

Latrobe Council Economic Development Strategy 2017 (Amended July 2020)

Economic Development Objectives

1. Enhance and promote the positive lifestyle of the Latrobe Municipality

Measures: visitor numbers, population, number of businesses, value of new investment.

Driver: preserve strengths and competitive advantages.

2. Grow Sustainable and Diverse Industry Sectors across the Latrobe Municipality

Measures: industry sector count, local employment numbers.

Driver: build economic resilience.

3. Grow Economic Activity within the Latrobe Municipality

Measures: expenditure in local area; proportion of residents who 'shop local'.

Driver: maximise potential of existing businesses and industries.

Economic Development Actions

Top Priority Actions (ordered by Goal and Strategy)

Action 1: Grow a Sustainable and Diverse Events Sector throughout the Latrobe Municipality

Action 2: Develop a coordinated communication strategy for new business enquiries including business links and Council Contacts (Planning, Health, Customer Support/Tourism/Economic Development)

Action 3: Latrobe Business owners to be empowered to grow the municipalities economic growth (this must be about empowering the business sector – not doing for them – Business sector includes predominantly Retail, Hospitality and Tourism)

Action 4: Develop a strategy to support the demand for the expansion of Wi-Fi Networks and Phone service throughout the Municipality

Action 5: Advocate for accessible, affordable, and appropriate training and development programs to support businesses to enhance their digital business skills and knowledge.

Action 6: Complete the upgrade of the Latrobe – Port Sorell Tourism Website and Social Media platforms

Action 7: Support continued infrastructure developments throughout the Latrobe Municipality including:

- a) Port Sorell Caravan Park Refurbishment
- b) Banksia Facilities Redevelopment
- c) Wild Mersey Mountain Bike Bridge over Mersey River
- d) Tarleton Road
- e) Bosworth Park.
- f) Mersey Mountain Bike trail (Sheffield section)
- g) Western Wild Stories/Project
- h) Australian Axeman's Hall of Fame

Action 8: Develop a Latrobe Council Public Arts Policy

Action 9: Support development of short-term labour force within the community

Action 10: Develop a Latrobe Emergency Economic Impact Strategy

| Economic Development Objectives | Strategy | Actions | Industry Sector | Responsible Sectors within Council | Strategy Partners | Priority | Timing | | | |
|--|--|---|------------------|------------------------------------|-------------------|----------|-------------------------------|------|--|------------|
| | | | Retail/Tourism | Health /Enviro - HE | | High | 2020/2021 | | | |
| | | | Agriculture | Building Planning - BP | | | | | | |
| | | | Health | Economic Development - ED | | | | | | |
| | | | Education | Community - C | | Medium | 2021/2022 | | | |
| | | | Manufacturing | Infrastructure - I | | | | | | |
| | | | Local Government | Finance – F | | Low | When time allows | | | |
| | | | Lifestyle | Team - T | | | | | | |
| Performance Measurement | Develop a base line to assess future growth within the Latrobe Municipality | Complete a demographic analysis of the municipality using latest Census data (available June 2017+) and use to support funding applications. | | | ED | | ABS Cradle Coast Authority | High | | |
| Enhance and promote the positive Lifestyle of the Latrobe Municipality | Encourage engagement and a continued learning culture within the community | Support the operation of U3A | | | ED | | | | | |
| | | Encourage operation of Community organisations | | | ED | C | | | | |
| | Grow a Sustainable and Diverse Events Sector throughout the Latrobe Municipality (this includes sports, festivals, events) | Support the retention of current events (if viable) | | | | H | ED | C | Local Event Coordinators Events Tas | High |
| | | Source new locally appropriate events (long term) | | | | | ED | C | Local Event Coordinators Events Tas | Medium |
| | | Camp Banksia to target State and national sporting events | | | | | ED | | Banksia Facilities Manager | Medium |
| | | Develop a new business and expanding events grant program - \$20,000 for online and e-commerce activities, business development/marketing, training, supporting circular economy initiatives from simple re-use to repair, re-make and revalue ideas. New event ideas that will attract 200 people or more to the municipality. | | | | | | | | Events Tas |
| | Grow a Sustainable and diverse sports sector across the municipality | Support the retention of local sporting groups (if viable) | | | | | ED | C | Local Event Coordinators | Medium, |
| | | Identify opportunities to introduce new sports into the community | | | | | ED | C | Local Event Coordinators Events Tas | Medium |
| | | Camp Banksia to identify Local, State and National sporting groups as a priority market | | | | | ED | | Banksia Facilities Manager | Medium |
| | Develop a strategy to support the demand for the expansion of Wi-Fi Networks and Phone service throughout the Municipality | Identify locations within the Latrobe Municipality with poor, average, good Internet, and phone connections | | | | | BP | ED | NBN Local Community Groups | High |
| | | Develop a plan for presentation to State and Federal Governments with respect to the municipality's telecommunication requirements | | | | | BP | ED | | Medium |
| | | Present final plan to local Political members for consideration. | | | | | | | | Medium |
| | Develop a Latrobe Council Public Arts Policy | Complete Public Arts Policy | | | | | ED | | Rubicon Arts Group Art Gallery owners Arts Tas | Medium |
| | | Establish Latrobe and/or Port Sorell Public Arts Advisory Group | | | | | ED | | Rubicon Arts Group Art Gallery owners Arts Tas | Medium |
| | Utilise a range of Communication Channels to highlight the virtues of the Latrobe Municipality | Create a Live, Work, Work balance page on the Latrobe Council Website | | | | | ED | C | | Medium |

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| | | | Manufacturing | Infrastructure - I | | | | | | | | | | | |
| | | | Local Government | Finance – F | | | | | | | | | | | |
| | | | | Lifestyle | Team - T | | | Low | When time allows | | | | | | |
| | Visual Connection | Source a range of High Res, motivational images that reflect the Latrobe lifestyle Upload these images on to the Latrobe Council Website. | | | | | | ED | C | | | | Local Community WxNW Tourism Tas | Medium | |
| | Personal (Emotional) Connectivity | Capture a variety of Vignettes from a range of community members highlighting their personal stories and lifestyles. Upload stories to Social Media Channels | | | | | | ED | C | | | | Local Community WxNW Tourism Tas | Medium | |
| | Special Interests | Use images and footage to reflect a range of activities that can be pursued in the Latrobe municipality: Sport, Art, Music, Exercise etc. Use Social media and Web Sites to promote these activities. | | | | | | ED | C | | | | Local Community WxNW Tourism Tas | Medium | |
| | Highlight Work Opportunities within the Latrobe Community | Identify positions vacant throughout the Latrobe Municipality (Growth opportunities) and highlight these on the Councils Web site and social media (show there are work opportunities here) https://www.seek.com.au/jobs/in-Latrobe-TAS-7307 | | | | | | ED | | | | | Seek | High | |
| | Highlight the municipalities Educational options | Engage with local Schools to highlight, via social media, the educational opportunities in the Latrobe municipality | | | | | | ED | | | | | Local Schools Training Providers | Low | |
| Welcome short-term visitors to the Latrobe Municipality | Conduct regular welcome events for new or short-term residents to Latrobe. | | | | | | | | C | | | Community Groups | Medium | | |
| | Invite community groups and service providers to coordinate and present these events | | | | | | | | C | | | Community Groups | Medium | | |
| Create an incentive package for new residents | Implement a two-year Rates Relief package for new residents (using the model of the First Home-Owners program) | | | | | | | | | | F | | Low | | |
| It is not all IT. | Develop a hard Copy Residents pack incorporating all identified above | | | | | | | | | | | | Low | | |
| Maximise the benefits of open space and recreational space | Develop an Open Space/Recreational Space Awareness Plan for Latrobe Municipality | | | | | | | BP | | | | | Medium | | |
| | Encourage the growth of weekend/evening markets throughout the municipality | | | | | | | ED | C | | | Community Groups | Medium | | |
| | Complete cycle pathways connecting Latrobe, Port Sorell, and Devonport | | | | | | | BP | | | I | | low | | |
| Complete the Port Sorell Historic Trail | Develop applications for financial support for this project | | | | | | | ED | | | | State Government | Medium | | |
| Encourage strong public transport links to/from neighbouring population centres and key community facilities. | Facilitate an initial meeting with public transport providers to gain input on road work plans and feedback on road conditions. | | | | | | | ED | | | | Transport Operators State Government | Low | | |

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| | | | Manufacturing | Infrastructure - I | | | | | | | | | | |
| | | | Local Government | Finance – F | | | | | | | | | | |
| Lifestyle | Team - T | Low | When time allows | | | | | | | | | | | |
| Develop Adventure Tourism plans for the municipality utilising the areas natural assets | Develop shared pathway plans connecting Port Sorell to Northdown as a component of the Coastal Pathway initiative. | | | | ED | Low | | | | | | | | |
| | | Complete the shared pathway between Devonport and Latrobe | | | | | Cradle Coast Authority | High | | | | | | |
| | | Complete stage 3 of the Mersey Mountain Bike Trail | | | | | | High | | | | | | |
| Grow sustainable and diverse industry sectors across the Latrobe Municipality | Develop a coordinated communication strategy for new business enquiries including business links and Council Contacts (Planning, Health, customer service, Economic Development) | Council teams to work together to develop a checklist designed to identify support available to developers and requirements of the Latrobe Council. | | | | BP | ED | I | | | Medium | | | |
| | | As an attachment to this list provide contact details and links for other support agencies and options. | | | | | | | | T | | Medium | | |
| | | Customer Support staff to be given clear direction and training to address new business enquiries. | | | | | | | | | T | | Medium | |
| | Advocate for accessible, affordable and appropriate training and development programs to support businesses to enhance their business skills and knowledge. | Work with Business Advisory Group to determine Training and Development needs. | | | | | | ED | | | | Acknowledged Training Providers Local Businesses TAFE | Medium | |
| | | Meet with training providers to develop an implementation strategy to address identified needs. | | | | | | ED | | | | | | |
| | Latrobe Business owners to be empowered to grow the municipalities economic growth | Create and support a Latrobe Council Business advisory structure | | | | | | ED | | | | Local Business people | Medium | |
| | | Allow this group to influence the agenda for this strategy | | | | | | ED | | | | Local Business people | Medium | |
| | | Establish Links to Facebook/Instagram Monitor activity to web site and social media. | | | | | | ED | | | | Local Business people | Medium | |
| | Establish Regional and State-wide linkages with: | State and Regional Tourism Bodies | | | | | | ED | | | | WxNW Tourism Tas | Medium | |
| | | Special Interest Groups – Tasting Trail | | | | | | ED | | | | Tasting Trail Committee WxNW | | |
| | | State and Regional specific Industry Bodies | | | | | | | | | T | | Medium | |
| | | Educational and Training providers | | | | | | | | | T | | Medium | |
| State and Federal Governments | | | | | | | | | | T | | Medium | | |
| Develop key Industry Strategic Development Plans (Brief specific Action Plans) | Tourism | | | | | | ED | | | | WxNW Tourism Tas | High | | |
| | Agriculture | | | | | | ED | | | | TFGA | High | | |
| | Manufacturing | | | | | | ED | | | | | High | | |
| | Health | | | | | | ED | | | | | High | | |
| | Education | | | | | | ED | | | | | High | | |

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| | | | Education | Community - C | | Medium | 2021/2022 |
| | | | Manufacturing | Infrastructure - I | | | |
| | | | Local Government | Finance – F | | Low | When time allows |
| | | | Lifestyle | Team - T | | | |
| | Develop a Latrobe Emergency Economic Impact Strategy | Pandemic, Floods, Fires | | ED | | Medium | |
| | Support existing industrial park zones with quality road access, stormwater, waste services and signage. | Lobby to improve large vehicle access on/off the highway near the Latrobe Industrial Park and Cherry Hill Road | | BP | | Low | |
| | Ensure local industrial parks are appropriately serviced to meet the needs of current and new businesses | Complete a municipal stormwater development plan, including industrial estate areas. | | BP | | Low | |
| | Investigate need for expansion of current or establishment of new industrial park zones. | Complete an audit and infrastructure needs assessment for clustering industrial growth at Latrobe Speedway precinct, Pardoe Airport precinct and Dulverton precinct. Incorporate results into Council works plans. Work with current and potential tenants of Industrial Parks to identify future needs | | BP | | Medium | |
| | Facilitate the growth of service industries by supporting the growth of the local population. | Support the expansion of local capacity for seasonal worker accommodation. Encourage the creation of appropriate housing developments. | | BP | ED | Ongoing | |
| | Protect those services and assets with higher capacity for flow-on economic impact. | Advocate for the retention of the Mersey Hospital and associated services. | | | | High | |
| | | Protect prime agricultural land with relevant planning scheme instruments | | BP | | High | |
| | | Encourage investors and tenants for Wesley Vale paper mill site. Support the seeking of investors or tenants Maintain those site facilities within Council control. | | BP | | Medium | |
| | | Support aged-care industry services, facilities, and infrastructure. | | BP | C | High | |
| | | Support and promote Latrobe municipality businesses by lobbying on issues as identified by them. | | ED | T | High | |
| | | Support agri-business worker programs by identifying industry needs, consulting stakeholders, and lobbying on issues of relevance. | | | T | High | |
| | Support development of short-term labour force within the community | Develop a communication strategy to educate the community on the value of seasonal workers for the community with Costa's media/communication person. | | ED | | High | |
| | | Council's Strategic Planner work with other nominated Councils and identify issues in the Interim Planning Schemes and the | | BP | | High | |

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| | | | Lifestyle | Team - T | | | | |
| | | State Planning Provisions. Work with Costa’s planner to put a case to the State Planning Commission, policy makers, Minister for Planning and the Planning Policy Unit and State Planning Commission for changes; | | | Employment Agents Local Developers Local Governments | | | |
| | | Council’s Strategic Planner to identify possible areas of land within Latrobe municipality that could be investigated for accommodation for seasonal workers; | | BP | Growers/Producers Employment Agents Local Developers Local Governments | High | | |
| | | Have a meeting/workshop/seminar whereby other stakeholders are brought together to look at the bigger picture about common issues and problems and how they could possibly be overcome e.g. Department of State Growth, Fruit Growers Tasmania, State Agricultural Department, Aust Fresh Produce Alliance, TFGA. | | BP | Growers/Producers Employment Agents Local Developers Local Governments | High | | |
| | | Identify positions vacant throughout the Latrobe Municipality (Growth opportunities) and highlight these on the Councils Web site and social media (show there are work opportunities here) https://www.seek.com.au/jobs/in-Latrobe-TAS-7307 | | ED | Growers Producers Employment Agents Local Developers Local Governments | High | | |
| Grow Economic activity within the Latrobe Council Area | Complete the upgrade of the Latrobe – Port Sorell Tourism Website and Social Media Platforms | Complete Website build Authorise two URL’s (Latrobe & Port Sorell) Complete training for website updates in house Establish Links to Facebook/Instagram Monitor activity to web site and social media. | | ED | Tourism Operators | High | | |
| | Enhance the skills and knowledge of local retailers | Review options for a business/municipality alignment with the Devonport Chamber of Commerce | | ED | DCC | Medium | | |
| | Improve Commercial Transport options | Review the need for a local Transport Hub | | ED | Transport Providers | Medium | | |
| | | Facilitate a forum for local businesses with import/export requirements to explore freight consolidation. | | ED | | | | |
| | Support continued infrastructure developments throughout the Latrobe Municipality including | Complete refurbishment of Australian Axeman’s Hall of Fame Bring forward Council capital projects by applying to state government Local Government Loans Program of \$6,250,000 to boost the economy through infrastructure development. Loan application to the Department of Treasury and Finance made for the following five projects: <ul style="list-style-type: none">Port Sorell Caravan Park RefurbishmentWild Mersey Mountain Bike Bridge over Mersey RiverWestern Wild Stories/ProjectBanksia Facilities RedevelopmentTarleton RoadBosworth Park. | | ED | AAA Chris Clark | High High | | |

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| | | | Local Government | Finance – F | | | | |
| | Lifestyle | Team - T | Low | When time allows | | | | |
| | | | Mersey Mountain Bike trail (Sheffield section) | | | | | |
| | Investigate local interest in business mentor programs to operate within supply chains / industry sectors. | | Promote collaboration and networking within the municipal area's industries and supply chains. | | | | Medium | |
| | | | Explore options to link Latrobe businesses to the Devonport Chamber of Commerce | | ED | DCC | Medium | |
| | | Host an annual 'Local Business Show' with guest speakers, skills development, trade displays, mentoring and opportunities for networking (potential to be open to public) | | ED | DCC | Medium | | |
| | | Connect retail & tourism businesses to visiting events and clubs | | ED | DCC | Medium | | |
| | | Connect businesses to knowledge, skills, grants, and business development opportunities. | | ED | Training Providers | High | | |
| Support and promote campaigns and events that encourage local shopping and boost visitor numbers. | | Facilitate establishment of a local business group to implement stimulus initiative such as: <ul style="list-style-type: none"> Vouchers and other promotional tools that enable cross-selling among tourism and retail businesses. A co-operative shop local/buy local campaign with joint funding of Council and businesses. A municipality-wide Sidewalk Sale promotion. Retain free parking throughout Latrobe municipality Promote 'Buy Local' campaigns. Encourage the community to buy gift vouchers from local businesses when sourcing presents/prizes/gifts | | ED | Local Business leaders | Medium | | |
| Encourage visitors to the municipality to stay in the local area. | | Support the establishment of restaurants in Latrobe and café/food vendors in Hawley Beach. | | ED | | Low | | |
| Support, urge and facilitate adequate infrastructure and services to expand retail growth. | | Develop parking, pedestrian, and traffic management plans for key retail areas | | BP | | Medium | | |
| | | Create a municipal retail growth plan (premises and land/zone allocation) for Latrobe and Port Sorell/Shearwater. | | BP | | Medium | | |
| | | Investigate alternative routes for heavy traffic to Spreyton to bypass Latrobe retail precinct. | | BP | | Low | | |
| Encourage business confidence, facilitate expansion, and support and encourage new business development in the municipality | | Increase business and industry digital capacity by advocating the value and importance of digital readiness and facilitating such development through workshops, training, mentoring and information | | ED | Training Providers | High | | |