

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

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.

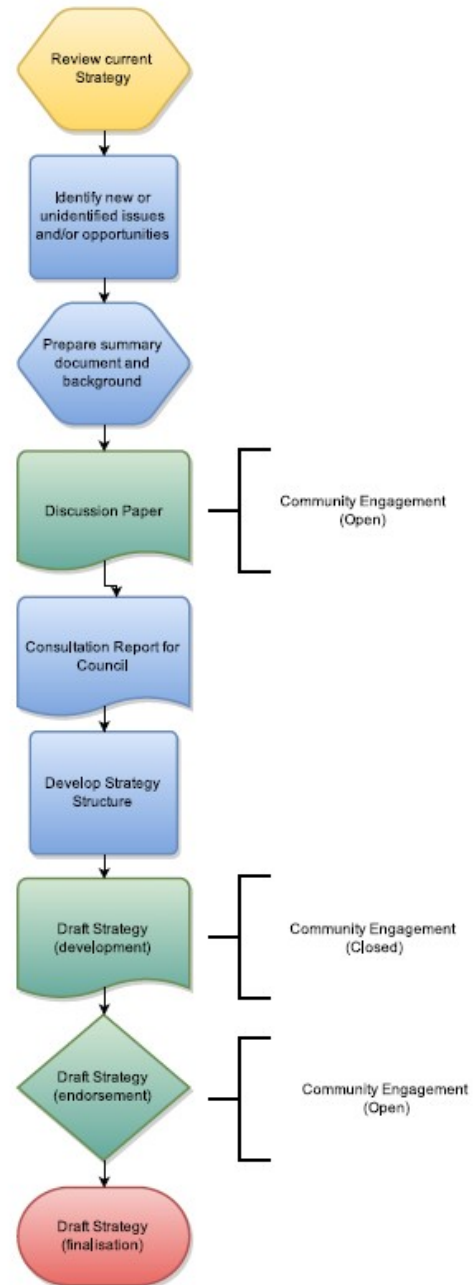
The material in the Economic Development Strategy is derived from industry research, consultation with the *Huon Valley Economic Development Advisory Committee* (a special Committee of Council), and comments provided by the Huon Valley community in response to the *Huon Valley Economic Development Strategy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

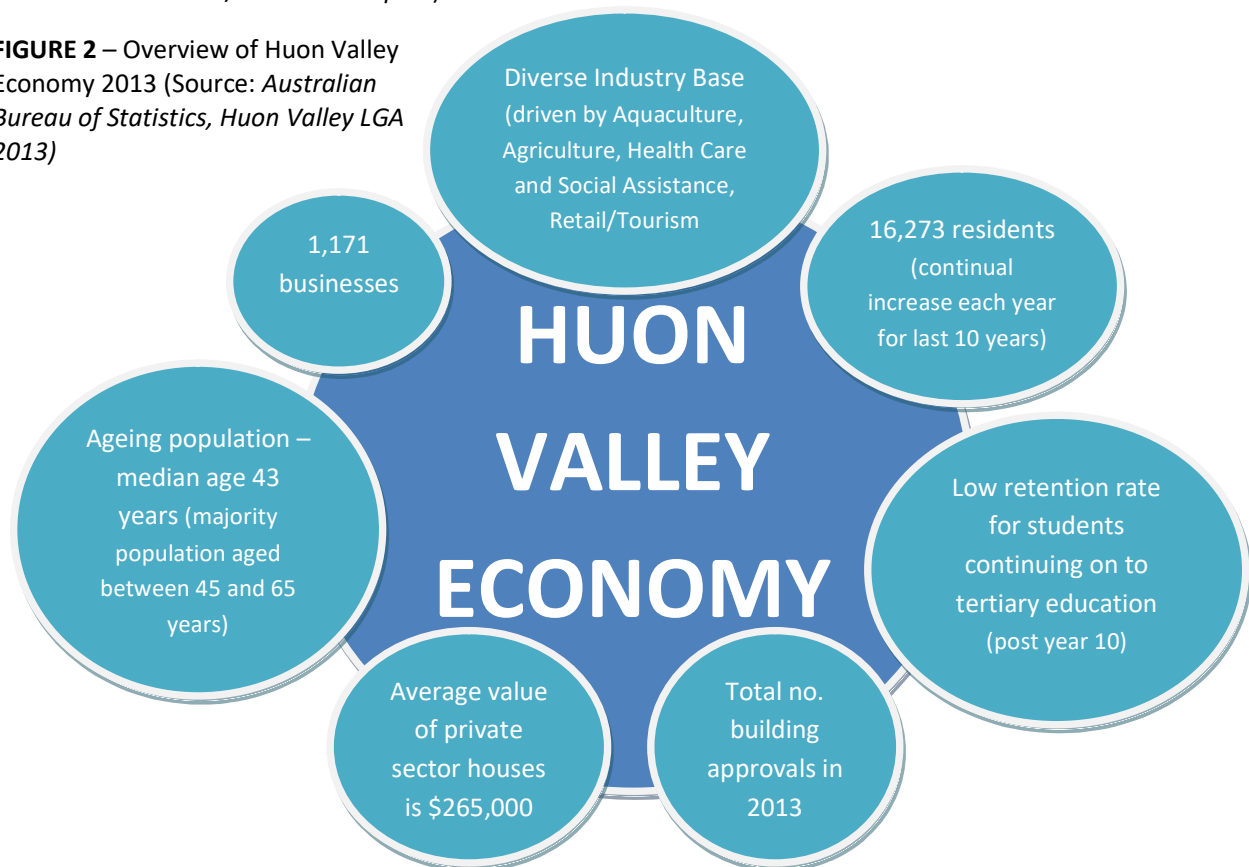
- Reviewing land use and development plans to ensure they are more closely aligned with economic strategy outcomes;

- 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 <i>Huon Valley Trade Training Centre</i> 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.

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.

PART B – HUON VALLEY ECONOMIC DEVELOPMENT PILLARS

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).

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.

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.

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

7.1 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.

7.2 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*.

PART C – ACTION PLAN

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	ABS Census of Population and Housing, 2011
	Employment count		8,338 employed persons March Quarter 2015	DEEWR (Small Area Labour Markets)	Number of employed persons	Quarterly	Dept. of Employment - Small Area Labour Markets publication
Greater economic diversity	Employment by occupation concentration index		<ul style="list-style-type: none"> • Labourers – 16.8% • Technicians and Trades Workers – 15.9% • Professionals – 15.6% • Managers – 13.7% • Clerical and Admin Workers – 12.2% 	ABS (Census)	Employment by Occupation	5 yearly	ABS Census of Population and Housing, 2011
	Industry sector monitoring		<ul style="list-style-type: none"> • Aquaculture and Fishing - \$350 million (2012) • Agriculture - \$45 million (2010-11) • Forestry - \$25 million (2010/11) • Tourism 	<ul style="list-style-type: none"> • Tas Salmonid Growers Assoc. • DPIPW • ABS • Forestry Tasmania • Tourism Tasmania 	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	ABS Regional Population Growth Australia - Cat. No. 3218.0

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	ABS Region Profile - Huon Valley LGA
	Visitor nights		Places stayed overnight <ul style="list-style-type: none"> • Huonville – 26,279 nights • Dover – 7,982 nights • Cygnet – 13,233 nights • Cockle Creek – 5,179 nights Total holiday visitors who spent one or more nights on a touring route <ul style="list-style-type: none"> • Huon Trail – 48,432 nights TVS Year Ending: April 2014-March 2015	Tourism Tasmania: Tasmanian Visitor Survey	Annual visitor night growth	Quarterly	Tourism Tasmania - Tasmanian Visitor Survey

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.

PART D – APPENDIX 1

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
Huon 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"> - 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 	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"> - A regular mystery shopping program; - Short course training programs (with guest speakers); and - Locally based mentoring program consisting of local business ambassadors 	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 – www.huonvalleydirectory.com.au)	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"> - Apprenticeships - Traineeships - And other training opportunities 	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"> - Visitor accommodation - Visitor attractions and experiences - Downstream processing opportunities 	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

	Continue the development of a regional marketing identity that promotes the Huon Valley's unique attributes and quality products, producers and experiences.	D. Progress implementation of the <i>Huon Valley Brand</i> (in accordance with the approved Implementation Plan), to achieve the following key outcomes:	Huon Valley Council	2015/16
		- 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> .	Huon Valley Council	2015/16
		- Implement regular monitoring processes for ensuring quality assurance measures are adhered when used under the <i>Huon Valley Brand</i> .	Huon Valley Council	Annually
		- 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.	Huon Valley Council	2015/16
		- Establish a suitable governance model for overseeing the future progress of the <i>Huon Valley Brand</i> .	Huon Valley Council	2015/16
		- 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

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	Annually

	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

PART E – MID CYCLE STRATEGIC REVIEW

Background

As a half way point to the life of the *Huon Valley Economic Development Strategy 2015-2020*, a mid-cycle review of the performance and effectiveness of the Strategy was undertaken in May-June 2018. The review considered the current state of play in terms of the Huon Valley's economic conditions, by evaluating the most recently released statistical data from key sources including the Australian Bureau of Statistics, the Department of Jobs and Small Business, Tourism Tasmania and other industry sectoral sources.

Discussion

In accordance with the Implementation and Performance Measures stipulated by the Strategy, the macroeconomic measurements have been reviewed and updated to provide an updated benchmark. These are reflected in the updated table (refer to Attachment A). When comparing these figures against those provided when the Strategy was first endorsed, there are considerable variances across a number of areas.

More jobs, higher income

According to the 2016 Census data collected by the Australian Bureau of Statistics the average weekly household income has increased from \$868 in 2011, to \$987 in 2016. Whilst the weekly household income has increased between each Census, the number of employed persons has decreased slightly.

According to data collected by the *Department of Jobs and Small Business – Small Area Labour Markets*, there were 8,338 persons employed as at the March quarter 2015, compared with 7,938 persons employed as at December quarter 2017. When comparing this information to the age demographic data obtained through the 2011 and 2016 Census, it identifies that a large proportion of the Huon Valley population are moving toward retirement age. According to the 2011 Census, 5,752 people were within the age range of 40-64 years, compared with 6,350 within the 45-69 age range as at the 2016 Census. The aging shift between the Census periods, coupled with an increase of migrating retirees to the area, could be attributing to this decline.

Greater economic diversity

In terms of the range of occupations held by those employed in the Huon Valley, the diversity of those occupations has remained relatively unchanged from the 2011 Census to that conducted in 2016.

2011 Census	2016 Census
<ul style="list-style-type: none">• Labourers – 16.8%• Technicians and Trades Workers – 15.9%• Professionals – 15.6%• Managers – 13.7%• Clerical and Admin Workers – 12.2%	<ul style="list-style-type: none">• Professionals – 15.8%• Technicians and Trades Workers – 15.6%• Labourers – 15.2%• Managers – 13.9%• Clerical and Admin Workers – 12.2%

While there have been marginal changes across most of the occupations identified, the most significant shift is reflected in the number of labourers employed in the Huon Valley – declining from 16.8% to 15.2%. When examining the reasons for the decline in those employed in this capacity, further Census data shows the majority of those persons employed in the Huon Valley, worked in Offshore Caged Aquaculture (5.1%); with other industries of employment including hospitals (except psychiatric hospitals) (3.3%), supermarket and grocery stores (2.8%), local government administration (2.5%) and primary education (2.5%). It is difficult to ascertain any other reasons for the decline, other than it may be reflective of the aging population and its progression towards retirement.

In terms of industry sector monitoring and ascertaining the value of key industry sectors, it has proved difficult to obtain any figures related to the Huon Valley for each segment – aquaculture and fishing, agriculture, and forestry. Figures were obtained for tourism however, the data encompasses that for the whole southern Tasmania region, and not specific to the Huon Valley. While these figures provide a synopsis for the overall performance for tourism in the region as a whole, it would certainly provide a skewed representation given Hobart's high proportion of visitation compared with the smaller regional areas. Further enquiries continue to be made to obtain statistical information for the performance of the region's other key sectors.

Stronger population growth

Population growth for the Huon Valley has continued to increase with a change of 1.5% (as at end June 2017) on the previous year (2016), with a total of 16,919 people residing in the local government area (LGA). Of this change, the biggest contributor has been the number of interstate residents migrating to the area, with approximately 139 individuals relocating to the Huon Valley from other parts of Australia. A further 35 people have migrating during the same period from overseas destinations. In terms of other areas experiencing equivalent growth, the Huon Valley is among the top five LGAs in Tasmania that has a high proportion of residential growth which is continuing in an upward trajectory.

Greater regional competitiveness

The Huon Valley has continued to experience an increase in building and construction activity – as would be expected given the region's increased population. The value of building approvals (residential) have increased from 2012-13 figures – increasing from \$27 million to \$29 million in 2015-16. The value of non-residential buildings have declined however, from \$17 million in 2012-13 to just \$4 million in 2015-16. This can be attributed to a number of significant commercial developments that were under development at the time, such as hatchery developments for the region's primary aquaculture companies, and a satellite earth station to support the National Broadband Network's satellite services to name but a few.

In terms of visitation to the Huon Valley, and as reflected in Tasmania's growth in tourism activity more generally, the region has equally experienced a flow on of this growth. According to Tourism Tasmania's Tasmanian Visitor Survey data reflective of the Jan 2017-Dec 2017 period, Huonville continues to experience a high proportion of visitors staying overnight, with 30,028 nights spent (compared with 26,279 nights in April 2014-March 2015). Cygnet reported 16,591 nights spent in the region, and Dover and Cackle Creek captured 11,828 and 6,027 nights respectively. Overall visitation to what is reported as the 'Huon Trail' region and encompasses both the Kingborough

and Huon Valley districts, have indicated growth in the number of visitors who spent one or more nights on the touring route – with 48,432 nights spent in 2014-15, compared with 69,635 nights in 2017.

Strategic Review

As a key component of the mid cycle review of the Huon Valley Economic Development Strategy 2015-2020, each of the Strategy's goals and directives have been considered, and progress documented in order to help evaluate and inform the strategy into the future. The table included as Attachment B – when considered with the performance of the macroeconomic measurements, has been progressively worked through and updated, in an effort to redefine the strategy as preparations are made for streamlining into one continuous strategy with an ability to respond to the economic needs of the region in a holistic and overarching way.

A revised schedule has prepared to support the Strategy's implementation over the remaining period to 2020. A copy of which is included in Attachment C – however as a summary of the key changes to strategic directions and new opportunities moving towards the final two years of the Strategy are captured as follows:

Reference	Revised Direction	Comments	Revised Timeframe
1A	Completed.	Refer to 4A for next phase of this activity.	N/A
1B	Consolidated into 4A.	Refer to 4A.	N/A
1C	Review Council owned land identified as having potential for being developed for tourism related purposes, in accordance with land use/master plans and market interest to invest.	Linkages to 1A which has already been completed. Expression of interest need to be undertaken in order to test market interest key sites to gauge potential for development.	2018-19
1G	Strategically review Council's RV accommodation sites in accordance with the State Government's Economic Regulator requirements and in harmony with private operators.	Actively being pursued currently – to be completed in 2018-19.	2017-18 and 2018-19
1H	Support the sustainable operation of the Council's visitor information services.	Business planning and budgeting for sustainable ongoing operation of the Huon Valley Visitor Centre and the Geeveston Visitor Centre.	Annually

1I	Develop and implement marketing plans for the Huon Valley Brand, in accordance with the endorsed Brand and Style Guide, to ensure effective promotion of the Huon Valley is maintained.	Refer to 4A By 2019-20 aim to have transitioned from Southern Trove, to solely Huon Valley Brand centric.	Annually
1J	Consolidated into 1I.	Refer to 1I.	Refer to 1I.
1K	Consolidated into 1I.	Refer to 1I.	Refer to 1I.
2B	Proactively consider and facilitate the implementation of Council's strategic land use and master plans where they relate to strategic economic development outcomes.	Facilitate discussions between Council and business stakeholders, investors and developers to ensure service provisions are suitable for sustaining the projected population growth of the region.	Annually
2C	Consolidated into 2B.	Refer to 2B.	Refer to 2B.
2D	Proactively facilitate and support the development of a light industrial park in Huonville, within the context of 2B.	Identify opportunities and attractiveness for this site, and liaise between Council and relevant parties to ensure development progresses in the short to medium term.	Annually
2F	Consolidated into 2B.	Refer to 2B.	Refer to 2B.
2G	Review and consider potential implications imposed by the introduction of the Interim Planning Scheme and Codes, to ensure consistency with overall economic development aims and objectives.	Not limited to any one year – constant review and ongoing facilitation and liaison occurring with business/developers/investors, and the economic development and regulatory functions of Council.	Annually
2H	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
2I	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
2J	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
3B	Consider the development of an annual <i>Huon Valley Business Confidence Survey</i> to monitor trends and issues, identify opportunities for new business development support services, and to initiate direct stakeholder engagement with the broader Huon Valley business community.	Re-aligning with avenues for increasing engagement with business community and relevant industry stakeholders. Prioritising as a means of providing a critical benchmark for informing the next rendition of the <i>Huon Valley Economic Development Strategy</i> .	2018-19
3C	In collaboration with the Huon Valley Kingborough Business Enterprise Centre, explore the opportunity for the development of a commercial skills assistance program for Huon Valley businesses consisting of key components,	Reaffirming partnership with Huon Valley Kingborough Business Enterprise Centre through delivery of key initiative.	2018-19

	including: <ul style="list-style-type: none"> • A regular mystery shopping program; • Short course training programs (with guest speakers); and • Locally based mentoring program consisting of local business ambassadors. 		
3E	On hold pending outcomes of Directions 3B and 3C.	Outcomes of 3B and 3C to inform next reiteration of the Economic Development Strategy in terms of the programs and support initiatives provided by Council.	N/A
3G	Undertake a promotional campaign to inform and educate new developers and existing businesses of Council's development facilitation support available through economic development.	Not limited to any one year – amended to reflect the consistent communication and networking that is occurring to promote the Council's facilitation and development support methods.	Annually
3I	Completed	Will consider re-activating if/when interest or new developments occur.	N/A
3J	Completed	Will consider re-activating if/when interest or new developments occur.	N/A
3M	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
3N	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> .	To be considered in the context of Direction 2B, and how it might be better utilised.	Annually
3O	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
3P	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
4A	Produce relevant promotional materials for the purposes of attracting investment and development.	Subject to the outcome of <i>Direction 1A</i> , consideration will be given to the type of promotion and range of tools to undertake this work.	2018-19
4B	Seek to attract investment and development for the commercial expansion of Huonville.	Not limited to any one year. Facilitate discussions between Council and business stakeholders, investors and developers to ensure service provisions are suitable for sustaining the projected population growth of the region.	Annually
4D	Progress implementation of the <i>Huon Valley Brand</i> (in accordance with the revised approved Implementation Plan).	Comprehensive review of former Implementation Plan to be undertaken, and development of new project plan to be developed outlining a realigned brand strategy with core objectives such as the former key outcomes, to be incorporated	2018-19 and 2019-20

		as/where consistent with the new approach.	
5A	Undertake a study of the region's key residential growth areas in order to determine residential and commercial expansion opportunities.	Refer to 2B, 2D and 2G.	2018-19 and 2019-20
5B	Support initiatives that address stormwater needs and demands in the Huon Valley – with a particular aim of ensuring economic expansion and residential growth opportunities are maximised.	Refer to 2B, 2D, 2G and 5A	Annually
5C	Undertake promotional activities for enticing new residents to the Huon Valley – to be underpinned by the Huon Valley's Population Growth Strategy	On hold pending outcome of <i>Direction 5A</i> Likely to be deferred to new iteration of HV Economic Development Strategy.	N/A
5E	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received. May need to be considered as part of the new iteration of the HV Economic Development Strategy.	N/A
5I	Support the aims of the Council's health and wellbeing strategies and activities with the view to improving the health and wellbeing of the community, and improving economic related outcomes.	Amended to reflect Council's new strategic approaches and to accommodate new focus of HV Health and Wellbeing Strategy.	Annually
5J	Encourage the establishment of alternative, quality, affordable aged care housing options within easy reach of community and health services.	Facilitate discussions between Council and business stakeholders, investors and developers to ensure service provisions are suitable for sustaining the projected aging population growth of the region.	Annually
5K	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
5L	Removed - Not actively being pursued at this time.	Will consider re-activating if/when interest or enquiries are received.	N/A
6A	Consolidated into 2B.	Refer to 2B.	Refer to 2B.
6B	Consolidated into 2B.	Refer to 2B.	Refer to 2B.
6D	Consolidated into 2B and 2G	Refer to 2B and 2G.	Refer to 2B and 2G.
7A	Support the implementation of Council's arts, heritage and cultural strategic objectives.	Recognition that a new Arts and Culture Strategy is currently being developed.	Annually.
7B	Support and facilitate cultural and heritage related events and community celebrations to enhance community cohesion, and attract visitation and interest to the region.	Consolidation of the former 7B and 7C, and recognising the increasing quality event offering now available throughout the year in the region.	Annually.

		Promotes increased collaboration between Council's Economic Development and Community Development units to deliver, support and facilitate such events and activities.	
7C	Refer to 7B.	Refer to 7B.	N/A
7F	Continue to investigate funding opportunities to pursue partnerships and collaboration aimed at attracting local and national sporting programs and events to the Huon Valley.	Facilitate discussions between Council and business stakeholders, investors and developer.	Annually.
7G	Support the aims of the <i>Huon Valley Walking Track Strategy</i> and other recreational development opportunities such as kayaking and others, with the view to enhancing the region's recreational opportunities and infrastructure.	Recognising the expansion of community infrastructure over and above walking tracks.	Annually.
7H	Support, liaison and facilitation on projects and activities that have broad economic benefits for the community, visitors and local businesses.	Recognising the support provided to undertake a feasibility study into bike trails in the Huon Valley (as per State Government 2018 election promise).	Annually.
7I	Removed - Not actively being pursued at this time.	Reactivation will be subject to strategic objectives outlined in the new iteration of the Council's Arts and Culture Strategy. Support will be extended where/when required within an economic development context.	N/A
NEW	Support and facilitate initiatives that serve in the development of alternative transport routes based on viability and benefit in economic terms to support local industry activities.	Recognising facilitation role in projects such as the Jeffrey's Track Feasibility Study.	N/A
NEW	Support and facilitate investment and development in key tourism infrastructure and accommodation needs, such as seasonal worker requirements and other tourism opportunities.	Recognising facilitation role in Council's role in seasonal worker accommodation, 100 room floating hotel concept, Recherche Bay Resort, and S/E cape walk development as/when they arise.	N/A
NEW	Support and embrace digital and technological advancements and opportunities to assist in improving and delivering economic programs, visitor and business experiences and initiatives.	Recognising direct role and opportunity through progressing initiatives such as the beacon project and others, in the region.	2018-19

Industry Engagement

The Council engages on matters relating to economic development with the Huon Valley community through a range of platforms based on economic development specific projects, strategy development, business networking, and across broader Council related activities such as planning, infrastructure, natural resource management and environmental health.

While this type of engagement is usually outward communication derived from Council, the primary source of inward dialogue relies upon the commitment of key representatives who form part of the Council's Huon Valley Economic Development Advisory Committee.

Huon Valley Economic Development Advisory Committee

The Huon Valley Economic Development Advisory Committee was first established to help inform the Council in the development of its initial economic development strategy in 2007-08. Serving as an Advisory Committee of Council, it was appointed by resolution to liaise with Council on the following:

- The development and implementation of the Huon Valley Economic Development Strategy.
- Any other matter referred to it by Council relating to economic development.

Operating in accordance with its Terms of Reference, the Committee was and continues to be limited to making recommendations to the Council on the following:

- The initial development of an economic development strategy for the Huon Valley.
- The implementation of the Huon Valley Economic Development Strategy once approved by the Council.
- Any strategic issues relating to economic development in the Huon Valley.
- Any other issue referred to it by the Council relating to economic development.

Membership to the Committee comprises of ten people of whom are appointed by Council, with two Councillors appointed by Council (or as is currently the case, the Commissioner), even community representatives and the General Manager (or their nominee).

Nominations are called for publicly by Council for the community representatives, with appointment based on the nominee:

- Being a Huon Valley resident or eligible to vote at the Huon Valley Council elections.
- Being self-employed, hold a senior position in a Company operating in the Huon Valley or be able to demonstrate a strong understanding and appreciation of business related matters.
- Demonstrating an ability to provide advice to the Council which meets the following:
 - Not politically biased;

- Strategic in nature;
- Considers a whole of Valley approach; and
- Not industry specific.
- Demonstrating an understanding of the role, function and service provided by Tasmanian Local Government.
- Demonstrating an understanding of the workings of State and Federal Governments.
- Demonstrating an understanding of the Huon Valley economy and have an interest in the economic wellbeing and future development of the Huon Valley.

The Committee currently meets once every month, with special meetings called when required. A quorum is required at each meeting, consisting of one more than half of its members if there is an even number of members or a majority of the whole number if there is an uneven number.

Considerations for alternative methods of economic development related engagement

As part of a broader review of its committees and engagement processes, the Council is embarking on a comprehensive review of the way in which it engages and consults across a range of operational areas, to ensure it does so using the most appropriate, efficient and resourceful means as possible. It is timely that these same considerations coincide with the mid-cycle review of the Strategy, as the core function of the Economic Development Advisory Committee has been established upon its responsibility to develop and implement of this important document.

Since the Committee's inception, it has (by the very nature of the membership scope and participant requirements) attracted a high calibre of participants who have shown a high degree of commitment and quality input into the Council's economic development program. However to ensure this kind of engagement is efficient, beneficial for all parties, and relevant, changes are required. The current Terms of Reference is limiting in both its scope and structure, providing very little, if at all, opportunity for the Committee to influence Council decisions or contribute to the manner in which projects are delivered and implemented overall. It has more recently been recognised that having an overarching level of engagement through either a committee or a 'brains trust' of select representatives is advantageous – through which the purpose and structure can be amended and opened up to allow for increased participation and less formality. This would enable a more robust, open discussion to be had with regard to specific projects, as well as the opportunity for more broad consultation across a range of economic development objectives.

The Committee have highlighted the value in the following:

- Information sharing and having the opportunity to discuss developments;
- Opportunity to clarify and seek advice relating to matters that are being discussed out in the community; and

- Being in the advantageous position where members can assist in sharing open information with others about what Council is doing, and what activities, events and opportunities are happening in the community.

While it is acknowledged that from time to time, there are matters raised and discussed that are confidential in nature and cannot be shared outside the Committee's meetings; by and large the information that is shared is very welcome and well regarded by its members. It is therefore proposed that the current committee structure be replaced with a series of alternative models that could include:

- A more informal, open and adaptable structure that enables wider representation and participation across a number of sectors, community groups and other industry/interest areas specific to the Huon Valley. In the form of an informal group, this avenue would replace the traditional Economic Development Advisory Committee yet still provide immediate input and feedback on the Council's economic development agenda.
- Establishing working groups to support the progress and implementation of major economic development projects – with participation to include select representation across relevant industry sectors and/or individual businesses.
- Hosting six monthly business forums for providing a wide range of economic related updates, including the opportunity to report back on business sentiment surveys and the progress of other key projects in a general information sharing platform. The forums could be coordinated as a roadshow, being held in each of the main townships in order to attract attendance from a range of business stakeholders as well as individuals and interested parties from within the community.

Conclusion

The *Huon Valley Economic Development Strategy 2015-2020* has a further two years remaining in the life of the Strategy. The objective of this review has been to analyse the progress and implementation of the document, to ensure it remains relevant and considers appropriate actions and directions pertinent to the Huon Valley community.

The realigned strategic directions as a result of the review have consolidated the Council's approach for the remaining period. It has provided the opportunity for a realistic stocktake of the priorities moving forward, establishing a solid footing for the next reiteration and the economic development program ensuring it is relevant and realistic in its objectives. The realignment of the strategic directions has positioned the progression of the Strategy to move towards a single continual document, based on the new consolidated structure and overarching objectives. From a review perspective, the revised approach will enable a more robust analysis of the Council's performance against the objectives and goals, thus mandating annual reviews to ensure targets are met.

In conjunction with the review of the Strategy, considerations have also been given to the current format of engagement through which the Council consults and discusses matters that relate to economic development. The Committee being the primary platform for such engagement is recognised as being insufficient, and too onerous and restrictive to adequately allow participation

from a broad spectrum of relevant parties. Further, a combination of engagement structures and techniques should be embraced to ensure advice, information and sharing of knowledge occurs both ways. The concept of holding business forums provides a proactive avenue for sharing information with a wide audience, and to seek immediate feedback and information back into the Council's economic development program.

MID CYCLE STRATEGIC REVIEW - Attachment A

Outcome	Measure	Target	Benchmark (as at 2015)	Benchmark (as at 2018)	Source Agency	Indicator	New Data Released	Web Link
More jobs, higher income	Average wage	↑	2011 average weekly household income \$868.00	2016 average weekly household income \$987.00	ABS (Census)	Median household income	5 yearly	ABS Census of Population and Housing, 2016
	Employment count	↑	8,338 employed persons March Quarter 2015	7,938 employed persons December Quarter 2017	DJSB (Small Area Labour Markets)	Number of employed persons	Quarterly	Dept. of Jobs and Small Business - Small Area Labour Markets publication
Greater economic diversity	Employment by occupation concentration index	↑	<ul style="list-style-type: none"> Labourers – 16.8% Technicians and Trades Workers – 15.9% Professionals – 15.6% Managers – 13.7% Clerical and Admin Workers – 12.2% 	<ul style="list-style-type: none"> Professionals – 15.8% Technicians and Trades Workers – 15.6% Labourers – 15.2% Managers – 13.9% Clerical and Administrative Workers – 12.2% 	ABS (Census)	Employment by Occupation	5 yearly	ABS Census of Population and Housing, 2016
	Industry sector monitoring	↑	<ul style="list-style-type: none"> Aquaculture and Fishing - \$350 million (2012) Agriculture - \$45 million (2010-11) Forestry - \$25 million Tourism 	<ul style="list-style-type: none"> Tourism – \$1,085.2 billion in total tourism Gross Regional Product (GRP) for southern Tasmania 	<ul style="list-style-type: none"> Tas Salmonid Growers Assoc. DPIPWE ABS Sustainable Timber Tasmania (formerly Forestry Tasmania) Tourism Tasmania 	Value by Key Industry Sector	Annually	Source as required
Stronger population growth	Population growth	↑	0.7% growth over 2013/14	1.5% growth over 2016-17	ABS (Regional Population Growth, Aus 2016-17) Cat. No. 3218.0	Annual Population % Growth	Annually	ABS Regional Population Growth Australia - Cat. No. 3218.0
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	Value of total residential building = \$29 million; Value of total non-residential building = \$4 million	ABS (Region Profile Huon Valley LGA 2015-16)	Annual residential and non-residential building approval value and growth	Annually	ABS Region Profile - Huon Valley LGA
	Visitor nights	↑	Places stayed overnight <ul style="list-style-type: none"> Huonville – 26,279 nights Dover – 7,982 nights Cygnets – 13,233 nights Cockle Creek – 5,179 nights Total holiday visitors who spent one or more nights on a touring route <ul style="list-style-type: none"> Huon Trail – 48,432 nights Year Ending: April 2014 – March 2015	Places stayed overnight <ul style="list-style-type: none"> Huonville – 30,028 nights Dover – 11,828 nights Cygnets – 16,591 nights Cockle Creek – 6,027 nights Total holiday visitors who spent one or more nights on a touring route <ul style="list-style-type: none"> Huon Trail – 69,635 nights Year Ending: Jan 2017 – Dec 2017	Tourism Tasmania: Tasmanian Visitor Survey	Annual visitor night growth	Quarterly	Tourism Tasmania - Tasmanian Visitor Survey

MID CYCLE STRATEGIC REVIEW - Attachment B

PILLAR ONE				Huon Valley Destination Development			
GOAL 1.1							
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.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
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.	2015-16	<ul style="list-style-type: none">Internal review of Council’s owned land and associated Strategy commenced.Accommodation Demand Study commenced in collaboration with Office of Coordinator-General.	✓			Activity completed.
1B	Maintain a range of communication tools for promoting investment and development opportunities with respect to accommodation and attractions/experiences in the Huon Valley.	Annually	<ul style="list-style-type: none">Existing materials still being disseminated.Development of new material on-hold pending outcome of <i>Direction 1A</i>.		✓		Activity is still necessarily valid and current, and will be actively progressed during 2018-19 pending outcome of <i>Direction 1A</i> .
1C	Undertake any necessary actions to ensure that Council owned sites identified as being suitable for tourism development are investment ready.	2016-17	<ul style="list-style-type: none">Internal review of Council’s owned land and associated Strategy commenced.		✓		Activity currently occurring well outside of the Strategy timeframe. Activity is still necessarily valid and current, and is on track to be completed during 2018-19.
1D	Liaise with, and support, private land owners to develop their sites to ensure they are investment ready.	Annually	<ul style="list-style-type: none">Development facilitation occurring on a regular basis and as enquiries are received.		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
1E	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.	Annually	<ul style="list-style-type: none">Closer synergies and partnerships with the Office of the Coordinator-General and other stakeholders continue to be explored and established		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
1F	Support and facilitate any investment and/or development interest with the Council’s regulatory and development processes to encourage development to proceed.	Annually	<ul style="list-style-type: none">Development facilitation occurring on a regular basis and as enquiries are received.		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
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.	Annually	<ul style="list-style-type: none">Comprehensive review of Council owned and privately operated sites being undertaken, supported by full community engagement.		✓		Activity is still necessarily valid and current, and is on track to be completed during 2018-19.

GOAL 1.2							
Establish and maintain an appropriate level of visitor information services ‘on the ground’ throughout the Huon Valley.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
1H	Support the sustainable operation of the <i>Huon Valley Visitor Centre</i> .	Annually	<ul style="list-style-type: none">Continual improvements to budget and operational matters being made.Relocation of Centre to Huonville CBD successfully completed in December 2017.Ongoing review of operational plan undertaken.		✓		2018-19 business plan and budget to consider ongoing performance and goals for newly relocated Centre. Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
GOAL 1.3							
Maintain effective marketing and promotion of the region for the purposes of tourism through the Huon Trail and the Huon Valley Brand.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
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.	Annually	<ul style="list-style-type: none">Southern Trove (formerly Huon Trail) being temporarily supported whilst Huon Valley Brand destination marketing approach develops.Huon Valley brand development stalled pending strategic re-evaluation.Consideration continuing for ensuring better distinction between the two marketing approaches.		✓		Development of Huon Valley Brand is currently being undertaken well outside of the strategy and implementation timeframes. Re-evaluation of the Brand to occur in order to refocus and reposition the approach – Refer to <i>Direction 4D</i> . Transition from Southern Trove (Huon Trail) to solely supporting Huon Valley Brand destination marketing is subsequently behind schedule. Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
1J	Implement the endorsed marketing plans for the Huon Trail and the Huon Valley Brand ensuring effective promotion of the Huon Valley occurs.	Annually	<ul style="list-style-type: none">Southern Trove marketing activities continue to be progressed.Huon Valley Brand stalled pending strategic re-evaluation.		✓		Refer to comments under <i>Direction 1I</i> and <i>Direction 4D</i> .
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 Guide.	Annually	<ul style="list-style-type: none">Southern Trove marketing activities continue to be progressed.Huon Valley Brand stalled pending strategic re-evaluation.		✓		Refer to comments under <i>Direction 1I</i> .

PILLAR TWO				Huon Valley Economic Revitalisation			
GOAL 2.1							
Ensure the commercial centres of the Huon Valley are competitive and economically viable.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
2A	Continue to invest in township development and presentation through streetscape and infrastructure initiatives.	Annually	<ul style="list-style-type: none">Capital works and infrastructure improvements continue to occur in accordance with Asset Renewal and New Asset management plans		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
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.	2015-16	<ul style="list-style-type: none">Facilitation and discussions continue to occur.Considerations being made in relation to the Huonville-Ranelagh Master Plan and key actions specified in the context of economic development.		✓		Activity occurring outside of the strategy timeframe. Validity and intended development to be re-evaluated, however identification of suitable land and development will continue over remaining life of Ec Dev Strategy.
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.	Annually	<ul style="list-style-type: none">No opportunities being considered at this time.			✓	Activity is no longer a priority for Council in this context. Priority has changed to focus on addressing service demand and expansion opportunities for Council’s Huonville childcare services in the context of the projected residential growth of Huonville (as per the Huonville-Ranelagh Master Plan).
GOAL 2.2							
Progress the development of an industrial park in Huonville.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
2D	Continue to support the development of a light industrial park in Huonville.	2015-16	<ul style="list-style-type: none">Development progress has stalled, however development facilitation continues to occur with developer as/when required.		✓		Activity occurring outside of the strategy timeframe. Priority for this initiative has been recently elevated with economic development taking a facilitation role in identifying opportunities and attractiveness for this site to be actively pursued.
2E	Participate in any review of the availability and suitability of light industrial land in the Huon Valley.	2016-17	<ul style="list-style-type: none">Engagement occurred with respect to light industrial needs as part of the Huonville/Ranelagh Master Plan.Further engagement to occur as new development opportunities arise and are actively explored		✓		Activity occurring outside of the strategy timeframe. Support provided as/when required.

			by Council.				
2F	Consider opportunities in other towns where industrial zoned uses may apply, including Cygnet, Geeveston and/or Dover.	2016-17	<ul style="list-style-type: none"> No opportunities being considered at this time. 			✓	<p>Activity currently sits outside of the strategy timeframe.</p> <p>Need to review relevance and validity for ongoing inclusion under the Strategy.</p>
GOAL 2.3 <i>Review the Huon Valley Interim Planning Scheme in the context of economic development needs and demands.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
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.	2017-18	<ul style="list-style-type: none"> Regular meetings and liaison with Council's Environmental and Development Services department to discuss planning implications and issues arisen from economic development related activity and projects. Refer also to <i>Direction 2E</i>. 		✓		<p>Activity is ongoing – not limited to any one particular year.</p> <p>Refer also to <i>Direction 2E</i>.</p>
GOAL 2.4 <i>Work with key industry partners to identify untreated fresh water needs to meet fish bathing, irrigation and industrial water needs.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
2H	Investigate opportunities for smaller scale irrigation opportunities and requirements for the benefit of local agricultural, viticulture and aquaculture developments.	2017-18	<ul style="list-style-type: none"> No opportunities being considered at this time. 			✓	<p>Activity currently sits outside of the strategy timeframe.</p> <p>Need to review relevance and validity for ongoing inclusion under the Strategy.</p>
GOAL 2.5 <i>Consider the opportunity for development of commercial marinas at key locations such as Franklin, Cygnet, Dover and/or Port Huon.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
2I	Undertake investigations into the demand and supply for supporting the development of further commercial marinas in the Huon Estuary.	2018-19	<ul style="list-style-type: none"> No actions to report at this time. 			✓	Need to review relevance and validity for ongoing inclusion under the Strategy.
2J	Investigate opportunities and potential for floating pier model similar to that applied at Brooke St Pier, Hobart.	2018-19	<ul style="list-style-type: none"> No actions to report at this time. 			✓	Need to review relevance and validity for ongoing inclusion under the Strategy.

GOAL 2.6

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

Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
2K	Continue to support and invest in Council owned marine infrastructure.	Annually	<ul style="list-style-type: none"> Refer to Council's Recreation Services Unit. Support provided to the implementation of the Council's Marine Facilities Strategy where/when required. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

GOAL 2.7

Strike for improvements to road network throughout the Huon Valley.

Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
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: <ul style="list-style-type: none"> 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 	Annually	<ul style="list-style-type: none"> Continue to lobby and advocate for improved road infrastructure as outlined. The following 2018 state election commitments were made by the Tasmanian Liberals to take place during their term in Government, including: <ul style="list-style-type: none"> \$12.5 million for sealing Hastings Caves Road \$2 million for improvements on Arve Road, leading to Hartz Mountains National Park. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

PILLAR THREE

Huon Valley: Open for Business

GOAL 3.1

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

Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
3A	Continue to identify and communicate training and funding opportunities that may be of interest and relevance to local businesses.	Annually	<ul style="list-style-type: none"> In collaboration with the <i>Huon Valley Kingborough Business Enterprise Centre</i> to communicate to Huon Valley businesses. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

3B	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.	2015-16	<ul style="list-style-type: none"> No actions to report at this time. 			✓	<p>Activity currently sits outside of the strategy timeframe.</p> <p>As a critical benchmark this activity should become a priority within the 2018-19 year so it can inform the next rendition of the Economic Development Strategy.</p>
3C	<p>Explore opportunity for the development of a commercial skills assistance program for Huon Valley businesses consisting of key components including:</p> <ul style="list-style-type: none"> A regular mystery shopping program; Short course training programs (with guest speakers); and Locally based mentoring program consisting of local business ambassadors. 	2017-18	<ul style="list-style-type: none"> Some aspects conducted in collaboration with the <i>Huon Valley Kingborough Business Enterprise Centre</i> – such as short course training programs. 		✓		<p>Activity currently sits outside of the strategy timeframe; however is still valid and relevant to the outcomes and objectives of the Strategy.</p> <p>Need to re-evaluate suitable timeframe for progressing outstanding facets of <i>Direction 3C</i>, to ensure maximum benefit is achieved.</p>
3D	Continue to liaise with and support initiatives progressed by the <i>Huon Valley Business Enterprise Centre</i> .	Annually	<ul style="list-style-type: none"> Regular liaison and collaboration occurring between Council and the <i>Huon Valley Kingborough Business Enterprise Centre</i>. Gratuity support continuing. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
3E	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.	Annually	<ul style="list-style-type: none"> Initiatives under review to ensure relevance and value to business community. 		✓		<p>Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.</p> <p>Review to consider opportunities for progressing <i>Direction 3C</i>.</p>

GOAL 3.2

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

Direction	Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
3F	Ensure economic development involvement is embedded in Council's regulatory and development services processes with particular emphasis on commercial related development opportunities.	Annually	<ul style="list-style-type: none"> Development facilitation occurring on a regular basis and as enquiries are received. Referrals and regular meetings are held internally between Economic Development Council's regulatory areas to discuss issues and development matters. 	✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
3G	Undertake a promotional campaign to inform and educate new developers and existing businesses of Council's development facilitation support available through economic development.	2015-16	<ul style="list-style-type: none"> Campaign not undertaken however, consistent communication and networking methods are being utilised and are suitably engaging with potential developers and existing businesses about 	✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

			economic development support.				
3H	Be pro-active in the identification of grant funding opportunities which will advance positive economic development outcomes.	Annually	<ul style="list-style-type: none"> Actively reviewing and referring support programs to business network throughout the Huon Valley, and in conjunction with the <i>Huon Valley Kingborough Business Enterprise Centre</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
GOAL 3.3							
<i>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>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
3I	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.	2016-17	<ul style="list-style-type: none"> Change of focus and priority for <i>TasmaNet</i> has led to a removal of the free wireless provisions in the Huon Valley. 	✓			No further partnership opportunities available with <i>TasmaNet</i> at this stage, however alternative opportunities may be explored if/when the opportunity arises.
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.	Annually	<ul style="list-style-type: none"> National Broadband services are fully operational, available and being utilised by Huon Valley residents and businesses. Services available in the Huon Valley include a mix of fibre to the node, fixed wireless and satellite solutions. 	✓			Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
GOAL 3.4							
<i>Encourage improved networking and communication between established businesses within the Huon Valley.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
3K	Continue to work with and support initiatives of the <i>Huon Valley Business Enterprise Centre</i> .	Annually	<ul style="list-style-type: none"> Regular liaison and collaboration occurring between Council and the <i>Huon Valley Kingborough Business Enterprise Centre</i>. Gratuity support continuing. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
3L	Continue to maintain the <i>Huon Valley Business Database</i> and subsequent <i>Huon Valley Directory</i> (hard copy and online – www.huonvalleydirectory.com.au).	Annually	<ul style="list-style-type: none"> Both primarily being administered by the <i>Huon Valley Kingborough Business Enterprise Centre</i>. <i>2017-18 Huon Valley Kingborough Directory</i> produced and distributed. 		✓		<p>Business contacts and information continue to be collated, particularly with respect to development facilitation.</p> <p>Directory whilst being administered now by third party, is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.</p>
3M	Encourage the establishment of a Huon Valley wide Chamber of Commerce organization with the view of empowering the local business community and promote	2017-18	<ul style="list-style-type: none"> No actions to report at this time. 			✓	<p>Activity currently sits outside of the strategy timeframe.</p> <p>Need to review relevance and validity for ongoing inclusion</p>

	collaboration between businesses.						under the Strategy.
GOAL 3.5							
Enable a community which highly values professional development, training opportunities and engages with local service providers.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
3N	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> .	Annually	<ul style="list-style-type: none"> Council no longer playing an active role on the Trade Training Centre Board. 				<p>Need to consider avenues for increasing usage and linkages between industry, trainees and training providers through this facility.</p> <p>Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.</p>
3O	Encourage employers within the Huon Valley to implement skill development programs within their workforces by offering: <ul style="list-style-type: none"> Apprenticeships Traineeships And other training opportunities 	2017-18	<ul style="list-style-type: none"> Collaboration and referrals to businesses occurring between Council and the <i>Huon Valley Kingborough Business Enterprise Centre</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
3P	Organise in conjunction with <i>Huon LINC</i> , the <i>Huon Valley Trade Training Centre</i> and local businesses, a training information day.	2017-18	<ul style="list-style-type: none"> No actions to report at this time. 			✓	<p>Activity currently sits outside of the strategy timeframe.</p> <p>Need to review relevance and validity for ongoing inclusion under the Strategy.</p>

PILLAR FOUR				Leveraging from the Huon Valley’s Geographical Location			
GOAL 4.1							
Promote investment and development opportunities in the Huon Valley in targeted sectors including: tourism, agricultural and retail/services industries.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
4A	Produce relevant promotional materials for the purposes of attracting investment and development in key identified areas including: <ul style="list-style-type: none">• Visitor accommodation• Visitor attractions and experiences• Downstream processing opportunities.	2015-16 and 2016-17	<ul style="list-style-type: none">• Existing materials still being disseminated.• Development of new material on-hold pending outcome of <i>Direction 1A</i>.		✓		Activity currently sits outside of the strategy timeframe; however is still necessarily valid and current, and will be actively progressed during 2018-19 pending outcome of <i>Direction 1A</i> . With respect to downstream processing opportunities, this aspect needs to be reviewed to ensure relevance and validity for ongoing inclusion under the Strategy.
4B	Seek to attract investment and development for the commercial expansion of Huonville.	2015-16	<ul style="list-style-type: none">• Facilitation and discussions continue to occur as questions over suitable sites are raised and investigated.		✓		Activity occurring outside of the strategy timeframe. Validity and intended development to be re-evaluated, however liaison with developers over suitable land and

			<ul style="list-style-type: none"> Considerations being made in relation to the Huonville-Ranelagh Master Plan and key actions specified in the context of economic development. 				development will continue over remaining life of Ec Dev Strategy.
4C	Continue to support and liaise with developers in respect of Council's regulatory and development functions.	Annually	<ul style="list-style-type: none"> Development facilitation occurring on a regular basis and as enquiries are received. Referrals and regular meetings are held internally between Economic Development Council's regulatory areas to discuss issues and development matters. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
4D	<p>Progress implementation of the <i>Huon Valley Brand</i> (in accordance with the approved Implementation Plan), to achieve the following key outcomes:</p> <ul style="list-style-type: none"> 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>. Implement regular monitoring processes for ensuring quality assurance measures are adhered when used under the <i>Huon Valley Brand</i>. 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. Establish a suitable governance model for overseeing the future progress of the <i>Huon Valley Brand</i>. 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. 	<p>2015-16</p> <p>2015-16</p> <p>Annually</p> <p>2015-16</p> <p>2015-16</p> <p>2016-17</p>	<ul style="list-style-type: none"> Implementation of the <i>Huon Valley Brand</i> has stalled pending review of approach and documentation such as suitable governance models and approach. Implementation has been minimal with social media and some presence at local events through the arm of the <i>Huon Valley Visitor Centre</i>, primarily the only activities ongoing from initial Product of the Huon campaign and brand launch conducted in 2015-16. Initial meetings have been conducted with Huon Valley Brand Ambassadors – further engagement and formalization of the Ambassador network to occur once governance structures are clarified and confirmed. 		✓		<p>Activity occurring outside of the strategy timeframe and that stipulated by the <i>Huon Valley Brand Implementation Plan</i>.</p> <p>Comprehensive review of former Implementation Plan to take place, and development of new project plan to be progressed for realigning brand strategy to core objectives of the activity.</p> <p>New timeframes to be set with activity to become a priority – thus taking place over the remaining life of Ec Dev Strategy.</p>

PILLAR FIVE				Plan for an Economy of the Future			
GOAL 5.1							
Progress the development of a Population Growth and Development Strategy for the Huon Valley.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
5A	Undertake a study of the region’s key residential growth areas in order to determine residential and commercial expansion opportunities.	2018-19	<ul style="list-style-type: none">Considerations being made in the context of the Huonville/Ranelagh Master Plan.Further considerations to be made as/when land strategy work is progressed.		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy. Proposed that this be considered as a critical project for the final year (2019-20) of the Strategy so as to inform the new rendition of the Economic Development Strategy.
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.	2015-16	<ul style="list-style-type: none">Grant funds received for Main Drain project (\$1.614 million).Contributing to working groups regarding National Disaster Resilience Study – addressing stormwater issues for Huonville.		✓		Activity occurring outside of the strategy timeframe; however still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
5C	Develop a ‘promotional kit’ designed to encourage families to relocate to the Huon Valley: <ul style="list-style-type: none">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.	2016-17 2017-18 2016-17	<ul style="list-style-type: none">No actions to report at this time, as activity has stalled post establishment of the <i>Huon Valley Brand</i> core project.			✓	Activity currently sits outside of the strategy timeframe; however still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy. Reference also to <i>Direction 5A</i> with the progress of a Population Growth Strategy.
GOAL 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		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
5D	Continue to lobby and advocate the State and Commonwealth Governments for improvements and commitment to ensuring suitably practical educational opportunities	Annually	<ul style="list-style-type: none">Increase in number of local High Schools now offering years 11 and 12 courses with Huonville and Dover District High Schools now accommodating these		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

	are available in the Huon Valley.		<ul style="list-style-type: none"> under their existing curriculum. Continue to support and advocate for suitable opportunities that improve student retention and expand the course offerings/qualifications available locally. 				
5E	Investigate opportunities for establishing a Huon Valley focused training strategy in conjunction with key stakeholders such as local businesses, <i>Huon LINC</i> , <i>Huon Valley Trade Training Centre</i> , <i>Tas TAFE</i> , <i>University of Tasmania</i> and local district high schools.	2017-18	<ul style="list-style-type: none"> No actions to report at this time. 			✓	<p>Activity currently sits outside of the strategy timeframe.</p> <p>Need to review relevance and validity for ongoing inclusion under the Strategy.</p>
5F	Continue to encourage a range of adult literacy programs to be provided to the community.	Annually	<ul style="list-style-type: none"> Work in conjunction with local providers including the <i>Huon LINC</i> and <i>Huon Valley Works</i> programs to offer a variety of courses, and to promote to a broad audience. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
5G	Retain regular communications and dissemination of training opportunities between local training providers and industry.	Annually	<ul style="list-style-type: none"> Continue to promote and communicate opportunities to businesses in collaboration with the <i>Huon Valley Kingborough Business Enterprise Centre</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
5H	Encourage employees to utilise and support the opportunities offered through local training institutions such as the <i>Huon Valley Trade Training Centre</i> .	Annually	<ul style="list-style-type: none"> Continue to promote and communicate opportunities to businesses in collaboration with the <i>Huon Valley Kingborough Business Enterprise Centre</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
GOAL 5.3							
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		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
5I	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.	Annually	<ul style="list-style-type: none"> Council currently undertaking the development of a new Huon Valley Health and Wellbeing Strategy that will encompass the former <i>Huon Valley Rural Health Strategy</i>, <i>Huon Valley Positive Ageing Strategy</i> and the <i>Huon Valley Access Strategy</i>. 				Activity is still necessarily valid and current, and will continue in conjunction with the objectives of the new Strategy.

GOAL 5.4							
<i>Capitalise on the opportunity presented by the Huon Valley's increasing ageing population to improve access to a range of 50+ services as per the Council's Positive Ageing Strategy.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
5J	Encourage the establishment of alternative, quality, affordable aged care housing options within easy reach of community and health services.	2018-19	<ul style="list-style-type: none"> Considerations being made in relation to the outcomes identified by the Huonville-Ranelagh Master Plan and in the context of ensuring services continue to meet demand (particularly with respect to population growth projections). Outcomes will also be in accordance with the objectives of the new <i>Huon Valley Health and Wellbeing Strategy</i> that is being derived from the former <i>Huon Valley Positive Ageing Strategy</i>. 		✓		<p>Activity occurring outside of the strategy timeframe.</p> <p>Validity and intended development to be re-evaluated, however identification of suitable land and development will continue over remaining life of Ec Dev Strategy.</p>
GOAL 5.5							
<i>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.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
5K	Undertake an audit of existing service providers and identify gaps.	2019-20	<ul style="list-style-type: none"> No actions to report at this time. 			✓	Need to review relevance and validity for next rendition of Ec Dev Strategy.
5L	Assist with the promotion of opportunities to further develop availability of additional locally based professional services.	2019-20	<ul style="list-style-type: none"> No actions to report at this time. 			✓	Need to review relevance and validity for next rendition of Ec Dev Strategy.
GOAL 5.6							
<i>Identify and pursue opportunities that arise due to climate change.</i>							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
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.	Annually	<ul style="list-style-type: none"> Reviewed as reports and publications are released. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
5N	Continue to support natural resource management initiatives and programs.	Annually	<ul style="list-style-type: none"> Continue to support NRM programs and initiatives as they relate to business and tourism needs and issues. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

GOAL 5.7							
Enhance the ongoing contribution to the local economy by volunteers.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
50	Encourage the Council to continue its support and recognise local volunteer effort.	Annually	<ul style="list-style-type: none"> Recognition provided annually as part of the Council's Australia Day Awards program and as/when deemed necessary. Nominations provided by Economic Development as part of southern regional tourism organisation programs including Southern Stars Awards program. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

PILLAR SIX	Resilient and Innovative Primary Industries
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GOAL 6.1							
Encourage increased downstream processing of natural produce and resources.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
6A	Encourage networking between primary producers to identify opportunities for increased downstream processing.	Annually	<ul style="list-style-type: none"> Development facilitation occurring on a regular basis and as enquiries are received. 		✓		Needs to be reviewed to ensure relevance and validity for ongoing inclusion under the Strategy.
6B	Identify opportunities for collaboration between processing businesses.	Annually	<ul style="list-style-type: none"> Development facilitation occurring on a regular basis and as enquiries are received. 		✓		Needs to be reviewed to ensure relevance and validity for ongoing inclusion under the Strategy.
6C	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.	Annually	<ul style="list-style-type: none"> Liaison with <i>Fruit Growers Tasmania</i> with respect to seasonal worker accommodation provisions and how to ensure suitable accommodation is available to support the intermittent workforce. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
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.	2017-18	<ul style="list-style-type: none"> Considerations being made in the context of the Huonville/Ranelagh Master Plan. Further considerations to be made as/when land strategy work is progressed. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

GOAL 6.2							
Maximise visitor access to the region's fresh, local produce.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
6E	Encourage food and wine/cider producers in the Huon Valley to provide an interactive experience for visitor's onsite, wherever possible.	2017-18	<ul style="list-style-type: none"> Development facilitation occurring on a regular basis and as enquiries are received. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
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.	2017-18	<ul style="list-style-type: none"> Development facilitation occurring on a regular basis and as enquiries are received. Promotion of farm gate experiences shared with visitors via the <i>Huon Valley Visitor Centre</i> and <i>Southern Trove</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
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.	2016-17	<ul style="list-style-type: none"> No actions to report at this time. 			✓	Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

PILLAR SEVEN				The Creative Cauldron			
GOAL 7.1							
Work towards achieving an innovative community that supports, values and enjoys a vibrant and sustainable arts industry, and recognises and protects heritage.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
7A	Progress the implementation of the <i>Huon Valley Arts and Heritage Strategy 2012-2017</i> .	Annually	<ul style="list-style-type: none">Strategy currently being reviewed and new Strategy being developed.Consultation with Economic Development taking place as part of the development of new rendition of Strategy.		✓		Activity is still necessarily valid and current, and will continue in conjunction with the objectives of the new Strategy.
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.	2019-20	<ul style="list-style-type: none">Consultation and liaison between Economic Development and Community Services occurs to assist new and existing ideas and initiatives to advance and progress.		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

7C	Use the profile and visitation of the <i>Cygnets Folk Festival</i> and other events to promote authentic local experiences.	Annually	<ul style="list-style-type: none"> Consultation and liaison between Economic Development and Community Services occurs to assist new and existing ideas and initiatives to advance and progress. Promotion of events undertaken via the <i>Huon Valley Visitor Centre</i> and via the <i>Southern Trove</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
GOAL 7.2							
Encourage the development of appropriate recreational and cultural opportunities throughout the Huon Valley.							
Direction		Strategy Timeframe	Actions	Completed	In Progress	Not Commenced	Comments
7D	Continue to support the maintenance of parks and reserves infrastructure throughout the Huon Valley.	Annually	<ul style="list-style-type: none"> Consultation and liaison between Economic Development and Community Services occurs as/when required. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
7E	Promote the public infrastructure currently available for the purposes of sporting, recreational and cultural use throughout the Huon Valley to the broader community.	Annually	<ul style="list-style-type: none"> Promotion occurs through the <i>Huon Valley Visitor Centre</i> and via the <i>Southern Trove</i> for visitors and locals to be aware and to utilise. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
7F	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.	2016-17	<ul style="list-style-type: none"> Activity not progressed. 			✓	Needs to be reviewed to ensure relevance and validity for ongoing inclusion under the Strategy.
7G	Support the aims of the <i>Huon Valley Walking Track Strategy</i> in enhancing the region's walking and recreational tracks and infrastructure.	Annually	<ul style="list-style-type: none"> Consultation and liaison between Economic Development and Community Services occurs as/when required. Promotion of Huon Valley's walking and recreational tracks occurs via the <i>Huon Valley Visitor Centre</i> and the <i>Southern Trove</i>. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.
7H	Support and liaise on projects and activities that have broad economic benefits for the community and local businesses.	Annually	<ul style="list-style-type: none"> Consultation and liaison between Economic Development and Community Services occurs as/when required. Development facilitation occurring on a regular basis and as enquiries are received. 		✓		Activity is still necessarily valid and current, and will continue over remaining life of Ec Dev Strategy.

71	Work collaboratively to implement initiatives identified through the <i>Huon Valley Arts Cooperative Initiative</i> .	2015-16	<ul style="list-style-type: none"> • Consultation and liaison between Economic Development and Community Services occurs as/when required. • Progression on hold post development of new <i>Huon Valley Arts and Heritage Strategy</i>. 			✓	Progress commenced but has stalled. Needs to determine whether it is still valid and relevant, and will be subject to the outcomes identified under the new Arts and Heritage Strategy.
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