

# our shape our heart our economy

A SHARED DIRECTION FOR THE NEXT 10 YEARS

**WEST TAMAR COMMUNITY STRATEGIC PLAN  
2026-2036**

## Use of Artificial Intelligence

This strategy was developed through a human-led, evidence-based process supported by the use of artificial intelligence as a research and synthesis tool. This approach allowed a broader and more consistent evidence base than would be achievable through manual review alone.

AI was used to assist with scanning, comparing and summarising a large volume of Federal, State and regional material to improve coverage and consistency. All interpretation, judgement and final drafting were undertaken by West Tamar Council and informed by stakeholder engagement and Council oversight.

The resulting strategy reflects the views of the Community, shaped through consultation, tested against evidence, and refined through judgement.

## Acknowledgements

West Tamar is thankful for the time and energy many stakeholders committed toward the development of this strategy. We wish to thank Stephen Yarwood – city<sup>2050</sup>, whose expertise was incredibly valuable to the development of this Community Strategic Plan.

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# Foreword

## West Tamar is changing.

Over the next decade, our municipality will grow, diversify and evolve. More people will choose to live here. Housing will change. Work will change. Expectations of services, access and community life will continue to rise.

This plan sets out how we respond and proactively approach that change.

It reflects a clear message from across the community and Council: growth is expected, but it must be shaped. It must be supported by infrastructure, respect the character of our places, and strengthen the everyday experience of living in West Tamar.

At its core, this is a plan about balance.

Balancing growth with liveability.

Balancing housing choice with place character.

Balancing ambition with what can realistically be delivered.

It recognises that Council does not act alone. Many of the outcomes in this plan depend on partnerships with State Government, industry, community organisations and residents themselves. West Tamar Council's role is to lead where we can, advocate where we must, and work with others to deliver what matters most.

This plan is deliberately clear and focused.

It sets long-term direction rather than listing projects. It defines what we are working toward, why it matters, and how progress will be measured over time.

Most importantly, it reflects what people value about West Tamar.

A strong sense of community.

A connected and active way of life.

A place where people can belong, participate and build a future across different stages of life.

West Tamar Council looks forward to working with our community to deliver this plan and to shape a West Tamar that remains a great place to live, work and invest both now and into the future.



# About this Plan

## This plan sets the direction for West Tamar over the next 10 years.

It explains what the community is working toward, where change needs to be guided, and how decisions will be made as the municipality grows and evolves.

The plan is informed by a review of Council and regional strategies, engagement with elected members, staff, youth, business and community stakeholders, and the strongest recurring themes across that work.

The plan is built around three civic themes. These reflect how people experience West Tamar as one connected place, rather than as separate services or departments.

Together, the themes bring five key priorities into one clear structure: growth and housing, access, community life, local opportunity, and natural systems. These issues are closely linked in practice, and the plan treats them that way.

The structure of the plan is simple:

### VISION

The long-term future West Tamar is working toward by 2036.

### THEME

The three broad civic areas where change needs to be guided and supported.

### GOALS

The long-term outcomes West Tamar is aiming to achieve over the next 10 years.

### OBJECTIVES

The practical directions that guide decisions, investment, partnerships and advocacy.

The wording of the objectives is deliberate.

When the plan uses words like **plan**, **invest** or **improve**, Council is taking a lead role.

When it says **work with** or **support**, delivery is shared.

When it says **advocate**, the outcome depends on action beyond Council's direct control.

This approach makes clear what Council will do, where it will work with others, and where it will speak on behalf of the community.

# West Tamar Today

## Who we are

West Tamar is a river municipality of connected but different communities. The Kanamaluka / Tamar River estuary, catchments and wider landscape are not background features. They shape local identity, daily life and the way people judge change.

This is not one uniform place. Riverside and Legana feel the pressures of growth and are in part defined by their proximity to Launceston. Northern towns and coastal communities carry different pressures around access, ageing, tourism sustainability, recreation and service reach. What holds them together is strong everyday community life: clubs, schools, volunteers, parks, trails, local businesses, events and neighbourhood ties still matter here.

## How West Tamar works today

Daily life in West Tamar depends on movement. People still rely heavily on cars, especially between townships, but access means more than roads. Footpaths, crossings, walking and cycling links, public or community transport, accessible public places and digital connection all shape whether people can get to work, school, shops, sport, services and one another.

Community life runs through shared places and routines. Sport, recreation, cafes, committees, hubs and gathering places do real civic work. They support health, belonging, volunteer effort and local pride. The economy works in a similarly mixed way. West Tamar is still linked to Launceston for jobs and services, but trades, agriculture, tourism, small business, local services, remote work and town centres are also part of daily life.

## A place under change

West Tamar is already under pressure from growth. Housing demand is rising, and new development now affects whether younger households can stay, whether older residents can downsize or age in place, and whether employers can attract workers. Housing is no longer a planning issue. It is also a community, economic and infrastructure issue.

The next decade will test whether infrastructure keeps pace. Roads, transport links, stormwater, utilities, digital reliability and community facilities are now seen

as conditions of confidence, not things to sort out later. The same is true of environmental care. River health, water quality, catchments, biodiversity and hazard exposure are central to how people think about West Tamar's future.

Ageing and youth pressures sit in the same frame. West Tamar is being asked to work better for young people seeking independence and opportunity, for families building a life locally, and for older residents wanting to remain active and connected. The evidence points to common decisions about housing, access, recreation, safety and local opportunity.

## Open to change, but not at any cost

West Tamar is open to change. It will not accept erosion as the price.

That means growth, housing change and economic opportunity must add to this place, not hollow it out. Change needs to be planned, serviced, and relevant to place. It needs to protect river and landscape values, respect local character, and make daily life easier rather than harder. West Tamar will support change that strengthens community life. Council will resist change that overloads services, weakens environmental systems, or detracts from what makes the municipality feel like itself.

## What this means for our future

- » Decisions will be judged by the quality of change on the ground, not just by growth numbers.
- » Housing choices will need to work across the life course, from youth retention to ageing in place.
- » Access will remain one of the clearest tests of liveability, inclusion and local participation.
- » Shared places and social infrastructure will matter as much as roads and pipes.
- » Economic development will need to build more local opportunity without losing what makes West Tamar special as a place and community today.
- » Credibility will depend on clear priorities, realistic staging and honest Council leadership about what can be led, shared or advocated for.

# Vision for 2036

By 2036, West Tamar will be a *cared-for* river municipality where change is *well managed*, daily life *works better*, and people can *belong, participate* and *build opportunity* without losing what makes this place distinct.

### **By 2036, West Tamar will be a place that has evolved with care.**

It will remain a connected river municipality of distinct local communities, where the Tamar, the landscape and local character shape how people live and how change is considered.

### **Growth will be visible, but it will feel planned.**

New housing, infrastructure and development will better match location, service capacity and community expectations. Change will be measured not just by how much happens, but by how well it fits.

### **Everyday life will be easier to move through.**

People will be able to reach school, work, services, recreation and community life more easily, whether they drive or not. Access and movement will be understood as part of liveability, not just transport.

### **West Tamar will work better across different stages of life.**

Young people will have stronger reasons to stay, return and build a future locally. Older residents will be able to remain connected, active and supported. Housing, services and public spaces will respond to changing needs over time.

### **Community life will remain a defining strength.**

Clubs, parks, trails, community spaces, local events and everyday social connection will support health, participation and belonging. These will be recognised as core infrastructure, not optional extras.

### **Local opportunity will be stronger and closer to home.**

More people will be able to work, run businesses and build skills locally. Town centres and local hubs will be active and useful. The economy will reflect trades, services, remote work, local enterprise and regional connections.

### **The Tamar River and West Tamar's natural systems will be more resilient.**

Water, catchments, landscapes and environmental systems will be cared for as part of how the municipality grows, not treated as separate issues.

### **This is a vision of managed change, not change for its own sake.**

West Tamar will evolve in a way that strengthens what people value: place, community, access, opportunity and trust that change is being handled well.

# our shape

GROWTH & PLACE



“

Growth in West Tamar must be shaped, serviced and felt to belong — not simply allowed to happen.

The shape of West Tamar is about more than where growth goes. It is about how change feels on the ground – whether housing is in the right places, whether infrastructure keeps pace, whether daily movement works, and whether the river and landscape remain central to place.

Across the evidence, growth is no longer judged mainly by numbers. It is judged by service fit, settlement quality, place character and public confidence. People want change to be planned, staged and visibly matched to roads, stormwater, utilities, community facilities and environmental care.

This theme brings growth, housing, access, infrastructure and natural systems together because, in practice, they now operate as one place system. Decisions in one area quickly affect the others.



## GOAL 1

**Growth is shaped, serviced and true to place.**

West Tamar needs growth to go where it can be supported, not where it is easiest to extend. Confidence will depend on whether change strengthens townships, protects rural and foreshore character, and is matched to service capacity from the start.

### Objectives

- 1.1 Direct most new housing and mixed-use growth to the Riverside-Legana corridor and other serviced locations, rather than extending scattered development with high long-run servicing and access costs. [Lead / Influence]
- 1.2 Use structure planning and settlement policy to make clear what fast-growing areas, northern townships, foreshore communities and rural landscapes are each expected to absorb, protect or transition over time. [Lead]
- 1.3 Require major growth areas to deliver local centre quality, everyday walkability and visible public benefit, not subdivision yield alone. [Lead / Influence]
- 1.4 Set clear pre-conditions for rezoning and major development where school capacity, utilities, transport links or community facilities depend on action beyond Council's direct control. [Partner / Advocate]



## GOAL 2

### Housing choice supports people through different life stages.

Housing is no longer just a land use issue. It now affects youth retention, downsizing, workforce supply, ageing in place and how well local centres and communities function. The next decade needs more choice in the right places, with better fit between housing, access and daily life.

#### Objectives

- 2.1** Enable smaller homes, townhouses, apartments and ageing-in-place options in serviced centres and growth corridors where shops, services and community life are easier to reach.   
[Lead / Influence]
- 2.2** Test housing decisions against youth retention, downsizing needs, workforce supply and social inclusion, not dwelling numbers alone.   
[Lead]
- 2.3** Use design expectations and public-realm decisions to make more compact housing comfortable, attractive and connected to streets, green space and nearby neighbours.   
[Lead / Influence]
- 2.4** Work with the State Government, community housing providers and major employers to make social, affordable and key worker housing part of the local housing response where need is strongest.   
[Partner / Advocate]

## GOAL 3

### Infrastructure investment is staged, sustainable and clear.

Growth cannot stay credible if roads, drainage, bridges, utilities and community facilities lag behind. West Tamar also cannot keep adding new commitments at the expense of the assets that already carry everyday life. The discipline here is sequencing, renewal and honesty about what Council can and cannot carry alone.

#### Objectives

- 3.1** Sequence roads, bridges, stormwater, utilities, schools, community facilities and recreation land in step with growth rather than leaving service catch-up to later budgets.   
[Lead / Partner]
- 3.2** Balance new capital works with renewal, DDA compliance, drainage, lighting and other existing asset needs so new growth does not weaken the places already carrying community life.   
[Lead]
- 3.3** Use long-term asset, financial and growth planning together to show what comes first, what depends on outside funding and what Council cannot carry alone.   
[Lead]
- 3.4** Secure land, staging and relocation pathways for community and recreation uses affected by growth planning, especially in fast-changing areas.   
[Lead / Partner]



## GOAL 4

### Everyday movement is safer, easier and more inclusive.

Access shapes whether people can take part in everyday local life. Roads matter, but so do footpaths, crossings, cycling links, community transport, public transport and digital reliability. West Tamar's liveability will increasingly be judged by how easy daily life feels to move through.

#### Objectives

- 4.1** A connected, municipality-wide walking and cycling network, including foreshore and inter-town links. [\[Lead\]](#)
- 4.2** Target roads, bridges, intersections and freight pinch points where safety, congestion or growth pressure now disrupt daily movement and public confidence. [\[Lead / Influence\]](#)
- 4.3** Build access into everyday works through safer surfaces, accessible toilets, seating, shade and public spaces that work for wheelchairs, prams and people with limited mobility. [\[Lead\]](#)
- 4.4** Expand community transport responses and keep pressing for more useful public transport coverage, timing and frequency, especially for young people, older residents and households without a car. [\[Partner / Advocate\]](#)

## GOAL 5

### Natural systems stay healthy as West Tamar changes.

River health, catchments, stormwater, biodiversity, landscape quality, foreshore access and climate readiness are not side issues. They shape how West Tamar grows, what that growth costs over time, and whether the municipality keeps the qualities people most strongly value.

#### Objectives

- 5.1** Make Kanamaluka/Tamar River health, estuary condition, catchment function, stormwater performance and water quality part of planning, asset and development decisions. [\[Lead\]](#)
- 5.2** Use planning controls, vegetation management and design expectations to protect scenic landscapes, biodiversity, productive rural land and foreshore character that people identify as distinctly West Tamar. [\[Lead / Influence\]](#)
- 5.3** Work with local communities, regional bodies, land managers and utilities to improve appropriate community access to the banks of Kanamaluka / Tamar, while supporting river access, catchment care, biodiversity repair and climate adaptation where municipal action alone is not enough. [\[Partner\]](#)

# our heart

COMMUNITY & WELLBEING



“

A strong community is not built by services alone — it depends on whether people can stay active, connected and part of everyday life.

The heart of West Tamar is not a program list. It is the everyday life of the municipality – the places people meet, the clubs that hold communities together, the routines that keep people active, and the conditions that make it easier to belong.

Across the evidence, social infrastructure carries the same strategic weight as physical infrastructure. Parks, trails, halls, recreation spaces, youth settings, events, local groups and informal meeting places are part of how people stay connected, healthy and involved.

This theme is about keeping West Tamar socially strong as it grows. That means treating belonging, participation, safety, youth opportunity, ageing well, inclusion and local identity as place-shaping priorities, not soft extras.



## GOAL 1

**People feel part of local life and can see themselves in West Tamar’s future.**

Belonging is practical. People need places, information, welcome, and visible opportunities to take part. When those conditions weaken, isolation grows, trust drops and community life narrows.

West Tamar needs to stay recognisable as a place where people can join in, feel safe, and build connection across different towns, ages and backgrounds.

### Objectives

- 1.1 Design and support welcoming public places, programs and local settings that reduce isolation and strengthen everyday belonging. **[Lead]**
- 1.2 Keep safety, inclusion and accessibility in view when shaping public spaces, facilities, events and local communications. **[Lead]**
- 1.3 Work with community organisations, schools, clubs and service providers to widen participation for people facing barriers to local life. **[Partner]**
- 1.4 Advocate for service responses where exclusion, family pressure, poor mental health or community safety issues sit beyond Council’s direct delivery role. **[Advocate]**



## GOAL 2

### Shared places and social infrastructure stay strong as the population grows.

West Tamar will not stay socially strong by accident. Community hubs, parks, trails, halls, sportsgrounds, youth spaces and foreshore places are part of the municipality's operating system. They support health, volunteering, recreation, events, informal contact and local pride.

The next decade needs stronger social infrastructure logic: not just more assets, but better networks of places that are accessible, well used and able to do several jobs at once.

#### Objectives

- 2.1** Plan and invest in community, recreation and civic places early enough that growth does not outrun participation, access and local connection. **[Lead]**
- 2.2** Renew existing halls, reserves, sportsgrounds, playgrounds, trails and community facilities so they remain safe, usable, climate-ready and easier to reach. **[Lead]**
- 2.3** Prioritise multi-purpose hubs and shared precincts where that delivers better long-term value than isolated single-use facilities. **[Lead]**
- 2.4** Work with clubs, volunteers, arts groups and community organisations to reduce governance strain and keep local participation strong. **[Partner]**

## GOAL 3

### West Tamar works better across life stages, with stronger youth pathways and better conditions to age well in place.

Young people and older residents are not side issues. They are one of the clearest tests of whether West Tamar works as a municipality. The same place decisions – housing, access, information, recreation, safety and local opportunity – shape both youth retention and ageing well.

The strategic task is not to choose one age group over another. It is to make decisions that carry several life-stage needs at once.

#### Objectives

- 3.1** Apply an intergenerational test to housing, transport, digital access, recreation, public space and service decisions so one investment can support more than one life stage. **[Lead]**
- 3.2** Expand youth spaces, local activity, early work links and ways to get around that respond to boredom, isolation and the need to stay connected to school, sport, work and friends. **[Lead / Partner]**
- 3.3** Improve age-friendly movement, clear information, outreach links and accessible community places so older residents can stay active, independent and involved for longer. **[Lead / Partner]**
- 3.4** Work with education, health, care and community partners to strengthen youth pathways, ageing in place and prevention of loneliness before disconnection hardens. **[Partner / Advocate]**



## GOAL 4

### **People can reach services, information and civic life more easily across the whole municipality.**

West Tamar is not one uniform place. Fast-growing suburbs, northern townships, foreshore settlements and rural localities do not experience access, information or participation in the same way.

A stronger community strategy needs to recognise those differences while still building one clear municipal story. People should be able to understand what Council is doing, find the help or activity they need, and stay connected to local decision-making.

#### **Objectives**

- 4.1** Tailor service planning, place investment and participation approaches to the different pressures facing growth areas, smaller townships, foreshore communities and rural localities. **[Lead]**
- 4.2** Improve how Council communicates decisions, services, activities and opportunities through plain English, local channels and easier-to-find information. **[Lead]**
- 4.3** Treat digital reliability and digital confidence as part of community participation, service access and emergency readiness, not just a technology issue. **[Lead / Advocate]**
- 4.4** Work with State agencies and service providers to close local access gaps in health, education, care, transport and outreach where residents cannot be well served by Council alone. **[Partner / Advocate]**

# our economy

ECONOMY & INNOVATION



“

Local prosperity depends on getting the basics right – jobs, skills, access and the conditions that let people work and build a life here.

Work in West Tamar is not just about jobs. It is about whether the conditions are in place for people and businesses to operate, adapt and grow locally.

That includes skills, reliable digital access, well-functioning centres, everyday movement, local spending and a strong sense of place. When these conditions work together, local enterprise becomes easier and more visible.

West Tamar is not only a commuter municipality. People still travel for work, but there is a clear expectation that more opportunity should exist closer to home – through small business, trades, services, remote work and local enterprise.

This plan treats the economy as part of everyday life, not a separate system. It is about whether people can find work locally, run a business, build skills, and spend time and money within their own community.

Innovation in this context is practical. It means adapting to change, building capability, using digital tools well, and supporting new ways of working that fit West Tamar's scale and strengths.

The focus is straightforward: stronger local business conditions, increased local opportunity, and growth that builds from what is already here through innovation and entrepreneurship, without weakening it.



## GOAL 1

### Local jobs and enterprise grow closer to home.

West Tamar needs a stronger local economy, not just a stronger commuter relationship. That means making it easier for small business, trades, local services and new enterprise to start, stay and grow, while giving residents more reasons to work and invest locally.

#### Objectives

- 1.1** Use Council's planning, procurement, place investment and business-facing processes to support local enterprise confidence and reduce avoidable friction. [\[Lead\]](#)
- 1.2** Build a clearer picture of local business conditions, employment change, site needs and emerging opportunities so decisions are based on evidence, not assumption. [\[Lead\]](#)
- 1.3** Work with business networks, regional bodies and service providers to strengthen capability, resilience and practical support for local operators. [\[Partner\]](#)
- 1.4** Press for policy, funding and infrastructure settings that expand local employment opportunity and reduce barriers to business growth. [\[Advocate\]](#)



## GOAL 2

### Centres and destinations are active, useful and confidently local.

Town centres and local destinations matter because they are where economic life and civic life meet. Their value is not only retail. They are places to work, meet, linger, access services and experience the identity of West Tamar.

#### Objectives

- 2.1** Plan Legana, Riverside, Exeter, Beaconsfield, Beauty Point and other local centres as mixed places for services, work, meeting, activity and, where suitable, more housing choice. [\[Lead\]](#)
- 2.2** Improve access, walkability, public spaces, amenity and infrastructure that is event-ready so towns feel worth using, not just worth driving through. [\[Lead\]](#)
- 2.3** Protect and service employment land, commercial areas and local hubs so population growth also supports local jobs and business activity. [\[Lead\]](#)
- 2.4** Align centre growth with transport, freight, utilities and digital upgrades so basic access problems do not blunt confidence or investment. [\[Advocate\]](#)

## GOAL 3

### Skills, digital access and enterprise capability support the next economy.

West Tamar's future workforce will be shaped by more than formal jobs policy. Skills pathways, reliable digital access, local networks and the ability to adapt all now sit inside economic strategy. Places that build capability will compete better than places that simply wait for opportunity to arrive.

#### Objectives

- 3.1** Work with schools, training providers, employers and community organisations to strengthen pathways into local work, apprenticeships, enterprise and further study. [\[Partner\]](#)
- 3.2** Push for stronger training, education and digital infrastructure that connect young people and changing workers to real local opportunity. [\[Advocate\]](#)
- 3.3** Support digital confidence, information access and practical business capability so households, remote workers and local firms can participate more reliably. [\[Lead\]](#)
- 3.4** Encourage innovation, flexible work and enterprise models that fit West Tamar's scale, strengths and changing economic base. [\[Partner\]](#)



## GOAL 4

### West Tamar grows from its distinctive strengths without weakening them.

West Tamar's economy is tied to the qualities that make the municipality recognisable: river access, landscape, agritourism, food, heritage, productive land, local centres and a strong sense of place. Economic growth should build on those strengths, not strip them for short-term gain.

#### Objectives

- 4.1** Use place strategy, planning and public investment to strengthen the local value of agriculture, tourism, food, trades, services and visitor experiences that are recognisably West Tamar. [\[Lead\]](#)
- 4.2** Connect producers, local businesses, centres, events and visitor activity so more value is captured locally across the year. [\[Partner\]](#)
- 4.3** Treat river health, landscape quality, water systems, rural character and environmental condition as economic assets, not side issues. [\[Lead\]](#)
- 4.4** Manage growth so traffic, runoff, servicing pressure and place impacts are addressed early rather than allowed to accumulate. [\[Lead\]](#)
- 4.5** Work regionally where it improves outcomes for West Tamar, while keeping West Tamar's own priorities, identity and environmental limits clear. [\[Advocate\]](#)

# How we Deliver this Plan

This plan is not a wish list. It is a guide for real decisions.

Delivering it means being clear about three things:

- » what Council will do
- » what we will do with others
- » and what we will advocate for on the community's behalf

Not everything can happen at once. Choices will be made about timing, priorities and investment.

## COUNCIL'S ROLE

Some outcomes sit within Council's control. Others depend on partnerships with governments, service providers, community organisations and business.

This plan makes that clear.



### LEAD

Council plans, funds and delivers directly.



### PARTNER

Council works with others to deliver shared outcomes.



### ADVOCATE

Council represents the community to influence outcomes beyond its control.

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The language used throughout the plan reflects this. It shows who is responsible — and who is not.

# DELIVERY PRINCIPLES

These principles guide how decisions will be made.



## START WITH WHAT MATTERS MOST

We will focus first on the places and issues under the greatest pressure.



## KEEP PLACE AT THE CENTRE

Housing, access, environment and community life will be planned together, not separately.



## STAGE GROWTH AND INVESTMENT

Growth will be matched with infrastructure, services and environmental capacity – not allowed to run ahead of them.



## BE CLEAR ABOUT SHARED RESPONSIBILITY

Where outcomes depend on others, Council will act visibly through partnership and advocacy.



## BALANCE NEW AND EXISTING

New areas require investment, but existing communities must be maintained, renewed and kept safe.



## TRACK PROGRESS AND ADJUST

We will report regularly, make trade-offs explicit, and adjust priorities as conditions change.

# Measuring Progress

This plan will be judged by what changes on the ground.

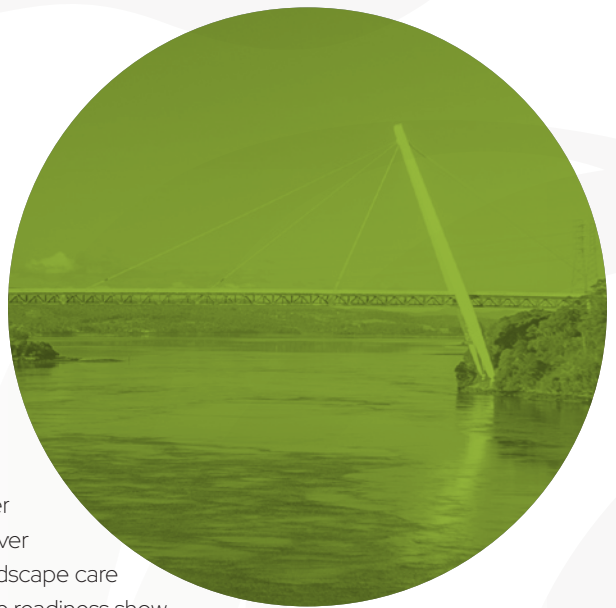
Progress should be easy to see and simple to use. It is not about tracking everything. It is about watching the signs that show whether West Tamar is working better in practice – as a place to live, move, connect and build opportunity.

These are not targets or technical indicators. They are the changes people should be able to notice over time.

## our shape

### What should be changing across growth, housing and access

- » Growth is clearly matched to infrastructure, services and place quality, with fewer visible gaps between development and delivery.
- » Housing choice broadens in serviced locations, with more options that suit different life stages close to centres and services.
- » Walking, cycling, road and transport connections make everyday movement easier, safer and more reliable.
- » Stormwater systems, river health, landscape care and climate readiness show visible improvement over time.
- » Community confidence grows as change is staged, explained and seen to be working in practice.





# our heart

## What should be felt in everyday community life

- » Community facilities, parks, trails and recreation spaces are active, accessible and well used across different age groups.
- » Participation in clubs, events, volunteering and local activities remains strong or increases.
- » Young people, families and older residents can more easily take part in local life, with fewer barriers to connection.
- » People feel safer, more included and more able to belong in their local communities.
- » Local identity, character and pride of place remain visible across towns and neighbourhoods.

# our economy

## What should be working locally in the economy

- » Local business activity, jobs and enterprise confidence strengthen, with more people working or operating closer to home.
- » Town centres and local destinations are active, useful and worth spending time in, not just passing through.
- » Skills pathways and connections between education, training and local work become clearer and more accessible.
- » Digital reliability supports business, remote work, learning and access to services across the municipality.
- » Economic growth strengthens local opportunity without weakening environmental quality, place character or community life.

## Across the whole plan

Progress is not only about outcomes. It is also about how decisions are made.

Council will test whether:

- » Priorities are clearly staged and sequenced.
- » Budgets and asset decisions align with the plan.
- » Partnerships are progressing where delivery depends on others.
- » Reporting is clear about what Council leads, what it shares, and what it advocates for.

Specific measures and baselines will sit within Council's normal planning and reporting systems. Progress will be judged through both data and lived experience – because this plan is about how West Tamar works, not just what gets delivered.



# Implementation and Review

This plan sets a 10-year direction,  
but it is used every day.

It should guide decisions as they are made  
– not sit apart from them.

That means linking the strategy directly to  
Council's planning, budgeting, asset management  
and advocacy work.

In practice, this comes down to four disciplines.

## 1. Align

Use the plan to guide  
annual plans, budgets,  
asset decisions and  
advocacy priorities,  
so day-to-day choices  
stay connected to  
long-term direction.



## 2. Stage

Sequence work  
within real financial  
and organisational  
capacity, starting with  
the most pressing  
issues and avoiding  
commitments that  
cannot be supported.



## 3. Deliver

Coordinate action  
across Council  
and with partners,  
with clear responsibility  
for who leads,  
who supports and  
who advocates.



## 4. Review

Report regularly,  
test what is working,  
and adjust priorities  
when conditions  
change or new  
evidence emerges.

This plan will only matter if it is used.

Its value will be seen in the decisions Council makes,  
the priorities it holds, and the consistency it shows  
over time.

West Tamar Council will apply this plan with discipline,  
report progress clearly, and adjust where needed as  
conditions change.

A person with a backpack is walking away on a dirt path through a hilly, brush-covered landscape. In the distance, a calm lake is visible between hills. The sky is overcast. On the left side of the image, there are several large, semi-transparent, overlapping circular shapes in shades of blue and grey. A white circle is positioned in the lower-left area, containing text.

Delivery will depend on  
staying focused, working with  
partners, and being honest  
about what can be led,  
shared or advocated for.



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