



DEVONPORT
CITY COUNCIL



TERM PLAN

2022 - 2026



ACKNOWLEDGEMENT OF COUNTRY

Devonport City Council acknowledges and pays respect to the palawa-pakana people as the traditional and original owners of lutrawita and continuing custodians of this land.

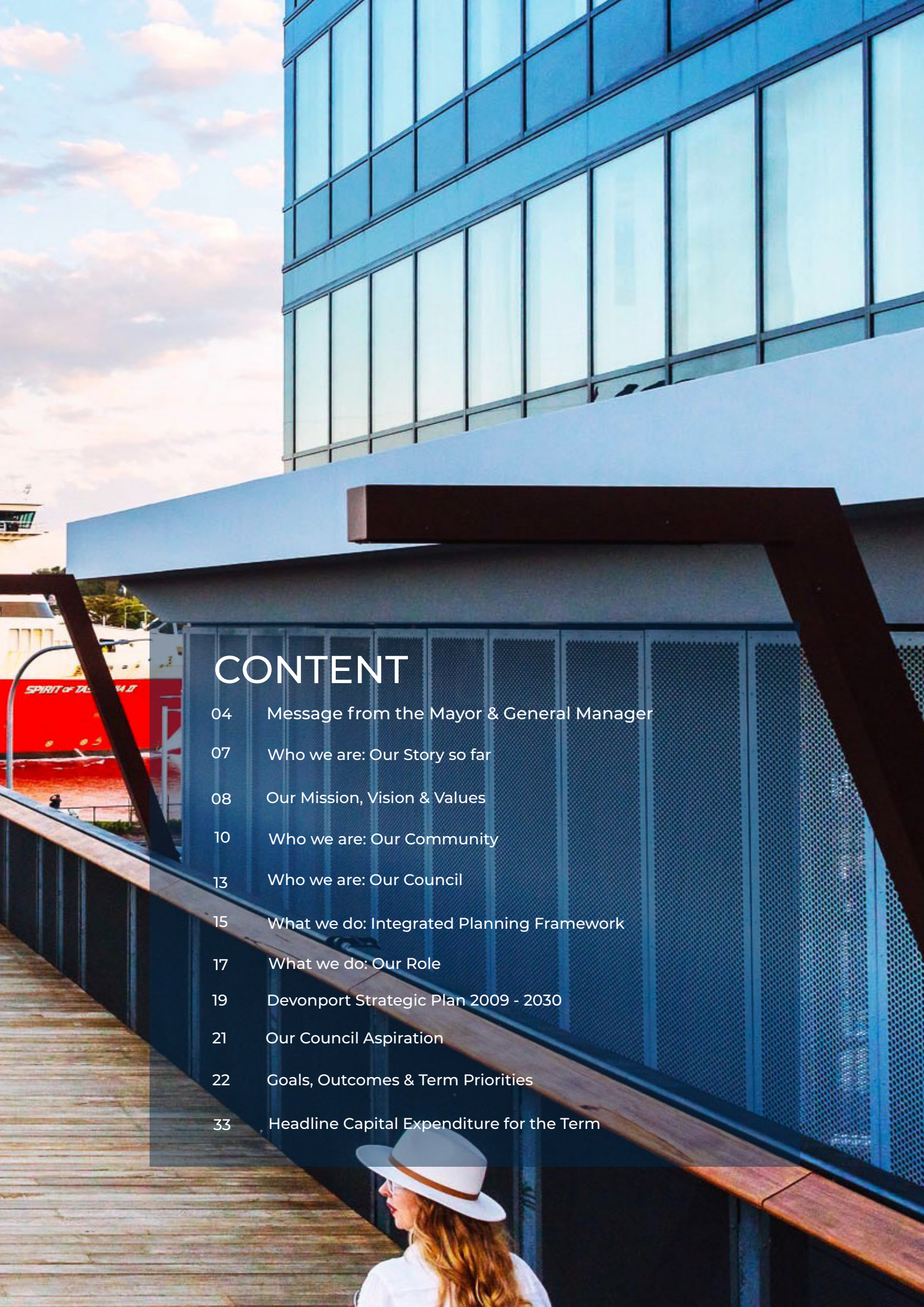
We also acknowledge and pay our respects to the Tasmanian Aboriginal elders past and present.





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MAYOR'S MESSAGE

We are delighted to be able to present this inaugural Devonport City Council Term Plan.

The Plan represents the focus and priorities for our newly elected Council over the coming four years in response to our Strategic Plan 2009 – 2030.

I'm proud to be able to lead a new energised Council made up of nine Councillors with diverse views and experiences, but united in the priorities outlined in this Term Plan and totally committed to doing the best for the community that we serve.

We are committed to continuing to build on Council's ambitious LIVING CITY initiative, creating a strong commercial sector and thriving local economy that underpins opportunity and employment, particularly for our young people.

We are focused on improving the quality of life for our community with programs, events and infrastructure that encourages and supports active, healthy and engaged residents. We aim to strengthen Devonport as an attractive destination to explore the region and will always champion Devonport

as a leading Tasmanian city.

With local government in Tasmania currently under review, it is unknown what the future holds for Devonport City Council, however as a Council we have a clear plan for this next four-year term and will remain committed to delivering these priorities. We have and will continue to engage in the review process and are open to change that will benefit our City and the broader region that we serve.

Our City continues to undergo a positive transformation led by successive elected councils and passionate staff, committed to our shared community vision to be a thriving and welcoming regional City, living lightly by river and sea.



Alison Jarman
**Alison Jarman
MAYOR,
DEVONPORT CITY COUNCIL**



GENERAL MANAGER'S MESSAGE

The October 2022 local government elections resulted in a new team of Councillors chosen to lead the Devonport City Council for a four-year term. With a new Mayor and Deputy Mayor along with five new Councillors joining four re-elected members, it has been timely for this new Council to consider and articulate their future vision. It has been an opportunity to contemplate how to build on the good work of previous councils but also, more importantly focus on what's next, setting the direction for the four-year period.

This Term Plan has been developed over the last four months in partnership between the Councillors and Council staff. From a staff perspective it is a valuable guiding document which will inform decision making and ensure the day-to-day operational focus aligns with Council's strategic objectives.

Since the first publication of our Strategic Plan in 2009, the City has changed significantly. Our State and our world has changed significantly also. In response to these changes, the development of this new Term Plan has formed part of a reset to our overall integrated community planning framework (p.17).

We recognised the importance of ensuring that our City planning continues to bring to life our long-term Strategic Plan designed in partnership with the Devonport community, translating this into shorter, four yearly Term Plans to more clearly communicate Council priorities and guide our Annual Action Plans. This approach will result in greater clarity and united direction, ensuring the organisation is focused, effectively resourced and aligned to best achieve the agreed goals and objectives.

As the level of government closest to the people, the community looks to local councils and elected members for many reasons. This Term Plan seeks to provide clarity around responsibilities across the tiers of government, highlighting the different roles that Council has and focusing on the areas of influence.

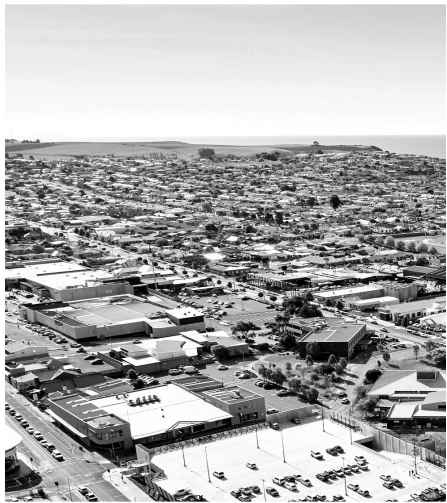
We're committed to continuing to provide quality Council services and infrastructure, impartial regulation and governance, and be a strong advocate to make Devonport a leading Tasmanian city.



Matthew Atkins
GENERAL MANAGER,
DEVONPORT CITY COUNCIL

A large white and red ferry ship, the Spirit of Tasmania, is docked at a pier. The ship's name "SPIRIT OF TASMANIA" is written in large white letters on the red hull. A large crowd of people is gathered on the pier in front of the ship, many sitting on chairs and looking towards the water. The scene is set during the day with a clear sky.

SPIRIT OF TASMANIA



WHO WE ARE: OUR STORY SO FAR

Through the 20th century Devonport saw much prosperity and expansion. It was a growing centre for the region, being declared a city by the then Prince, King Charles in 1981. As the 21st century began, Devonport had plateaued and was considered by many an underperforming city. Despite several failed attempts to revitalise the City, little was changing, and the potential was simply not being realised as Devonport's reputation slowly declined.

A Council-led strategic planning process in 2009 generated significant community engagement and input with the feedback overwhelmingly asking for growth, prosperity, and development in the City. A community focused Strategic Plan 2009-2030 was adopted and having been through several iterations, remains the blueprint which guides Council decisions to this day.

With a growing expectation for change Council during the early 2010's went about developing plans to transform the City, launching a bold and ambitious idea for transformational change titled "LIVING CITY, changing the heart reviving the region" in 2013 with a LIVING CITY Master Plan finalised a year later.

During the almost decade since the Master Plan was launched, Council has committed significantly to seeing the Plan come to fruition. With \$75M Stage 1 involving civic buildings, food pavilion and commercial tenancies, art gallery and arguably the State's premier conference venue opening

in 2018. This was followed by the Waterfront Precinct including an expansive new park and 89 room 4-5 star hotel opening in 2022. In addition, Council facilitated further redevelopment and revitalisation in the southern Rooke Street precinct.

During the decade as infrastructure was emerging, both the Council and the City evolved grew and developed. Council embraced some challenging and at times painful experiences as it transformed into a lean and efficient organisation. Exciting new community events, community facilities such as Splash Aquatic Centre, organisational digital transformation, Bluff redevelopment and new cycleways have contributed to shifting the perception of Devonport to a more attractive, vibrant regional city.

The Devonport of today has undoubtedly shrugged off the stigma of the past and its reputation as an underperformer, it has turned a corner, and is emerging as a leader that others look to for inspiration and direction. Yet this is only the beginning. Its best days are still to come, with growing momentum and confidence the next decade is the opportunity for the City and its people to embrace their full potential. October 2022 saw a fresh new council elected, committed to stewarding the City over the next 4 years to create the next part of the story and form the basis of our Devonport City Council Term Plan, standing on the shoulders of those who have gone before them.



MISSION

We are committed to excellence in leadership and service.



VALUES



DEDICATION

to our customers and community

We are driven to understand the needs of our customers so we can connect them to the right solutions.



CHAMPION

and respect one another

We respect and cheer on one another, working together to serve the community.



PIONEER

positive improvement

We chase innovation and improvement, so we can keep getting better.

VISION

Devonport will be a thriving and welcoming regional City, living lightly by river and sea.

Strong, thriving and welcoming

Devonport is a regional leader with a strong economy. It is a great place to live, work and play.

Valuing the past, caring for the present, embracing the future

We have been shaped by a rich cultural heritage and enthusiastically embrace present challenges and future opportunities.

Engaging with the world

We have an outward focus and send quality products and experiences to the world. We welcome all to share our beautiful City and all it offers.

Living lightly by river and sea

We live lightly on our valued natural environment of clean rivers, waterways and beaches; rich agricultural land; and coastal landscapes so future generations can also enjoy this special place.



WHO WE ARE: OUR COMMUNITY

DEVONPORT AT A GLANCE

LAND AREA: 111.1 SQUARE KMS

SURROUNDED BY PRIME
AGRICULTURAL LAND

7% POPULATION GROWTH OVER
THE LAST 5 YEARS

LOGISTICS CENTRE FOR 50%
OF TASMANIA'S SEA FREIGHT

450,000 PASSENGERS ARRIVE
BY SEA EVERY YEAR

GROSS DOMESTIC PRODUCT
\$3.450M (DEVONPORT REGION)



FAMILIES & HOUSING

POPULATION OVER 15 YEARS: 21,720

OLDER COUPLES WITHOUT CHILDREN: 13%

HOUSEHOLDS RENTING: 31%

COUPLES WITH CHILDREN: 21%

SINGLE PERSON HOUSEHOLDS: 13%

HOUSEHOLDS WITH A MORTGAGE: 29%



EDUCATION & EMPLOYMENT

UNIVERSITY QUALIFICATION: 13%

EMPLOYED POPULATION: 11,214

WORKING FROM HOME: 5%

TRADE QUALIFICATION: 26%

UNEMPLOYMENT RATE: 6.3%





POPULATION

POPULATION: 26,970

POPULATION DENSITY:
242.7 PERSONS PER SQUARE KM

OVERSEAS ARRIVALS: 2,937

POPULATION GROWTH: +48 PEOPLE
FROM PREVIOUS YEAR

ABORIGINAL AND TORRES STRAIT
ISLANDER POPULATION: 1,969 (+1.2%)

OVERSEAS BORN: 11%

LANGUAGE AT HOME OTHER THAN ENGLISH: 6%

MEDIAN AGE: 43



TOP 5 INDUSTRY SECTOR EMPLOYMENT

HEALTH CARE AND SOCIAL ASSISTANCE: 1,824

CONSTRUCTION: 1,014

MANUFACTURING: 878

RETAIL TRADE: 1,279

EDUCATION: 890





“We’re committed to strengthening our thriving City, building on the progress so far towards the vision for 2030. We’re united behind this Term Plan and these priorities that will contribute to Devonport continuing to be a leading Tasmanian city.”

WHO WE ARE: OUR COUNCIL



Cr Alison Jarman
Mayor



Cr Stacey Sheehan
Deputy Mayor



Cr Gerard Enniss



Cr Peter Hollister



Cr Steve Martin



Cr Alison Moore



Cr Leigh Murphy



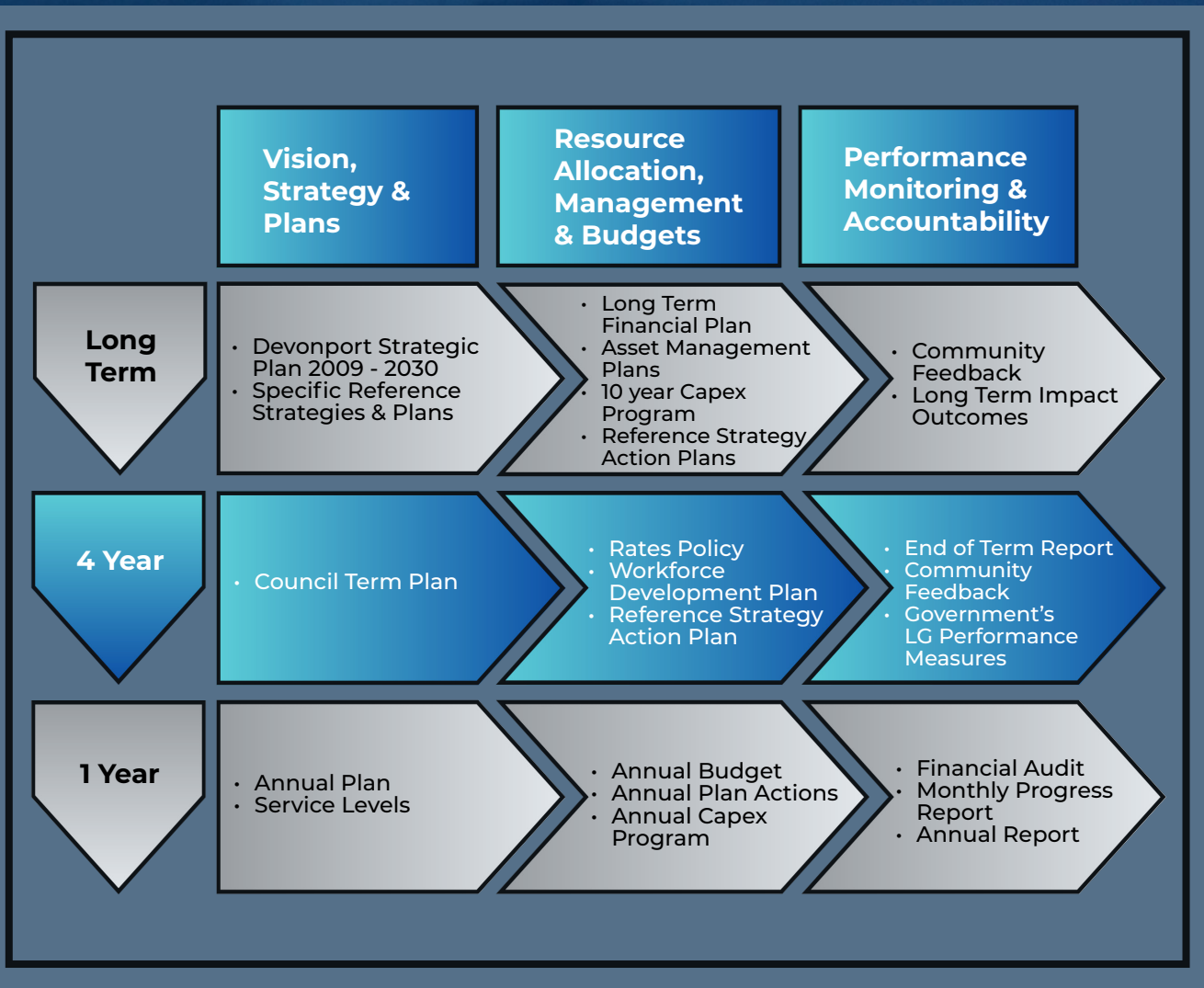
Cr Damien Viney



Cr Janene Wilczynski



WHAT WE DO: INTEGRATED PLANNING FRAMEWORK



LEVELS OF GOVERNMENT

Australia has three levels of government that work together to provide Australians with the services they need. While each level of government provides different services, sometimes these services overlap.

All levels of government raise money through collecting taxes to pay for the services they provide to all Australians. At each level of government, representatives are elected to represent their respective communities. Parliaments and local councils make laws, and governments put these laws into action.



FEDERAL GOVERNMENT

Responsible for issues that affect all Australians (national issues).

- Post, telephones and the internet
- Money
- Immigration
- Defence.

The federal government raises money to run the country by collecting taxes on income, goods and services, and company profits, and spends it on national matters.

STATE/TERRITORY GOVERNMENT

Responsible for issues that affect people in that state or territory

- Public transport
- Schools
- Hospitals
- Public housing.

State/territory governments raise money from taxes and also receive money from the federal government.

LOCAL COUNCILS


























Responsible for issues that affect local communities

- Rubbish collection
- Community infrastructure such as parks and sporting fields
- Regulatory services such as parking and pet control
- Land use planning.

Local councils raise money from taxes (rates) from all local property owners and receive grants from federal and state/territory governments.

Source: Parliamentary Education Office. To learn more visit: www.peo.gov.au






WHAT WE DO: OUR ROLE

COUNCIL'S ROLE	DEVONPORT CITY COUNCIL				
<p>PROVIDER</p> 	 <p>3 Indoor Sports Venues</p>  <p>545kms Roads & Footpaths</p>	 <p>6 Cemeteries</p>  <p>14 Sports Grounds</p>	 <p>5 Arts, Cultural & Convention Facilities</p>  <p>256kms Stormwater Mains</p>	 <p>8 Car Parks</p>  <p>63 Parks & Reserves</p>	 <p>Community Development</p>  <p>Waste Management</p>
<p>REGULATOR</p> 	 <p>Development & Building Control</p>	 <p>Public Health Functions</p>	 <p>Animal Control</p>		
<p>FACILITATOR</p> 	 <p>Economic Development</p>	 <p>Events</p>	 <p>Health & Well Being</p>	 <p>Community Partnership</p>	
<p>ADVOCATE</p> 	 <p>Federal and State Funding</p>	 <p>Government Service Provision</p>	 <p>Sustainability Initiatives</p>	 <p>Political Representation</p>	



DEVONPORT STRATEGIC PLAN

2009 - 2030

GOALS	OUTCOMES
<p>1. Living Lightly on our Environment</p> 	<p>1.1 Devonport is an energy efficient City. 1.2 Sustainability is promoted and integrated across all sectors. 1.3 "Living lightly" is promoted and encouraged. 1.4 Our energy use is reduced. 1.5 Water is actively conserved and well managed.</p>
<p>2. Building a Unique City</p> 	<p>2.1 Council's Planning Scheme facilitates appropriate property use and development. 2.2 The Devonport brand supports our marketing and promotion. 2.3 Active asset renewal program and clear infrastructure priorities for funding. 2.4 Promote the development of the CBD in a manner which achieves the LIVING CITY Master Plan.</p>
<p>3. Growing a Vibrant Economy</p> 	<p>3.1 Devonport is the business, service and retail leader for North West Tasmania. 3.2 Devonport's visitor industry is developed around its natural assets, history and location. 3.3 Access in to, out of, and around the City is well planned and managed. 3.4 Our economic progress continuously improves.</p>
<p>4. Building Quality of Life</p> 	<p>4.1 Sport and recreation facilities and programs meet community needs. 4.2 A vibrant City is created through the provision of cultural activities, events and facilities. 4.3 Heritage is valued. 4.4 Our community & visitors are safe and secure. 4.5 Education and learning is accessible and responsive. 4.6 Integrated health and wellbeing services and facilities are accessible. 4.7 An engaged community promotes and values diversity and equity. 4.8 Young people are recognised and valued allowing them to reach their full potential.</p>
<p>5. Practicing Excellence in Governance</p> 	<p>5.1 Regional co-operation is achieved through purposeful participation. 5.2 Promote active and purposeful community engagement and participation. 5.3 Council looks to employ best practice governance, risk and financial management. 5.4 Council is recognised for its customer service delivery. 5.5 Skilled, engaged and motivated employees have a supportive environment. 5.6 Council is a modern, efficient and digital first approach.</p>



OUR COUNCIL ASPIRATION FOR 2026

Our vision for 2026 is to continue strengthening Devonport as a thriving and welcoming regional City.

We will continue championing Devonport as a leading Tasmanian city.

Strengthening our relationship with other councils in the northwest to promote regional development and growth, we will maintain our strong reputation with state and federal counterparts. Our skilled and professional Council workforce means we will continue to be an attractive partner and ready to help businesses thrive. Devonport will be positioned as a first-choice Tasmanian destination for conferences and events.

We continue building a strong commercial sector and a thriving local economy that offers ample employment opportunities.

Our focus on building strong relationships with investors, businesses, and operators will attract new investment and drive economic growth. We will seek to create an environment that strengthens opportunities for young people to pursue their chosen education and training pathways locally and opportunities to return for employment.

We will have a strong focus on continuing to improve the quality of life for our community and particularly young people and families.

We will work to create a healthy and active community that offers ample opportunities for recreation and socialisation. Our focus on sustainability, greater amenity and a schedule of festivals and events will ensure that particularly young people and families experience Devonport as a place to stay or return to live.

We will strengthen Devonport as the destination to explore 'the wild side of Tasmania', known for our unique identity, rich history, and inviting community.

Our pride in being a gateway to Tasmania through trade and commerce and for visitors to our State via the Spirit of Tasmania will grow as we embrace our unique destination story. Our goal is to create an even more positive, welcoming and accommodating environment that encourages visitors to stay longer and contribute to the local economy.



GOAL 1

LIVING LIGHTLY ON OUR ENVIRONMENT

Through the integration of sustainable practices, we will ensure Devonport's viability socially, economically and environmentally, preserving our natural geography and landscapes for future generations. Planned and sustainable management of energy, air, water and waste will assist in the delivery of a healthy environment.

OUTCOMES

- 1.1 Devonport is an energy efficient City.
- 1.2 Sustainability is promoted and integrated across all sectors.
- 1.3 "Living lightly" is promoted and encouraged.
- 1.4 Our energy use is reduced.
- 1.5 Water is actively conserved and well managed.

TERM PRIORITIES

1.1 Increase our waste diversion from landfill.

1.2 Introduce a 'Food Organics and Garden Organics' (FOGO) kerbside collection to complement our waste and recycling collection services.

1.3 Increase our energy efficiency and reduce our carbon footprint to role-model sustainability in the community.

1.4 Develop an Electric Vehicle Plan including transitioning Council's fleet to low carbon and electric vehicles.



GOAL 2

BUILDING A UNIQUE CITY

Devonport continues to develop its uniqueness as a City. The City's location provides a desirable position and ready-made advantages to guide future development and urban design. Land use planning and building on current strengths shall assist in the creation of precincts linking the river and coast, and offering a range of cultural, recreational and entertainment experiences. Strategic branding and marketing will underpin future development and growth, promoting the City as the place to live, invest, work, shop and visit.

OUTCOMES

- 2.1 Council's Planning Scheme facilitates appropriate property use and development.
- 2.2 The Devonport brand supports our marketing and promotion.
- 2.3 Active asset renewal program and clear infrastructure priorities for funding.
- 2.4 Promote the development of the CBD in a manner which achieves the LIVING CITY Master Plan.

TERM PRIORITIES

2.1 Plan and implement a revitalisation of the current Mall.

2.2 Identify and facilitate commercial developments across the CBD.

2.3 Facilitate new private investment on the Council owned Fenton Way site.

2.4 Advocate for port infrastructure that provides beneficial local outcomes (e.g. 'slip-yard' and East Devonport Marina).

2.5 Strengthen Devonport's distinctive story and destination identity.

2.6 Participate and contribute to regional planning, initiatives and projects, which will deliver improved strategic outcomes.

2.7 Advocate for relocation of emergency services.

2.8 Prioritise the management of the Council's existing asset base to ensure assets are renewed, well managed and maintained to maximise community benefit.

2.9 Support sufficient housing and land supply to meet future residential growth in accordance with the Greater Devonport Residential Growth Strategy.



GOAL 3

GROWING A VIBRANT ECONOMY

Devonport's location supports its position as the service and retail centre for North West Tasmania. Accessibility in, around and out of the City will be supported by sound planning and management. Devonport's natural beauty, its location as the sea gateway to Tasmania and home of the Spirit of Tasmania, provides the foundations for developing experiences and unique events to attract and retain visitors. Rich agricultural surrounds provide the opportunity to further develop food production, processing and experiences. With modern communication technology, Devonport engages with the world's markets, consumers and travellers.

OUTCOMES

3.1 Devonport is the business, service and retail leader for North West Tasmania.

3.2 Devonport's visitor industry is developed around its natural assets, history and location.

3.3 Access in to, out of, and around the City is well planned and managed.

3.4 Our economic progress continuously improves.



TERM PRIORITIES

3.1 Promote, encourage and develop initiatives that support the local economy through a 'Devonport City Prospectus' and other strategic actions.

3.2 Support implementation of festival, events and attractions in accordance with our Events Strategy.

3.3 Improve amenity and ease coming to the City from the Spirit and ensure the City is ready for increased City visitors.

3.4 Advocate for additional routes in and out of Devonport Airport.

3.5 Advocate for better City to airport connections.

3.6 Support and promote regional tourism and cultural development with local and regional partners and State and Federal government (e.g. Don Rail and Home Hill).



GOAL 4

BUILDING QUALITY OF LIFE

The quality of life enjoyed by the community depends largely on its connectedness, access to a range of community services and facilities, and the degree to which people feel safe, secure and included. Provision of education and health services are vital to the well-being of the community, as are recreational and community facilities for sport and individual pursuits, cultural activities which assist people to connect and engage with each other in developing a strong sense of belonging, community spirit and quality of life.

OUTCOMES

4.1 Sport and recreation facilities and programs meet community needs.

4.2 A vibrant City is created through the provision of cultural activities, events and facilities.

4.3 Heritage is valued.

4.4 Our community and visitors are safe and secure.

4.5 Education and learning is accessible and responsive.

4.6 Integrated health and well-being services and facilities are accessible.

4.7 An engaged community promotes and values diversity and equity.

4.8 Young people are recognised and valued allowing them to reach their full potential.



TERM PRIORITIES

4.1 Develop a new multi purpose Devonport indoor stadium.

4.2 Implement high priority projects within the Sport Infrastructure Master Plan.

4.3 Revitalise and promote the paraple arts centre Theatre.

4.4 Develop the black box performing arts concept and lobby for government funding.

4.5 Promote and encourage additional public art across the City.

4.6 Advocate and facilitate for learning facilities and institutions in Devonport.

4.7 Advocate and facilitate provision of high-quality health services in Devonport.

4.8 Implement community development opportunities which strengthen community capacity (e.g. Living Well Devonport).

4.9 Engage the Devonport Youth Advisory Group (DEVYAG) to support the development of strategies.



GOAL 5

PRACTICING EXCELLENCE IN GOVERNANCE

The changing role of local government contributes to the importance of regional cooperation. Devonport ensures that it has best practice governance processes and systems in place to help provide leadership and develop the skills and performance of the Council. Close liaison and strategic alliances across the three tiers of government continue to be developed and sustained to ensure the future aspirations of the Devonport community can be achieved.

OUTCOMES

5.1 Regional co-operation is achieved through purposeful participation.

5.2 Promote active and purposeful community engagement and participation.

5.3 Council looks to employ best practice governance, risk and financial management.

5.4 Council is recognised for its customer service delivery.

5.5 Skilled, engaged and motivated employees have a supportive environment.

5.6 Council is a modern, efficient and digital first approach.



TERM PRIORITIES

5.1 Actively engage in the Future of Local Government Review to achieve the best long-term outcomes for the Region.

5.2 Strengthen our focus as a digital-first organisation for high quality service delivery, organisational efficiency and Smart City outcomes.

5.3 Resource and implement actions within Council's Workforce Development Strategy to attract, retain and develop staff.

5.4 Launch and embed Devonport City Council Strategic Planning Framework that communicates our focus and supports accountability to the community.

5.5 Continually assess, review and improve governance and operational practices to better support service delivery.



HEADLINE CAPITAL EXPENDITURE FOR THE TERM

Council anticipates investing over \$75 million in capital expenditure over the next four years to renew existing and create new community assets. Each year Council adopts a detailed capital expenditure program itemising specific projects for the upcoming year. The ongoing challenge for Council is balancing the amount of funding allocated to renew and maintain existing assets such as roads, footpaths and community buildings vs investment in new infrastructure and assets which the community would like but have not previously had.

Headline Capital Projects during this Term Plan include:

- \$25m plus – Indoor Sports Stadium.
- \$1.5m – redevelopment of Bluff Playground.
- \$1.5m – upgrade and improvements to Waste Transfer Station.
- \$0.7m – Refurbishment of parapale arts centre Theatre.
- \$11.5m – Road and footpath renewals and upgrades.
- \$1.3m – Plant, equipment and tiling refurbishment at Splash indoor pool.
- \$3m – LIVING CITY Sound & Light Show installation.
- \$6.1m – Stormwater upgrades.
- \$1.6m – Kelcey Tier Road improvements.



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