

# Huon Valley Economic Development Strategy 2015-2020

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**Huon Valley Economic Development Strategy 2015-2020**

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## EXECUTIVE SUMMARY

### Background

The Huon Valley Council's Economic Development Strategy 2015-2020 outlines the Council's strategic direction for the next five years with respect to delivering economic development related outcomes for the community. It describes how Council works with and within the community and other service providers, to deliver economic programs and activities that will achieve objectives and priorities for local businesses and the community overall.

The Council's role in economic development is to facilitate business investment, implement policy and create an environment conducive to appropriate industry as outlined in this strategy. The aim of the Economic Development Strategy is to identify practical actions for the enhancement of the Huon Valley economy; responding to the opportunities and constraints to economic and business growth and the values of the community.

The material in the Economic Development Strategy is derived from industry research, consultation with the *Huon Valley Economic Development Advisory Committee* (a special Committee of Council), and comments provided by the Huon Valley community in response to the *Huon Valley Economic Development Strategy Discussion Paper 2015*, prepared in June 2015.

The previous *Huon Valley Economic Development Strategy 2009* set a solid base for delivering economic development outcomes for the Huon Valley. A number of the initiatives identified in the 2015-2020 reiteration, are currently being progressed by the Huon Valley Council; hence this document provides a framework for both existing and new economic development initiatives.

### Economic Context

The Huon Valley is a vibrant, semi-rural community commencing just 30 minutes south of the Tasmanian capital city, Hobart. It is Australia's southernmost municipal area with a population of more than 15,000 people.

The Valley's 5,497 square kilometres is dominated by meandering waterways and forested hills. The region's fertile landscape produces an array of quality foods that has helped Tasmania earn its reputation as a food lovers' paradise.

The Huon Valley is also a haven for yachting and boating enthusiasts with easy access to the Huon River and D'Entrecasteaux Channel. These waters offer world class fishing, sailing, diving and rowing experiences.

The Huon Valley's key industry sectors in terms of jobs and value include aquaculture and fishing (approximate value approaching \$350 million), agriculture (approximate value \$45 million), forestry (approximate value \$25 million) and tourism (Sources: *Tasmanian Salmonid Growers Association Ltd, Australian Bureau of Statistics – Value of Agricultural Commodities Produced 2010-11, Forestry Tasmania 2010/11 Annual Report*).

The following trends highlight some key characteristics of the Huon Valley for consideration of the Economic Development Strategy:

- The Huon Valley has a diverse industry base with employment access through a variety of sectors including aquaculture, agriculture, health care and social assistance, and retail/tourism sectors. (Source: *Australian Bureau of Statistics, Census 2011*);
- The Huon Valley's population has progressively increased each year for the last ten years, with a total population of 16,273 people residing in the municipal area by end financial year 2013/14 (an increase of 0.7% on the previous year). (Source: *Australian Bureau of Statistics, Regional Population Growth, Australia 2014*);
- The Huon Valley population is ageing, with the majority of residents being aged between 45 and 65 years. The median age of the Huon Valley population is 43 years, which is slightly above the state average. (Source: *Australian Bureau of Statistics, Huon Valley LGA 2013*); and
- School retention rates and completion of tertiary education continue to be a challenge for the Huon Valley. The number of males completing year ten or equivalent is greater than those who complete year twelve or more (2051 males completed year 10 compared with 1920 having completed year 12). Further, more females are likely to complete year twelve than males, with 2294 females having completed year 12 compared to 1920 males. (Source: *Australian Bureau of Statistics, Census 2011*).

## **Economic Development Objectives**

The following objectives were identified and agreed by the Council, through its *Economic Development Advisory Committee* during the development of the Economic Development Strategy:

- Enhance and develop the Huon Valley as a destination for high quality tourism experiences and services;

- Revitalise the Huon Valley economy through developing a dynamic place for business and investment;
- Enhance the Huon Valley's reputation as being an attractive and desirable place for business and investment, where the balance between lifestyle and work can be achieved;
- Effectively leverage off the Huon Valley's strategic location for the purposes of attracting residential and business investment and growth, and improve the destination appeal for visitors;
- Plan for the future growth and prosperity of the region;
- Support the Huon Valley's primary production sector to transition into innovative primary industries and non traditional practices; and
- Enhance the Huon Valley's regard nationally as a creative region.

These objectives are compatible with Council's recently endorsed Strategic Plan, whereby the aims of the Economic Development Strategy assist to fulfil the following core characteristics:

- A great environment;
- A prosperous, resilient economy;
- Capable and productive people and assets; and
- Community wellbeing and liveability.

## PART A – BACKGROUND

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## INTRODUCTION

### About the Economic Development Strategy

The Huon Valley Council's Economic Development Strategy 2015-2020 outlines the Council's strategic direction for the next five years with respect to delivering economic development related outcomes for the community. It describes how Council works with and within the community and other service providers, to deliver economic programs and activities that will achieve objectives and priorities for local businesses and the community overall.

The Council's role in economic development is to facilitate business investment, implement policy and create an environment conducive to appropriate industry as outlined in this strategy. The aim of the Economic Development Strategy is to identify practical actions for the enhancement of the Huon Valley economy; responding to the opportunities and constraints to economic and business growth and the values of the community.

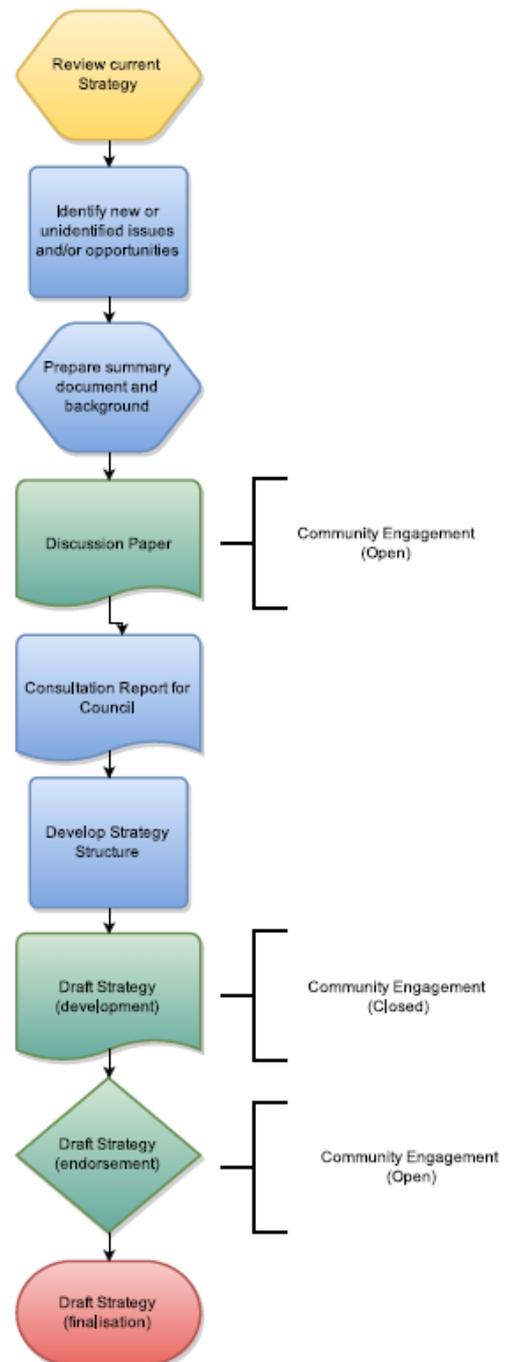
The material in the Economic Development Strategy is derived from industry research, consultation with the *Huon Valley Economic Development Advisory Committee* (a special Committee of Council), and comments provided by the Huon Valley community in response to the *Huon Valley Economic Development Strategy Discussion Paper 2015*, prepared in June 2015.

### Methodology

The methodology shown in Figure 1 provides a broad overview of the Economic Development Strategy process.

The process responds to the requirements of the project plan that was endorsed by Council management and the Huon Valley Economic Development Advisory Committee.

FIGURE 1 – Economic Development Strategy Process



## How to Influence Economic Development

While it is acknowledged that the private sector (business and industry) remains the primary contributor to economic development driven by a desire to develop business, build the economy and accumulate wealth, Council have recognised through its Strategic Plan 2015-2025 a process by which the Council and the community can jointly influence and contribute towards the outcomes it desires. The new strategic focus relies heavily upon the characteristics that enable the Council, the community and other stakeholders to consider how sectors work together to support each other as a “community system” and contribute to the longer term strategic outcomes. Mixes of strategies are available and can be used in whichever relevant situation. In the event that some sectors may be limiting the performance of others, or that the strategic objectives are not being realised, the Council has acquired a mix of strategies to use to either minimise the risk or realise opportunities.

The Council’s Strategic Plan serves to provide an approach that ensures Council’s effort is focused on contemporary, important factors, and is not locked into issues that, while important in 2015, are not so (for example), in 2018. This approach reinforces Council’s commitment to engagement and partnership with the community as a means of jointly achieving the strategic objectives.

The Council and the community can influence the investment and business development through:

- Supporting and facilitating business networks;
- Enhancing existing industry clusters and encouraging the development of new clusters;
- Supporting appropriate tourism development that balances the benefits of visitation as well as against amenity and environmental impacts;
- Nurturing entrepreneurialism through support for new and potential industries and businesses; and
- Encouraging and facilitating innovation.

The Council can equally facilitate a conducive business environment through:

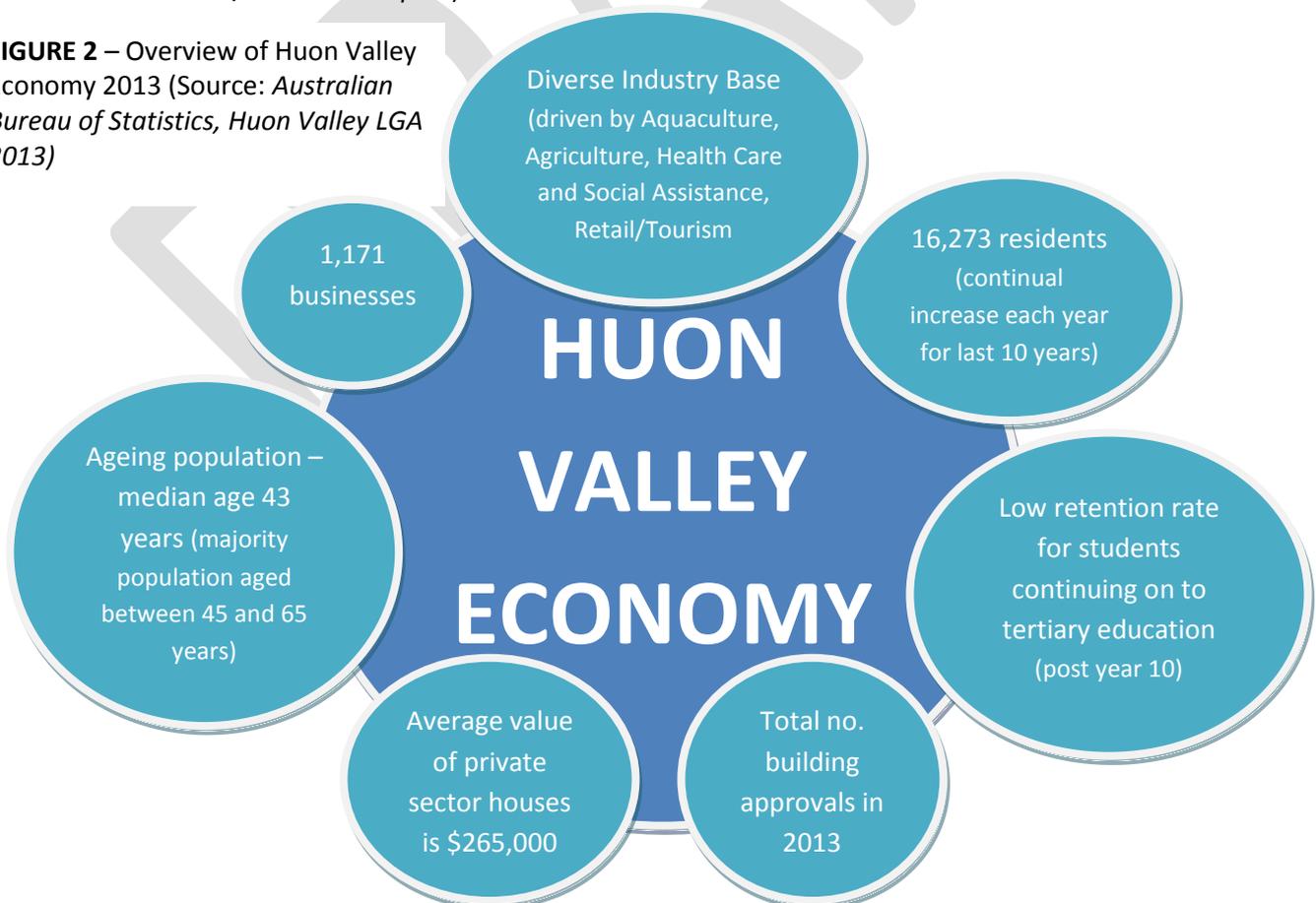
- Reviewing land use and development plans to ensure they are more closely aligned with economic strategy outcomes;

- Provide dedicated Council resources to economic development, and ensure their involvement is embedded in Council procedures to more effectively facilitate linkages to businesses;
- Encourage the use of environmentally, economically and socially sustainable business practices;
- Undertake specific infrastructure and/or development projects to enable investment;
- Facilitate training and capacity building initiatives;
- Foster social inclusion; and
- Provide business information and advisory services.

## ECONOMIC CONTEXT

The Huon Valley's key industry sectors in terms of jobs and value include aquaculture and fishing (approximate value approaching \$350 million), agriculture (approximate value \$45 million), forestry (approximate value \$25 million) and tourism (Sources: *Tasmanian Salmonid Growers Association Ltd, Australian Bureau of Statistics – Value of Agricultural Commodities Produced 2010-11, Forestry Tasmania 2010/11 Annual Report*).

**FIGURE 2** – Overview of Huon Valley Economy 2013 (Source: *Australian Bureau of Statistics, Huon Valley LGA 2013*)



## KEY ECONOMIC TRENDS

### **Spatial Economic Context**

The Huon Valley is influenced significantly by its relatively close proximity to Tasmania's capital city Hobart. The urban spread from Hobart and into neighbouring municipal area, Kingborough, provides both competition for local businesses and services, as well as a catchment market for Huon Valley businesses and experiences to leverage. The close proximity to these two denser populated areas, coupled with lower average house prices, means that to first home owners and other low-medium income earners, the Huon Valley offers considerable appeal.

### **Growing Population**

The Huon Valley has experienced steady population growth over the past 10 years at around 0.7% per annum – among one of the highest population percentage increases of other similar regional areas. The population is forecast to grow, with the Huon Valley becoming increasingly popular with a range of demographics, particularly the age group ranging from 35 years to 64 years. Population growth within this age group presents a range of opportunities and demand for service industries including retail, health, aged care provisions, recreational, education, property and construction.

### **Ageing Population and Growing Family Demographic**

The Huon Valley is becoming increasingly appealing for those seeking a retirement destination, as indicated by the age profile of the region's population. In addition with retirees, the Valley is also equally appealing towards those who are first home buyers and young families, attracted to the region for its lifestyle attributes and close proximity to more urban centres such as Hobart and Kingston. Capturing growth in younger family demographics is essential for community sustainability and should therefore be a continued focus for the region.

### **Diversity of Industry Base**

A key strength of the Huon Valley lies in its depth of industry sectors, with particular emphasis on growing and emerging industries including aquaculture, agriculture, health care and social assistance, and retail/tourism. The region is well placed to capitalise on opportunities such as the emergence of aquaculture as a key economic contributor, increasing its current production levels considerably (currently 75% of state's total production) in the Huon Valley. Agriculture as a traditional industry upon which the Valley has grown and developed, continues to play a key role in providing opportunities for the community. As new niche experiences and products are explored, so too are the range of opportunities available to value add and retain current farms and orchards financially sustainable. Furthermore, with an increased

ageing population the scope for health care and social assistance presents considerable opportunities for a region which generationally helps to strengthen the community's linkages to the place, and create a desire to continue living in the region during the latter stages of life.

#### **Educational Aspirations**

The difficulty of retaining students in education beyond year 10, has long hindered the capacity and opportunities available to the Huon Valley community. In recent times, accessibility to quality, meaningful education opportunities have been enhanced through such facilities as the *Huon Valley Trade Training Centre* and the inclusion of year 11 and 12 subjects in some of the district's high schools. Further lobbying and advocacy is required to sustain this momentum, and provide meaningful training opportunities for the Valley's growing population – particularly for those young families basing themselves in the region.

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## **ECONOMIC DEVELOPMENT OBJECTIVES**

The following objectives were identified and agreed by the Council, through its *Economic Development Advisory Committee* during the development of the Economic Development Strategy. They constitute the key issues for business and investment in the Huon Valley and the underlying community values of Huon Valley residents.

These objectives underlie the development of the strategies for economic development in the Huon Valley.

- Enhance and develop the Huon Valley as a destination for high quality tourism experiences and services;
- Revitalise the Huon Valley economy through developing a dynamic place for business and investment;
- Enhance the Huon Valley's reputation as being an attractive and desirable place for business and investment, where the balance between lifestyle and work can be achieved;
- Effectively leverage off the Huon Valley's strategic location for the purposes of attracting residential and business investment and growth, and improve the destination appeal for visitors;
- Plan for the future growth and prosperity of the region;

- Support the Huon Valley’s primary production sector to transition into innovative primary industries and non traditional practices; and
- Enhance the Huon Valley’s regard nationally as a creative region.

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## PART B – HUON VALLEY ECONOMIC DEVELOPMENT PILLARS

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## PILLAR ONE: HUON VALLEY DESTINATION DEVELOPMENT

### Vision

*The Huon Valley is recognised for high quality tourism experiences and services*

### Profile

The Huon Valley's environment and setting is one of its greatest tourism assets. The geography and natural attractions provide an unparalleled backdrop for the tourism industry to leverage.

The Huon Valley already has a diverse and attractive tourism offer, including its pristine and accessible waterways and wilderness, rich heritage and historical presence, and world renowned food, wine and beverage experiences. Its most unique attribute stems from being the southern-most point in Australia.

There is great opportunity to continue to develop the Huon Valley as a unique destination that sets it apart from other regional areas in Tasmania. The Huon Valley has the potential to become a globally recognised destination with further investment in product and infrastructure, as well through effective, collaborative marketing and promotional mechanisms.

### Key Focus Areas

#### **1.1 Actively encourage investment in the Huon valley in areas that have been strategically identified to improve the overall visitor amenity and service provisions/experiences throughout the region.**

**Direction 1A:** Strategically review the Council's *Huon Valley Accommodation Prospectus* and the *Huon Valley Attractions and Experiences Prospectus* to ensure relevance and consistency with key development policies and strategies and investment opportunities.

**Direction 1B:** Maintain a range of communication tools for promoting investment and development opportunities with respect to accommodation and attractions/experiences in the Huon Valley.

**Direction 1C:** Undertake any necessary actions to ensure that Council owned sites identified as being suitable for tourism development are investment ready.

**Direction 1D:** Liaise with, and support, private land owners to develop their sites to ensure they are investment ready.

**Direction 1E:** Align activities where possible with State Government agencies such as *Invest Tasmania* and other support agencies to promote

the investment and development opportunities available in the Huon Valley.

**Direction 1F:** Support and facilitate any investment and/or development interest with the Council's regulatory and development processes to encourage development to proceed.

**Direction 1G:** Strategically review the provision of Council owned/operated RV accommodation sites in accordance with the State Government's Economic Regulator requirements and in harmony with private operators.

### **1.2 Establish and maintain an appropriate level of visitor information services 'on the ground' throughout the Huon Valley.**

**Direction 1H:** Support the sustainable operation of the *Huon Valley Visitor Centre*.

### **1.3 Maintain effective marketing and promotion of the region for the purposes of tourism through the Huon Trail and Huon Valley Brand.**

**Direction 1I:** Develop marketing plans for the Huon Trail and the Huon Valley Brand which are differentiated in their aims and objectives to ensure effective promotion of the Huon Valley is maintained.

**Direction 1J:** Implement the endorsed marketing plans for the Huon Trail and the Huon Valley Brand ensuring effective promotion of the Huon Valley occurs.

**Direction 1K:** Ensure all marketing and promotional activities undertaken by either the Huon Trail or the Huon Valley Brand occurs in accordance with their respective Brand and Style Guides.

## PILLAR TWO: HUON VALLEY ECONOMIC REVITALISATION

### Vision

*The Huon Valley will be developed as a dynamic place for business and investment, led by growth in the agriculture, aquaculture and tourism industries.*

### Profile

Contribution to the Huon Valley's economy is led by the following key industry sectors: aquaculture and fishing (approximate value approaching \$350 million), agriculture (approximate value \$45 million), forestry (approximate value \$25 million) and tourism (Sources: *Tasmanian Salmonid Growers Association Ltd, Australian Bureau of Statistics – Value of Agricultural Commodities Produced 2010-11, Forestry Tasmania 2010/11 Annual Report*).

Forestry while in decline, still plays a role in providing employment for a number of local residents.

The requirement for continual investment in key services and facilities to support these critical industries cannot be understated.

### Key Focus Areas

#### 2.1 Ensure the commercial centres of the Huon Valley are competitive and economically viable.

**Direction 2A:** Continue to invest in township development and presentation through streetscape and infrastructure initiatives.

**Direction 2B:** Seek to attract investment and development for the purposes of an expanded commercial area in Huonville – with emphasis on the establishment of a second major supermarket chain, multi-generational facility and transit centre.

**Direction 2C:** Support the development of a multi-service facility in Dover to improve the availability of medical, multi-generational and community wellbeing services to enhance the attractiveness of the area for employment and liveability.

#### 2.2 Progress the development of an industrial park in Huonville.

**Direction 2D:** Continue to support the development of a light industrial park in Huonville.

**Direction 2E:** Participate in any review of the availability and suitability of light industrial land in the Huon Valley.

**Direction 2F:** Consider opportunities in other towns where industrial zoned uses may apply, including Cygnet, Geeveston and/or Dover.

**2.3 Review the *Huon Valley Interim Planning Scheme* in the context of economic development needs and demands.**

**Direction 2G:** Review and consider potential implications imposed by the new Codes underpinning the Council's Planning Scheme to ensure consistency (where possible) with overall economic development strategy aims and objectives.

**2.4 Work with key industry partners to identify untreated fresh water needs to meet fish bathing, irrigation and industrial water needs.**

**Direction 2H:** Investigate opportunities for smaller scale irrigation opportunities and requirements for the benefit of local agricultural, viticulture and aquaculture developments.

**2.5 Consider the opportunity for development of commercial marinas at key locations such as Franklin, Cygnet, Dover and/or Port Huon.**

**Direction 2I:** Undertake investigations into the demand and supply for supporting the development of further commercial marinas in the Huon Estuary.

**Direction 2J:** Investigate opportunities and potential for floating pier model similar to that applied at Brooke St Pier, Hobart.

**2.6 Retain commitment to the development and maintenance of smaller scale waterway infrastructure.**

**Direction 2K:** Continue to support and invest in Council owned marine infrastructure.

**2.7 Strive for improvements to road network throughout the Huon Valley.**

**Direction 2L:** Lobby and advocate State and Commonwealth Governments to prioritise upgrading and maintenance of existing arterial road network to meet national standards, with specific attention to primary transport routes including:

- Realignment of Channel Highway, Huonville
- Huon Highway corridor between Geeveston and Dover
- Lune River Road, Lune River (Hastings to Cockle Creek)
- Hastings Caves Road, Hastings
- Arve Road, Geeveston

## PILLAR THREE: HUON VALLEY: OPEN FOR BUSINESS

### Vision

*The Huon Valley is regarded as an attractive and desirable place for business and investment, where the balance between lifestyle and work is achieved.*

### Profile

It is important that the Huon Valley provide an environment conducive to investment and business growth. The mainstay of the local economy is built upon a high number of small, entrepreneurial businesses – of which require adequate support and assistance to encourage their growth and diversity.

Through the community engagement process, the community and business stakeholders have highlighted that Government regulation and training/support programs are the largest barriers to business growth; therefore the Council's role needs to consider how it can best provide an environment that supports business.

### Key Focus Areas

#### 3.1 Encourage the growth of existing businesses in the Huon Valley to optimise employment opportunities and economic expansion.

**Direction 3A:** Continue to identify and communicate training and funding opportunities that may be of interest and relevance to local businesses.

**Direction 3B:** Consider the development of an annual *Huon Valley Business Confidence Survey* to monitor trends and issues, and identify opportunities for new business development support services for local businesses.

**Direction 3C:** Explore opportunity for the development of a commercial skills assistance program for Huon Valley businesses consisting of key components including:

- A regular mystery shopping program;
- Short course training programs (with guest speakers); and
- Locally based mentoring program consisting of local business ambassadors.

**Direction 3D:** Continue to liaise with and support initiatives progressed by the *Huon Valley Business Enterprise Centre*.

**Direction 3E:** Retain commitment to Council initiatives and other programs such as the *Buy Local* campaign, and *Build your Business Brochure* to support local businesses and the community.

### 3.2 Ensure Council support for and involvement in economic development programs and initiatives is sustained.

**Direction 3F:** Ensure economic development involvement is embedded in Council's regulatory and development services processes with particular emphasis on commercial related development opportunities.

**Direction 3G:** Undertake a promotional campaign to inform and educate new developers and existing businesses of Council's development facilitation support available through economic development.

**Direction 3H:** Be pro-active in the identification of grant funding opportunities which will advance positive economic development outcomes.

### 3.3 Liaise with NBN Co and other information technology agencies to prepare the Huon Valley for being able to take advantage of high speed internet.

**Direction 3I:** Undertake discussions with *TasmaNet* to consider the expansion of the current *Memorandum of Understanding (MOU)* for the provision of free wireless internet outlets in high traffic areas in the Huon Valley.

**Direction 3J:** Continue to disseminate information to local businesses and residents about the availability and progress of the installation of the National Broadband Network in the Huon Valley.

### 3.4 Encourage improved networking and communication between established businesses within the Huon Valley.

**Direction 3K:** Continue to work with and support initiatives progressed by the *Huon Valley Business Enterprise Centre*.

**Direction 3L:** Continue to maintain the *Huon Valley Business Database* and subsequent *Huon Valley Directory* (hard copy and online – [www.huonvalleydirectory.com.au](http://www.huonvalleydirectory.com.au)).

**Direction 3M:** Encourage the establishment of a Huon Valley wide Chamber of Commerce organisation with the view of empowering the local business community and promote collaboration between businesses.

**3.5 Enable a community which highly values professional development, training opportunities and engages with local service providers.**

**Direction 3N:** Encourage local businesses and industries to continue their engagement with and support for training programs and opportunities made available through the *Huon Valley Trade Training Centre*.

**Direction 3O:** Encourage employers within the Huon Valley to implement skill development programs within their workforces by offering:

- Apprenticeships
- Traineeships
- And other training opportunities

**Direction 3P:** Organise in conjunction with *Huon LINC*, the *Huon Valley Trade Training Centre* and local businesses, a training information day.

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## PILLAR FOUR: LEVERAGING FROM THE HUON VALLEY'S GEOGRAPHICAL LOCATION

### Vision

*Huon Valley effectively leverages off its strategic location in proximity to Hobart through attraction and investment growth in targeted sectors.*

### Profile

The Huon Valley is well placed to leverage off the urban growth being experienced by its neighbours – Hobart and Kingborough. The proximity to Tasmania's capital city, provides considerable benefits and opportunities, whilst providing a quality, balanced lifestyle experience that is highly sought after by many demographics.

Property and rate costs are just some of the factors that help to present a uniquely appealing destination for many a developer and investor. Such sectors as tourism, agriculture, aquaculture and other retail/service industries all stand to directly benefit.

### Key Focus Areas

#### 4.1 Promote investment and development opportunities in the Huon Valley in targeted sectors including: tourism, agricultural and retail/services industries.

**Direction 4A:** Produce relevant promotional materials for the purposes of attracting investment and development in key identified areas including:

- Visitor accommodation
- Visitor attractions and experiences
- Downstream processing opportunities

**Direction 4B:** Seek to attract investment and development for the commercial expansion of Huonville.

**Direction 4C:** Continue to support and liaise with developers in respect of Council's regulatory and development functions.

#### 4.2 Continue the development of a regional marketing identity that promotes the Huon Valley's unique attributes and quality products, producers and experiences.

**Direction 4D:** Progress implementation of the *Huon Valley Brand* (in accordance with the approved Implementation Plan), to achieve the following key outcomes:

- Establish clear quality control criteria for retaining quality assurance with those products, producers and services who engage with and leverage from the *Huon Valley Brand*.
- Implement regular monitoring processes for ensuring quality assurance measures are adhered when used under the *Huon Valley Brand*.
- Develop a marketing strategy aimed at promoting the *Huon Valley Brand* in an effort to entice investment and development, visitation and migration to the Huon Valley.
- Establish a suitable governance model for overseeing the future progress of the *Huon Valley Brand*.
- Consider the development of a regional prospectus that introduces and promotes the Huon Valley's strengths, advantages and opportunities for attracting new business development, tourism and residential migration.

## PILLAR FIVE: PLAN FOR AN ECONOMY OF THE FUTURE

### Vision

*Council will plan for the future growth and prosperity of the region, with consideration to residential and employee attraction, climate change, workforce participation, and improved 50+ services*

### Profile

In response to the economic trends facing the Huon Valley, a number of key areas have been recognised for ensuring the Huon Valley's economic growth and prosperity continues. Focus areas include the increasing population (over 16,000 people) and the opportunity for development and investment, the ageing demographic and ensuring their needs are adequately met, training opportunities, and the educational aspirations and the community's ability to effectively participate in the local workforce. These determining factors will have an impact on the Huon Valley's ability to appropriately address the community's needs, and continue to offer an appealing quality, balanced lifestyle.

The Council's commitment to being an active participant and provider of health and wellbeing related services remains a critical component to ensuring the Huon Valley community can access the necessary services it needs. As per Council's Strategic Plan, the ability to ensure a prosperous and resilient economy is sustained, and ensures the community's wellbeing and liveability is reliant on the outcomes achieved through this Pillar.

### Key Focus Areas

#### 5.1 Progress the development of a Population Growth and Development Strategy for the Huon Valley.

**Direction 5A:** Undertake a study of the region's key residential growth areas in order to determine residential and commercial expansion opportunities.

**Direction 5B:** Support any review and progress made with regards to stormwater needs and demands in the Huon Valley – with a particular aim of ensuring economic expansion and residential growth opportunities are maximised.

**Direction 5C:** Develop a 'promotional kit' designed to encourage families to relocate to the Huon Valley:

- Establish regular communication links with the local real estate community as a means of promoting the 'kit' and acquiring community sentiment to identify relevant barriers to investment and development (commercial and residential);

- Consider the development of a regional prospectus that introduces and promotes the Huon Valley's strengths, advantages and opportunities for attracting new business development, tourism and residential migration.

**5.2 Ensure a highly skilled and competitive workforce which is provided with optimum opportunity to fulfil individual potential and further the economic prosperity of the Huon Valley.**

**Direction 5D:** Continue to lobby and advocate the State and Commonwealth Governments for improvements and commitment to ensuring suitably practical educational opportunities are available in the Huon Valley.

**Direction 5E:** Investigate opportunities for establishing a Huon Valley focused training strategy in conjunction with key stakeholders such as local businesses, *Huon LINC*, *Huon Valley Trade Training Centre*, *Tas TAFE*, *University of Tasmania* and local district high schools.

**Direction 5F:** Continue to encourage a range of adult literacy programs to be provided to the community.

**Direction 5G:** Retain regular communication and dissemination of training opportunities between local training providers and industry.

**Direction 5H:** Encourage employees to utilise and support the opportunities offered through local training institutions such as the *Huon Valley Trade Training Centre*.

**5.3 Continue the delivery of health and wellbeing related programs and services that are relevant for enhancing the Huon Valley community's overall wellbeing and liveability.**

**Direction 5I:** Support the aims of the *Huon Valley Rural Health Strategy* in enhancing the region's overall health and wellbeing for the benefit of improved economic related outcomes.

**5.4 Capitalise on the opportunity presented by the Huon Valley's increasing ageing population to improve access to the range of 50+ services as per the Council's *Positive Ageing Strategy*.**

**Direction 5J:** Encourage the establishment of alternative, quality, affordable aged care housing options within easy reach of community and health services.

**5.5 Continue to advocate on behalf of the community and lobby for State Government to ensure the continued provision of State Government services in the Huon Valley.**

**Direction 5K:** Undertake an audit of existing service providers and identify gaps.

**Direction 5L:** Assist with the promotion of opportunities to further develop availability of additional locally based professional services.

**5.6 Identify and pursue opportunities that arise due to climate change.**

**Direction 5M:** Monitor, analyse and report on publications released from the State Government and nationally that relate to economic development in terms of how the outcomes might relate to the Huon Valley.

**Direction 5N:** Continue to support natural resource management initiatives and programs.

**5.7 Enhance the ongoing contribution to the local economy by volunteers.**

**Direction 5O:** Encourage the Council to continue its support and recognise local volunteer effort.

## PILLAR SIX: RESILIENT AND INNOVATIVE PRIMARY INDUSTRIES

### Vision

*The Huon Valley's primary production sector will continue to transition with innovative primary production and non-traditional production practices supported by growth in downstream processing opportunities.*

### Profile

The Huon Valley has long been the home for many agricultural enterprises. The nature of traditional agricultural land uses has changed over the region's history. Changing market conditions, competition from imported low cost products, increasing land fragmentation and growth in business costs have created difficult business conditions for many agricultural enterprises.

Enabling farmers and orchardists to be resilient into the future is a key objective for economic development.

The food and downstream processing sector is also a prominent industry in the Huon Valley and is critical to providing value adding to the regional economy.

Key opportunities for agriculture and agri-product processing sector includes:

- Protecting against further fragmentation and management of land use conflicts;
- Transitioning into non-traditional agricultural products; and
- Engaging with other industry sectors such as tourism to leverage off new markets and development opportunities.

### Key Focus Areas

#### 6.1 Encourage increased downstream processing of natural produce and resources.

**Direction 6A:** Encourage networking between primary producers to identify opportunities for increased downstream processing.

**Direction 6B:** Identify opportunities for collaboration between processing businesses.

**Direction 6C:** Liaise with relevant advocacy groups such as *Fruit Growers Tasmania* and the *Tasmanian Salmonid Growers Association* to identify opportunities as they relate to Huon Valley producers across sectors.

**Direction 6D:** Undertake a review of all agricultural zoned land within the Council's Planning Scheme, with a view to maximise re-use opportunities as they apply to contemporary agricultural related uses.

## 6.2 Maximise visitor access to the region's fresh, local produce

- Direction 6E:** Encourage food and wine/cider producers in the Huon Valley to provide an interactive experience for visitor's onsite, wherever possible.
- Direction 6F:** Encourage food and wine/cider producers in the Huon Valley to consider the provision of "farm gate" experiences or direct from the source selling opportunities.
- Direction 6G:** Encourage cross promotion between producers and suppliers (eg. Local cafes and restaurants) to showcase food and wine/cider that is sourced from the region.

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## PILLAR SEVEN: THE CREATIVE CAULDRON

### Vision

*The Huon Valley will become a place recognised nationally as a creative region, allowing existing creative practitioners to prosper and continue to attract new creative businesses to the region.*

### Profile

The Huon Valley is well known for its diverse landscapes and pristine environment. This setting drives the community's connection with the place, and provides inspiration for many creative practitioners who are drawn to the Huon Valley's meandering valleys and coastal areas to establish their businesses and experiences.

Throughout the Huon Valley, the region's artistic and creative presence continues to evolve, with townships such as Cygnet and Geeveston both having a particularly strong artistic flair unlike any other. It is this uniqueness that helps to diversify and set the region apart from others, and is therefore important that the economic development strategy acknowledge this.

Growth in recreational opportunities that can benefit both community and visitor amenity also has the capacity to improve the Huon Valley's liveability and assist in increasing the overall appeal and cultural offer for new migrants and other key demographics such as families.

### Key Focus Areas

#### 1.1 Work towards achieving an innovative community that supports, values and enjoys a vibrant and sustainable arts industry, and recognises and protects heritage.

**Direction 7A:** Progress the implementation of the *Huon Valley Arts and Heritage Strategy 2012-2017*.

**Direction 7B:** Expand the existing focus on the arts and other creative elements in and around Cygnet, and link with other similar experiences across the region.

**Direction 7C:** Use the profile and visitation of the *Cygnet Folk Festival* and other events to promote authentic local experiences.

#### 1.2 Encourage the development of appropriate recreational and cultural opportunities throughout the Huon Valley.

**Direction 7D:** Continue to support the maintenance of parks and reserves infrastructure throughout the Huon Valley.

**Direction 7E:** Promote the public infrastructure currently available for the purposes of sporting, recreational and cultural use throughout the Huon Valley to the broader community.

**Direction 7F:** Continue to investigate funding opportunities to pursue a partnership with *Sports Marketing Australia* aimed at attracting local and national sporting programs and events to the Huon Valley.

**Direction 7G:** Support the aims of the *Huon Valley Walking Track Strategy* in enhancing the region's walking and recreational tracks and infrastructure.

**Direction 7H:** Support and liaise on projects and activities that have broad economic benefits for the community and local businesses.

**Direction 7I:** Work collaboratively to implement initiatives identified through the *Huon Valley Art Cooperative Initiative*.

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## PART C – ACTION PLAN

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## IMPLEMENTATION AND PERFORMANCE MEASURES

### Macroeconomic Measurements

A series of macroeconomic measurements will be referred to, to monitor the success of the Huon Valley Economic Development Strategy 2015-2020. These are presented in the following table.

The measures identified provide the closest indication of the desired outcomes of the strategy in terms of results for the Huon Valley economy. It is important to consider the broad macroeconomic factors influencing each of these key indicators when evaluating the success of strategy initiatives. Additionally, it is important to note that the stakeholders have limited control and influence over these factors and while these goals represent the overall desired achievement of the Economic Development Strategy, the attainment of these goals need to be viewed in conjunction with the achievement of the KPIs set out in individual work and project specific plans.

Further to this, the list of directions that have been identified under each Pillar will equally assist in the delivery of the objectives of the Economic Development Strategy. Each relates to an objective with some objectives having multiple tasks identified for them. The list of directions supports comprehensive implementation of the Economic Development Strategy more broadly throughout the Huon Valley.

A schedule has been developed (Appendix 1) to identify each of the directions contained within this document, and indicate when each is to be achieved or implemented. The schedule will inform the Council's Annual Plan and budget processes for ensuring the strategy is achieved within the life of the document. It also provides indicators for ensuring the Economic Development Strategy meets the objectives identified within the Council's Strategic Plan.

Outcome	Measure	Target	Current Benchmark	Source Agency	Indicator	New Data Released	Web Link
More jobs, higher income	Average wage		2011 average weekly household income \$868.00	ABS (Census)	Median household income	5 yearly	<a href="#">ABS Census of Population and Housing, 2011</a>
	Employment count		8,338 employed persons March Quarter 2015	DEEWR (Small Area Labour Markets)	Number of employed persons	Quarterly	<a href="#">Dept. of Employment - Small Area Labour Markets publication</a>
Greater economic diversity	Employment by occupation concentration index		<ul style="list-style-type: none"> <li>• Labourers – 16.8%</li> <li>• Technicians and Trades Workers – 15.9%</li> <li>• Professionals – 15.6%</li> <li>• Managers – 13.7%</li> <li>• Clerical and Admin Workers – 12.2%</li> </ul>	ABS (Census)	Employment by Occupation	5 yearly	<a href="#">ABS Census of Population and Housing, 2011</a>
	Industry sector monitoring		<ul style="list-style-type: none"> <li>• Aquaculture and Fishing - \$350 million (2012)</li> <li>• Agriculture - \$45 million (2010-11)</li> <li>• Forestry - \$25 million (2010/11)</li> <li>• Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Tas Salmonid Growers Assoc.</li> <li>• DPIPW</li> <li>• ABS</li> <li>• Forestry Tasmania</li> <li>• Tourism Tasmania</li> </ul>	Value by Key Industry Sector	Annually	Source as required
Stronger population growth	Population growth		0.7% growth over 2013/14	ABS (Regional Population Growth, Aus 2013-14) Cat. No. 3218.0	Annual Population % Growth	Annually	<a href="#">ABS Regional Population Growth Australia - Cat. No. 3218.0</a>

Greater regional competitiveness	Building approval levels (residential and non residential)		Value of total residential building = \$27 million;  Value of total non-residential building = \$17 million	ABS (Region Profile Huon Valley LGA 2012/13)	Annual residential and non residential building approval value and growth	Annually	<a href="#">ABS Region Profile - Huon Valley LGA</a>
	Visitor nights		Places stayed overnight <ul style="list-style-type: none"> <li>• Huonville – 26,279 nights</li> <li>• Dover – 7,982 nights</li> <li>• Cygnet – 13,233 nights</li> <li>• Cockle Creek – 5,179 nights</li> </ul> Total holiday visitors who spent one or more nights on a touring route <ul style="list-style-type: none"> <li>• Huon Trail – 48,432 nights</li> </ul> TVS Year Ending: April 2014-March 2015	Tourism Tasmania: Tasmanian Visitor Survey	Annual visitor night growth	Quarterly	<a href="#">Tourism Tasmania - Tasmanian Visitor Survey</a>

## Evaluation of the Huon Valley Economic Development Strategy 2015-2020

The Huon Valley Economic Development Strategy 2015-2020 shall be report on the implementation of the Strategy twice a year in conjunction with the Council's Economic Development Advisory Committee.

It is envisaged that the progress of the Huon Valley Economic Development Strategy 2015-2020 will be monitored annually against the indicators described in this document, or as new data becomes available.

The success of individual initiatives and day-to-day economic development activities will also be reported as part of the Council's Annual Plan process, and updated at a minimum 12 monthly period. Further, reporting on the Strategy implementation will also occur as part of the standard quarterly unit reporting schedule to Council. This will ensure activities are current and remain in the best interest of the Huon Valley community and economy as economic, demographic, and industry circumstances change.

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Pillar One	Goal	Direction	Stakeholder	Timeframe
Huon Valley Destination Development	To actively encourage investment in the Huon Valley in areas that have been strategically identified to improve the overall visitor amenity and service provisions/experiences throughout the region.	A. Strategically review the Council's <i>Huon Valley Accommodation Prospectus</i> and the <i>Huon Valley Attractions and Experiences Prospectus</i> to ensure relevance and consistency with key development policies and strategies.	Huon Valley Council	2015/16
		B. Maintain an effective range of communication tools for promoting investment and development opportunities with respect to accommodation and attractions/experiences in the Huon Valley.	Huon Valley Council	Annually
		C. Undertake any necessary actions to ensure that Council owned sites identified as being suitable for tourism development are investment ready.	Huon Valley Council	2016/17
		D. Liaise with and support private land owners to develop their sites to ensure they are investment ready.	Huon Valley Council / Property Owners	Annually
		E. Align activities where possible with State Government agencies such as <i>Invest Tasmania</i> and other support agencies to promote the investment and development opportunities available in the Huon Valley.	Huon Valley Council / State Government	Annually
		F. Support and facilitate any investment and/or development interest with the Council's regulatory and development processes to encourage development to proceed.	Huon Valley Council	Annually

		G. Ensure the provision of any Council owned/operated RV accommodation provisions function in accordance with the State Government's Economic Regulator and in harmony with private operators.	Huon Valley Council	Annually
	Establish and maintain an appropriate level of visitor information services 'on the ground' throughout the Huon Valley.	H. Support the sustainable operation of the <i>Huon Valley Visitor Centre</i> .	Huon Valley Council	Annually
	Maintain effective marketing and promotion of the region for the purposes of tourism through the Huon Trail and Huon Valley Brand.	I. Develop marketing plans for the Huon Trail and the Huon Valley Brand which are differentiated in their aims and objectives to ensure effective promotion of the Huon Valley is maintained.	Huon Valley Council	Annually
		J. Implement the endorsed marketing plans for the Huon Trail and the Huon Valley Brand ensuring effective promotion of the Huon Valley occurs.	Huon Valley Council	Annually
		K. Ensure all marketing and promotional activities undertaken by either the Huon Trail or the Huon Valley Brand occurs in accordance with their respective Brand and Style Guides.	Huon Valley Council	Annually

Pillar Two	Goal	Direction	Stakeholder	Timeframe
Huron Valley Economic Revitalisation	Ensure the commercial centres of the Huon Valley remain competitive and economically viable.	A. Continue to invest in township development and presentation through streetscape and infrastructure initiatives.	Huon Valley Council / Property owners	Annually
		B. Seek to attract investment and development for the purposes of an expanded commercial area in Huonville – with emphasis on the establishment of a second major supermarket chain, multi-generational facility and transit centre.	Huon Valley Council	2015/16
		C. Support the development of a multi-service facility in Dover to improve the availability of medical, multi-generational and community wellbeing services to enhance the attractiveness of the area for employment and liveability.	Huon Valley Council	Annually
	Progress the development of an industrial park in Huonville.	D. Continue to support the development of a light industrial park in Huonville.	Huon Valley Council / Private developer	2015/16
		E. Participate in any review of the availability and suitability of light industrial land in the Huon Valley.	Huon Valley Council	2016/17
		F. Consider opportunities in other towns where industrial zoned uses may apply, including Cygnet, Geeveston and/or Dover.	Huon Valley Council	2016/17

Review the <i>Huon Valley Interim Planning Scheme</i> in the context of economic development needs and demands	G. Review and consider potential implications imposed by the new Codes underpinning the Council's Planning Scheme to ensure consistency (where possible) with overall economic development strategy aims and objectives.	Huon Valley Council	2017/18
Work with key industry partners to identify untreated fresh water needs to meet fish bathing, irrigation and industrial water needs.	H. Investigate opportunities for smaller scale irrigation opportunities and requirements for the benefit of local agricultural, viticulture and aquaculture developments.	Huon Valley Council	2017/18
Consider the opportunity for development of commercial marinas at key locations such as Franklin, Cygnet, Dover and/or Port Huon.	I. Undertake investigations into the demand and supply for supporting the development of further commercial marinas in the Huon Estuary.	Huon Valley Council / Private developer	2018/19
	J. Investigate opportunities and potential for floating pier model similar to that applied at Brooke St Pier, Hobart.	Huon Valley Council / Private developer	2018/19
Retain commitment to the development and maintenance of smaller scale waterway infrastructure.	K. Continue to support and invest in Council owned marine infrastructure .	Huon Valley Council	Annually
Strive for improvements to road network throughout the Huon Valley.	<ul style="list-style-type: none"> <li>- Lobby and advocate State and Commonwealth Governments to prioritise upgrading and maintenance of existing arterial road network to meet national standards, with specific attention to primary transport routes including:</li> <li>- Realignment of Channel Highway, Huonville</li> <li>- Huon Highway corridor between Geeveston and</li> </ul>	Huon Valley Council / State Government / Commonwealth Government	Annually

Dover

- Lune River Road, Lune River (Hastings to Cockle Creek)
- Hastings Caves Road, Hastings
- Arve Road, Geeveston

Pillar Three	Goal	Direction	Stakeholder	Timeframe
Huon Valley: Open for Business	Encourage the growth of existing businesses in the Huon Valley to optimise employment opportunities and economic expansion	A. Continue to identify and communicate training and funding opportunities that may be of interest and relevance to local business.	Huon Valley Council	Annually
		B. Consider the development of an annual <i>Huon Valley Business Confidence Survey</i> to monitor trends and issues, and identify opportunities for new business development support services for local businesses.	Huon Valley Council	2015/16
		C. Explore opportunity for the development of a commercial skills assistance program for Huon Valley businesses consisting of key components including: <ul style="list-style-type: none"> <li>- A regular mystery shopping program;</li> <li>- Short course training programs (with guest speakers); and</li> <li>- Locally based mentoring program consisting of local business ambassadors</li> </ul>	Huon Valley Council	2017/18
		D. Continue to liaise with and support initiatives progressed by the <i>Huon Valley Business Enterprise Centre</i> .	Huon Valley Council / Business Enterprise Centre	Annually
		E. Retain commitment to Council initiatives and other programs such as the <i>Buy Local</i> campaign, and <i>Build your Business Brochure</i> to support local businesses and the community.	Huon Valley Council	Annually

	Ensure Council support for and involvement in economic development programs and initiatives is sustained.	F. Ensure economic development involvement is embedded in Council's regulatory and development services processes with particular emphasis on commercial related development opportunities.	Huon Valley Council	Annually
		G. Undertake a promotional campaign to inform and educate new developers and existing businesses of Council's development facilitation support available through economic development.	Huon Valley Council / Business Enterprise Centre / Real Estate agencies	2015/16
		H. Be pro-active in the identification of grant funding opportunities which will advance positive economic development outcomes.	Huon Valley Council	Annually
	Liaise with NBN Co and other information technology agencies to prepare the Huon Valley for being able to take advantage of high speed internet.	I. Undertake discussions with <i>TasmaNet</i> to consider the expansion of the current <i>Memorandum of Understanding (MOU)</i> for the provision of free wireless internet outlets in high traffic areas in the Huon Valley.	Huon Valley Council / <i>TasmaNet</i>	2016/17
		J. Continue to disseminate information to local businesses and residents about the availability and progress of the installation of the National Broadband Network in the Huon Valley.	Huon Valley Council / National Broadband Network	Annually

	Encourage improved networking and communication between established businesses within the Huon Valley.	K. Continue to work with and support initiatives progressed by the <i>Huon Valley Business Enterprise Centre</i> .	Huon Valley Council / Business Enterprise Centre	Annually
		L. Continue to maintain the <i>Huon Valley Business Database</i> and subsequent <i>Huon Valley Directory</i> (hard copy and online – <a href="http://www.huonvalleydirectory.com.au">www.huonvalleydirectory.com.au</a> )	Huon Valley Council	Annually
		M. Encourage the establishment of a Huon Valley wide Chamber of Commerce organisation with the view of empowering the local business community, and promote collaboration between businesses.	Huon Valley Council / Business Enterprise Centre / Businesses	2017/18
	Enable a community which highly values professional development, training opportunities and engages with local service providers.	N. Encourage local businesses and industries to continue their engagement with and support for training programs and opportunities made available through the <i>Huon Valley Trade Training Centre</i>	Huon Valley Council / Trade Training Centre / Businesses	Annually
		O. Encourage employers within the Huon Valley to implement skill development programs within their workforces by offering: <ul style="list-style-type: none"> <li>- Apprenticeships</li> <li>- Traineeships</li> <li>- And other training opportunities</li> </ul>	Huon Valley Council / Businesses / Business Enterprise Centre	2017/18
		P. Organise in conjunction with <i>Huon LINC</i> , the <i>Huon Valley Trade Training Centre</i> and local businesses, a training information day	Huon Valley Council / Huon LINC / Trade Training Centre / Businesses / Business Enterprise Centre	2017/18

Pillar Four	Goal	Direction	Stakeholder	Timeframe
Leveraging from the Huon Valley's Geographical Location	Promote investment and development opportunities in the Huon Valley in targeted sectors including: tourism, agricultural and retail/service industries.	A. Produce relevant promotional materials for the purposes of attracting investment and development in key identified areas including: <ul style="list-style-type: none"> <li>- Visitor accommodation</li> <li>- Visitor attractions and experiences</li> <li>- Downstream processing opportunities</li> </ul>	Huon Valley Council	2015/16 & 2016/17
		B. Seek to attract investment and development for the commercial expansion of Huonville.	Huon Valley Council	2015/16
		C. Continue to support and liaise with developers in respect of Council's regulatory and development functions.	Huon Valley Council	Annually

<p>Continue the development of a regional marketing identity that promotes the Huon Valley's unique attributes and quality products, producers and experiences.</p>	<p>D. Progress implementation of the <i>Huon Valley Brand</i> (in accordance with the approved Implementation Plan), to achieve the following key outcomes:</p>	Huon Valley Council	2015/16
	<ul style="list-style-type: none"> <li>- Establish clear quality control criteria for retaining quality assurance with those products, producers and services who engage with and leverage from the <i>Huon Valley Brand</i>.</li> </ul>	Huon Valley Council	2015/16
	<ul style="list-style-type: none"> <li>- Implement regular monitoring processes for ensuring quality assurance measures are adhered when used under the <i>Huon Valley Brand</i>.</li> </ul>	Huon Valley Council	Annually
	<ul style="list-style-type: none"> <li>- Develop a marketing strategy aimed at promoting the <i>Huon Valley Brand</i> in an effort to entice investment and development, visitation and migration to the Huon Valley.</li> </ul>	Huon Valley Council	2015/16
	<ul style="list-style-type: none"> <li>- Establish a suitable governance model for overseeing the future progress of the <i>Huon Valley Brand</i>.</li> </ul>	Huon Valley Council	2015/16
	<ul style="list-style-type: none"> <li>- Consider the development of a regional prospectus that introduces and promotes the Huon Valley's strengths, advantages and opportunities for attracting new business development, tourism and residential migration.</li> </ul>	Huon Valley Council	2016/17

Pillar Five	Goal	Direction	Stakeholder	Timeframe
Plan for an economy of the future	Progress the development of a Population Growth and Development Strategy for the Huon Valley.	A. Undertake a study of the region’s key residential growth areas in order to determine residential and commercial expansion opportunities.	Huon Valley Council	2018/19
		B. Support any review and progress made with regards to stormwater needs and demands in the Huon Valley – with the particular aim of ensuring economic expansion and residential growth opportunities are maximised.	Huon Valley Council	2015/16
		C. Develop a ‘promotional kit’ designed to encourage families to relocate to the Huon Valley:	Huon Valley Council	2016/17
		- Establish regular communication links with the local real estate community as a means of promoting the ‘kit’ and acquiring community sentiment to identify relevant barriers to investment and development (commercial and residential); and	Huon Valley Council	2017/18
		- Consider the development of a regional prospectus that introduces and promotes the Huon Valley’s strengths, advantages and opportunities for attracting new business development, tourism and residential migration.	Huon Valley Council	2016/17

Ensure a highly skilled and competitive workforce which is provided with optimum opportunity to fulfil individual potential and further the economic prosperity of the Huon Valley.	D. Continue to lobby and advocate the State and Commonwealth Governments for improvements and commitment to ensuring suitably practical educational opportunities are available in the Huon Valley.	Huon Valley Council / State Government / Commonwealth Government	Annually
	E. Investigate opportunities for establishing a Huon Valley focused training strategy in conjunction with key stakeholders such as local businesses, Huon LINC, Huon Valley Trade Training Centre, Tas TAFE, University of Tasmania and local district high schools	Huon Valley Council / State Government / Huon LINC / Trade Training Centre / Tas TAFE / UTAS / High Schools	2017/18
	F. Continue to encourage a range of adult literacy programs to be provided to the community.	Huon Valley Council / State Government / Huon LINC	Annually
	G. Retain regular communication and dissemination of training opportunities between local training providers and industry	Huon Valley Council / Business Enterprise Centre / Businesses	Annually
	H. Encourage employees to utilise and support the opportunities offered through local training institutions such as the Huon Valley Trade Training Centre.	Huon Valley Council / Business Enterprise Centre / Businesses / Trade Training Centre	Annually
	Continue the delivery of health and wellbeing related programs and services that are relevant for enhancing the Huon Valley's overall wellbeing and liveability.	I. Support the aims of the <i>Huon Valley Rural Health Strategy</i> in enhancing the region's overall health and wellbeing for the benefit of improved economic related outcomes.	Huon Valley Council / State Government / Commonwealth Government / Service providers

	Capitalise on the opportunity presented by the Huon Valley's increasing ageing population to improve access to the range of 50+ services as per the Council's Positive Ageing Strategy.	J. Encourage the establishment of alternative, quality, affordable aged care housing options within easy reach of community and health services.	Huon Valley Council / Service providers	2018/19
	Continue to advocate on behalf of the community and lobby the State Government to ensure the continued provision of State Government services in the Huon Valley.	K. Undertake an audit of existing service providers and identify gaps	Huon Valley Council / State Government	2019/20
		L. Assist with the promotion of opportunities to further develop availability of additional locally based professional services	Huon Valley Council / State Government	2019/20
	Identify and pursue opportunities that arise due to climate change.	M. Monitor, analyse and report on publications released from the State Government and nationally that relate to economic development in terms of how the outcomes might relate to the Huon Valley.	Huon Valley Council / State Government / Commonwealth Government	Annually
		N. Continue to support natural resource management initiatives and programs.	Huon Valley Council	Annually
Enhance the ongoing contribution to the local economy by volunteers.	O. Encourage the Council to continue its support and recognise local volunteer effort.	Huon Valley Council	Annually	

Pillar Six	Goal	Direction	Stakeholder	Timeframe
Resilient and Innovative Primary Industries	Encourage increased downstream processing of natural produce and resources.	A. Encourage networking between primary producers to identify opportunities for increased downstream processing.	Huon Valley Council / Businesses	Annually
		B. Identify opportunities for collaboration between processing businesses.	Huon Valley Council / Businesses	Annually
		C. Liaise with relevant advocacy groups such as <i>Fruit Growers Tasmania</i> and the <i>Tasmanian Salmonid Growers Association</i> to identify opportunities as they relate to Huon Valley producers across sectors.	Huon Valley Council / Fruit Growers Assoc. Tas	Annually
		D. Undertake a review of all agricultural zoned land within Council's Planning Scheme, with a view to maximise re-use opportunities as they apply to contemporary agricultural related uses.	Huon Valley Council	2017/18

	Maximise visitor access to the region’s fresh, local produce	E. Encourage food and wine/cider producers in the Huon Valley to provide an interactive experience for visitor’s onsite, wherever possible.	Huon Valley Council / Businesses	2017/18
		F. Encourage food and wine/cider producers in the Huon Valley to consider the provision of “farm gate” experiences or direct from the source selling opportunities.	Huon Valley Council / Businesses	2017/18
		G. Encourage cross promotion between producers and suppliers (eg. Local cafes and restaurants) to showcase food and wine/cider that is sourced from the region.	Huon Valley Council / Businesses	2016/17

Pillar Seven	Goal	Direction	Stakeholder	Timeframe
The Creative Cauldron	Work towards achieving an innovative community that supports, values and enjoys a vibrant and sustainable arts industry, and recognises and protects heritage.	A. Progress the implementation of the <i>Huon Valley Arts and Heritage Strategy and Action Plan 2012-2017</i> .	Huon Valley Council	Annually
		B. Expand the existing focus on the arts and other creative elements in and around Cygnet, and link with other similar experiences across the region.	Huon Valley Council	2019/20
		C. Use the profile and visitation of the <i>Cygnet Folk Festival</i> and other events to promote authentic local experiences.	Huon Valley Council / Event organisers	Annually

Encourage the development of appropriate recreational and cultural opportunities throughout the Huon Valley.	D. Continue to support the maintenance of parks and reserves infrastructure throughout the Huon Valley.	Huon Valley Council	Annually
	E. Promote the public infrastructure currently available for the purposes of sporting, recreational and cultural use throughout the Huon Valley to the broader community.	Huon Valley Council / Sporting and recreational users	Annually
	F. Continue to investigate funding opportunities to pursue a partnership with <i>Sports Marketing Australia</i> aimed at attracting local and national sporting programs and events to the Huon Valley.	Huon Valley Council / Sports Marketing Australia	2016/17
	G. Support the aims of the <i>Huon Valley Walking Track Strategy</i> in enhancing the region's walking and recreational tracks and infrastructure.	Huon Valley Council	Annually
	H. Support and liaise on projects and activities that have broad economic benefits for the community and local businesses.	Huon Valley Council	Annually
	I. Work collaboratively to implement initiatives identified through the <i>Huon Valley Art Cooperative Initiative</i> .	Huon Valley Council / Business / Art sector	2015/16