



Bellerive, Kangaroo Bay & Rosny Park  
**CITY HEART CONCEPT**

Conversation Initiator ~ 9 January 2020



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## Motivation & Principles

Places compete for people and investment in their quest to achieve liveability and sustainability. Attraction and retention of people and business is interdependent with access to employment, services, recreation and the amenity of a place. Clearly places differ around these broad parameters and different people will place different levels of importance to them.

Clarence provides a unique living environment within Greater Hobart. This is based on mix of service and activity centres, the largest at Rosny Park with other local centres distributed across suburbs and villages throughout the city. The geography and pattern of settlement provides a range of residential and increasingly, commercial options. Clarence also provides a gateway to the urban growth in Sorell and from the Hobart International Airport into the City of Hobart.

Councils have traditionally established this investment pattern through its land-use planning strategies and processes and their reflection of demand and potential for investment. While much of this has reflected incremental growth and creep, the Cambridge Park development reflects the success of a vision and strategic land-use planning; a Council motivated, pro-active development.

Without this strategic intent and clarity of message, development can become a disjointed, highly contested process. Given the increase in interest in development within the metropolitan area, Council has the opportunity to provide a lead for the next forty to fifty years by establishing a vision of what the heart of Clarence could be. A vision that provides a strategic context for projects that make a major contribution to Clarence's vibrancy and liveability.

Establishment of this visionary stance is a key opportunity for Council to establish Clarence's regional positioning and the way the place develops to provide intergenerational socio-economic opportunity. Council is the key facilitator in describing a future for the city heart in a manner that legitimises the vision and ensures that it is able to be used to initiate and attract people to engage and invest their money, time and effort in its development and use. Without Council actively promoting, developing and facilitating the necessary implementation partnerships, this potential will continue to pass by, or become a process within which Council is continuously responding to other views of appropriateness.

This document is designed to initiate a "City Heart" conversation, build on previous reports and strategies and provide the basis for ideas and concepts that can then be tested, accepted, adapted or rejected through structured community and professional input. It is not a planning document in the context of Councils regulatory role. It is a consolidation of key objectives, principals, research and proposals/ideas that have emerged over past decades along with principles and approaches around the integration of place, people and policy as a means for creating community value.

This public policy and strategy approach focuses on Council:

- establishing the vision, critical characteristics and parameters for the City Heart;
- engaging the community and potential partners in the concept;
- championing and actively promoting the city heart; and
- from this engage with specialists and potential stakeholders in the testing of the concept and its elements, its translation into formal urban and facility co-design and management process.

The following content brings together key concepts, ideas and links to Councils strategies and plans to assist the conversation and to frame the concept.

## Introduction & Context

This document highlights existing strengths and opportunities to transform the area bounding and centred on Bellerive, Kangaroo Bay and Rosny Park the into an attractive, vibrant and prosperous city heart. A centre that is used and valued by its community, a place that differentiates and helps define Clarence and attracts visitors. This builds on the regional role and scope of activities described in the Clarence Activity Centre Strategy (Macroplan Dimasi 2013).

This concept is about creating new community value through the establishment of a great built environment, enhancing the green/natural spaces and providing a means of further engaging the community in the development of our economic and social capital.

This concept is informed by:

- Councils Strategic Plan;
- Clarence City Council - Economic Development Plan 2016-2021;
- Bellerive, Kangaroo Bay, Rosny Park - Cultural Precinct (2016);
- Age Friendly Clarence Plan (2018);
- Clarence Activity Centre Strategy (2013);
- Kangaroo Bay Urban Design Master Plan (2008);
- Clarence Community Arts Plan (2019);
- The Age Friendly, Intergenerational City Report (Cooke, 2019);
- A Visual and Performing Arts Centre (2006 Feasibility Study)
  - this is also reflected in Clarence Council Arts Plan Review Report 2019 as 400-500 seat Performing Arts Theatre and 1,000m2 Gallery, along with
- Outdoor amphitheatre/venue (Clarence Council Arts Plan Review Report 2019); and
- City of Clarence Recreation Needs Analysis (2019).

This document brings together and extends findings, principles, ideas and recommendations from these to frame the concept of the Clarence City Heart as a central place for the community to perform critical livelihood activities, to gather and collaborate with other similar mixes of interest and to develop and express ideas.

Rosny Park is Clarence's principal activity centre, providing a mix of retail, primary health and wellbeing services, education, commercial and professional services and administration. These services transferred from the original Bellerive location as a consequence of population growth, need for space and the dislocation arising from the Tasman Bridge disaster of 1975. The centre has continued to develop incrementally around the key visitation drawcard, Eastlands, and the other businesses and administrative services that have aggregated around it. The place is largely based on transactions, buying a product or service. It complements and competes with local activity and service centres dispersed through the City.

There is much more to a liveable, vibrant city than these transactions. While important, they are only a part of what people value in terms of how they utilise, think about and identify with a place.

Clarence is unique within the Hobart Metropolitan Area. It combines a consolidated, continuous urban area, generally following the eastern Derwent foreshore with villages that are dispersed across the city and up to 40kms from the principal services and administrative centre at Rosny Park. These smaller settlements are separated by a mix of farmland, rural living communities and commercial/industrial areas that extend into the hinterland.

These urban, semi-urban and rural characteristics provide significant lifestyle and business choice for people, reflecting the diversity of interests and values that contribute to a city's character; Clarence is an experience based place. How the mix of characteristics complement each other and work together, contributes to the identity of a place, how it is thought of by its community and those who might visit and invest.

The Bellerive, Kangaroo Bay and Rosny Park area has the potential to become a city centre based on a services, activity and experience hub that delivers a major improvement in Clarence's liveability and capacity to attract further population, economic activity and investment.

The "Cultural, Creative Precinct Plan" was the first attempt at developing an overlay to this area as a mechanism to consider how the cultural perspective could become a stronger focus and better complement

traditional activity based zoning to create additional community value; for example, how the “boardwalk” enables successful community events. It has also provided the basis on which we analysed the contribution/value of a number of sites owned by Council or proposed for purchase. One specific example is the Kangaroo Bluff site where the potential cultural, social and economic contributions were jointly considered to provide a broader base to the analysis and conclusions.

This plan provided a specific cultural and creative focus and set of actions aligned to the objectives of Council's Strategic plan. Similarly, this concept plan aligns to the Council's strategic intent and the multiple, interdependent environmental, social and economic perspectives included in its objectives.

## Broader Community Values

Council's strategic objectives reflect broad community values. This understanding of what the community values has been further refined through recent research.

The Age Friendly, Intergenerational City Report (Cooke, 2019) provides a summary of key perceptions from youth and older Clarence citizens. A number of the factors identified as characteristics central to consideration of the city centre are included below:

- The density of services and facilities at Rosny Park, in conjunction with local centres is highly valued;
- Arts are an important and defining feature of Clarence;
- Places within Clarence are valued for a mix of heritage, parklands, views and access to water and historic buildings and site;
- Natural values;
- Activities, events and programs necessary for inclusion, wellbeing and socialisation;
- Liveability is related to green and blue space, nature and views;
- Trails with nearby parking areas;
- Seating in public places and adjacent to pathways is important;
- Social spaces which generate gender and age inclusiveness; and
- Public transport access and transit hubs.

These indicate a diverse set of value based characteristics that contribute to what “makes a vibrant and liveable city”. While drawn from youth and older residents, the robust research findings provide a starting point in defining what is important to people and can be translated into the specific characteristics of a city heart that reflects the values of the Clarence community.

These, in combination with other livelihood perspectives relating to earning income, employment, access to products and service required for daily living, together with education and cultural dimensions that reflect our individual and collective aspirations, societies reflect a diversity of values, capabilities and interests.

The above characteristics are important in relation to the design of how a place works to deliver value. However, the City Heart concept is about strategic thinking - how the place delivers the outcomes that make these valued living characteristics possible; this is the essence of the responsibility of elected governance. The community capitals approach provides a strategic governance context, it assists to both:

- Develop a clear picture of the outcomes sought from strategic initiatives; and
- To explore, understand and identify what mix of resources, or capitals, is available to Council to apply to their achievement.

The Clarence Economic Development Strategy and the Bellerive, Kangaroo Bay, Rosny Park Creative Cultural Plan both incorporate this approach and its multiple perspectives.

Buildings and other civic development are a means to an end, these ends are often intangible but still highly valued. The community capitals approach is a way of categorising and considering the interdependency of tangible and intangible value that can be created within the community through a city heart.

## The Community Capitals Perspective

Community capitals are the foundations of a community, they support its performance as a place to live and future capability and resilience. They are both tangible and intangible and combine as a system around which to wrap strategic governance thinking and process.

Councils have a traditional orientation to investing in and facilitating built capital - infrastructure and private development. While this built form is critical, other, less tangible forms of capital are identified as important to achieving community success; these are broadly defined as community capitals.

The “community capitals” construct (EMERY, 2006) informs the assessment of regional capacity and potential for success. They include:

- Natural capital: the natural resources and amenities in a particular location “including weather, geographic isolation, natural resources, amenities and natural beauty”, shaping the cultural capital connected to place.
- Cultural capital: the way people ‘know the world’ and how they act within it, including language and traditions. “Cultural capital influences what voices are heard and listened to, which voices have influence in what areas, and how creativity, innovation and influence emerge and are nurtured”.
- Human capital: “the skills and abilities of people to enhance their resources, access outside resources and bodies of knowledge to increase understanding, identify promising practices, and to access data for community-building”, as well as leaders’ ability to lead across community differences, to focus on assets and be inclusive and participative to proactively shape community development.
- Social capital: the connections among people and organisations or the social “glue” to make things, positive or negative, happen, this includes entrepreneurial social capital that drives development through both internal and external networks.
- Political capital: access to power, resources and power brokers and “the ability of people to find their own voice and to engage in actions that contribute to the well-being of their community”.

- Financial capital: access to the financial resources necessary for development and “to accumulate wealth for future community development”.
- Built capital: regional infrastructure that supports activity at the micro level.

The long-term success of communities is linked to the stock, utilisation and further development of these capitals.

They provide the community foundations on which to design initiatives that utilise them in a manner that enhances value across the set.

At one level, the city heart is an investment in built capital. However, to generate optimum social and economic value, the other forms of community capital also need to be applied and further developed. This is the key differentiator between the principles of private and public investment.

These capital categories can assist to define the aims of the city heart and what are needed to make it happen.

The combination of community research and the capitals structure assists in identifying and refining the scope of facilities that could contribute to Clarence’s preferred future. It further informs the characteristics of development, how they could be located and managed/utilised in a manner that multiplies the value of the city centre to the community and contributes to achievement of the objectives of Councils strategies.



*Conversation initiator*





## What is the current contribution of Councils assets in the centre to its Objectives?

Council owns a number of key sites that have tended to sit outside the development envelope within the Bellerive, Kangaroo Bay and Rosny Park. These include, but are not limited to:

- Rosny Golf Course;
- Rosny Farm complex;
- Council Lawn;
- Charles Hand Park;
- Rosny Bowls Club;
- She Oak Point;
- Kangaroo Bay Reserve and
- Other adjacent areas such a Rosny Hill Reserve and the Warrane Soccer Grounds.

It is important to consider how those sites might individually, collectively and importantly, in concert with other private development across the area, generate further community value and contribute to the future identity and positioning of Clarence as a place to live, grow, work and visit. In essence this is the focus of the city heart concept.

Increasing the range of activities and the number and duration of visits to this area is central to the viability of existing business and community activity. Increases in visitation and duration provides the potential to create new, viable opportunity and investment in both business and community programs.

A starting point for this analysis is an understanding of how these sites currently contribute to Councils strategic objectives as applied to this city centre thinking. The foundation document for this analysis is the Strategic Plan, in particular the vibrant, prosperous and sustainable principles established in the vision and the associated strategic social and economic objectives.

These have provided the basis on which to develop three, complementary objectives for the city centre as a means of considering the current contribution of the sites.

Table 1 – Current Major Site Contribution Summary

STRATEGIC ASSET	STRATEGIC OBJECTIVE		
	Inviting, inclusive & valued	A “Clarence” Place	Vibrant, Innovative & Prosperous.
	<i>Inviting and providing services, activities &amp; experiences, that contribute to livelihoods, wellbeing, enjoyment, learning, growth and Clarence's liveability.</i>	<i>An open, accessible and attractive place that people use because of its mix of experiences based on its services, natural values, amenity and development.</i>	<i>A resident and visitor focused active, dynamic services and growth centre.</i>
<b>Charles Hand Park</b>	An adjunct to Rosny College. A passive corner of open space. Skateboard facility & cricket ground.	A traditional “mown” open space. By-passed by the links around Kangaroo Bay and the connection between Rosny College and Eastlands. Low use.	No contribution.
<b>Bowls Club site</b>	Bowls club membership	Reflects a traditional, organised focus to recreation.	Fostering important social and physical activity for members, but in a declining, isolated use.
<b>She Oak Point</b>	Minimal Development	Intact remnant	n/a
<b>Golf Course</b>	Limited access, “locked” away in terms of both use and the roadway and rivulet boundaries.	Remnant of early transformation from farming to a recreation focus.	No contribution.
<b>Council Chambers - Lawn</b>	An entry to the Council Chambers Frames the building	Reflects open access and amenity of Clarence	Open green space within a highly paved retail, commercial and service/admin

This table demonstrates the relatively low level of value that is provided by this mix of assets.

The challenge is to develop a strategy to create more community value from these sites, while maintaining the amenity valued by the community.

Arguably this requires a different way of thinking about them.  
One focused on:

- how they might work together to create the built elements of a city heart; and
- how they link and support activities and behaviour that stimulates interaction between them and other sites in the heart and its boundary areas.

These local and wider connections and combinations are central to how the city heart works for the community and the region.



## A City Heart Approach

The scope of reports identified above have been combined to focus on a Clarence City Heart as central place within and reflective of the needs and aspirations of the Clarence Community.

This thinking is not necessarily new; however, it has traditionally tended to focus on ideas for specific building and open space projects. This has resulted in plans such as those for Rosny Park as a primary activity centre, or the foreshore for example, rather than in a strategic context designed to achieve a vision of broader social and economic outcomes.

This vision and its specific characteristics then become the reference point for the analysis of the benefits and costs of various investment options and development proposals.

The last decades have seen a range of community facility proposals emerge from specific interests and as “indicators” of success for a range of community facilities. These include:

### Cultural Facilities

- A Visual and Performing Arts Centre (2006 Feasibility Study) – this is also reflected in Clarence Council Arts Plan Review Report 2019 as 400-500 seat Performing Arts Theatre and 1,000m2 Gallery, along with
- Outdoor amphitheatre/venue (Clarence Council Arts Plan Review Report 2019);
- Civic Centre; and
- Botanic Gardens/Arboretum.

The Kangaroo Bay development initiative has focused on a specific, smaller scale part of the city heart area.

## Recreation & Use Behaviors

In addition to the Age Friendly, Intergenerational City Report (2019) noted above, the Recreation Needs Analysis (2019) identified that the community largely engaged in informal recreational activity and emphasised the use and further development of trails and tracks. Organised sporting clubs indicated overall satisfaction with their facilities, with shortcomings focused on the quality of canteen facilities, public toilets and seating/shade.

These characteristics help inform the design and use of a City Centre that matches the values and behaviours of the Clarence community; ensuring the Centre and its mix of facilities is easily accessed and well connected with pathways and complemented by shading and seating. This reinforces that vehicular access, while remaining important must be complemented with safe, easy cycle and pedestrian access and links.

The recreation report introduces doubt in relation to the future replacement of the Aquatic Centre. Should the proposed indoor facility analysis indicate the community values such a centre to the extent Council invests in replace; such a facility, as a reflection of Clarence’s water based recreational affinity, could be relocated in City Heart.



## Role of existing and complementary development

Hospitality services are increasingly a core dimension of urban fabric. This is associated with changing behaviours and interdependent with access, population density and visitation for complementary activity, such as active recreation, gallery visits, events etc.

The above identifies the need for facilities and service/experience characteristics that are both community and visitor focused. Combining such attractors to complement existing development and offers within the area. If well marketed and subject to cooperative effort between the operators, this can lead to increased demand and further innovation.

The opportunity to increase population density, in conjunction with this structured development of a city centre, has the potential to be a significant contributor to both the city's and the city centre facilities sustainability. Relocation of the Aquatic Centre to the area, in conjunction with potentially relocating activity from the adjacent indoor sports facility to other indoor venues, could make the Montagu Bay site available for higher density housing, adjacent to the Hobart City bus route.

The 'Super Clinic' community health centre in Bayfield St and other primary health facilities in Rosny Park are important to Clarence's liveability. The potential to extend the scope and intensity of medical care, health and wellbeing services is evident from the level of use of the health centre. A medical, healthcare and wellbeing precinct, adjacent to the existing Bayfield St centre, potentially above the on-ground car-park. This facility would include a tri-aged emergency response clinic, in addition to allied health, GP and potentially specialist doctors. The facility could be designed to provide an Eastern Shore based facility that could reduce the load on the RHH emergency facility. This is consistent with approaches to improve local primary health facilities to reduce load on acute services.

Adopting the same development principle, the Council car-park adjacent to CR Barnard Drive could be developed into, for example, examining options for 2 floors of parking with 2 floors of office above. These offices would overlook the arboretum and have views up and down the valley, providing unique, high value space.

## Be the best we can be

If the above profile of existing and potential investment is considered as contributing elements of a city centre, rather than individual assets, their development characteristics and synergies become increasingly apparent as means to achieving increased community contribution and value from the area.

Achievement of a more valued contribution is a function of:

- What facilities/infrastructure or other development could be located within these sites to enhance use and unlock latent community capital? and
- What community capital is available or necessary to further enhance value and use?

The second question also relates to existing public and private facilities and operations within the described centre.

A City Heart that encourages and enables:

- Retail
- Business & professional services
- Public administration
- Education, life-long learning
- Primary health & wellbeing services
- Culture, Arts
- Leisure & Recreation
- Hospitality

Fulfilling a local, sub-regional and regional role where activities and experiences are bundled, differently by day, evening and event.



The interdependent characteristics that are drawn from Councils strategies and research identified as necessary for the city centre as a whole and as design parameters for the design of infrastructure, buildings and management/operations are proposed as follows:

### **It's easy & safe for people to access and use**

Ease of access and safety to and within the City Heart and its connections is a fundamental precursor to use. Access by vehicle, cycles and on-foot from multiple directions on safe infrastructure designed for people with diverse levels of fitness and mobility must be complemented by ease of parking and seating that is well located along pathways throughout the city centre. Lighting designed to support access and to ensure actual and perceived safety is central to extending the active use hours of the centre.

Access routes to the centre and its mix of facilities, delineated by significant shade trees provide a visual cue to the inter-facility and precinct connections.

### **A mix of public and private infrastructure & services**

The current facility mix is largely comprised of retail, professional services and public administration. Private office space exists on a limited scale, while hospitality is designed to meet the needs of shoppers and those that work in the area.

A step change in the profile by introducing both community facilities, private office, parking and medical services is designed to increase both direct employment and increase visitation based on services and events.

This mix is proposed as a means to extend the effective operating hours of the city centre. Increased visitation and extension of hours promotes further investment in and value from, both the retail offer and hospitality.

The mix provides the opportunity to alter the Clarence employment profile to include increased professional, cultural and hospitality jobs.

### **A place for core activities, events, participation and enjoyment**

The area already provides a “daily living” retail, commercial, administrative and wellbeing services profile. This complements the services available in local centres that exist through the urban area, Clarence’s villages and Sorell.





Events occur throughout the City, largely promoted by local community and specific groups. The City Heart concept and mix of high quality facilities and more flexible spaces enables the Clarence event profile to be scaled-up and extended to create a regional attractor complemented by council events and exhibitions.

The proposed civic centre provides a “home” for community organisations, connecting them and with Council as an important step in the application of the human and social capital that resides in such groups to the scope and level of supports and activity that exists within Clarence and is productively applied to community futures.

### **Buildings, infrastructure and spaces are complements**

Clarence reflects a unique living environment within urban Hobart. Its urban locations are framed between accessible and usable foreshore and hinterland and its villages separated by farmland, bushland and low density housing associated with environmental living lifestyles.

This balance of development and open space, is proposed as a central principle within the City Centre, as is the delineation of connectors with connecting avenues of trees.

City environments tend to be characterised by hard landscapes. While providing ease of access they also increase locational heat and increase the intensity of rainfall run-off.

The Clarence City Heart has the option to provide an alternative, one which enables facilities to be separate and express themselves through design and positioning while sitting in an attractive landscape that provides high amenity values. This openness facilitates pathways delineated by treed avenues and punctuated by public art and a range of activity areas.

### **A place where ideas, interests and values are creatively expressed & activated**

Through the development of a City Heart, Clarence is providing the opportunity for people to express ideas and innovate in how they are translated into buildings, infrastructure, services, activities and events.

While arts and cultural activities are important components in this idea activation principle, it is equally applicable to the quality of design of infrastructure, buildings/spaces and the service offer provided within the City Heart.



### **People are motivated to invest, visit and stay**

Vibrancy and creativity are people generated. Such a gathering place as envisaged in the city centre will encourage private investment dollars, the flow-on benefits will validate the investment of public funds.

Clarence's City Heart concept seeks to motivate the community to invest their time, intellectual and social capital in events and in contributing to wider community support programs.

In parallel, the City Heart is inviting people to visit, to invest time and money. The city centre offer and proposed mix of adjacent higher density residential is designed to convert visitors to residents and to introduce increased diversity into the Clarence housing mix.

### **It's actively and meaningfully supported**

The Clarence City Council is the only elected and administrative entity with the sole, specific responsibility of utilising and further developing the mix and value of community capital within the Clarence community. While other levels of government and their agencies contribute, they do not share the same place based responsibility. Private investment is critical, but its attraction is highly correlated with the lead provided by Councils.

The Clarence City Heart concept is designed to create significant new levels of activity and value to the Clarence community.

This will not occur without Council establishing the vision, its characteristics, then strongly and actively championing and managing the transformation.

Central to this is the development of a strong, coherent narrative that sets the focus and tone of the Clarence City Heart conversation. This conversation is partnered with process to reflect on input and as appropriate adapt to new information and its impact.

While other investors and partners are critical to the transformation, Councils vision, leadership and investment are the critical foundations to harness and integrate the resources of other levels of government, business and the community in the achievement of the City Heart.

This requires a management model, approach and process that reflects the challenge at hand, the complex reality and the associated structured, dynamic approach.

The proposed framework to support this approach follows.

## Strategic Development Framework

The following maps the objectives sought from the Clarence City Heart, the “value chain” that will activate it and deliver the objectives and the community resources and approaches that can be applied to specific activities and the value chain overall to achieve the results sought. It represents the City Centre as a “system” of interdependent elements.

Importantly, as reinforced in the framework, this is not just a technical exercise. It adopts socio-technical principles, engaging people in contributing to their own futures and in combination that of the community.

The framework is designed to be used as a participation, planning, management and explanatory tool to help people understand, engage and contribute to its aims.

It incorporates Councils plans, needs analysis research and the community capitals approach with the above characteristics of a “Clarence City Heart” into a development and management framework.

It provides a means of representing, understanding, communicating and managing the Clarence City Heart development and ongoing performance and contribution to the community.

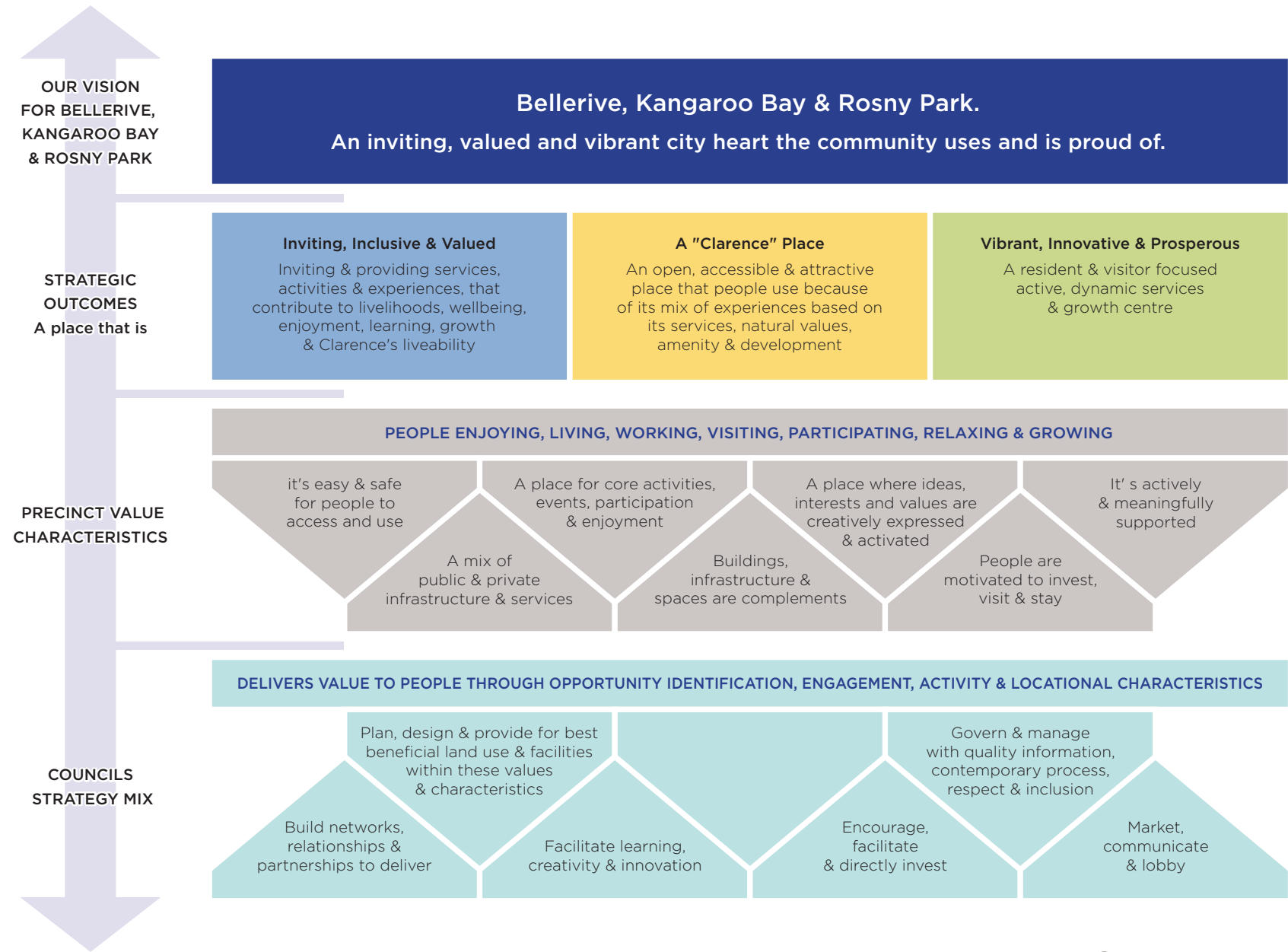
The framework can be populated with specific targets that provide the basis for monitoring, reporting and evaluation.

One key advantage is that it creates a context for placing and responding to additional ideas and input and to assist in managing the external shocks derived from changes in government policy and the economy.

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Bellerive, Kangaroo Bay & Rosny Park – Strategic Development & Management Framework



Conversation initiator

## Physical Form

The Kangaroo Bay foreshore and the valley have historically been used and further developed in a terrain responsive manner, using contours to ease access and create buildings and spaces that fit the landscape. The major exception is Rosny Hill Rd providing access to the Tasman Bridge by bisecting the valley and reducing the connectivity between Kangaroo Bay and Rosny Park. While this provides a particular challenge, the landform provides a basis for consideration of future development of the centre.

The landform within the valley slopes of Warrane lends itself to both infill, as is already occurring, and potentially low-rise multi-story residential development, consistent with the principles of the Southern Tasmanian Land Use Strategy and enhanced by proximity to the major activity centre and transport. Low rise multi-story development, with landscaped sites provides an alternative to low rise infill that limits adjacent open space and increases the hard surface areas. These hard surface areas lead to intense stormwater run-off and increase the ambient temperatures in summer periods.

The area is not a green-fields site, it has attracted significant public and private investment, in particular, over the past 45 years. This investment provides a foundation that can be built on to deliver enhanced return to the Clarence community and the State.

A core principle within this proposal is to retain and build on the characteristics and value of existing higher potential assets that reflect the concept.

Achievement of the core community objectives from redevelopment into a City Heart requires both physical form and a management framework.

As a means to start the conversation, a “mud map” follows. It provides a “first cut” of the potential placement of assets and key connections in line with the principles and research introduced in this document.

Each development and identified alternates, requires specific testing in relation to urban design, planning and broad benefit cost analysis.

Previously prepared, specific site plans and strategies should also be considered within the context of the Clarence City Heart concept. This is not just a consolidation of previous proposals but a critical re-think of them in the context of the strategic intent of the City Heart.

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## Local Development & Connections



Clarence City Heart Mud Map

*Conversation initiator*



## Connections

The importance of connections cannot be overstated as a key City Heart development principle. These connections combine built, livelihood, interests, and identity perspectives.

In addition, they are overlaid with local, sub-regional and regional dimensions in the context of Greater Hobart and South East Tasmania.

### Local Connections

These are connections within the area and across Clarence. Importantly these connections span both tangible and intangible perspectives.

#### Physical

- Shared pathway access from multiple directions to complement road network
- Routes between precincts and attractors delineated by tree planting and seating

These are consistent with the principles of Clarence's tracks and trails strategy including multi-user pathways and the urban design strategies identified earlier.

#### Daily Activity and Support Services

- A service scope, specialisation and choice that complements the local centres that characterise Clarence suburbs and villages.

#### Interests and experiences

- Complement to local cultural and recreational interests and experiences available locally.

## Sub-Regional Connections

### Sorell

The provision of a larger scale centre with daily activity, medical and cultural services that are not at risk of access through events such as accidents blocking the Tasman Bridge.

Enables Clarence to leverage value from the growth of Sorell

### Hobart International Airport (HIAP)

The route from the HIAP into the City of Hobart, encourages a "drive by" Clarence. The proposed planting from the Mornington Interchange to the Arboretum and into the city hub, the shared pathway adjacent to the rivulet and highway provide a lead into the centre.

This connection from the airport may be enhanced by improved access from the Tasman Highway to the city centre from inbound and outbound directions.

## Regional Connections

### The cultural triangle

This term is used to identify the potential of a Kangaroo Bay, Sullivan Cove, Wilkinson Point/MONA triangle of complementary cultural experiences.

The potential for joint activity, utilisation of river transport is an important adjunct to the characteristics of each place. These connections and synergies are consistent with the scope and role of the Greater Hobart Act (2019).

## Regional Connections Map

This map shows the key local (green) and regional (red) connections.



## The City Heart's Key Asset Potential Contribution

The following table summarises the potential contribution of strategic assets to the achievement of council's objectives when addressed as elements of a City Heart.

STRATEGIC ASSET	STRATEGIC OBJECTIVE		
	Inviting, inclusive & valued	A "Clarence" Place	Vibrant, Innovative & Prosperous.
	<i>Inviting and providing services, activities &amp; experiences, that contribute to livelihoods, wellbeing, enjoyment, learning, growth and Clarence's liveability.</i>	<i>An open, accessible and attractive place that people use because of its mix of experiences based on its services, natural values, amenity and development.</i>	<i>A resident and visitor focused active, dynamic services and growth centre.</i>
<b>Charles Hand Park - Visual &amp; Performing Arts Centre</b>	Linking students, industry, community and visitors.	A reflection of community valuing the arts and college position as key educator in the area.	A regional attractor, link to other key centres.
<b>Charles Hand Park - Aquatic &amp; indoor sports</b>	A contemporary centre designed for organised and informal activity and recreation and of a form that reflects Clarence and its location.	An accessible, active recreation centre within a space that can be used for complementary activity.	A centre that stimulates high use and complements the adjacent learning and hospitality precincts.
<b>She Oak Point</b>	Minimal Development.	Intact remnant.	A reflective balance.
<b>Golf Course - Arboretum and Amphitheatre</b>	Open and accessible from Rony Farm, Council Chambers and along the Rivulet link.	An open, leafy space, oasis in Summer. Passive, pathways and seating. Major, casual events.	Attractor for many interests and events.
<b>Council Chambers - Civic Centre relocation ??</b>	Integrates community & council. Developing social capital.	Strengthens focus on the importance of people and community as Clarence underpinning.	The centre for community based creativity, innovation, participation and productive use of capabilities.
<b>Council Chambers - Lawn</b>	A link between the arboretum and the hard landscape of the commercial centre and the treed pathways routes through the area.	Our council/civic centre in a location that reflects Clarence values.	An open space that is complementary, but different to Clarence's natural spaces.
<b>CR Barnard Drive multi-story car park &amp; upper level offices</b>	High quality offices, with high amenity adjacent to Arboretum.	Unique within the region.	Attractive to creative, professional services.
<b>Bayfield St multi story car park and upper level medical, health &amp; well-being centre</b>	Major local contribution to health & wellbeing.	Rounding out Clarence's independence in essential services. Reducing Tasman Bridge risk.	A hub attractor for professionals and patients across region.



## Investment Ready

This document focuses on the future, strategic development of a city heart as a “place making” initiative that results in a vibrant centre, a special part of the City that provides great value to its community on many levels.

The area provides this potential as a result of:

- Its landform as an open valley, rivulet and encompassing of Kangaroo Bay and wider linkages;
- Its transformation over forty years into Clarence's service and retail centre;
- The heritage associated with the role of the place in indigenous and European livelihoods and its continued evolution to contemporary society;
- The mix of built environment and open space;
- The large proportion of the place that is owned by Council; and
- Council actively pursuing its vision of a vibrant, prosperous and sustainable city.

These physical factors are only part of the picture. The assets need people to generate their potential value. These are both clients and those with the vision and capacity to individually and collectively make them work by developing ideas, knowledge and skills to deliver engaging experiences to attract & retain patronage.



## Multiple forms of capital investment

The making of a place requires the community to invest in that place, it is not just about buildings. Just as landscape creates the “back-bone of a place, so buildings in the urban environment combine with these natural attributes, require people to invest.

The community capital approach highlights what we have to invest beyond financial and built infrastructure to make a place.

Success for this city hub is dependent upon Clarence Council **harnessing and creating further, significant community capital** by strategically investing and representing a strong vision for the place that encourages further community activity, engagement, visitation and investment.

The considered development of the precinct provides the basis for a “Clarence Identity and Positioning”, a reflection of both what we are and aspire to as a community and a place.

## Community Capitals Application

The following describes how specific categories of community capital can be applied to the elements of the city hub.

**Natural capital:** *the natural resources and amenities in a particular location “including weather geographic isolation, natural resources, amenities and natural beauty”, shaping the cultural capital connected to place:*

- The bay, the rivulet and side slopes, together with its sheltered nature, provide the structure to allow for intensive activity on the valley floor and lower density, less intensive activity on the side slopes. The terrain allows for higher density, multi-floor housing that utilises lower plot ratios and more open space. The natural form also allows for terrain responsive walking and cycle pathways that provide easy, safe access from multiple directions into attractive places.

**Cultural capital:** *the way people ‘know the world’ and how they act within it, including language and traditions. “Cultural capital influences what voices are heard and listened to, which voices have influence in what areas, and how creativity, innovation and influence emerge and are nurtured”:*

- The extension of the “Cultural, Creative Precinct Plan” and the inclusion of public art, expanded events and a stronger regional role in celebrating interests, ideas and their expression in multiple and new forms. This through the performing arts centre, amphitheatre, open spaces, boulevard, streetscapes, pathways and further development of Rosny Farm complex.
- Celebration of the communities tradition of outdoor recreation and ensuring people can easily and safely continue this through all ages and life-cycles. This through the open spaces, pathways and sporting facilities and clubs;
- Express our heritage in who we are, where we have come from and want to be as individuals and a community. This through arts, interpretation and a Clarence narrative, events and the tangible/intangible characteristics of the hub;
- Reflecting emerging values and inter-generational change and priorities. This by combining generations, designing means; and
- Providing a “experience Clarence” re-positioning that can influence how other services are provided. E.g. retail and hospitality experiences, sport & recreational experiences.

**Human capital:** *“the skills and abilities of people to enhance their resources, access outside resources and bodies of knowledge to increase understanding, identify promising practices, and to access data for community-building”, as well as leaders’ ability to lead across community differences, to focus on assets and be inclusive and participative to proactively shape community development.*

- Provision of wider and deeper opportunities for people to engage, socialise and learn in both formal and informal settings, providing “learning experiences”;
- Introducing new ideas, thinking and practice; Increasing the numbers and diversity of people experiencing and contributing to Clarence, new jobs within Clarence;
- New opportunities for Council leadership and engagement – facilitating and partnering as an integral part of governing;
- Co-design and collective effort from across communities.

**Social capital:** *the connections among people and organizations or the social “glue” to make things, positive or negative, happen, this includes entrepreneurial social capital that drives development through both internal and external networks.*

- Developing stronger Council-business networks to develop collective impact approaches to creativity and new business opportunities arising from new facilities and improved amenity/offer leading to increased community use and visitation;
- Developing stronger, more innovative approaches to the role and contribution of community organisations in cultural and social activity/enterprise through engagement with facility operation and coordinated through the “civic centre”;
- Developing stronger, more innovative collaboration between Council, community organisations and public/private entities such as the Department of Education, UTas, MONA, through the opportunities made available with new facilities and spaces;
- People, groups organisations and networks willing to invest their effort into Clarence and its future because of vision, infrastructure to deliver it and a culture that values and supports contribution

**Political capital:** *access to power, resources and power brokers and “the ability of people to find their own voice and to engage in actions that contribute to the well-being of their community”.*

- The vision and plan for the place creates the vehicle on which to “voice” our claim for support and partnering in its realisation;
- The social networks provide a strong foundation on which to provide evidence to support further and wider forms of investment in Clarence.

**Financial capital:** *access to the financial resources necessary for development and “to accumulate wealth for future community development”.*

- Community capitals provides basis for compelling socio-economic benefit-cost analysis to attract external public and philanthropic investment;
- Place based vision, plan, narrative and collaborative development focus a pre-requisite for major private investment confidence.

**Built capital:** *regional infrastructure that supports activity at the micro level.*

- A mix of well-designed buildings, infrastructure, facilities, amenity and safety that attracts people to Clarence for multiple purposes, activities and experiences;
- Supports the goals of Councils strategic, social and economic plan and benefits the target populations;
- Engages Clarence as a key component of the “cultural triangle” and connects to the major visitor access point HIAP.

Success for this city hub is dependent upon Clarence Council harnessing and creating further, significant community capital.

Strategically investing and representing a strong vision for the place that encourages further community activity, engagement, visitation and investment.



## Strategic Development & Management of the City Centre

Explanation of terms used in the following tables

Plan	Networks	Encourage	Facilitate	Market	Govern
<i>Plan, design &amp; provide for best beneficial land use &amp; facilities within these values &amp; characteristics</i>	<i>Build networks, relationships &amp; partnerships to deliver</i>	<i>Encourage, facilitate and directly invest</i>	<i>Facilitate learning, creativity &amp; innovation</i>	<i>Market, communicate and lobby</i>	<i>Govern and manage with quality information, contemporary process, respect and inclusion</i>

The following table identifies the strategy mix which council could apply to develop each of the key assets to ensure they create the value goals.

COMMUNITY ASSET DEVELOPMENT - STRATEGY MIX						
Location	Plan	Networks	Encourage	Facilitate	Market	Govern
<b>Charles Hand Park Visual &amp; Performing Arts Centre, existing skate park</b>	Adjacent to Rosny College, Integrate their program with community and commercial	Council, Ed Dept and producers/curators	Mix of investment	Strengthens creative arts and associated production	Opens Clarence to wider market	Joint management
<b>Rosny Golf Course - Arboretum</b>	Cool, leafy, open space with pathways, seating. Foil to natural bush	Links to corridor connections and street plantings Link along Rivulet towards Meehan, entry to Clarence	Lower cost park	Interest and teaching resource Multiple formal and informal uses	Unique offer/ attractor, complement higher density residential	
<b>Rosny Farm and Amphitheatre</b>	Complementary cost-effective facility	Council - community and private promoters	Relatively low cost, multiple, high value uses	Strengthens performing arts, diversity of offers	Marketable Events	

COMMUNITY ASSET DEVELOPMENT - STRATEGY MIX						
Location	Plan	Networks	Encourage	Facilitate	Market	Govern
<b>Council Lawn</b>	A clear link between the highly developed, hard landscape component of the area and the open space and soft landscape of the arboretum	Significant treed road and pathways linking Rosny Park to Kangaroo Bay boulevard, Bellerive and through to Bellerive Beach				
<b>Council Chambers, Civic Cr.</b>	Extend Council Chambers across Rivulet to Arboretum, incorporate Civic Centre	Incorporate community into Council	Incorporation of and support to community's social capital	Innovation into the way services and supports are integrated	Integrated resources into the community	Partnering with community/social enterprise to improve liveability
<b>Council Car Park</b>	Office building above 2 levels of car parking.		Facilitate direct investment and high quality office in high amenity site	Extending business mix in Clarence	Positioning as a creative provider of alternatives in office space	Leadership in contemporary office/workspace
<b>Charles Hand Park Aquatic/indoor sports</b>	The bowls club location - aquatic centre & indoor sports facility Makes existing site available for e.g. higher density residential		Facilitate higher patronage based on co-location and proximity		Part of centre experience offer	

COMMUNITY ASSET DEVELOPMENT - STRATEGY MIX						
Location	Plan	Networks	Encourage	Facilitate	Market	Govern
<b>Eastlands and Business Group</b>	Alignment to the experience philosophy and principles of the centre	Council & business with common goals	Complementary tangible and intangible investment	New products and services	Increased and aligned marketing	Clarence - business joint vision, collaboration
<b>Adjacent residential Warrane, Pembroke Place, Old pool/ indoor sports site</b>	Potential for higher density, including multi-story	Government & private investment in housing	Facilitated investment	Design and living	Expands Clarence offer for residents	Best use of adjacent land - mix of housing, amenity, liveability
<b>Bayfield St Car Park, Medical, Health &amp; Wellbeing Centre</b>	Medical, healthcare and wellbeing centre over 2 levels of car park, for example	Government health and private providers, specialists	Private Investment	New Clarence Service model Off-set load an RHH	Contributes to regional performance Supports Clarence liveability and safety	Council involved in intergovernmental conversation on Health in Community



This concept is about creating new community value through the establishment of a great built environment, enhancing the green/natural spaces and providing a means of further engaging the community in the development of our economic and social capital.



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