	This master plan and business case identifies future sport and recreation development opportunities for the Bayview Secondary College Precinct and will guide future investment. We will continue advocating for co-funding to progress the project.	*Plan Adopted*	✓
2011-12	**Bellerive Beach Park Master Plan**	Infrastructure and Natural Assets	The Bellerive Beach Park Master Plan aims to provide regional-level, inclusive public open space infrastructure and services with universal design as a priority. This plan is currently under review and the first stage of consultation was completed in 2024-2025.	*In Progress*	✓
2016-17	**Rosny Farm Master Plan**	Community and Culture	Application for funding was submitted to the Urban Precincts and Partnerships Program, Stream 1, to deliver a detailed business case and designs for a Cultural and Creative Industries Precinct. The precinct aims to support creative development, youth engagement, Aboriginal cultural representation, and industry growth across arts, digital, and screen sectors, while strengthening economic resilience and liveability through sustainable urban design.	*In Progress*	✓
2017-18	**Bligh Street Streetscape Master Plan**	Infrastructure and Natural Assets	This master plan will improve and beautify Bligh Street, enhance pedestrian/cycling connections, and consider upgrading the Rosny Bus Mall (pending Clarence City Heart Plan adoption).	*On hold*	✗

Year started	Master plan	Responsible area	Comment	Status	2025–2026 priority?
2018-19	**Richmond Village Master Plan**	Infrastructure and Natural Assets	The Richmond Village Master Plan, celebrating heritage and character while improving accessibility, function, and movement, is being finalised incorporating consultation feedback, with adoption of the plan the next step.	*Plan being finalised*	✓
2018-19	**Victoria Esplanade/ Queen Street Master Plan**	Infrastructure and Natural Assets	This master plan will provide a cohesive implementation plan for the future development of Victoria Esplanade and Queen Street, Bellerive, delivering a comfortable, safe, accessible, and activity-rich site for all. Detailed design is underway for the first stage to tie in with the ferry terminal upgrades.	*Plan Adopted*	✓
2018-19	**Little Howrah Beach Master Plan**	Infrastructure and Natural Assets	This master plan provides a collated approach to key upgrades at the site, including improved beach accessibility, wash-down area, parking, and kayak access. Community consultation is complete, the next step is to present the final plan to Council for adoption.	*Plan being finalised*	✓
2019-20	**Lauderdale Canal District Park Master Plan**	Infrastructure and Natural Assets	This master plan is currently on hold pending Council's discussions with the State Government (landowner) regarding canal management. The draft plan proposed improved recreational infrastructure, amenities, community spaces, environmental enhancements, access, safety, parking, plus stronger water and land connections.	*On hold*	✗
2019-20	**Geilston Bay Sport Precinct Master Plan**	Infrastructure and Natural Assets	This master plan will commence following the adoption of the Sports Facilities Strategic Plan. The plan will define the preferred layout for community sport and recreation within the precinct, considering tenant viability amidst changing participation and infrastructure needs.	*Commenced (July 2025)*	✓
2020-21	**Clarence Plains Master Plan**	Infrastructure and Natural Assets	This master plan, a multifaceted vision for future housing, community and social needs, sets a long-term plan for developing City of Clarence's open space and facilities. This is being finalised to incorporate engagement feedback.	*Plan being finalised*	✓
2020-21	**Cambridge Oval Master Plan**	Infrastructure and Natural Assets	This master plan, coordinated alongside the Cambridge Primary School redevelopment, ensures complementary open space, a sports precinct and a community dog park.	*Plan Adopted*	✓
2023	**Wentworth Park Master Plan**	Infrastructure and Natural Assets	This master plan will define the preferred layout for community sport, play and recreation within the precinct, considering sporting code and community infrastructure needs, pending recommendations from the Sports Facilities Strategic Plan and the Open Space Strategy.	*Commenced (July 2025)*	✓

Strategic projects

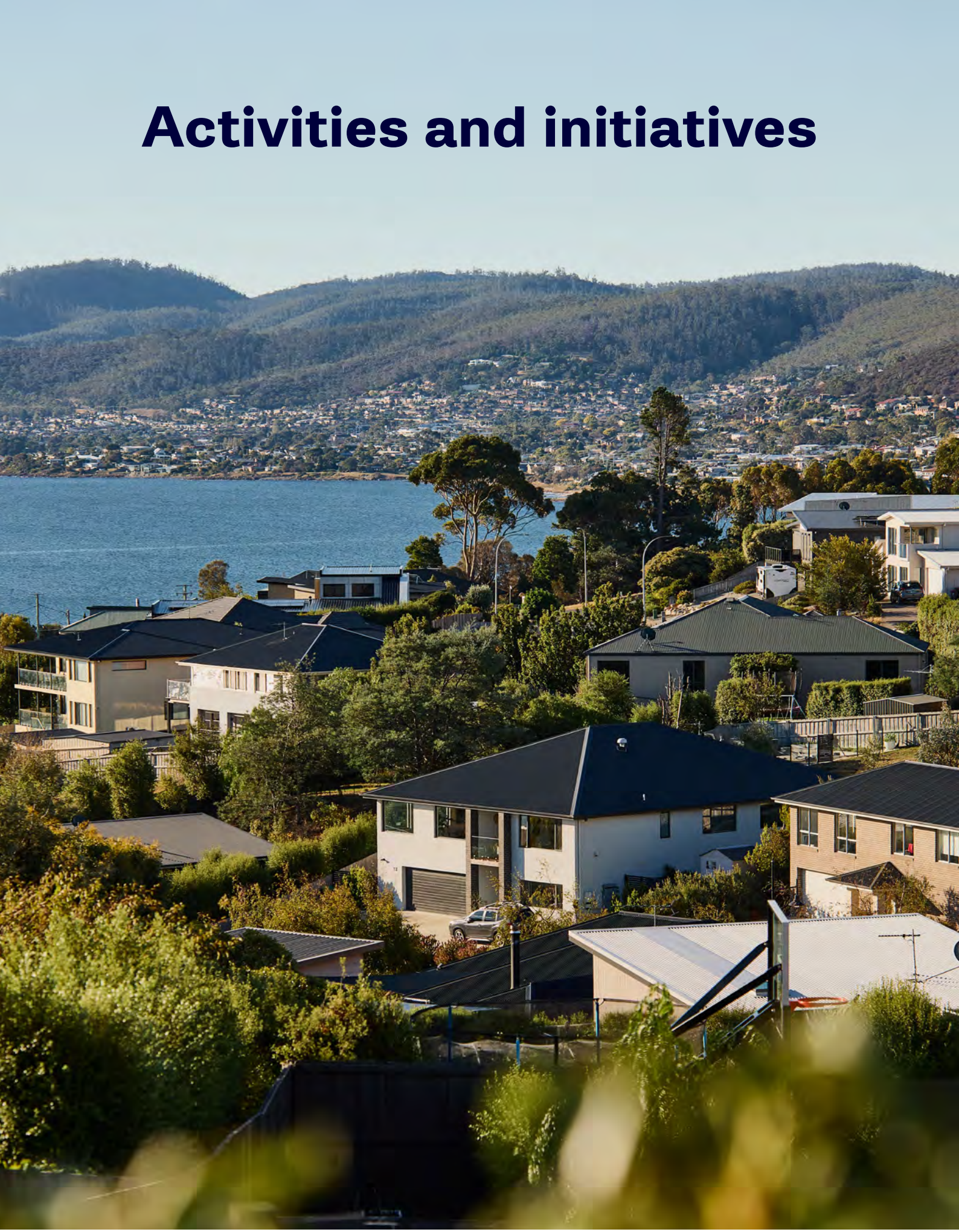
Year started	Project title	Responsible area	Comment	Status	2025–2026 priority?
2023-24	**Droughty Peninsula Structure Plan**	City Planning	Consultation planned for mid 2025. Further work needed post-adoption to codify any necessary changes through amendments to the Tasmanian Planning Scheme - Clarence.	*Being undertaken*	✓
2019-20	**Clarence City Heart Plan**	Strategic Development, Communications and Engagement	Continue to progress the finalisation and adoption of the Clarence City Heart Plan and Implementation Plan.	*Plan being finalised*	✓
2022-23	**Warrane Urban Renewal Structure Plan**	City Planning and Strategic Development	Planned for commencement in 2025, dependant upon the finalisation of the Clarence City Heart Plan.	*On hold*	✓
2022-23	**Risdon Vale and Geilston Bay Structure Plan**	City Planning	Rescoping of the project is dependant upon resolution of the review of the Urban Growth Boundary and associated strategies through the review of the Southern Tasmanian Regional Land Use Strategy.	*On hold*	✗
2022-23	**Sports Facilities Strategic Plan**	Infrastructure and Natural Assets	This strategic plan will inform future facility provision based on capacity and participation, establish a decision-making framework, and review playing surface use/maintenance for increased usage and cost savings.	*In Progress*	✓
2023-24	**Open Space Strategy**	Infrastructure and Natural Assets	This strategy will enable Council to assess current open space assets and future needs across Clarence, while also exploring opportunities for more effective management of existing spaces.	*In Progress*	✓
2024-26	**Events on Council Land**	Infrastructure and Natural Assets	The policy will provide a clear and consistent framework for the management of events held on land owned or managed by City of Clarence. This land can include parks, reserves, ovals, community spaces, roads, and other public areas.	*Commenced (July 2025)*	✓

Year started	Project title	Responsible area	Comment	Status	2025–2026 priority?
2025-26	**Urban Tree Strategy**	Infrastructure and Natural Assets	The Urban Tree Strategy will provide a comprehensive plan for managing, protecting, and expanding the city's trees to maximise their environmental, social, and economic benefits. It will addresses tree selection, planting, maintenance, canopy goals, biodiversity, community involvement, and integration with urban development, ultimately aiming for a healthy and resilient urban forest.	*Commenced (July 2025)*	✓
2025-26	**Community Facilities Strategy**	Infrastructure and Natural Assets	This strategy will guide our role in the planning, provision, management, and development of facilities that serve the needs of the local community. It will provide a strategic framework to ensure that community facilities effectively meet current and future needs in an equitable, accessible, and sustainable manner.	*Commenced (July 2025)*	✓
2024-25	**Natural Areas Strategy**	Infrastructure and Natural Assets	The Natural Areas Strategy 2024-2034 provides the strategic framework for the management, protection, planning and promotion of natural areas across Clarence. Actions derived from the prioritised implementation plan will be delivered over the life of the strategy, with a review of the progress after the first five years.	*Plan Adopted*	✓
2024-25	**Bushfire Mitigation Strategy**	Infrastructure and Natural Assets	The Bushfire Mitigation Strategy 2024-2034 details our approach to reducing bushfire risk and impacts in priority bushfire-prone areas in Clarence. The strategy includes an implementation plan, to be reviewed after five years, and is supported by individual reserve Bushfire Management Plans, developed in accordance with State and federal legislation and best practice guidelines.	*Plan Adopted*	✓
2024-25	**Coastal Access Strategy**	Infrastructure and Natural Assets	The strategy aims to create a planning framework for inclusive beach access, guiding operational and strategic decisions for new and upgraded facilities. It will establish priority projects for funding, emphasising universal design, improved infrastructure, and balancing access with environmental protection through community consultation and long-term strategic planning.	*In Progress*	✓

Strategic projects (continued)

Year started	Project title	Responsible area	Comment	Status	2025–2026 priority?
2016-27	**Weed Strategy**	Infrastructure and Natural Assets	The Clarence Weed Strategy 2016-2030 guides our approach to weed management throughout Clarence. Reviewed and updated in 2023, the strategy is supported by a five-yearly action plan and contains details on target weed species and their known distribution throughout Clarence, with control measure undertaken through a collaborative effort with the State Government and local communities.	*Plan Adopted*	✓
2025-26	**Meehan Range Strategic Mountain Bike Plan**	Infrastructure and Natural Assets	Funded through the State Government the plan aims to transform the already popular area into a more organised and sustainable, mountain biking destination, delivering significant benefits for riders, the local community, and the regional economy while conserving the natural environment.	*Commenced (July 2025)*	✓
2012	**Tracks and Trails Strategy**	Infrastructure and Natural Assets	A review will be undertaken of the previous Track and Trail Action Plan to ensure that the revised strategy guides the development, maintenance, and promotion of a sustainable and integrated network of tracks and trails within the city.	*Commenced (July 2025)*	✓
2024-25	**Cycling Strategy**	Infrastructure and Natural Assets	The Cycling Strategy aims to develop an integrated and accessible cycling network to support active transport within Clarence. The draft Clarence Cycling Strategy 2025-2035, builds upon previous plans like the 2013-2017 Bicycle Strategy and Action Plan.	*Plan being finalised*	✓
2025-26	**Clarence Housing Strategy**	City Planning and Strategic Development	Planned for commencement in 2025, and dependant upon the outcomes of the STRLUS review, this project will consider the strategic supply and delivery of housing typologies and options across the city to deliver the outcomes of the 30-Year Greater Hobart Plan.	*On hold*	✓

Activities and initiatives



View of River Derwent from Tranmere.

A people friendly city

GOAL: Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high-quality public places for all people to live actively, engage socially and enhance our health and wellbeing.

A people friendly city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
1.1	**Enhancing the liveability of activity centres, community hubs and villages through urban design projects.**	• Develop an Urban Tree Strategy for Clarence. Prepare and implement a precinct planting plan for greening Rokeby.	Infrastructure and Natural Assets
1.2	**Building upon Clarence's status as a World Health Organisation 'Age Friendly City and Community'.**	• Deliver outcomes of the current Age Friendly Clarence Plan.	Community and Culture
1.3	**Recognising our Tasmanian Aboriginal people and developing a Reconciliation Action Plan.**	• Deliver on outcomes of the Reconciliation Action Plan.	Community and Culture
		• Develop programs that recognise Aboriginal cultural and creative arts practices.	Community and Culture
1.4	**Undertaking consultation and developing concept plan(s) for the Clarence City Heart Plan.**	• Recognise the contribution of arts programming and infrastructure to our objectives for developing the Clarence City Heart Plan.	Community and Culture
1.5	**Continuing to deliver and review a community Health and Wellbeing Strategy and associated supporting plans to strengthen and improve the physical, mental, and social wellbeing of the community.**	• Deliver on outcomes of the current Access and Inclusion Plan.	Community and Culture
		• Deliver on outcomes of the current Community Safety Plan.	Community and Culture
		• Develop the Life Course Plan to provide clear actions for the Community Wellbeing Strategy (Formerly the Health and Wellbeing Strategy).	Community and Culture
		• Develop a 10 year Children's Services Strategy for Clarence.	Community and Culture
		• Deliver a grants program for artists and creative professionals to establish their practice and work in Clarence.	Community and Culture

A people friendly city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
1.6	**Finalising the development and implementation of the Clarence Community Planning and Development Structure to enable a consistent approach to working together when considering community needs and issues.**	• Support and deliver the Clarence Healthy Together grant-funded project in collaboration with the Department of Health and community partners.	Community and Culture
1.7	**Supporting our community to build capacity and resilience.**	• Research options for the development of a new youth focused facility including potential partnership and co-location opportunities.	Community and Culture
		• Deliver a community walk for Mental Health Week held in October 2025.	Community and Culture
		• In collaboration with People, Safety and Culture, develop training modules for Councillors, staff and volunteers to address inclusion topics such as, multicultural awareness, Aboriginal cultural awareness and LGBTQIA+ awareness.	Community and Culture
		• Promote digital inclusion programs for older adults.	Community and Culture
		• Work with the LGBTQIA+ Working Group as a part of the Community Wellbeing Advisory Committee.	Community and Culture
		• Deliver training for Councillors, staff and volunteers across a range of community inclusion topics such as, disability awareness.	Community and Culture
		• Partner with community to develop preventative strategies to community safety issues.	Community and Culture
		• Support the Clarence Salvation Army to deliver the Clarence Christmas Brunch.	Community and Culture
		• Revise and implement the Homelessness Action Plan.	Community and Culture
		• Develop and distribute homelessness information and resources to internal and external stakeholders as an educative tool to build empathy in the community towards those experiencing homelessness.	Community and Culture
		• Support the delivery of urban artwork projects in collaboration with artists and young people across the municipality as a tool to address community safety issues in Clarence.	Community and Culture
		• Deliver the grants and benefits program.	Community and Culture
		• Provide and support community friendly activities at youth focused recreation facilities across Clarence.	Community and Culture
		• Develop and conduct a survey of LGBTQIA+ community needs in Clarence.	Community and Culture

A people friendly city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
1.8	**Recognising the significant impact volunteer involvement has on achieving our strategic goals and the delivery of our services and initiatives.**	• Deliver and grow the Clarence Community Volunteer Service.	Community and Culture
		• Develop a Volunteer Recognition Strategy and induction process for all of City of Clarence volunteers.	Community and Culture
1.9	**Undertaking the development of a Sport and Recreation Strategy**	• Collaborate with other Councils in the region, on the development of a Regional Sports Facility Plan that reflects the needs of the Greater Hobart community over the next 20 years. Finalise the Clarence Sports Facility Strategic Plan.	Infrastructure and Natural Assets
1.10	**Promoting active and healthy lifestyles through provision and support of programs that improve physical and mental health.**	• Deliver gentle exercise programs for older adults in the Clarence.	Community and Culture
		• Deliver the Live Well, Live Long program.	Community and Culture
		• Review the Help to Health program.	Community and Culture
		• Deliver the Fitness in the Park program.	Community and Culture
		• Deliver council immunisation clinics to the public and the school based immunisation program.	Regulatory Services
		• Continue work on declared smoke-free areas including signage and education.	Regulatory Services
1.11	**Continuing to develop and maintain a quality open space network.**	• Finalise the Clarence Open Space Strategy.	Infrastructure and Natural Assets
1.12	**Facilitating opportunities for community connections and growth through a range of programs, activities, and events.**	• Deliver the Our Shared Space intergenerational program combatting ageism.	Community and Culture
		• Deliver Seniors Week activities.	Community and Culture
		• Work in partnership with organisations to support programs which increase awareness of people with disability.	Community and Culture
		• Support Dementia Friendly activities in the Clarence.	Community and Culture
		• Deliver before and after school and holiday care services in partnership with schools across Clarence and continue planned growth to meet demand in the community.	Community and Culture
		• Deliver ongoing operations of the Rosny Early Learning Long Day Care Centre to offer high quality and affordable childcare services for the Clarence community.	Community and Culture
		• Recognise the contribution of the community through the installation of memorials in accordance with City of Clarence policy.	Infrastructure and Natural Assets
1.13	**Recognising, celebrating, and supporting diversity by building on our connections through Welcoming Cities and Refugee Welcome Zone and developing supporting policies.**	• Support multicultural activities in Clarence.	Community and Culture



Walking trail and stone-work along Clarence Plains Rivulet.

A well-planned liveable city

GOAL: Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

A well-planned liveable city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
2.1	**Developing and implementing contemporary, funded, asset management plans for all council asset types.**	• Undertake playground and skate park audits to plan renewal priorities.	Infrastructure and Natural Assets
		• Prepare an Aquatic Facility Management Plan to continue the sustainable operation of the Clarence pool.	Infrastructure and Natural Assets
		• Prepare and implement a Tracks and Trails Audit and Maintenance Program in line with the review of the Clarence Tracks and Trails Strategy	Infrastructure and Natural Assets
		• Progress the ICT Infrastructure Project: Rollout of contemporary, secure endpoints and upgrade data centres and remote sites to provide for increased resilience, security, and service delivery across the business and for the community.	Information Services and Data
		• Undertake road renewal including: – major digouts – pavement reconstruction – footpath and kerb and gutter renewal – road resurfacing including asphalt, micro surfacing and spray sealing	Infrastructure and Natural Assets
		• Develop a plan for the management and future upgrade of unsealed roads.	Infrastructure and Natural Assets
		• Undertake stage one detailed design for Victoria Esplanade and Queen Street, Bellerive.	Infrastructure and Natural Assets
2.2	**Developing and implementing a comprehensive transport strategy for the city.**	• Continue to liaise with the Department of State Growth on: – The South East Traffic Solutions to improve travel time reliability between Hobart and Sorell – Improving cycling opportunities through the Greater Hobart Cycling Plan and grant initiatives – Arterial improvement in Clarence, that being the Mornington Interchange and upgrade of South Arm Road, Rokeby – Development of the Rokeby Park and Ride facility – Tasman Bridge Pathways Upgrade	Infrastructure and Natural Assets
		• Progress investigation and design for landside infrastructure to support the expansion of ferry services into other locations within Clarence, including Lindisfarne.	Infrastructure and Natural Assets

A well-planned liveable city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
2.3	**Developing and implementing traffic management plans to enhance connectivity and improve road safety.**	• Undertake road maintenance on sealed roads, unsealed roads and bridges (including cleaning, verge mowing and median strips, repair and maintenance of street furniture, kerb and gutters, table drains, road pavement, signed and line marking).	Infrastructure and Natural Assets
		• Carry out road shoulder widening on Acton Road, Acton.	Infrastructure and Natural Assets
		• Undertake upgrades to existing road infrastructure (as approved in the Roads Capital Budget) including road upgrades, safety improvements and traffic management projects.	Infrastructure and Natural Assets
		• Erosion investigation for areas where public infrastructure (roads and footpaths) are at risk.	Infrastructure and Natural Assets
		• Engineering investigations and design (as approved in the Roads Capital Budget) including corridor studies, safety audits, intersection upgrades and traffic management projects.	Infrastructure and Natural Assets
		• Trial of traffic management proposals identified in the Richmond Village Master Plan.	Infrastructure and Natural Assets
2.4	**Reviewing and continuing to implement our Bicycle Plan and the Tracks and Trails Strategy for the city.**	• Continue to partner with the State Government on the sustainable planning, maintenance and upgrade of the Clarence Mountain Bike Park.	Infrastructure and Natural Assets
		• Undertake Track and Trail projects (as approved in the Tracks and Trails Capital Budget) including: – Single Hill Track – Summit to Kirra Road – Rokeby Hills Track – Tunah Street Howrah to Toorittya Bushland Reserve – Rosny Parklands Circuit Track	Infrastructure and Natural Assets
		• Undertake upgrades on multi-user pathways (as approved in the Roads Capital Budget) including upgrades to the Clarence Foreshore Trail and other on-road bicycle infrastructure.	Infrastructure and Natural Assets
		• Implement the recommendations of the draft Clarence City Cycling Strategy 2025-2035.	Infrastructure and Natural Assets
		• Improve facilities and safety for people riding bicycles across the city, including: – Construct bicycle parking racks – Install bicycle-safe stormwater grates	Infrastructure and Natural Assets
2.5	**Providing and prioritising a safe, reliable, and accessible pedestrian network.**	• Undertake sealed footpath and gravel footpath maintenance (including weed control).	Infrastructure and Natural Assets
		• Identify missing footpath links and missing kerb ramps across our built-up areas and develop a strategy to address this.	Infrastructure and Natural Assets
		• Improve pedestrian access across the city (as approved in the Roads Capital Budget), including new pedestrian crossings, traffic islands, streetscape upgrades and new and upgraded footpaths.	Infrastructure and Natural Assets

A well-planned liveable city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
2.6	**Developing and implementing a parking infrastructure development plan to guide capital investment in public parking facilities.**	• Undertake maintenance of sealed and unsealed car parks.	Infrastructure and Natural Assets
		• Undertake upgrades to car parking infrastructure (as approved in the Roads Capital Budget), including design development, safety improvements and traffic management projects.	Infrastructure and Natural Assets
		• Continue the analysis of council-owned car parking sensor usage data in Bellerive and Rosny to inform decisions aimed at improving parking behaviour.	Information Services and Data
2.7	**Developing and implementing stormwater catchment management plans for the city.**	• Implement stormwater improvement projects identified as priority works in the Stormwater Systems Management Plans (as approved in the Stormwater Capital Budget), including pipe upgrades, increased inlet capacity, kerb modifications and network extensions.	Infrastructure and Natural Assets
		• Design stormwater improvement projects identified as priority works in the Stormwater Systems Management Plans (as approved in the Stormwater Capital Budget), including pipe upgrades, increased inlet capacity, kerb modifications and network extensions.	Infrastructure and Natural Assets
		• Improve quality of stormwater discharge into the Derwent River (as approved in the Stormwater Capital Budget), including Water Sensitive Urban Design (WSUD) treatments, new gross pollutant traps and modifying existing treatment systems for improved operation.	Infrastructure and Natural Assets
		• Plan and design of detention systems identified as priority works in the Stormwater Systems Management Plans (as approved in the Stormwater Capital Budget).	Infrastructure and Natural Assets
		• Continue to monitor, review and update Stormwater Systems Management Plans based to keep them consistent with development and changes across the city.	Infrastructure and Natural Assets
2.8	**Undertaking stormwater management and groundwater monitoring programs.**	• Undertake stormwater maintenance (including pits and pipe, open channels, gross pollutant traps, detention basins).	Infrastructure and Natural Assets
		• Develop and implement a strategy to prioritise maintenance and replacement of soakage trenches across the city.	Infrastructure and Natural Assets
		• Continue to maintain the Seven Mile Beach groundwater model, including upgrade of bore holes and data loggers.	Infrastructure and Natural Assets
		• Continue to operate the Cambridge Oval stormwater harvesting project.	Infrastructure and Natural Assets
		• Construct stormwater improvements throughout the city (as approved in the Stormwater Capital Budget), including new pits, upgraded pipes and improved open drains.	Infrastructure and Natural Assets
		• Design stormwater improvements throughout the city (as approved in the Stormwater Capital Budget), including pipe renewal, open drain improvements and capacity assessment and upgrades.	Infrastructure and Natural Assets

A well-planned liveable city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
2.9	**Undertaking an audit and strategic review of council's buildings and community facilities to establish usage, condition, and compliance to standards, and assess to ensure they are fit for purpose to accommodate current and future community needs.**	• Continue to progress the needs analysis and business case for the City of Clarence Community Hub, Administrative and Civic Precinct.	Strategic Development, Communications, and Engagement
		• Finalise Community Facilities Strategic Plan and implement projects (as approved in the Facilities Management Capital Budget) Including: – Aquatic centre backwash tank upgrades – Solar panel installation at Sandford Hall – Undertake site assessments and design to improve Rosny Barn operation – Upgrade flooring at Tranmere Hall – Replace the roof on the Millers Cottage at Richmond Village Green – Upgrade toilets at Cambridge Hall – Upgrade public toilets at Lauderdale Hall – Installation of soap dispensers at public toilets	Infrastructure and Natural Assets
2.10	**Ensuring quality civic architecture which is responsive to place and adaptable for the needs of the community.**	• Construct new community sporting pavilion at Clarendon Vale Oval • Finalise detailed design for ANZAC Park community sporting pavilion • Construct new toilets at Sandford Hall • Construct new toilets at Bayview Park, Lauderdale • Construct new storage facility at Kangaroo Bay Oval • Concept design Cambridge community sporting pavilion	Infrastructure and Natural Assets
2.11	**In line with our Sport and Recreation Strategy, work with local clubs, state and regional organisations and other levels of government to meet the sport and recreation needs of our community.**	• Construct the following (as approved in the Active Capital Budget): – Installation of AFL infrastructure at Montagu Bay School Oval – Upgrades to Geilston Bay Oval No. 1 (pitch, fencing and lighting) – Renewal of Richmond tennis synthetic court – Renewal of Rosny tennis fencing – Replacement of Rosny and Beltana bowling synthetic greens – Improvements at Richmond Oval – Installation and maintenance of South Arm pontoon – Accessible shooting lines at Roscommon Archery Centre	Infrastructure and Natural Assets

A well-planned liveable city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
2.12	**Undertaking best practice land use policy development and active participation in regional planning processes.**	• Develop a coordinated and comprehensive strategic workplan to enable the commencement of the review of the Tasmanian Planning Scheme - Clarence in 2026.	City Planning
		• Participate in, and contribute to state and regional strategic working groups such as that related to the 30 Year Greater Hobart Plan, the review of the Southern Regional Land Use Strategy and Tasmanian Planning Policies.	City Planning
		• Participate in, and contribute to state and regional planning initiatives and policy review.	City Planning
		• Review planning policies and update as necessary to meet contemporary standards.	City Planning
		• Review and update the Local Planning Schedule of the Tasmanian Planning Scheme – Clarence as necessary or as directed.	City Planning
2.13	**Enhancing natural and built amenities to create vibrant, accessible activity centres and community hubs through quality urban design.**	• Aligned with strategic work being undertaken at a state level through the Southern Tasmania Regional Land Use Strategy (STRLUS) review, plan for the review of Clarence Activity Centre Strategy 2013 in line with the principles and outcomes of the Clarence City Heart Plan.	City Planning
2.14	**Planning for a diverse range of housing to meet the needs of a wide demographic.**	• Review densification opportunities aligned with activity centres and transport corridors.	City Planning
		• Commence the Warrane Neighbourhood Structure Plan project to consider opportunities for improved options for diversity of housing typology and urban design outcomes within the Warrane area and immediate surrounds and provide a basis for future Local Provisions Schedule (LPS) Amendments.	City Planning
		• Plan for the Geilston Bay / Risdon Vale Structure Plan to provide a framework and implementation framework for the consolidation of urban development and opportunities for diversity of housing typologies.	City Planning
		• Aligned with strategic work being undertaken at a state and regional level, commence the Clarence Housing Strategy to consider the opportunities across the city for improved options for diversity of housing typology and urban design outcomes.	City Planning
2.15	**Ensuring neighbourhoods have pleasant streetscapes and access to recreational spaces and appropriate neighbourhood facilities.**	• Commence consultation, site survey and design for parks (as approved in the Parks and Play spaces Capital Budget) including: – South East Regional Parklands, Clarendon Vale – Clarendon Vale youth space upgrade – Richmond Village Green play space – Lewis Park, Seven Mile Beach – Fermoy Park, Howrah – Bayview Park Lauderdale	Infrastructure and Natural Assets
		• Finalise the Droughty Peninsula Structure Plan to provide a framework and implementation framework for the expansion of urban development and underpin future Local Provisions Schedule (LPS) Amendments.	City Planning

A well-planned liveable city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
2.16	**Planning for the supply of industrial and commercial land, taking advantage of the city's unique locational advantages.**	• Aligned with strategic work being undertaken at a state level through the Southern Tasmania Regional Land Use Strategy (STRLUS) review, plan for a detailed review of the supply and demand of industrial areas within Clarence.	City Planning
		• Continue to identify key areas for preliminary investigation of opportunities and constraints for future residential, commercial or industrial development to justify further work if necessary.	City Planning
2.17	**Ensuring heritage values of historic places and precincts are protected.**	• Review the provision of the heritage and planning feedback process to ensure effective delivery of heritage advice.	City Planning
		• Continue to monitor the need for inclusion of heritage places in to the Local Provision Schedule (LPS) of the Tasmanian Planning Scheme – Clarence.	City Planning
2.18	**Encouraging the expansion of intensive agriculture and associated activities.**	• Continue to ensure viable agricultural land is appropriately developed through planning controls.	City Planning
2.19	**Applying land use techniques to identify and protect important natural values within the city.**	• Ensure that areas of high environmental or biodiversity value are appropriately identified and protected within the Tasmanian Planning Scheme – Clarence.	City Planning



Vegetation management on road verges in Montagu Bay.

A prosperous and creative city

GOAL: Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.

A prosperous and creative city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
3.1	**Reviewing and implementing the Economic Development Plan to encourage and facilitate business enterprise through economic development, land use planning, and cultural development strategies.**	• Continue to progress the City Development Strategy and implementation plan to support economic development activities and strategic economic direction in the city.	Strategic Development, Communications, and Engagement
3.2	**Working together with the Greater Hobart councils and other levels of government, under the Hobart City Deal, to leverage Hobart's natural amenity and build on its position as a vibrant, liveable, and connected global city.**	• Continue to evaluate, collaborate on, and promote opportunities to progress the adoption and delivery of shared digital resources within our region.	Information Services and Data
		• Continue to deliver the City Development Strategy as a key outcome of the Clarence Strategic Plan.	City Planning
		• Continue to participate in inter-council planning initiatives, working groups and wider planning forums.	City Planning
3.3	**Developing and implementing initiatives aimed at addressing the areas of significant socio-economic disadvantage within the city.**	• Develop and deliver youth programs across Clarence.	Community and Culture
		• Work in partnership with organisations, schools and services to support programs and activities for young people across the city.	Community and Culture
		• In partnership with other organisations develop youth activities in Rosny CBD.	Community and Culture
		• Support the One Community Together initiative in Clarence Plains.	Community and Culture

A prosperous and creative city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
3.4	**Communicating our city brand and benefits through the promotion of our attributes, opportunities and visitor attractions.**	• Undertake a cultural mapping project to identify key cultural assets, heritage sites, local talents, and unique traditions within Clarence.	Strategic Development, Communications, and Engagement
		• Continue to develop a database of videos and images for use in city promotion.	Strategic Development, Communications, and Engagement
		• Develop a visit Clarence synopsis to promote our tourism attractions on our website.	Strategic Development, Communications, and Engagement
3.5	**Building and facilitating productive networks and relationships based on common interests with business groups, regional bodies, other councils, and other levels of government.**	• Support and collaborate with the Coal River Valley Tasmania Tourism Association and support the annual Crave Harvest Festival held in April each year.	Strategic Development, Communications, and Engagement
		• Engage with the broader Clarence and Greater Hobart business community and industry groups.	Strategic Development, Communications, and Engagement
		• Support key stakeholders across the city to activate council land, including markets and event activations.	Strategic Development, Communications, and Engagement
		• Work with our Sister City and schools within the city to support student exchange program.	Strategic Development, Communications, and Engagement
3.6	**Facilitating and/or directly investing in foundation projects and infrastructure aimed at driving further investment and growth.**	• Develop a Data and Spatial Strategy.	Information Services and Data
3.7	**Continuing to deliver and review council's Cultural Creative Strategy and associated support plans to acknowledge and embrace arts and culture's integral elements within our community and a significant contributor to wellbeing and prosperity.**	• Undertake a strategic rebrand of Clarence Arts and Events brand, including website update.	Community and Culture
		• Develop and strengthen our arts and festival partnerships, and collaborate on projects and programs to achieve strong arts outcomes.	Community and Culture

A prosperous and creative city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
3.8	**Delivering a diverse program of cultural events to increase access, participation and excellence in arts and cultural activities.**	• Develop and deliver an annual program of exhibitions and events that highlight Clarence's unique culture and community.	Community and Culture
		• Develop community art projects that involve local artists, schools, and community groups. Projects include murals, public sculptures, and interpretative signage that reflect the area's unique qualities and history.	Community and Culture
		• Develop programs aimed at providing pathways for young people into the arts industry, including mentorship, internship and casual opportunities.	Community and Culture
		• Support community-led art projects that involve community participation and reflect the city's identity.	Community and Culture
		• Develop a program of activity for an art container as a pop-up venue for art exhibitions, performances, and cultural workshops.	Community and Culture
		• Develop a Mixed Reality, Augmented Reality and Virtual Reality project that will allow users to explore historical sites, artworks, and cultural stories through their smartphones.	Community and Culture
		• Identify opportunities to exhibit civic art collection and Clarence Prize winners.	Community and Culture
		• Host regular workshops that cater to the creative community, encouraging collaboration and knowledge sharing.	Community and Culture
3.9	**Enhancing our cultural identity by encouraging the creation and installation of public art.**	• Deliver the Public Art Policy, that emphasises work that reinforces Clarence's uniqueness.	Community and Culture
		• Ensure public art is embedded in urban planning initiatives.	Community and Culture
		• Commission and deliver new public art installations.	Community and Culture
3.10	**Examining options for the establishment of a civic centre or performance and exhibition centre.**	• Work with state and federal governments to realise Clarence's cultural infrastructure priorities, including Rosny Farm Creative Industries Precinct.	Community and Culture
3.11	**Reviewing and implementing the Cultural History Plan for Clarence to preserve and promote the city's unique cultural history.**	• Develop a suite of workshops, talks and walks that focus on local history.	Community and Culture
		• Implement the Cultural History Plan to preserve and promote the city's unique cultural history.	Community and Culture
		• Manage and maintain heritage listed buildings, places and memorials across Clarence including, the completion of Conservation Management Plans for Council owned buildings.	Infrastructure and Natural Assets
3.12	**Enhancing Sister City relationships and international linkages as a mechanism to foster and deliver cultural benefits.**	• Continue to identify opportunities to build new linkages and cultural connects with other cities and international communities.	Community and Culture

A prosperous and creative city

STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
3.13 **Undertaking the development of a Digital Strategy. Continuing to deliver and review council's Digital Strategy and associated support plans to combined human ingenuity with technology to connect our community with services, facilities and resources to enhance the quality of life for all.**	• Develop a Digital Strategy Implementation Plan.	Information Services and Data
3.14 **Adopting policies and strategies to enhance the quality of life by using emerging technology to improve the efficiency of city infrastructure and services for the benefit of the community, business and visitors.**	• Continually improve online availability and processes across the business including for regulatory, recruitment and procurement functions.	Information Services and Data
	• Progress the Replacement Facilities Access System Project. Research, scope and identify options to replace and improve current access systems (including CCTV, key, electronic swipe cards, pin) to council's facilities, buildings, ovals, halls and centres.	Information Services and Data
	• Investigate the provision of an online public facing portal to allow self-service parking infringement information access.	Information Services and Data
	• Investigate the use of Licence Plate Recognition (LPR) and AI in parking enforcement with a view to conducting field trials.	Information Services and Data



Cabbages Flower Shop in Bellerive.

An environmentally responsible city

GOAL: Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

An environmentally responsible city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
4.1	**Protecting natural assets within council-managed land through the development and review of strategies in relation to bushfire, weed, land and coastal management.**	• Undertake environmental health sampling and monitoring.	Regulatory Services
		• Implement the Natural Areas Strategy 2024-2034 and associated actions in Reserve Management Plans.	Infrastructure and Natural Assets
		• Implement Bushfire Mitigation Strategy 2024-2034 and associated actions in reserve Bushfire Mitigation Plans.	Infrastructure and Natural Assets
		• Continue to review and develop a coastal management framework, including the Coastal Hazards Policy and associated area plans to guide planning and management of coastal assets.	Infrastructure and Natural Assets
		• Continue to implement the Clarence Weed Strategy 2016-2030.	Infrastructure and Natural Assets
4.2	**Developing activity plans for natural reserve areas and continuing to work with bushcare, landcare, coastcare and other volunteer groups to implement plans and initiatives.**	• Continue to review and develop Reserve Management Plans (previously named Reserve Activity Plans) to guide Council and volunteer actions in natural areas.	Infrastructure and Natural Assets
		• Continue to support Landcare and other volunteer groups to plan and undertake biodiversity-focused activities throughout the City of Clarence.	Infrastructure and Natural Assets
4.3	**Working collaboratively with relevant agencies to enhance and protect the natural environment.**	• Provide support to the Derwent Estuary Program.	Regulatory Services
		• Continue to collaborate and partner with agencies including the Derwent Estuary Program, NRM South and the Department of Natural Resources and Environment to deliver biodiversity-focused programs throughout the City of Clarence.	Infrastructure and Natural Assets

An environmentally responsible city

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
4.4	**Encouraging energy conservation and sustainable use of resources through promotion of water and energy conservation initiatives to the community and industry, as well as considering opportunities in relation to emerging or alternative technologies, including energy efficient transport options.**	• Facilitate and subscribe to a digital Corporate Carbon Accounting software.	Infrastructure and Natural Assets
		• Investigate Electric Vehicle charging infrastructure install at City of Clarence buildings.	Infrastructure and Natural Assets
4.5	**Continuing to deliver and review council's Sustainability Strategy and associated support plans to strengthen the integration of sustainability practices into our services and operations.**	• Deliver a Waste and Resource Recovery.	Infrastructure and Natural Assets
		• Develop Environmental, Social, and Governance (ESG) guidelines.	Infrastructure and Natural Assets
4.6	**Developing and implementing local and regional waste management strategies that consider all forms of waste.**	• Continue to undertake kerbside waste, recycling and green waste collection services.	Infrastructure and Natural Assets
		• Continue to deliver community services obligations at Mornington Park Waste Transfer Station.	Infrastructure and Natural Assets
		• Continue to undertake waste collection from parks, sportsgrounds and roadside litter.	Infrastructure and Natural Assets
		• Carry out maintenance of the Lauderdale Rehabilitated Landfill.	Infrastructure and Natural Assets
		• Facilitate the installation of difficult-to-recycle stations.	Infrastructure and Natural Assets
		• Facilitate educational programs and pathways for communities to dispose of problematic and difficult to recycle materials.	Infrastructure and Natural Assets
4.7	**Continuing to provide opportunities for involvement and increased awareness for the care of the local environment.**	• Facilitate the delivery of community sustainability programs.	Infrastructure and Natural Assets

Governance and leadership

GOAL: To provide leadership and accessible, responsive, transparent and accountable governance of the city.

Governance and leadership

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
5.1	**Responding to the changing needs of the community through leadership, advocacy and best practice governance.**	• Work with the Youth Network Advisory Group (YNAG) and the Youth Working Group as part of the Community Wellbeing Advisory Committee.	Community and Culture
		• Work with the Positive Ageing Working Group as a part of the Community Wellbeing Advisory Committee.	Community and Culture
		• Work with the Access and Inclusion Working Group as part of the City Development Advisory Committee.	Community and Culture
		• Work with services and organisations by facilitating the Positive Ageing Network (PAN) forum.	Community and Culture
		• Work with services and organisations by facilitating the Clarence Access and Inclusion Network (CAIN) forum.	Community and Culture
		• Detailed review of procurement procedures and policies with a focus on strategic procurement.	Governance
5.2	**Formulating and maintaining a suite of policies to provide a framework for the establishment and implementation of council's plans, strategies, programs, and services.**	• Develop a policy register and timeline for review of existing policies.	Strategic Development, Communications, and Engagement
		• Finalise the development of the City Development Strategy.	Strategic Development, Communications, and Engagement
		• Undertake a review of the Strategic Plan 2021-2031.	Strategic Development, Communications, and Engagement
		• Undertake a review of the five corporate strategies.	Strategic Development, Communications, and Engagement

Governance and leadership

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
5.3	**Continuing to focus on providing transparency in our decision-making processes.**	• Finalise development of, and implement the Communications, Media and Marketing Strategy.	Strategic Development, Communications, and Engagement
		• Continue to provide up-to-date economic and social data as well as research into specific sectors, industries and locations to support projects and decision-making in our city.	Strategic Development, Communications, and Engagement
		• Continue to provide informed, evidenced-based decision-making, in line with adopted delegations, to fulfil our statutory responsibilities in a timely manner.	City Planning
5.4	**Communicating with our community about what we do.**	• Continue to provide timely and relevant information via website, newsletter, print and digital media, and various special interest publications.	Strategic Development, Communications, and Engagement
		• Establish an Electronic Direct Mail (EDM) newsletter to be distributed monthly to a subscriber base.	Strategic Development, Communications, and Engagement
5.5	**Engaging with our community and stakeholders through the continued implementation of our Community Engagement Policy.**	• Expand the capability and function of Your Say Clarence platform to provide best possible user experience.	Strategic Development, Communications, and Engagement
		• Develop an evaluation framework for engagement, including individual projects and overall practice.	Strategic Development, Communications, and Engagement
		• Continue to engage in community consultation on major policy issues and projects.	Strategic Development, Communications, and Engagement
		• Refine and enhance best-practice community consultation across the organisation.	Strategic Development, Communications, and Engagement
5.6	**Establishing strategic partnerships to facilitate greater opportunities.**	• Continue to develop relationships with Ten Days on the Island, Cygnet Folk Festival, Beaker Street Festival, Dark Mofo and Melbourne International Jazz Festival.	Community and Culture
5.7	**Providing equitable access to programs and services.**	• Project complete in 2024-25.	Community and Culture
5.8	**Maintaining and continuously reviewing performance monitoring frameworks to ensure identified strategic goals are achieved.**	• Undertake community and business research to track key success and sentiment metrics to be utilised in various strategies and plans across the organisation.	Strategic Development, Communications, and Engagement
		• Produce and review performance reports.	Strategic Development, Communications, and Engagement
5.9	**Providing, and representing the community at civic and ceremonial functions.**	• Provide, and represent the community at civic and ceremonial functions.	Strategic Development, Communications, and Engagement

Assets and resources

GOAL: To efficiently and effectively manage our financial, human and property resources to attain strategic goals and meet statutory obligations.

Assets and resources

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
6.1	**Maintaining a financially sustainable organisation.**	• Develop a New Policy – Proceeds from Property Disposals.	Financial Management
		• Undertake yearly review of council's 10-Year Financial Management Plan.	Financial Management
		• Undertake detailed review and revaluation of Parks and Recreation infrastructure asset class.	Financial Management
6.2	**Maintaining council in a sound financial position.**	• Review KPI's to ensure they remain relevant and enable oversight of key strategic issues and risks.	Financial Management
6.3	**Making affordable and equitable rates and charges.**	• Undertake an ongoing review of fees and charges to optimise extensive fee structure - in particular if fees are GST applicable or not.	Financial Management
		• Continual review of rating structure in particular rural properties—including rural rebate.	Financial Management
6.4	**Having effective control of financial risk.**	• Undertake internal audit reviews as required by Audit Panel and implement initiatives as identified.	Financial Management
		• Continue with the ongoing program of insurance reviews for council infrastructure.	Financial Management
6.5	**Developing and implementing a Workforce Development Plan to ensure we have the right people in the right place at the right time.**	• Deliver on the priorities outlined in the City of Clarence Workforce Plan by implementing key initiatives and activities in accordance with the implementation plan.	People, Safety, and Culture
6.6	**Maintaining a positive, values-based work environment.**	• Foster a positive, values-based work environment by actively collaborating with the workforce to deliver on the priorities identified in the City of Clarence Workforce Plan.	People, Safety, and Culture
6.7	**Providing an equal opportunity workplace.**	• Promote an equal opportunity workplace by delivering on the priorities identified in the City of Clarence Workforce Plan.	People, Safety, and Culture
6.8	**Fostering an environment that encourages staff development and continuous learning to strengthen workforce capabilities.**	• Foster an environment that supports staff development and continuous learning by implementing initiatives identified in the City of Clarence Workforce Plan.	People, Safety, and Culture

Assets and resources

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
6.9	**Fostering a culture of creativity and innovation in expressing and realising ideas.**	• Foster a culture of creativity and innovation by engaging employees in priorities identified in the City of Clarence Workforce Plan.	People, Safety, and Culture
6.10	**Providing safe and healthy workplaces.**	• Proactively review and assess the Work Health and Safety (WHS) risk environment to support a safe, informed workforce, and ensure continued compliance with ISO 45001:2018. Undertake regular internal audits and reviews of the Safety Management System to evaluate the effectiveness of existing controls and identify opportunities for improvement.	People, Safety, and Culture
6.11	**Effectively administering compliance with statutory obligations, legal responsibilities and governance standards.**	• Review Dog Management Policy and implement any changes.	Regulatory Services
		• Develop a Cat Management Policy.	Regulatory Services
		• Increase dog registration levels within the city to maximise compliance with the DCA2000.	Regulatory Services
		• Act as permit authority through issuing permits, certificates, notices and orders, and by maintaining building/plumbing registers.	Regulatory Services
		• Provide information, assistance and support regarding building/plumbing matters.	Regulatory Services
		• Ensure compliance so buildings are safe, energy efficient, meet permit conditions and relevant standards.	Regulatory Services
		• Review work processes and improve system performance for regulatory groups.	Regulatory Services
		• Bring outstanding building and plumbing permits to completion.	Regulatory Services
		• Continue to enforce compliance with the requirements of the Tasmanian Planning Scheme - Clarence in fulfilment of our statutory obligations.	City Planning
		• Continue to undertake assessment of statutory applications for planning scheme amendments, subdivision, development and use, and associated sealing of final plans and issuing of certificates.	City Planning
		• Continue to defend City of Clarence decisions in appeals and matters before the Tasmanian Civil and Administrative Tribunal.	City Planning
		• Continue to represent City of Clarence in matters before the Tasmanian Planning Commission and other assessment panels.	City Planning

Assets and resources

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:	RESPONSIBLE AREA:
6.12	**Ensuring appropriate management of risk to reduce exposure associated with council's operations and activities.**	• Review of Business Continuity Plan (BCP) including practical exercises to test the BCP and respond to changing environments.	Governance
		• Review risk registers to ensure the City of Clarence responds to existing, emerging and changing risks.	Governance
		• Cyber Security Risk Management.	Information Services and Data
		• Digitise City of Clarence Records.	Information Services and Data
		• Replace City of Clarence fleet analogue radios.	Information Services and Data
6.13	**Delivering a range of regulatory services in relation to environmental health, development assessment and approval, building and plumbing compliance, environmental and public health, animal control, parking and public places.**	• Continue to deliver regulatory programs, including identifying and implementing opportunities to improve customer accessibility to information and online lodgement options.	Regulatory Services

■ Cambridge Oval.



How we framed our budget



As Clarence continues to grow, so do the needs and expectations of our community.

Over the past decade, Clarence has experienced higher-than-average population growth—with a 16.7% increase between 2015 and 2024, compared to 11.7% for Tasmania and 8.5% for City of Hobart, according to ABS Estimated Resident Population (ERP) data. The ERP of City of Clarence was 63,973 as of the 30 June 2024.

This rapid growth brings exciting opportunities, but it also means greater demand for infrastructure, services, and community facilities. To meet these needs—and deliver the high-quality services our community expects—we continue to make careful decisions around revenue and investment.

One clear sign of growth is the value of new infrastructure taken on by City of Clarence from subdivisions. In 2023-24 alone we received $20.4 million in contributed assets —including roads, stormwater systems, and playgrounds—and we expect similar levels in 2024–25. While these additions enhance our city, they also increase the assets we must maintain and service year on year.

To manage these responsibilities sustainably, our budget is framed by our long-term Financial and Asset Management Plans, as well as Strategic Plan, key strategies and master plans. This ensures we can continue delivering essential services, maintain existing infrastructure, and plan for the future—all while staying financially responsible.

Our 2025–26 Budget is shaped by these pressures and priorities. It reflects a careful balance between meeting current community needs and planning for the continued growth of our vibrant and evolving city.

Developing our capital program

This year's capital works program totals $27 million, which is significantly higher than the four-year average of $21.5 million. Capital projects are complex and often span multiple years—from planning and design through to construction and completion. Due to this multi-year nature, along with recent resourcing challenges affecting both staff and contractors, we anticipate that a substantial number of projects will remain underway beyond 30 June 2025.

These projects will continue into 2025–26 and beyond, contributing to an estimated total capital program of approximately $75 million in the next financial year, including both new and ongoing works.

With a high number of ongoing capital projects, the criteria for prioritising new capital projects for the 2025–26 financial year included:

- carryover projects that require funding to be complete in 2025–26
- renewal projects – to maintain KPI benchmarks
- address assessed high-risk works
- address emerging community needs
- projects funded by grants or council reserves.

Developing our operations budget

We are acutely aware of the cost-of-living pressures facing our community and have taken this into careful consideration when making financial decisions that affect households across the city. In response, all activities and spending proposals were thoroughly reviewed to ensure any budget increases were both necessary and aligned with our Strategic Plan and key strategies.

Over several months, Councillors engaged in detailed workshops and presentations to examine many aspects of the budget, with a strong focus on balancing community needs with financial responsibility. Following this comprehensive review, Council endorsed a financially and economically responsible budget, which includes an increase in rating effort of 4.85%—a decision made to support essential services and long-term sustainability while being mindful of community impact.

A major component of our operations budget is to continually fund our asset renewal works now and into the future, which is at the forefront of our Long-Term Financial Strategy. Due to sound long-term financial planning over many years, City of Clarence has built a renewal reserve of $35 million as at 30 June 2024, which is quarantined for future annual renewal works.

This thorough and considered approach to budget development has enabled us to strike the right balance between investing in asset development, meeting our regulatory obligations, and delivering the programs and services our community values most.

Our borrowing strategy

Borrowings are generally used to fund the construction of major news assets, upgrades to existing infrastructure, or, where appropriate, to smooth the funding of significant assets renewals. The use of debt is guided by the Financial Management Strategy 2023 and Borrowing Policy 2023.

Given the limited funding sources available to local government, borrowing is sometimes essential to enable significant infrastructure projects to proceed and to fairly distribute the cost of long-life, intergenerational assets over time.

The 2025-26 capital budget includes approved new borrowings of $2.6 million to support the delivery of a major stormwater upgrade on Wentworth Street in Bellerive. These funds will only be drawn down once the project is complete.

In 2024–25, we completed one of our largest infrastructure projects in recent years—the Beach Street Stormwater Project. With the project now finalised, we have drawn down the final loan funds associated with its delivery. As a result, loan repayments will increase in the 2025–26 operational budget to reflect this borrowing.

During 2024-25 Council purchased a strategic asset office building in the Rosny CBD. It was agreed by Council that the purchase of this property would be financed through borrowings. Council has substantial cash holdings due to their significant ongoing capital program and other cash reserves; therefore, this purchase was made from cash, and borrowings will not be drawn on until future years when required.

This purchase and future borrowings have been built into Council's 10 Year Long Term Financial Management Plan which was adopted by Council at the Council Meeting on 16 June 2025.

Rating changes for 2025-26

As part of the budget process each year, Councillors consider the fairness of the current rating models. This year they have proposed two significant changes to the current rating structure. Firstly, councillors have approved the doubling of the general and stormwater rates for those properties classified by the Office of the Valuer General (OVG) as short-term accommodation, recognising their commercial nature.

Secondly vacant land in the Industrial and Commercial OVG land use codes will see their general rate being lifted to the same level as improved commercial and industrial properties.

While these properties may see significant rate increases, this does not increase the overall rate income, instead its simply redistributing the rate base equitably across all rate payers.



Trail down to Lauderdale Beach.

Office of the Valuer General Revaluation

Starting July 2025, the Office of the Valuer General (OVG) will begin a full property revaluation across Clarence. This process, completed every six to seven years, ensures property values reflect current market conditions. As part of the process, authorised valuers may visit properties in person.

This revaluation does not mean City of Clarence receives more money. It's not a windfall, instead, revaluations redistribute how rates are shared among property owners. For example, if a property's value increases more than the average, the share of rates may increase or if the value increases less than the average or decreases, rates may go down. This revaluation is due to be completed in May 2026 and the new capital values will be used in the calculation of the 2026-27 rates.

The following section of the Annual Plan includes detailed information about where the rates and charges are spent, the works program to be undertaken and other relevant financial information.

Jane Murrell

CHIEF FINANCIAL OFFICER

Guiding principles – revenue, expenditure and cashflow

- Ensure there is a balance between the capacity to maintain the delivery of council services that continue to meet community expectations and relative rating effort required.
- Ensure that cashflow is well understood and managed to support council operations, capital program and debt commitments.
- Council's long-term financial plan reviewed to effectively manage debt and the rate strategy in years to come.

Guiding principles – capital, service and establishment

- The capital budget adopts a focus on the long-term strategic asset management plans that balances renewal effort, risk mitigation and the development of new community infrastructure.
- Council is placing a priority on completing existing capital work projects.
- Council's service delivery is focused on statutory, regulatory and core service requirements.
- The budget focuses on building and maintaining staffing and organisation capacity to respond to the needs of a growing city.

Last Rites Brewing at Cambridge Park.



Operating budget

	2024-25	2025-26	CHANGE
Income			
Council Rates	63,735,823	68,844,801	5,108,978
State Fire Service Levy	7,164,733	7,396,373	231,640
Waste Levy	485,946	496,691	10,745
Fees and Charges	8,664,678	10,714,445	2,049,767
Interest	3,548,705	3,307,890	-240,815
Government Subsidies	4,473,385	4,996,714	523,329
Grants	3,889,064	3,921,869	32,805
Dividends	2,212,000	2,212,000	–
Contributions of Capital*	472,500	480,000	7,500
Capital Grants*	3,034,835	1,832,753	-1,202,082
Other Revenues from Continuing Activities	745,190	811,489	66,299
Total Income	**98,426,859**	**105,015,025**	**6,588,166**
Expenditure			
Employee Costs	32,413,048	35,999,684	3,586,636
Depreciation and Amortisation	18,386,000	20,207,000	1,821,000
Materials	1,540,676	1,566,735	26,059
Contracts	13,165,118	14,427,046	1,261,928
Operating Lease	2,442,295	2,326,285	-116,010
Electricity	1,155,400	1,050,978	-104,422
Other Expenses from Continuing Activities	15,805,224	17,488,205	1,682,981
State Government Charges and Levies	8,394,733	8,737,124	342,391
Insurance	948,505	1,016,970	68,465
Total Expenses	**94,250,999**	**102,820,027**	**8,569,028**
Budgeted Surplus/(Deficit)*	**4,175,860**	**2,194,998**	**-1,980,862**
Budgeted Underlying Surplus/(Deficit)**	**668,525**	**-117,755**	**-786,280**
Capital Program			
New	10,794,451	12,624,852	1,830,401
Renewal	10,846,049	14,163,848	3,317,799
Total Capital	**21,640,500**	**26,788,700**	**5,148,200**

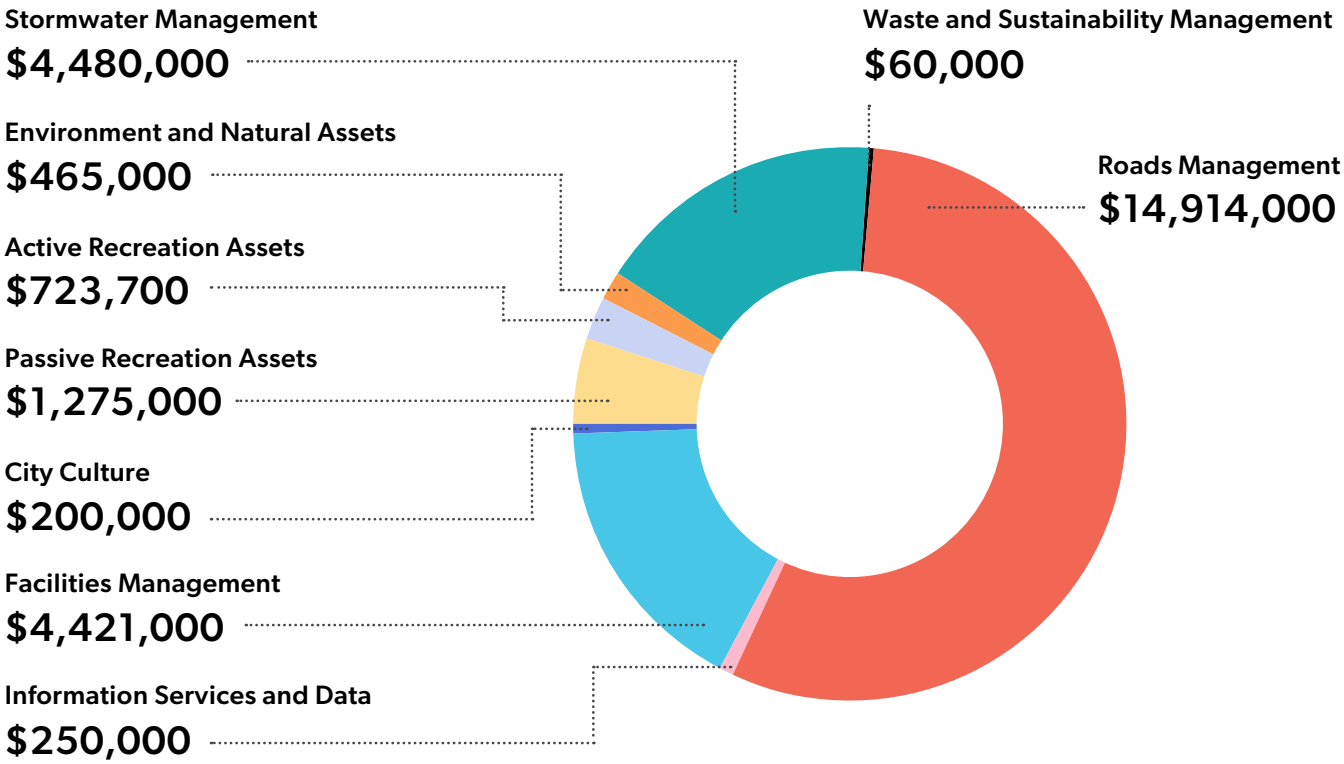
* Budgeted Surplus includes income that relates to capital.

**Budgeted Underlying Surplus is based on council's own operating activities as per the Auditor General's measures in the Annual Financial Statement. It is consistent with council's Financial Management Strategy and Long Term Financial Management Plan.

Where your rates are spent



Areas of capital spend



2025–26 Capital projects identified and funded for delivery

This section provides a more detailed analysis of the 2025-26 capital works program.

PROJECT DESCRIPTION	TOTAL COST 2025-26
ROADS MANAGEMENT	
Footpaths, Kerbs, Gutters, Pedestrian Refuge and Fencing	
Major Digouts – Pavement Reconstruction – Annual Program	$3,000,000
Major Digouts – Footpath, Kerb and Gutter Renewal Works – Annual Program	$1,200,000
Footpath, Kerb and Gutter Renewal Priority Works – Annual Program	$1,800,000
Footpath, Kerb and Gutter Renewal Reseal Works – Annual Program	$900,000
Footpaths Missing Links – Annual Program	$450,000
Kerb and Footpath Accessibility – Annual Program	$200,000
Street Furniture Replacement	$200,000
Mannata Street – New Footpath	$120,000
Shoreline Drive – Pedestrian Refuge	$20,000
Tranmere Road – Pedestrian Refuge Upgrade	$45,000
Wellington Street – New Footpath (North)	$345,000
Multi User Pathways and Cycling Infrastructure	
Bicycle Parking Racks	$4,000
Clarence Foreshore Trail – Connection Limekiln Point	$30,000
Howrah Road Bicycle Safety Improvements	$200,000
Howrah Road Bike Lane and Shared Path (Design)	$50,000
Ferry Infrastructure	
Lindisfarne Ferry Terminal	$250,000
Roads	
Road Resealing – Asphalt Works – Annual Program	$2,250,000
Road Resealing – Reseal – Annual Program	$730,000
Road Resealing – Slurry Seal – Annual Program	$510,000
Road Resealing – Spray Seal – Annual Program	$910,000
Engineering Investigations – Annual Program	$20,000
Gravel Road Resheeting – Annual Program	$100,000
Acton Road Curve Improvement	$240,000
Cremorne Avenue Widening and Upgrades (Design)	$70,000
Kellatie Road and Montagu Bay Road Intersection Upgrade (Design)	$35,000
Malunna and Beach Road Intersection Upgrade	$695,000
Monaco Place – Rockfall Prevention	$210,000
Scotts Road – Seal Gravel Road	$300,000
Seven Mile Beach – Esplanade Reconstruction	$30,000
TOTAL ROADS MANAGEMENT	**$14,914,000**

PROJECT DESCRIPTION	TOTAL COST 2025-26
STORMWATER MANAGEMENT	
Major Projects	
Wentworth Street Stormwater Upgrade	$2,600,000
Duntroon Drive – Detention Basin	$300,000
Cambridge Park Wetlands – Gross Pollutant Trap	$285,000
Pass Road – Gross Pollutant Trap	$200,000
Seven Mile Beach Stormwater Management Plan	$115,000
Cornwall and Ronnie Street Stormwater Upgrade	$100,000
Smaller Projects	
Arlunya Street – Pipe Renewal	$60,000
Ballawinnie Road – Stormwater Improvements	$50,000
Banjorrah Street – Side Entry Pit Upgrade	$40,000
Corinth Street Stormwater Upgrade	$20,000
Henley Street – Kerb Modification	$70,000
Loinah Crescent Stormwater Upgrade	$50,000
Ongoing Programs	
Bike Safe Stormwater Grate Replacement – Ongoing Program	$30,000
Drainage Minor Construction – Ongoing	$120,000
Gross Pollutant Trap Rectification – Ongoing Program	$130,000
Pipe Relining Program – Ongoing	$100,000
Soakage Trench Renewal – Ongoing Program	$60,000
Urban Drainage Act – Stormwater System Management Plans	$150,000
TOTAL STORMWATER MANAGEMENT	**$4,480,000**
ACTIVE RECREATION ASSETS	
Major Projects	
Geilston Bay Oval No. 1 – Boundary Fence Renewal	$55,000
Geilston Bay Oval No. 1 – LED Lighting Upgrade	$80,000
Geilston Bay Oval No. 1 – Oval Pitch Renewal	$45,000
Richmond Oval Perimeter Works	$100,000
Smaller Projects	
Preliminary Grant Investigations	$50,000
Beltana Bowls Club Synthetic Turf Renewal	$40,000
Rosny Park Bowls Synthetic Green Replacement	$80,000
Clarence High School – Cricket Net Removal	$15,000
Clarence High School – Synthetic Centre Wicket Renewal	$51,700
Cricket Oval Risk Mitigation Assessment	$50,000
Richmond Cricket Net Renewal	$30,000
Richmond Tennis Club Synthetic Court Renewal	$72,000
Rosny Tennis Club Fence Renewal	$45,000
South Arm Pontoon Installation and Inspection	$10,000
TOTAL ACTIVE RECREATION ASSETS	**$723,700**

PROJECT DESCRIPTION	TOTAL COST 2025-26
ENVIRONMENT AND NATURAL ASSETS	
Ongoing Programs	
Coastal Amenity Infrastructure Renewals – Ongoing	$120,000
Upgrading Fire Trails	$80,000
Projects	
Lauderdale Saltmarsh Reserve Activation	$60,000
Natural Areas Entrance Landscaping	$80,000
Pipe Clay Esplanade – Temporary Erosion Protection	$25,000
Urban Forest Strategy	$30,000
Wild Park Stage 1 – Weed Management	$70,000
TOTAL ENVIRONMENT AND NATURAL ASSETS	**$465,000**
PASSIVE RECREATION ASSETS	
Master Plans	
Little Howrah Beach – Master Plan	$30,000
Open Spaces and Parklands	
Open Space Infrastructure and Landscaping Renewal – Ongoing	$100,000
Open Space Signage Upgrades and Installations	$25,000
South-East Regional Parklands	$130,000
Parks and Playspaces	
Drinking Stations – Supply and Installation	$15,000
Fence and Gate Renewal – Ongoing Program	$100,000
Park Furniture (New) – Ongoing Program	$25,000
Park Furniture Replacement – Ongoing Program	$30,000
Playspace Renewal and Upgrades – Ongoing Program	$200,000
Bellerive Beach Park – Softfall Upgrade	$110,000
Fermoy Park Howrah – Playground Consultation	$15,000
Lewis Park Seven Mile Beach Upgrade Investigation	$80,000
Richmond Village Green Fence Renewal	$50,000
Tracks and Trails	
Tracks and Trails Signage Within the Municipality – Ongoing Program	$20,000
Kangaroo Bay Boulevard Stone Set Installation	$15,000
Rokeby Hills Track – Tunah to Toorittya	$20,000
Rosny Parklands Circuit Track	$160,000
Single Hill Track – Summit to Kirra Road	$150,000
TOTAL PASSIVE RECREATION ASSETS	**$1,275,000**

PROJECT DESCRIPTION	TOTAL COST 2025-26
FACILITIES MANAGEMENT	
Major Projects	
Chambers Redevelopment	$1,400,000
Council Office Alterations	$100,000
Rosny Early Learning Centre – Redevelopment	$710,000
Cambridge Pavilion Concept Design	$450,000
Lauderdale Hall Public Toilet – Renewal	$400,000
Aquatic Centre Backwash Tank Upgrades	$370,000
Anzac Park Community Sports Pavilion (Design)	$235,000
Kangaroo Bay Ground Maintenance Storage Facility	$220,000
Rosny Barn Annex (Design)	$120,000
Rosny Barn Air Vent Louvre System	$25,000
Rosny Barn Roof Structural Assessment	$35,000
Smaller Projects	
Chambers Laserlite Renewal	$30,000
Conservation Management Plan and Heritage Impact Statement	$100,000
DDA Compliance Minor Works	$20,000
Electric Vehicle Charging Stations	$50,000
Millers Cottage Roof Replacement (Richmond)	$50,000
Public Address System	$55,000
Public Toilets – Soap Dispenser Installation	$16,000
Tranmere Hall Upgrades – DDA Compliance and Floor Reconstruct	$35,000
TOTAL FACILITIES MANAGEMENT	**$4,421,000**
INFORMATION SERVICES AND DATA	
ICT System Purchases	$250,000
TOTAL INFORMATION SERVICES AND DATA	**$250,000**
CITY CULTURE	
Rosny Farm Creative Industries Precinct – Preliminary Plan	$200,000
TOTAL CITY CULTURE	**$200,000**
WASTE AND SUSTAINABILITY MANAGEMENT	
Public Waste and Recycling Infrastructure	$60,000
TOTAL WASTE AND SUSTAINABILITY MANAGEMENT	**$60,000**
TOTAL FUNDED CAPITAL EXPENDITURE PROGRAMME 2025-26	**$26,788,700**



Residents at South Arm Shop.







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CityofClarence