

KENTISH COUNCIL

ECONOMIC DEVELOPMENT

STRATEGY: 2026-2030

STRATEGY AND ACTION PLAN



DRAFTV3 14 July 2026

MAYOR'S MESSAGE

It gives me great pleasure to present the Kentish Economic Development Strategy 2026-2030, which provides a clear framework to guide Council's economic development priorities over the next five years.

A strong local economy improves employment opportunities and provides a broader range of services, facilities and infrastructure to the benefit of both the business and residential sectors.

The Economic Development Strategy will encompass tourism, culture, festivals and events and community facilities and services. It is important to facilitate sustainable and diverse economic growth and development and attract investment into our municipality.

Many actions to achieve the objectives require a partnership with a range of stakeholders including levels of government, business and industry, advocacy groups and peak bodies, community groups and the broader Kentish community.

The main objectives will help raise the profile of Kentish as a place to live and visit, enhancing the community, business and visitor experience.

Kentish is a beautiful place with a unique natural environment, and it is imperative that we maintain our assets, provide safe facilities and services and maintain and protect our cultural and built heritage.

This Economic Development Strategy will ensure we have the appropriate policies and procedures in place to be financially and economically sustainable into the future.

Mayor Kate Haberle

Kentish Council acknowledge that we live on the traditional lands of the Punnilerpanner nation who did not survive colonisation. We recognise the Six Rivers Aboriginal Community as the custodians of the region in which the Kentish Municipality is located.



Australia Day Ceremony © Kentish Council

CONTENT

MAYOR'S MESSAGE	1
EXECUTIVE SUMMARY	3
KENTISH REGION	4
Overview	5
Economic Context	6
Economic Future.....	8
STRATEGIC FRAMEWORK	9
Strategic Planning and Legislative Context	10
Council's Role in Economic Development.....	11
How Economic Development Supports the Kentish Community Vision.....	12
ECONOMIC DEVELOPMENT STRATEGY	13
Purpose and Function of the Economic Development Strategy	14
Kentish's Economic Vision.....	15
Strategic Objectives	16
Economic Development Strategy Summary	22
IMPLEMENTATION PLAN	23
Overview	24
Action Plan.....	24
Monitoring and Evaluation	35



Kentish sign © Greg Fenwick

EXECUTIVE SUMMARY

Purpose

Economic development seeks to strengthen the capacity of a local economy, supporting jobs, investment, business confidence and community wellbeing. An economic development strategy provides the framework to guide this growth, ensuring decisions are coordinated, evidence-based and aligned with long-term aspirations.

Kentish Council has prepared the **Kentish Economic Development Strategy 2026–2030** to guide economic development priorities over the next five years. The Strategy builds on the foundations of the previous Kentish Economic Development Strategy 2020–2025 while responding to emerging opportunities, challenges and community priorities.

Strategy Development

This Strategy has been developed within Kentish Council’s broader strategic planning framework, drawing on the foundations established by the Kentish Economic Development Strategy 2020–2025, A Strategic Direction 2014–2024, and the Kentish Council Term Plan 2025–2026.

The Strategy has been informed by economic analysis, a comprehensive Economic Directions Paper, and engagement with Councillors, Council staff, local businesses, industry representatives, service providers, government agencies and community members. This input helped shape the economic vision, strategic objectives, priorities and actions.

Strategic Direction

Kentish’s economy is shaped by a diverse mix of agriculture, manufacturing, tourism, small enterprise, community services and creative activity. These sectors are supported by productive farmland, established industrial operations, distinctive townships, natural assets and strong connections to the broader Cradle Coast economy. The Strategy is structured around five strategic objectives.



UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

Secure infrastructure that enables business expansion, supports job creation, and drives long-term economic and population growth.



BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY

Support a diverse, innovative and competitive business environment that empowers local enterprise and agriculture, builds workforce capability, and supports sustainable economic growth and prosperity.



VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE

Foster a vibrant rural community offering quality housing, strong connections, and a distinctive lifestyle that attracts new residents and supports a growing, engaged workforce.



CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Cultivate a region that celebrates creativity, heritage, agriculture, and natural assets to grow a distinctive visitor economy, support local enterprise, and strengthen community pride.



LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

Council will operate in a collaborative and forward-thinking manner, providing clear direction, fostering strong partnerships, and working with community and industry to achieve sustainable economic growth and shared prosperity.

Implementation

The Strategy is supported by a detailed Implementation Plan that sets out practical actions aligned with each strategic objective. Delivery will occur through Council’s established planning and service delivery framework and will rely on partnerships with industry, government, regional organisations and the community. Progress will be monitored to ensure the Strategy remains responsive, evidence-based and aligned with local, regional, State and Federal priorities.

KENTISH REGION



Mt Roland © Chris Puccetti

OVERVIEW

The Kentish Local Government Area is located in north-west Tasmania, stretching from highly productive agricultural landscapes to established industrial precincts and distinctive townships.

Kentish's economy is shaped by a diverse mix of agriculture, manufacturing, tourism, small enterprise, community services and creative activity. Productive agriculture is a core part of this economic structure, supporting employment, local expenditure, freight movements, food production, processing and regional supply chains. The sector includes a mix of family farms, commercial operations, livestock, dairy, fruit, vegetables, niche products and farm-based enterprises.

Railton plays an important role in Tasmania's industrial economy, anchored by Cement Australia's long-established manufacturing operation. This industrial base contributes to local employment, supply-chain activity and Kentish's broader role in the regional economy.

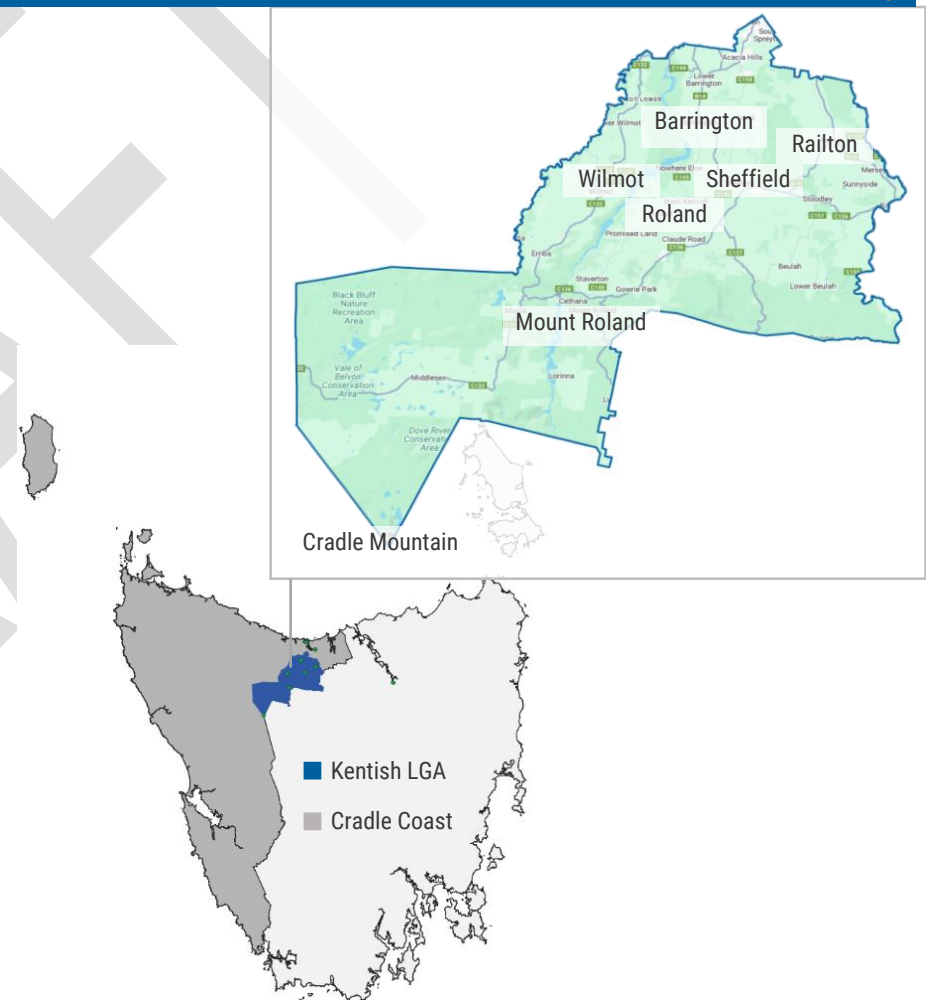
The municipality's townships support retail, services, events, creative enterprise and community life. Sheffield's identity as Tasmania's Outdoor Art Gallery, together with Kentish's proximity to Cradle Mountain–Lake St Clair National Park, underpins a significant visitor economy across accommodation, hospitality, retail, attractions and tour operations.

Together, Kentish's productive farmland, manufacturing base, visitor economy, creative identity and natural landscapes position the municipality as an important contributor to the Cradle Coast economy. Its location between Devonport, Latrobe and Cradle Mountain creates shared labour markets, transport routes, visitor flows and supply chains, reinforcing Kentish's role within a connected regional economy.

Kentish generates an estimated gross regional product (GRP) of \$332 million, supporting 1,568 local jobs across agriculture, manufacturing, tourism and essential services. GRP per worker continues to exceed the Cradle Coast average.

	GROSS REGIONAL PRODUCT (GRP) 2025	GRP PER WORKER 2025
KENTISH	\$332M ↑ 35% since 2019	\$212,000 ↑ 19% since 2019
CRADLE COAST	\$10,126M ↑ 43% since 2019	\$205,000 ↑ 27% since 2019

Source: REMPLAN Economy



ECONOMIC CONTEXT

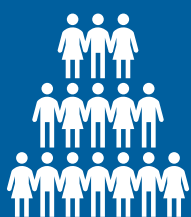
Kentish's economy continues to reflect its longstanding foundations in agriculture, tourism, industry, and small business, while also demonstrating modest diversification and employment growth. The region remains characterised by a dispersed population, strong rural production, and a reliance on nearby regional centres for some employment and services. This structural context shapes both the opportunities and constraints for local job creation, with key industries closely tied to the region's natural assets, productive farmland, industrial activity, visitor economy, shared labour markets, freight routes, processors, service providers and regional water-security issues.

In 2025, total employment in Kentish is estimated at approximately 1,740 jobs, with over half concentrated in five core sectors. Accommodation and food services is the largest employing industry, reflecting the continued importance of tourism linked to destinations such as Cradle Mountain and Sheffield. Agriculture also remains a critical pillar of the local economy, supported by the region's fertile soils and favourable climate. Importantly, non-metallic mineral product manufacturing represents a significant source of employment, highlighting the role of established industrial activity. Education and training and health and community services contribute important local employment bases.

Between 2021 and 2025, around 170 net new jobs were created in Kentish, indicating steady, though not rapid, employment growth. Notably, approximately two-thirds of this growth occurred within five sectors: education and training, accommodation and food services, agriculture, and construction-related industries. This pattern reinforces the continued expansion of service-based and population-supporting sectors, alongside construction activity linked to housing, infrastructure, and regional development. It also reflects broader trends identified in earlier strategy work, where tourism, agriculture, and supporting services were recognised as key drivers of local economic activity.

The composition of recent employment growth suggests a gradual shift toward a more service-oriented economy, while still grounded in traditional strengths. Growth in education and training and construction points to increasing local demand for services and investment, potentially linked to population change, lifestyle migration, and infrastructure upgrades. At the same time, continued expansion in accommodation and food services underscores the importance of the visitor economy, which remains a defining feature of Kentish's economic profile.

THE WORKFORCE TOTALS 1,740 (2025) IN KENTISH WITH OVER HALF CONCENTRATED IN THE FIVE LARGEST SECTORS



- Accommodation & Food Services (290 jobs)
- Livestock, Grains & Other Agriculture (200 jobs)
- Education & Training (150 jobs)
- Residential Care & Social Assistance Services (126 jobs)
- Non-Metallic Mineral Product Manufacturing (115 jobs)

Source: REMPLAN Annual Employment Estimates.

BETWEEN 2021 AND 2025, 170 NEW JOBS WERE CREATED IN KENTISH, WITH AROUND TWO-THIRDS OF THIS GROWTH IN FIVE KEY SECTORS



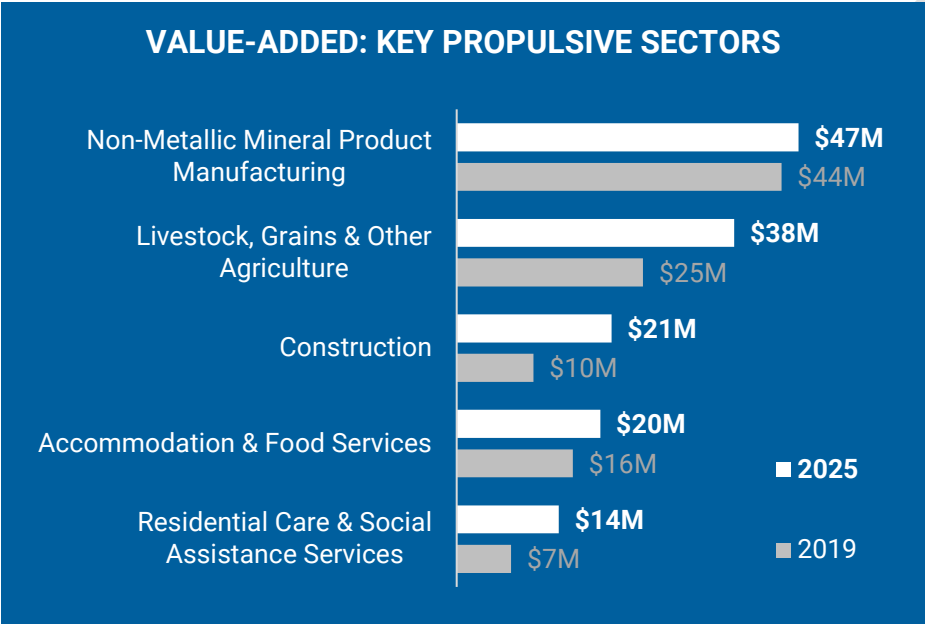
- Education & Training (+32 jobs)
- Accommodation & Food Services (+22 jobs)
- Livestock, Grains & Other Agriculture (+18 jobs)
- Construction Services (Trades) (+16 jobs)
- Construction & Building (+16 jobs)

Source: REMPLAN Annual Employment Estimates.

KENTISH REGION

Key propulsive sectors are those industries that play a critical role in driving the local economy. They are identified based on their combined contribution to regional exports, employment, value-added, and local expenditure (backward linkages). Collectively, these sectors generate economic activity, support supply chains, and underpin broader economic resilience across the Kentish municipality.

The value-added generated by these key propulsive sectors is illustrated in the chart below, highlighting their relative contribution to the Kentish economy.



Source: REMPLAN Economy.

In 2025, non-metallic mineral product manufacturing is the largest contributor to value-added, followed by agriculture and construction. These sectors reflect the municipality's strong industrial and primary production base, which continues to underpin economic output. Accommodation and food services and residential care and social assistance services also contribute significantly, demonstrating the growing importance of service industries that support both the visitor economy and local community needs. Since 2019, value-added has

increased across all highlighted sectors, with particularly strong growth in agriculture, construction, and tourism-related industries, indicating a broad-based expansion in economic activity.

The strength of these key propulsive sectors is further reflected in local expenditure patterns. As shown in the accompanying figure, industries in Kentish spent approximately \$145 million on locally sourced goods and services in 2025, with around 70% of this expenditure concentrated in the top five sectors. Non-metallic mineral product manufacturing and construction account for a significant share of this local spending, reinforcing their role in supporting local supply chains and business activity. Agriculture and food-related industries also demonstrate strong local purchasing behaviour, highlighting the interconnected nature of the regional economy. This concentration of expenditure illustrates how key propulsive sectors not only generate output but also sustain economic activity within Kentish through strong backward linkages.

LOCAL EXPENDITURE: TOP 5 INDUSTRIES (2025)		
	\$M	%
Non-Metallic Mineral Product Manufacturing	\$41M	28%
Construction	\$24M	16%
Livestock, Grains & Other Agriculture	\$18M	12%
Construction Services	\$12M	8%
Food Product Manufacturing	\$8M	6%
Top 5 Industries Sub-Total	\$102M	70%
Other	\$43M	30%
TOTAL	\$145M	100%

Source: REMPLAN Economy.

ECONOMIC FUTURE

Kentish enters the next five years with a resilient and diverse economic base, shaped by strong agricultural production, nationally significant manufacturing, and a visitor economy centred on Cradle Mountain. These strengths reflect a community that has consistently adapted to changing conditions, supported by a growing small-business sector, established supply chains and a distinctive creative identity that sets the region apart. At the same time, Kentish faces several challenges that will influence its economic trajectory, including limited serviced industrial land, pockets of poor digital connectivity, an ageing workforce, rising pressure on essential services, and infrastructure gaps that affect business confidence and the visitor experience.

Across the region, industry and community stakeholders consistently emphasise the need for clearer long-term planning, better integration of land use and infrastructure, and stronger coordination between neighbouring municipalities. Freight operators, manufacturers and agribusinesses highlight the importance of safer, more efficient transport links and planning certainty for future expansion. Tourism operators identify the need for improved wayfinding, visitor movement, and clearer pathways for new agritourism opportunities. Residents and workers point to the importance of better service access, housing options, and transport connections to support participation in work and community life.

These issues also highlight several opportunities that have the potential to reshape Kentish's economic landscape. Strengthening the role of Railton as a strategic industrial hub, planning for emerging manufacturing and logistics activity around the airport corridor, and improving the alignment between education, training, and health services all create pathways for new investment, job creation, and workforce development. There is also a growing need to establish a clearer regional picture of infrastructure priorities across roads, energy, water and digital networks to support decision-making, secure funding, and provide greater certainty for businesses seeking to expand or invest.

Realising these opportunities will rely on strong partnerships, both within Kentish and across the broader region. Kentish and Latrobe are closely linked through shared labour markets, visitor flows, supply chains and service networks. Working together provides a greater ability to shape future industry precincts, coordinate infrastructure planning, align advocacy, and elevate the region's visibility with State and Federal decision-makers. Collaboration also supports more coherent planning for housing, workforce attraction, and service delivery, key factors in ensuring that economic growth is matched by improvements in community wellbeing.

This Strategy responds to these regional dynamics by:

- focusing on enabling infrastructure,
- supporting competitive and resilient industries,
- strengthening liveability, and
- building a coordinated regional approach to economic development.

By setting a clear, evidence-based direction and working in partnership with Latrobe Council, industry, government and community, Kentish is well positioned to harness upcoming opportunities and deliver long-term prosperity for the region.

STRATEGIC FRAMEWORK



STRATEGIC PLANNING AND LEGISLATIVE CONTEXT

Economic development in local government operates within a broad planning and legislative environment that shapes Council priorities and defines how strategies must be developed and implemented. For Kentish, this context spans national, State and regional policy frameworks, as well as local statutory and strategic plans.

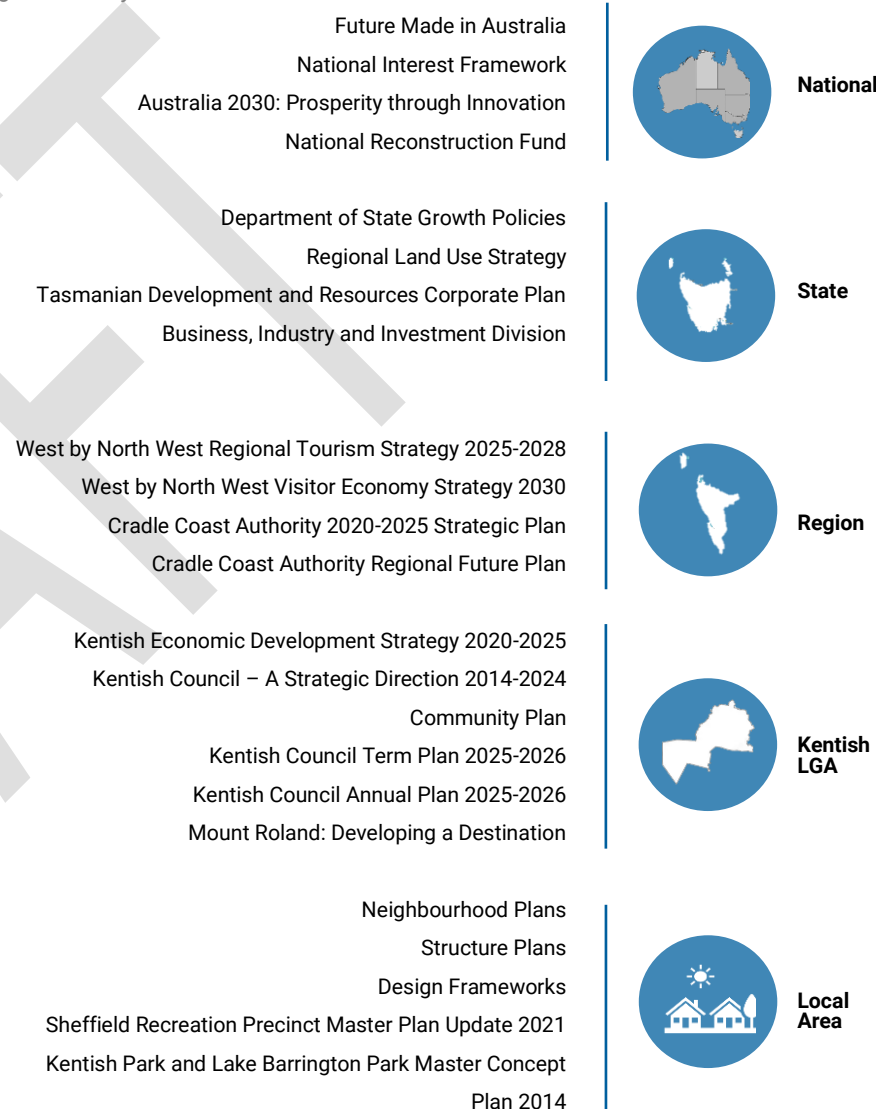
At the national and State levels, priorities such as industry development, innovation, regional investment, workforce growth, and infrastructure underpin the economic direction of Tasmanian regions. State Government policies, including the Regional Land Use Strategy and economic and industry initiatives led by the Department of State Growth, guide the settings in which local councils operate. These influence funding programs, regulatory frameworks, and investment decisions that shape Kentish's economic opportunities.

Regionally, Kentish is closely connected to Latrobe and neighbouring municipalities across the Cradle Coast, with shared workforce movements, transport corridors, visitor flows and agricultural production collectively shaping the region's prosperity. Regional strategies, including the Cradle Coast Strategic Plan and Regional Futures Plan, provide a coordinated direction for growth, industry diversification and liveability, reinforcing Kentish's role as an integral contributor to the broader regional economy.

Local strategic documents, including A Strategic Direction 2014–2024, the Kentish Council Term Plan 2025–2026, land-use plans, and master plans, shape Council's priorities and guide decision-making. The Economic Development Strategy has been developed with reference to these documents to ensure alignment with community aspirations, infrastructure planning, and regional economic directions.

Together, this policy and legislative environment provides the foundation for the Kentish Economic Development Strategy, ensuring it aligns with higher-level expectations while remaining tailored to local needs, opportunities and priorities.

Figure 1 Policy Context



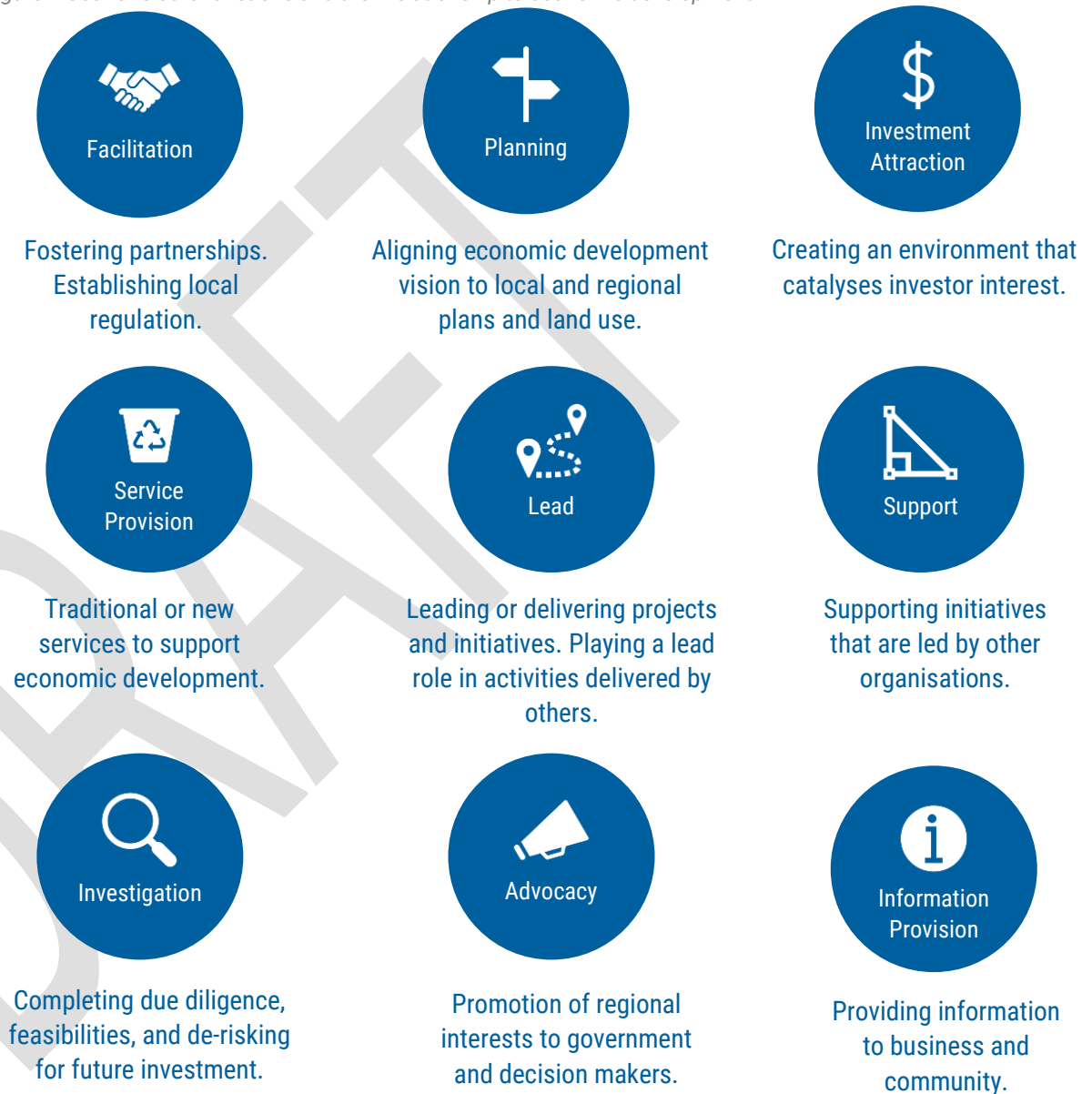
COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT

While private enterprise drives much of the economic activity within Kentish, local government plays a crucial enabling role. Council influences economic outcomes through decisions about land use, infrastructure, planning approvals, partnerships, investment attraction and community services. Its role is to create the conditions that support business growth, encourage investment, strengthen liveability, and help the community and industry adapt to emerging opportunities.

These functions, as indicated in the adjacent figure, can involve leading initiatives, supporting partners, or providing information depending on the issue and who is best placed to act. Council also plays a key role in helping the region's business community navigate challenges and opportunities, including supporting major employers, enabling growth in emerging industries, and working alongside groups such as the Kentish and Latrobe Independent Business Association (KaLIBA) to strengthen communication, capability and collaboration across sectors.

Through these activities, Council positions Kentish as a place where enterprise can grow, investment is encouraged, and community needs remain central to long-term economic success.

Figure 2 Council's core functions and their relationship to economic development



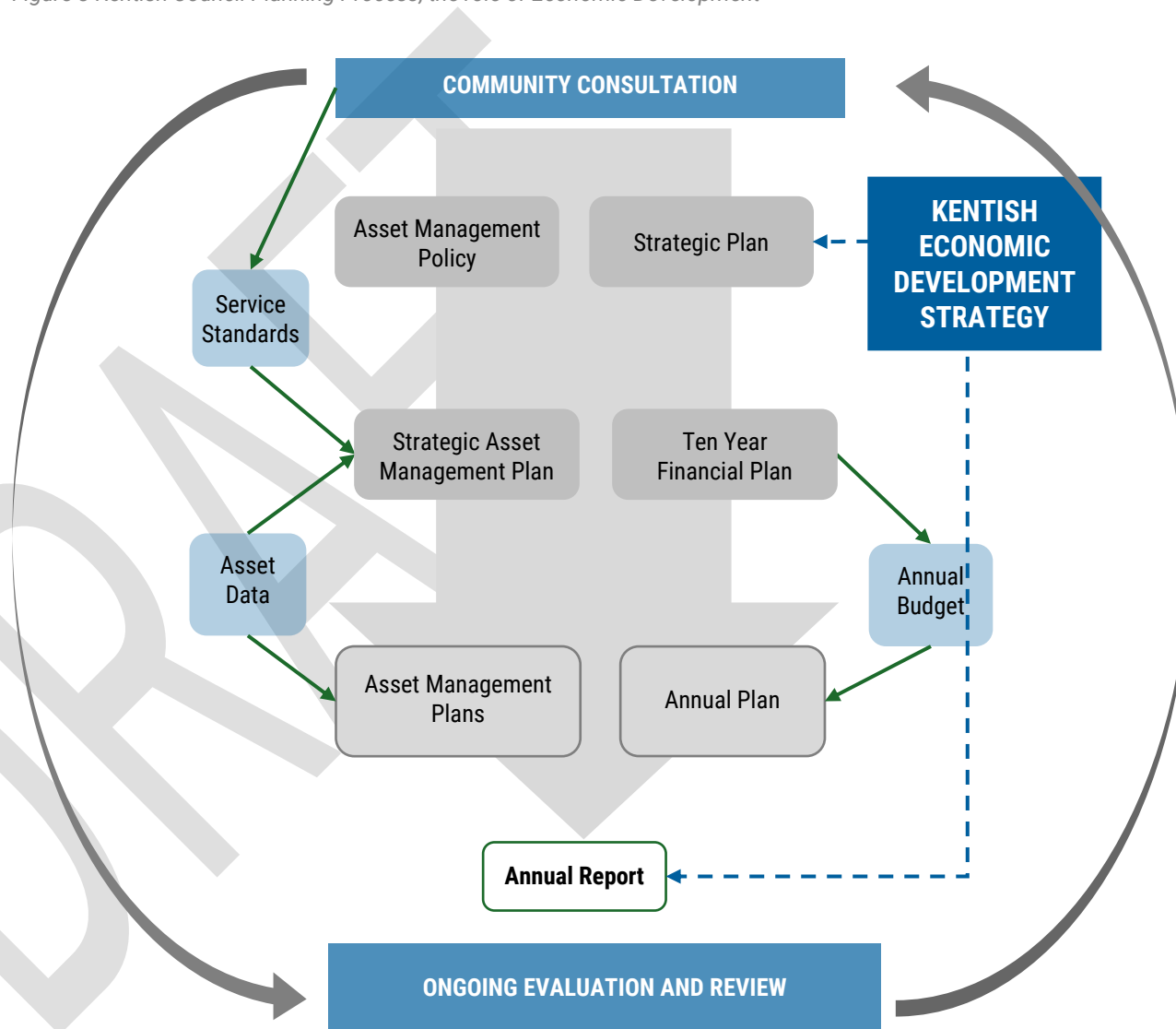
HOW ECONOMIC DEVELOPMENT SUPPORTS THE KENTISH COMMUNITY VISION

Economic development is fundamentally about improving community prosperity and wellbeing. Kentish's community vision is of a distinctive place where people want to live, supported by a caring community, vibrant local economy, and celebrated natural and cultural assets.

Economic development contributes to this vision by strengthening local industries, enabling employment, and supporting the services, infrastructure and activities that make Kentish a liveable and attractive place. It plays a key role in building a diverse and resilient economy that supports both residents and businesses.

Council's planning framework connects this vision to long-term financial, asset and land-use planning, as well as annual service delivery. The Economic Development Strategy sits within this framework, aligning with other Council functions and supporting shared priorities such as housing, infrastructure, workforce development and connectivity.

Figure 3 Kentish Council Planning Process, the role of Economic Development



ECONOMIC DEVELOPMENT STRATEGY



PURPOSE AND FUNCTION OF THE ECONOMIC DEVELOPMENT STRATEGY

The Kentish Economic Development Strategy (EDS) provides a framework to guide the municipality's economic priorities over the next five years. It sets a clear direction for strengthening the local economy, supporting businesses, enhancing liveability and fostering partnerships that drive shared prosperity.

The EDS outlines:

- a long-term vision for Kentish's economic future
- strategic objectives and priority focus areas
- actions to support growth, investment and resilience
- mechanisms for monitoring progress and reporting outcomes

The Strategy complements existing Council plans by focusing specifically on economic outcomes and aligning with land-use planning, infrastructure, financial planning and community development. It supports coordinated decision-making, advocacy, resource allocation and partnerships across Council and with external stakeholders.

The EDS has been shaped through analysis and engagement with Councillors, staff, local businesses, regional organisations and the community. It reflects local evidence, aligns with broader strategic directions, and responds to emerging opportunities and challenges.

By providing a focused and measurable plan, the EDS establishes a shared direction that supports collaboration, attracts investment and strengthens Kentish's long-term economic resilience.

Table 1 Key Kentish Council plans and strategies used to inform the Economic Development Strategy

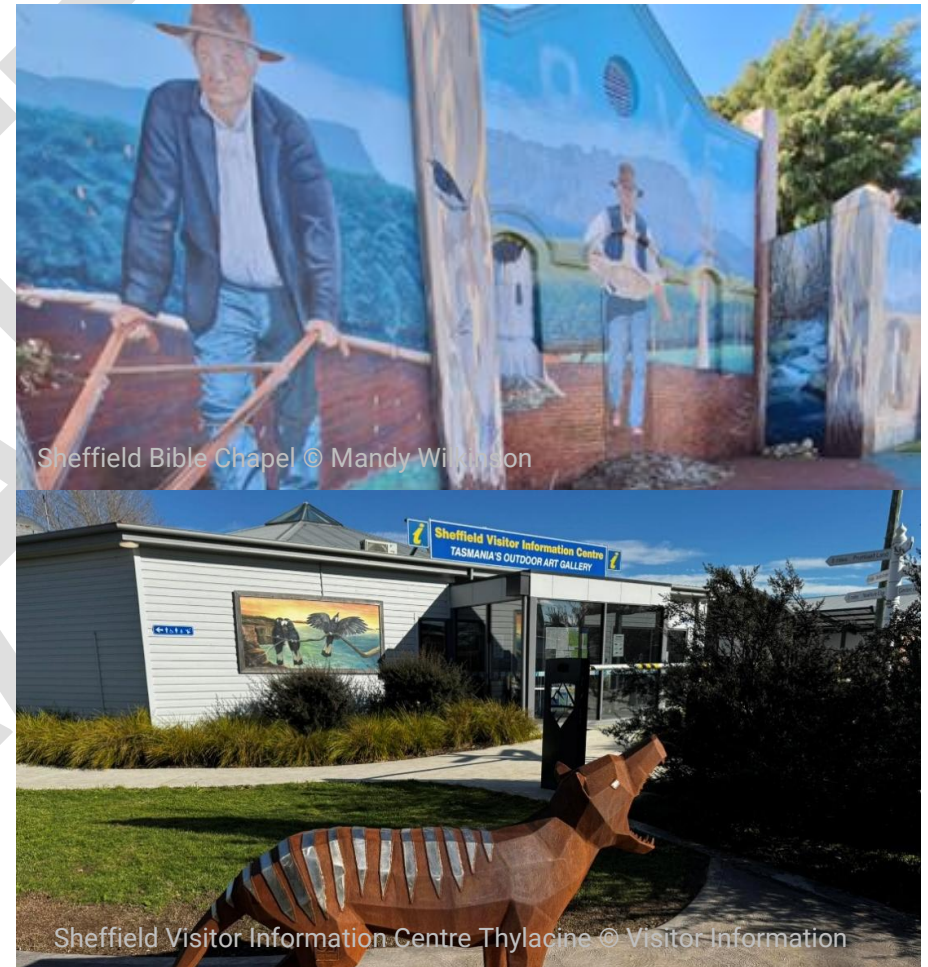
KENTISH COUNCIL PLANS AND STRATEGIES
Kentish Economic Development Strategy 2020-2025
Kentish Council Term Plan 2025-2026
A Strategic Direction 2014-2024
Kentish Asset Management Strategy
Annual Plan 2025-2026
Annual Budget 2025-2026
Kentish Events Strategy 2016
Community Health Needs Assessment 2015
Mount Roland: Developing a Destination Study
Mount Roland Blueprint for Development - Report
Lake Barrington and Kentish Park Draft Master Concept Plan
Sheffield Recreation Precinct Master Plan Update 2021
The Cradle Coast Regional Futures Plan 2019-2022
Tourism Visitor Engagement Strategy 2019-2023
The Tasmanian Visitor Economy Strategy 2015-2020
Tasmania Business Growth Strategy 2019-2023

KENTISH'S ECONOMIC VISION

Kentish Council's guiding strategic document is the Strategic Direction Plan 2014-2024 and Kentish Council Term Plan 2025-2026 which were developed to shape the future of Kentish and enable a collective response to its challenges, aspirations and opportunities to deliver outcomes that benefit the whole community.

To ensure alignment with the vision and aspirations of the community, the vision for Kentish Council's Economic Development Strategy reflects the community's vision for the local economy:

A unique place to live, work and visit, with a supportive and diverse economy, strong industries and rewarding opportunities.



STRATEGIC OBJECTIVES

Kentish Council's primary economic aims are to:

1. **Facilitate sustainable and diverse economic growth and development and attract investment.**
2. **Help raise the profile of Kentish as a place to live and visit, enhancing the community, business and visitor experience.**

Building on these are the Strategic Economic Objectives (Figure 4) which sit at the heart of the Kentish Economic Development Strategy. These objectives provide a framework that guides Council's efforts and ensures its work delivers meaningful long-term benefits for the community.

Each objective is supported by priority focus areas and targeted actions that connect Council's economic development activities to the outcomes the community seeks. This structured approach ensures Council's work is coordinated, measurable and grounded in evidence, while also allowing flexibility to adapt to emerging opportunities and industry needs.

Together, the strategic objectives provide a clear and cohesive pathway for strengthening Kentish's economic resilience, enhancing liveability, attracting investment and showcasing the municipality as a thriving rural community in which to live, work and visit.

Figure 4 Kentish Strategic Economic Objectives



UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

Secure infrastructure that enables business expansion, supports job creation, and drives long-term economic and population growth.



BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY

Support a diverse, innovative and competitive business environment that empowers local enterprise and agriculture, builds workforce capability, and supports sustainable economic growth and prosperity.



VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE

Foster a vibrant rural community offering quality housing, strong connections, and a distinctive lifestyle that attracts new residents and supports a growing, engaged workforce.



CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Cultivate a region that celebrates creativity, heritage, agriculture, and natural assets to grow a distinctive visitor economy, support local enterprise, and strengthen community pride.



A COUNCIL THAT IS A PARTNER FOR PROGRESS

Council will operate in a collaborative and forward-thinking manner, providing clear direction, fostering strong partnerships, and working with community and industry to achieve sustainable economic growth and shared prosperity.

OBJECTIVE 1: UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

Secure infrastructure that enables business expansion, supports job creation, and drives long-term economic and population growth.

WHY IT MATTERS

Reliable and future-ready infrastructure is essential to build Kentish's economic base, yet the municipality faces persistent gaps that limit business confidence, investment readiness, and community wellbeing. Ageing road networks, inefficient freight routes, and inadequate township presentation affect the productivity of key industries, including agriculture, manufacturing, and tourism. Additionally, weak mobile and internet coverage remain a barrier to farm technology adoption, business operations, and visitor servicing.

Kentish's key industries rely on infrastructure that is safe, efficient and fit for purpose. For agriculture, this includes reliable farm access, freight routes, drainage, water security and digital connectivity. For manufacturing and industrial activity, it includes serviced land, utilities and efficient transport links. For tourism and small business, it includes clear wayfinding, road quality, parking, digital access and well-maintained public infrastructure.

Infrastructure gaps currently limit growth in parts of the municipality. Ageing assets, road and drainage constraints, digital blackspots, limited serviced industrial land and utility servicing issues can increase operating costs, reduce productivity and discourage investment. These constraints affect both established industries and emerging opportunities.

At the same time, major infrastructure, energy and transport projects across the broader region present opportunities for Kentish to secure local benefits. Clear priorities, strong evidence and coordinated advocacy will be required to ensure regional investment supports local industry, improves community resilience and strengthens long-term economic capacity.

Council's role is to identify priorities, coordinate with infrastructure providers, advocate for investment and ensure local needs are clearly represented in regional, State and Federal decision-making.

KEY OUTCOMES

- Clear regional infrastructure priorities.
- Greater business and investor confidence.
- Safer, more efficient freight and transport links.
- More reliable and high-quality local infrastructure.
- Stronger digital and utility services.
- Improved ability to secure major project benefits.

STRATEGIC PRIORITIES



Infrastructure Intelligence and Advocacy: Build Kentish's long-term prosperity by preparing and implementing a framework to identify, prioritise and promote high-impact enabling infrastructure (energy, freight, water, digital).



Freight and Logistics Support: Support the review of freight and logistics corridors. Coordinate local industry engagement and align advocacy with State priorities.



Regional Maintenance and Renewal: Identify infrastructure renewal priorities that enhance business confidence (road/drainage). Use business feedback to inform advocacy for State road funding.



Servicing and Digital Connectivity Advocacy: Enable sustainable growth and investment by securing dependable digital water, energy, and servicing infrastructure that meets the needs of local industry and a growing community.

OBJECTIVE 2: BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY

Support a diverse, innovative and competitive business environment that empowers local enterprise and agriculture, builds workforce capability, and supports sustainable economic growth and prosperity.

WHY IT MATTERS

Kentish's economy is built on a diverse foundation of agriculture, manufacturing, tourism, construction, small enterprise and community services. These sectors support local employment, investment, supply chains and the economic activity that underpins community wellbeing.

Agriculture is a core productive industry within this broader economy. It includes family farms, commercial operations, livestock, dairy, fruit, vegetables, niche products, food processing and farm-based enterprises. Its diversity strengthens resilience and creates opportunities for value-adding, local procurement, agritourism and stronger connections between producers, processors, retailers and visitors.

Many businesses across Kentish face shared challenges, including workforce shortages, rising costs, digital limitations, limited time to access support, and complex planning, regulatory and investment pathways. Small businesses, including those in agriculture, tourism and visitor services, often need practical support to build capability, adopt digital tools, access grants, navigate approvals and participate in local supply chains.

Council can help strengthen the business environment by improving coordination, maintaining consistent engagement, supporting clearer development pathways and building partnerships with business groups, major employers, training providers and regional organisations. This includes building on existing relationships with KaLIBA, major employers, producers, processors and emerging industry clusters.

As the regional economy evolves, Kentish will need to support both established industries and new opportunities in agrifood, manufacturing, circular economy, waste innovation, tourism, construction and renewable energy supply chains. Council's role is to enable business confidence, connect enterprises to support, and help create the conditions for investment, innovation and long-term competitiveness.

KEY OUTCOMES

- A more connected and coordinated business community.
- Higher investor confidence and clearer development pathways.
- Stronger local business capability and supply-chain participation.
- A more skilled and adaptable workforce.
- Growth of innovative and sustainable industry clusters.
- A more active, diverse, and economically vibrant township.
- A more competitive and resilient economy.

STRATEGIC PRIORITIES



Business Engagement and Coordination: Review KaLIBA structure to align with regional priorities, maintain a shared business database across Kentish, and strengthen communication, collaboration, and alignment across Kentish's business community.



Investment Facilitation and Approvals: Create a clear, supportive, and investment-ready environment that enables businesses to navigate approvals efficiently and pursue new opportunities with confidence.



Business Capability and Local Procurement: Build the capability, digital readiness, and competitiveness of local enterprises by supporting the delivery of quarterly clinics (focused on digital marketing), and a Buy Local campaign (profiling regional manufacturers through social media).



Workforce and Skills Development: Develop a skilled, adaptable workforce by supporting planning pathways, EPA coordination, schools, TAFE, UTAS, and employers to align training pathways with emerging economic trends.



Industry Clusters and Innovation: Accelerate growth and diversification by fostering collaboration across industry clusters, encouraging innovation, and supporting sustainable and circular economy initiatives.

OBJECTIVE 3: VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE

Foster a vibrant rural community offering quality housing, strong connections, and a distinctive lifestyle that attracts new residents and supports a growing, engaged workforce.

WHY IT MATTERS

Vibrant, well-connected communities are essential to attracting and retaining residents, supporting a stable workforce, and enabling long-term economic growth. Access to quality housing, essential services, local transport, childcare, and digital connectivity underpins liveability and determines whether people can fully participate in work, education, and community life. In Kentish, these factors are key drivers of population growth and workforce capability, especially as industries evolve and local job opportunities expand.

Kentish faces unique challenges. The region's strong tourism sector and seasonal workforce needs create ongoing demand for diverse and flexible housing options, temporary worker accommodation, and transport solutions that support shift workers, residents, and visitors. Limited childcare access, gaps in public transport, and uneven digital connectivity further constrain participation for families, jobseekers, and commuting workers. However, the area's lifestyle advantages, such as a strong community identity and natural beauty, present a compelling opportunity to attract skilled workers and families if supported by coordinated action and improved services. For agriculture and other seasonal industries, liveability also depends on practical, safe, and affordable accommodation options for itinerant and seasonal workers.

Council's role is to enable this growth by fostering partnerships, coordinating solutions, and advocating for services that strengthen liveability. This includes supporting inclusion in regional housing partnerships, unlocking worker accommodation, improving community transport, and enhancing digital access. Campaigns that celebrate and promote Kentish's lifestyle and identity can reinforce community pride while attracting newcomers. By aligning these efforts with State agencies and local employers, Council can help ensure Kentish remains a welcoming, connected, and thriving place where people choose to live, work, and stay.

KEY OUTCOMES

- More diverse housing options for residents and workers.
- Better access to essential services for families and workers.
- Improved transport, amenity, and digital connectivity.
- Stronger community infrastructure.
- Enhanced community identity, resident attraction, and retention.
- A more connected, liveable region that supports growth.

STRATEGIC PRIORITIES



Housing and Workforce Readiness: Advocate for inclusion in State-level Regional Housing Partnerships to deliver diverse, affordable, and worker housing options that support long-term community needs and stability.



Childcare Accessibility and Training Advocacy: Strengthen access to childcare, training, health, and daily services to enable full workforce participation and support families and residents.



Amenity, Transport and Digital Inclusion: Advocate to improve local amenities, transport options, and digital connectivity to enhance liveability, access, and inclusion across all townships.



Vibrant and Connected Communities: Foster a strong sense of place and community identity through auditing and updating existing event facilities and information packages to strengthen initiatives that attract new residents and strengthen civic pride.

OBJECTIVE 4: CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Cultivate a region that celebrates creativity, heritage, agriculture, and natural assets to grow a distinctive visitor economy, support local enterprise, and strengthen community pride.

WHY IT MATTERS

Tourism and culture are central to Kentish's identity, local economy and community pride. The municipality's creative assets, agricultural landscapes, heritage, townships and proximity to Cradle Mountain–Lake St Clair National Park provide a strong foundation for a distinctive visitor economy.

However, Kentish does not always capture the full benefit of visitor movement through the region. Dispersed attractions, inconsistent signage, limited coordination, digital capability gaps and variable operator capacity can reduce visitor spend, length of stay and awareness of local experiences. Strengthening connections between townships, attractions, events, producers and natural assets will help convert visitation into broader local economic benefit.

Agritourism presents an opportunity to broaden the visitor economy and support local producers where it complements, rather than compromises, productive agriculture. Farm-to-plate experiences, farm-gate activity, tasting venues, boutique farm stays and seasonal produce promotion can add value to the visitor experience while supporting local enterprise. These opportunities need to be guided by practical planning pathways, biosecurity awareness, road safety and protection of productive land.

A coordinated regional approach with catchment Councils, including Latrobe Devonport and Central Coast, can strengthen Kentish's visitor identity and improve the visitor journey. Joint branding, aligned itineraries, consistent signage, digital promotion and event coordination can lift visibility and encourage visitors to explore more of the region.

Council's role is to coordinate, advocate and enable collaboration across operators, producers, community groups, regional tourism bodies, agencies and neighbouring councils. By supporting a connected and place-based visitor economy, Kentish can strengthen local enterprise, celebrate its identity and create year-round economic and community benefits.

KEY OUTCOMES

- A stronger, more recognisable regional identity.
- Improved visitor access and movement across the region.
- Greater local awareness and engagement in the visitor economy.
- A more consistent and high-quality visitor experience.
- Growth in agritourism and place-based experiences.
- A richer creative and cultural environment supporting local enterprise.

STRATEGIC PRIORITIES



Unified Branding and Destination Package: Strengthen Kentish's identity by preparing a joint Destination Information and Campaign Package linking event listings, itineraries, and operator profiles to highlight local creativity, heritage, and distinctive visitor experiences.



Tourism Dispersal and Connectivity: Improve visitor access and movement across the region by delivering a gateway linking key destinations, attractions, and neighbouring LGAs through coordinated signage, parking, virtual tour guiding, and shuttles.



Tourism Awareness and Capability: Strengthen community understanding and capability by enhancing KaLIBA's role in delivering visitor economy education and cross-promotion.



Agri-Tourism Support: Advocate for Kentish's creative strengths, cultural assets, and rural character through agritourism and a Masterplan to reinforce a unique sense of place and community pride.

OBJECTIVE 5: LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

Council will operate in a collaborative and forward-thinking manner, providing clear direction, fostering strong partnerships, and working with community and industry to achieve sustainable economic growth and shared prosperity.

WHY IT MATTERS

Strong leadership, coordinated planning, and effective partnerships are essential to creating the certainty businesses and communities need to plan, invest, and grow. When Councils work collaboratively with industry and other levels of government, they can better shape regional priorities, secure funding, and deliver outcomes that no single organisation could achieve alone.

Currently, fragmented communication, inconsistent approvals, and disconnected advocacy across Kentish and Latrobe slow investment and reduce the impact of major initiatives. Key sectors, including manufacturing, tourism, energy, and agribusiness, require structured engagement, coordinated infrastructure planning, and streamlined development pathways to support diversification and long-term productivity. Without shared evidence and aligned advocacy, the region risks missing opportunities linked to major transport and infrastructure programs.

Given the region's reliance on major employers, such as Cement Australia, Hydro Tasmania, Dulverton Waste Management, Mill Park Wesley Vale, BioMar, KaLIBA, and a diverse base of small businesses, coordinated leadership is critical. Joint advocacy, shared evidence, industry working groups, and consistent communication will help ensure regional needs are prioritised in State and Federal decision-making.

Council's role is to provide a clear direction, facilitate collaboration, and strengthen governance frameworks that support coordinated action, including support of strategic land-use planning that protects productive agricultural land, manages rural-residential interfaces, and minimises land-use conflicts between farming, tourism, lifestyle development and future growth.

By improving transparency, aligning advocacy, and building strong partnerships, Council can create a stable and trusted environment that supports investment confidence, community trust, and long-term prosperity.

KEY OUTCOMES

- Clear land-use direction and investor certainty.
- Stronger, evidence-based regional advocacy.
- More effective partnerships across sectors.
- Greater transparency and community trust.
- A more capable and responsive Council.
- A stable environment that supports long-term prosperity.

STRATEGIC PRIORITIES



Advocacy and Transport Inclusion: Advocate for inclusion of local priorities in the Cradle Coast Integrated Transport Strategy and champion shared regional priorities.



Industry Groups and Governance Capacity: Build strong, structured partnerships with industry, government, and regional organisations by forming Local Industry Working Groups for quarterly engagement and collaboration to deliver shared outcomes.



Communication and Transparency: Enhance public trust and engagement by creating an Operator–Parks–State comms protocol with a single source of truth for updates and closures to improve the transparency of Council decisions and processes.

ECONOMIC DEVELOPMENT STRATEGY SUMMARY

ECONOMIC VISION

A unique place to live, work and visit, with a supportive and diverse economy, strong industries and rewarding opportunities.

ECONOMIC VISION				
A unique place to live, work and visit, with a supportive and diverse economy, strong industries and rewarding opportunities.				
Unlocking Infrastructure to Enable Growth	Business and Industry that Powers a Diverse and Competitive Economy	STRATEGIC OBJECTIVES Vibrant and Connected Places that Attract and Retain Population and Workforce	Culture and Tourism that Strengthen Identity and Prosperity	A Council that is a Partner for Progress
Strategic Priorities: - Infrastructure Intelligence and Advocacy - Freight and Logistics Support - Regional Maintenance and Renewal - Servicing and Digital Connectivity Advocacy Outcomes: ✓ Clear regional infrastructure priorities. ✓ Greater business and investor confidence. ✓ Safer, more efficient freight and transport links. ✓ More reliable and high-quality local infrastructure. ✓ Stronger digital and utility services. ✓ Improved ability to secure major project benefits.	Strategic Priorities: - Business Engagement and Coordination - Investment Facilitation and Approvals - Business Capability and Local Procurement - Workforce and Skills Development - Industry Clusters and Innovation Outcomes: ✓ More connected, coordinated business community. ✓ Higher investor confidence and clearer development pathways. ✓ Stronger local business capability and supply-chain participation. ✓ Increasingly skilled and adaptable workforce. ✓ Growth of innovative and sustainable industry clusters. ✓ A more active, diverse, and economically vibrant township. ✓ A more competitive and resilient economy.	Strategic Priorities: - Housing and Workforce Readiness - Childcare Accessibility and Training Advocacy - Amenity, Transport and Digital Inclusion - Vibrant and Connected Communities Outcomes: ✓ More diverse housing options for residents and workers. ✓ Better access to essential services for families and workers. ✓ Improved transport, amenity, and digital connectivity. ✓ Stronger community infrastructure. ✓ Enhanced community identity, resident attraction, and retention. ✓ A more connected, liveable region that supports growth.	Strategic Priorities: - Unified Branding and Destination Package - Tourism Dispersal and Connectivity - Tourism Awareness and Capability - Agri-Tourism Support Outcomes: ✓ A stronger, more recognisable regional identity. ✓ Improved visitor access and movement across the region. ✓ Greater local awareness and engagement in the visitor economy. ✓ A more consistent and high-quality visitor experience. ✓ Growth in agritourism and place-based experiences. ✓ A richer creative and cultural environment supporting local enterprise.	Strategic Priorities: - Advocacy and Transport Inclusion - Industry Groups and Governance Capacity - Communication and Transparency Outcomes: ✓ Clear land-use direction and investor certainty. ✓ Stronger, evidence-based regional advocacy. ✓ More effective partnerships across sectors. ✓ Greater transparency and community trust. ✓ A more capable and responsive Council. ✓ A stable environment that supports long-term prosperity.

IMPLEMENTATION PLAN



OVERVIEW

The Kentish Economic Development Strategy Implementation Plan outlines a coordinated Action Plan and Monitoring and Evaluation Framework to guide delivery over the five-year period, advancing the Strategy's objectives.

The Implementation Plan reflects a coordinated approach to economic development across Kentish and Latrobe, recognising the shared organisational structure and resourcing model of the two Councils. Many actions are delivered jointly, leveraging collective capacity, partnerships and regional opportunities.

Ongoing review and adaptation will be essential. Council will embed monitoring and evaluation within its annual planning cycle to ensure the Strategy remains responsive, evidence-based, and aligned with local needs, as well as regional, State and Federal priorities. Council may initiate an unscheduled review if material changes in economic conditions, key employer status, or available funding significantly alter the Strategy's assumptions.

ACTION PLAN

Actions contained in the Action Plan have been identified as those with the greatest potential impact, aligned with Council capacity and the Strategy timeframe (2026–2030), with a focus on accelerating delivery of the strategic objectives:

1. **Unlocking Infrastructure to Enable Growth**
2. **Business and Industry that Powers a Diverse and Competitive Economy**
3. **Vibrant and Connected Places that Attract and Retain Population and Workforce**
4. **Culture and Tourism that Strengthen Identity and Prosperity**
5. **Leadership And Partnerships That Enable Shared Progress**

Each action identifies Council's primary role, recognising that delivery often requires collaboration. Actions will be delivered jointly with Latrobe Council unless marked (K), indicating Kentish Council only responsibility.

Council's role is defined as:

- **Lead:** Council is accountable for driving the initiative, coordinating partners and reporting progress, though delivery may involve others.
- **Partner:** Council shares responsibility and contributes resources, coordination or advocacy, but does not hold sole accountability.
- **Support:** Council provides targeted support to initiatives led by others.

Potential partners listed in the Action Plan are provided as an indicative guide to support future implementation. These organisations have been identified because their strategic purpose, policy role, service responsibilities or sector interests may align with the intent of particular actions. Their inclusion does not represent a confirmed commitment, endorsement or agreed delivery role. Council will engage with relevant organisations as actions are progressed, with any partnership arrangements to be confirmed through future discussions, available resources, organisational priorities and project-specific requirements.

The following acronyms have been adopted to describe action delivery partners:

- Cradle Coast Authority (CCA)
- Department for Education, Children and Young People (DECYP)
- Kentish and Latrobe Independent Business Association (KaLIBA)
- National Broadband Network (NBN Co)
- Non-Governmental Organisations (NGOs)
- Returned Service League (RSL)
- Registered Training Organisations (RTOs)
- State Emergency Service (SES)
- Technical and Further Education (TAFE)
- Tasmanian Minerals, Manufacturing and Energy Council (TMEC)
- University of Tasmania (UTAS)
- West North West Working (WNW Working)
- West by North West (WxNW)
- Visitor Information Centres (VIC)

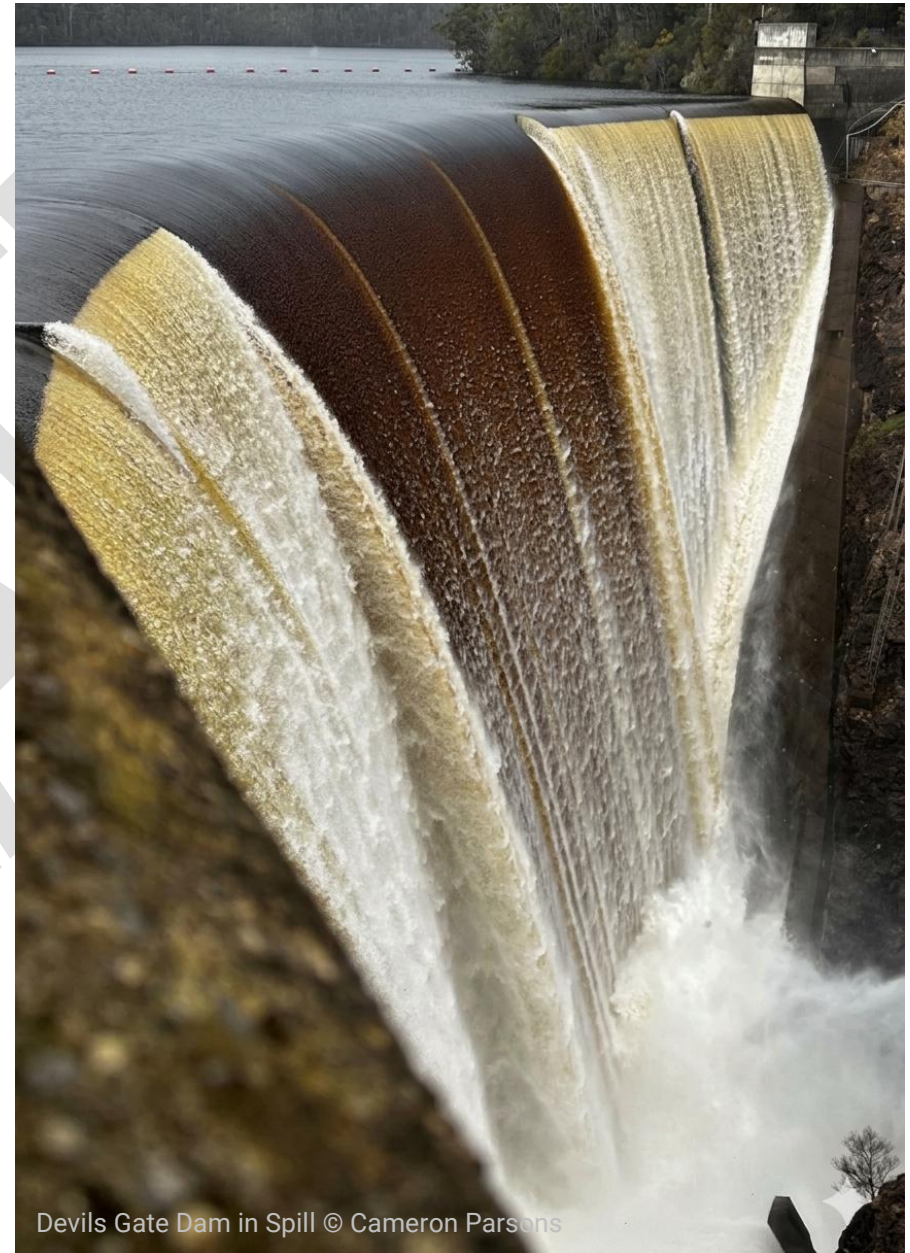
IMPLEMENTATION PLAN

If not considered to be a business as usual activity (noted as BAU), the following timeframes have been allocated to each delivery:

- **Short:** undertaken in 2026/2027.
- **Medium:** undertaken in 2-3 years.
- **Long:** undertaken in 4-5 years.
- **Ongoing:** advocacy actions and BAU activity

Priority reflects the relative urgency, sequencing, and impact of each action:

- **High:** Actions that enable growth with strong strategic alignment and significant economic impact. Typically, well-defined and require early implementation to address key opportunities or constraints
- **Supporting:** Actions that support growth and enable higher-priority initiatives. These actions are important to overall Strategy success and progress in a staged or coordinated manner.
- **Strategic:** Longer-term or opportunity-driven actions, often involving advocacy or further investigation. Delivery is less certain and will be advanced as opportunities or enabling conditions are established.



Devils Gate Dam in Spill © Cameron Parsons

IMPLEMENTATION PLAN

OBJECTIVE 1: UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

Actions Actions under this objective focus on securing infrastructure to enable business expansion, supports job creation, and drives long-term economic and population growth.		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
1.1	INFRASTRUCTURE INTELLIGENCE AND ADVOCACY Prepare and implement an Infrastructure Advocacy and Investment Framework, to identify, prioritise and promote high-impact enabling infrastructure that supports regional growth across Kentish and Latrobe. Supporting actions include: • Undertake a Regional Infrastructure Prioritisation Study to identify key enabling infrastructure necessary to unlock industrial, residential, community and agricultural growth, including energy, agricultural freight routes, irrigation and water-security infrastructure such as the Sassafras Wesley Vale Irrigation Scheme Augmentation, digital connectivity for farm technology, and rural road and drainage priorities. • Identify project priorities, readiness stages, and funding alignment to support coordinated lobbying and grant submissions. • Develop and maintain a Joint Infrastructure Prospectus highlighting shovel-ready projects and priority upgrades, supported by robust evidence including cost-benefit analysis and economic impact assessment. • Establish regular coordination with key infrastructure providers (e.g. TasNetworks, TasWater, State Roads and other relevant agencies) to identify constraints early and align investment sequencing. • Use shared evidence and unified messaging to present coordinated briefings and funding submissions to State and Federal agencies. • Develop a Community Impact and Benefit Guideline to ensure major energy and infrastructure projects deliver positive local outcomes, including employment, resilience, amenity and long-term economic benefit.	Support	CCA/Mersey Leven Alliance to lead. Other partners: State Growth, Hydro Tas, TasNetworks, Tasmanian Irrigation, Federal and State Governments and agencies	Short	High

IMPLEMENTATION PLAN

1.2	FREIGHT AND LOGISTICS SUPPORT Support the review of freight, logistics and farm access corridors, including routes used by agricultural machinery, processors and time-sensitive produce movements. Supporting actions include: • coordinate local industry engagement, • collecting business feedback, quantifying economic impacts, • aligning advocacy with State priorities and using findings to strengthen funding submissions for regional transport upgrades.	Support	State Growth, TasPorts, local industry	Ongoing	Strategic
1.3	RENEWAL PRIORITIES Identify infrastructure renewal priorities that enhance business confidence, liveability, and visitor appeal, including road and drainage repairs, township presentation, signage, and digital connectivity. Use business and community feedback to inform renewal priorities and advocacy for State road funding. Use agricultural feedback to inform road, drainage, verge and roadside weed management priorities, including advocacy to State road manager where issues affect farm productivity, biosecurity or road safety.	Support	Council Infrastructure Services, community associations, KaLIBA, SES (for emergency signage)	Medium	High
1.4	DIGITAL CONNECTIVITY ADVOCACY Work with NBN Co, Telstra and the State to improve mobile and internet coverage across key businesses, visitor and farming areas. Advocate for improved digital connectivity across rural areas and townships to support farm businesses, rural residents, tourism, seasonal workers, students and local enterprises.	Support	NBN Co, Telstra, KaLIBA, WNW Working	Ongoing	Strategic
K1.1	DIGITAL INCLUSION PILOT (KENTISH) Position Kentish as a testbed for regional digital connectivity and upskilling initiatives. Supporting actions: • coordinate with potential partners to identify pilot programs focussed on managing 'peak' bandwidth demands (e.g. during events) temporary boosters etc, • gather data on local business connectivity needs, farm businesses and rural producers to assist with advocacy efforts, and • deliver digital skills training to strengthen business resilience and innovation (via KaLIBA).	Partner	KaLIBA to lead. Other partners: NBN Co, Telstra, State Growth, local businesses, DECYP / libraries, RTOs, WNW Working, CCA	Medium	Supporting

IMPLEMENTATION PLAN

OBJECTIVE 2: BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY

Actions Actions under this objective focus on supporting a diverse, innovative and competitive business environment that empowers local enterprise and agriculture, builds workforce capability, and supports sustainable economic growth and prosperity.		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
2.1	KALIBA REVIEW & DATABASE Review KaLIBA's structure and focus to ensure alignment with Council objectives and regional priorities. Maintain and update a shared business database across both LGAs for communication, emergency coordination, and grant notifications. Ensure agricultural businesses and producers are included on the business database and included in communications.	Lead	KaLIBA	Short	Supporting
2.2	MAJOR PROJECT CONCIERGE Establish a Major Projects Concierge function by positioning the EDO role to provide strategic account management, early guidance whole-of-Council coordination for major local projects, key industry stakeholders, significant agribusiness, food production, farm diversification, and value-adding proposals where appropriate. This would focus on: • Building and maintaining long-term relationships with strategic employers and investors. • Providing early guidance and pre-lodgement coordination support. • Escalating issues internally to reduce delays and improve investor confidence. • Supporting projects that fall outside State-led facilitation frameworks.	Lead	N/A	Short	High
2.3	BUSINESS SKILLS CLINIC Support quarterly Business Skills Clinics focused on digital marketing, Australian Tourism Data Warehouse readiness, procurement capability, digital tools for producers, farm-gate marketing, procurement readiness, grant navigation and export growth. Promote through both Councils' websites and business networks.	Support	KaLIBA, Business Tasmania, WxNW Tourism	Ongoing	Supporting

IMPLEMENTATION PLAN

2.4	BUY LOCAL CAMPAIGN In partnership with West by North West (WxNW) under Council's MOU, deliver a Buy Local, Support Local campaign profiling regional manufacturers, growers, food producers and service providers, and advocate for State agencies and major institutions to increase practical opportunities for local food and produce purchasing through coordinated marketing, social media and events.	Support	KaLIBA, WxNW Tourism	Ongoing	Supporting
2.5	WORKFORCE PARTNERSHIPS Support schools, TAFE, UTAS, and employers through the Project Readiness Program to deliver targeted workforce and training initiatives supporting the renewables, manufacturing, and tourism sectors. Advocate to promote agriculture, food production, trades, manufacturing, renewables and tourism as local career pathways.	Support	WNW Working, TMEC, UTAS, CCA	Medium	High
2.6	PLANNING PATHWAYS Support proponents to navigate planning, environmental and regulatory approval pathways, including coordination with relevant State agencies where required, to enable sustainable agriculture, farm business expansion, shared infrastructure and appropriate diversification. Prepare practical guidance and pre-lodgement resources to support agricultural development applications, including farm business expansion, on-farm worker accommodation, farm-gate activity, and farm stays.	Support	CCA	Medium	High
2.7	INDUSTRY CLUSTERS Facilitate Industry Cluster Plans and partnerships between local producers, processors, and emerging industries to support regional agrifood, circular economy, waste, bioenergy and value-adding opportunities.	Support	KaLIBA, CCA	Medium	Supporting
2.8	ACTIVITY CENTRE INITIATIVES Implement priority Activity Centre initiatives, aligned with adopted Structure and Strategic Plans, to support sustainable growth, mixed-use development, public realm enhancement and economic activation.	Lead (Coordination)	Local businesses, KaLIBA	Long	Supporting

IMPLEMENTATION PLAN

OBJECTIVE 3: VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE

Actions Actions under this objective focus on fostering a vibrant rural community offering quality housing, strong connections, and a distinctive lifestyle that attracts new residents and supports a growing, engaged workforce.		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
3.1	HOUSING ADVOCACY Advocate for inclusion in State-level Regional Housing Partnerships to deliver diverse, affordable, worker housing options, including practical seasonal and itinerant worker accommodation that supports agriculture, tourism, major projects and local service industries.	Support	Housing Tasmania, developers, RSL, aged care providers, disability providers	Ongoing	Strategic
3.2	CHILDCARE & TRAINING ADVOCACY Advocate for new childcare and training hubs near industrial precincts and town centres, identifying suitable sites and demonstrating workforce benefits, including improved workforce participation and retention for agricultural employers, rural families and seasonal workers. Facilitate partnerships between landowners, service providers, and funding agencies to accelerate delivery and expand access for working families.	Support	Dept. of Education, TAFE, TMEC, NGOs, private childcare operators	Ongoing	Strategic
3.3	TRANSPORT ADVOCACY Advocate to improve community transport options.	Support	State Growth, Bicycle Network Tas	Ongoing	Strategic
3.4	TRANSPORT NETWORK REVIEW Engage in State-led transport network reviews (DSG lead), gathering local data and evidence on agricultural machinery movements, farm freight and produce transport, school and workforce routes, and interactions between visitor traffic and local transport networks to support the case for review and inform proposed changes, while ensuring active community engagement throughout the process.	Support	State Growth	Ongoing	Strategic

IMPLEMENTATION PLAN

K3.1	INFRASTRUCTURE AUDIT Support built and open council areas that build community connections through business and community activities. Audit existing facilities and identify infrastructure gaps across both LGAs.	Support	Local schools, community groups	Short	Supporting
K3.2	NEW RESIDENTS KIT Review and update existing New Residents Information Kit for circulation and host on Council website.	Lead	N/A	Short	BAU
K3.3	WORKFORCE SHUTTLES Support promotion and advocacy workforce shuttles, shared accommodation and pooled transport models for Cradle Valley operators and other seasonal industries, including agriculture where demand is demonstrated.	Support	Tourism operators, Hydro Tasmania	Ongoing	Strategic

IMPLEMENTATION PLAN

OBJECTIVE 4: CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Actions Actions under this objective focus on cultivating a region that celebrates creativity, heritage, agriculture, and natural assets to grow a distinctive visitor economy, support local enterprise, and strengthen community pride		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
4.1 DESTINATION PACKAGING Prepare a joint Destination Information and Campaign Package linking both LGAs' event listings, itineraries and operator profiles, with targeted visitor packages aligned to key arrival markets and seasonal themes. Key components to include: • Develop integrated digital and print materials connecting events, trails and experiences across both municipalities. • Create targeted itineraries for Spirit of Tasmania drive markets (including caravans and RVs), mountain bike visitors (Wild Mersey), and cruise ship day visitors. • Include food, produce and farm-based experiences in visitor itineraries and packaged where operators are visitor-ready and routes are suitable. • Package themed experiences across arts, coastal/river, and wellness/nature offerings. • Coordinate a shared seasonal campaign calendar (e.g. Winter Wellness, Summer on the River) to align marketing and cross-promotion.		Lead	Tourism Tasmania, RTOs, KaLIBA, local operators, Visitor Information Centres (VIC)	Short	Supporting
4.2 CRADLE CORRIDOR GATEWAY Deliver a Cradle Corridor Gateway linking Devonport Airport, Latrobe, Sheffield, and Cradle through coordinated signage, parking, and coach nodes, virtual tour guiding and story-telling. Partner with transport operators to develop and trial seasonal shuttle services improving visitor access under a shared co-funding model.		Lead	WxNW Tourism, Parks Tasmania, Airport, Tourism Tasmania, Devonport Airport, operators, CCA	Long	High

IMPLEMENTATION PLAN

4.3	TOURISM AWARENESS & CAPABILITY Strengthen tourism awareness and industry capability by enhancing KaLIBA's role in delivering visitor economy education, collaboration and cross-promotion initiatives across Kentish and Latrobe LGAs. Key Components • Deliver short workshops, briefings and/or online resources for small businesses on how tourism spending – including from neighbouring municipalities – contributes to local economic growth and year-round trade. • Provide short guidance on agritourism readiness, biosecurity, visitor management, insurance, trading consistency and cross-promotion. • Promote a unified approach to the visitor economy through coordinated messaging, cross-promotion, and stronger collaboration between operators, KaLIBA and councils. • Encourage improved service readiness, trading consistency and shared promotion of events, trails and experiences across the region.	Support	KaLIBA, THA, WxNW	Ongoing	Supporting
4.4	AGRI-TOURISM SUPPORT Support appropriate agritourism and farm-based visitor experiences that complement productive agriculture, protect biosecurity and road safety, and maintain long-term agricultural viability.	Lead	WxNW, Tourism Tasmania, Local operators, KaLIBA.	Medium	Supporting
K4.1	OUTDOOR ART STRATEGY Continue to support Kentish as Tasmania's Outdoor Art Gallery. • develop a strategy inclusive of infrastructure, business as usual and artist-in-residence programs • diversify artistic modes, including murals, 3D art, events and nature-based experiences • recognise the lifecycle of outdoor artworks by incorporating maintenance, renewal and replacement planning, including a pipeline of new works to ensure continuity and quality of the art offering.	Lead	Arts Tasmania, local artists.	Medium	Supporting

IMPLEMENTATION PLAN

OBJECTIVE 5: LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

Actions Actions under this objective ensure Council operates in a collaborative and forward-thinking manner, providing clear direction, fostering strong partnerships, and working with community and industry to achieve sustainable economic growth and shared prosperity.		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
5.1	TRANSPORT INCLUSION Advocate for inclusion of local priorities, agricultural freight, farm access routes, machinery movements, road safety and produce transport needs in the Cradle Coast Integrated Transport Strategy and related State initiatives.	Partner	CCA, State Growth	Ongoing	Strategic
5.2	INDUSTRY WORKING GROUPS Form Local Industry Working Groups for quarterly engagement and collaboration. Publish summary notes online to demonstrate transparency. Where relevant, use targeted, issue-based engagement with agricultural representatives and relevant peak bodies to inform Council advocacy, planning and infrastructure priorities.	Support	KaLIBA to Lead	Short	Supporting
K5.1	PARKS COMMS PROTOCOL Create an Operator–Parks–State comms protocol: single source of truth with a service level agreement for updates providing operations with an escalation line to correct closures within hours.	Partner	Parks Tasmania, State Growth	Short	Supporting

MONITORING AND EVALUATION

The Economic Development Strategy will be monitored through a structured framework that links strategic objectives to measurable economic, social and place-based outcomes.

Each objective is supported by:

- clearly defined outcomes that describe the intended long-term changes;
- a set of practical measures that collectively track progress toward these outcomes; and
- quantifiable targets that provide benchmarks to guide delivery and assess performance over time.

The majority of actions within this Strategy are delivered through shared Council resources across Kentish and Latrobe. Accordingly, targets are expressed at a combined municipal level, reflecting the integrated nature of economic activity and service delivery across the two areas.

This approach recognises that economic outcomes do not align neatly with administrative boundaries and are influenced by regional labour markets, supply chains and service catchments.

While targets are set collectively, performance will be monitored at both a combined and municipal level. This ensures local outcomes are understood and enables actions to be adapted to reflect the differing scale, opportunities and constraints of each economy.

Measures are not intended to align one-to-one with individual outcomes; rather, they provide a collective indication of progress across each objective area. This ensures progress is assessed based on contribution to broader economic outcomes, rather than completion of actions alone, and supports clear and consistent reporting to Council, stakeholders and the community.

The framework is designed to be practical and adaptable. While quantitative data will be used wherever possible, some outcomes will be informed by qualitative insights, stakeholder feedback and proxy indicators where direct measurement is not available. This reflects the complex and enabling role Council plays in economic development, where many outcomes are influenced rather than directly controlled.

Baseline data will be established in Year 1, with progress reported annually and reviewed at the mid-point of the Strategy.



IMPLEMENTATION PLAN

OBJECTIVE & OUTCOMES Outcomes describe the intended long-term changes that reflect success for each objective.	MEASURES Measures are practical indicators used to track progress toward these outcomes.	TARGETS Targets provide a quantifiable benchmark to guide delivery and assess performance over time.
OBJECTIVE 1: UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH		
Infrastructure supports business growth and investment Improved connectivity and access across the municipality Increased capacity to support population and employment growth	Delivery of priority infrastructure projects	 100% of funded projects delivered within agreed timeframes
	Value of infrastructure investment leveraged, secured or influenced through external funding, partnerships and Council advocacy	 \$500,000–\$5M over the Strategy period
	Improved utilisation of key infrastructure assets (e.g. recreation, trails, precincts)	 Year-on-year increase
	Business and industry feedback on infrastructure constraints	 Stabilisation or improvement over the Strategy period
OBJECTIVE 2: BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY		
Growth in the number and diversity of local businesses	New business registrations	 5–8 new businesses per year
Stronger and more resilient industry sectors	Net growth in total businesses	 1–2% annual increase
Improved business capability and workforce readiness	Businesses supported by Council (advice, referrals, grants)	 20–30 businesses per year
	Participation in training, mentoring and capability programs	 30–50 participants annually
	Local businesses, producers and creatives profiled or supported	 15–25 per year
	New or expanded products, services or enterprises	 2–4 per year
	Business sentiment	 ≥65% neutral or positive outlook
	Stakeholder satisfaction with Council's support for rural and agricultural business to be assessed via inclusion in Council's Community Surveys	 Baseline established in Year 1 and maintained or improved over the Strategy period

IMPLEMENTATION PLAN

OBJECTIVE & OUTCOMES Outcomes describe the intended long-term changes that reflect success for each objective.	MEASURES Measures are practical indicators used to track progress toward these outcomes.	TARGETS Targets provide a quantifiable benchmark to guide delivery and assess performance over time.
OBJECTIVE 3: VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE		
Increased population attraction and retention Strong community participation and connectedness Improved liveability and sense of place	Participation in community events and programs	 5–10% increase over the Strategy period
	Community-led initiatives supported	 8–12 per year
	Youth-focused initiatives delivered	 1–2 per year
	Volunteer participation	 Maintain or grow annually
	Community satisfaction with liveability	 ≥70% satisfaction
	Utilisation of community facilities and spaces	 Increase over time
OBJECTIVE 4: CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY		
Increased visitation and visitor spend A stronger year-round visitor economy Enhanced regional identity and cultural vibrancy	Visitor numbers	 3–5% growth over the Strategy period
	Number of events delivered	 Maintain baseline and introduce 1–2 new events over the Strategy period
	Event attendance	 5–10% increase over the Strategy period
	Off-season (shoulder/winter) initiatives	 At least 1–2 new initiatives
	Digital engagement with tourism and destination content	 5–10% annual growth
	Utilisation of tourism assets (e.g. MTB trails, arts, attractions)	 Year-on-year increase

IMPLEMENTATION PLAN

OBJECTIVE & OUTCOMES Outcomes describe the intended long-term changes that reflect success for each objective.	MEASURES Measures are practical indicators used to track progress toward these outcomes.	TARGETS Targets provide a quantifiable benchmark to guide delivery and assess performance over time.
OBJECTIVE 5: LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS		
Strong and effective partnerships	Active strategic partnerships	 5–8 ongoing partnerships
Increased external investment and funding	Joint initiatives delivered with partners	 2–3 per year
Clear leadership and coordination of economic development	Advocacy outcomes achieved (funding, policy, project support)	 1–2 tangible outcomes per year
	External funding secured for priority projects	 \$500,000–\$5M over the Strategy period
	Stakeholder satisfaction with Council’s role in economic development	 Positive feedback through engagement processes

KENTISH ECONOMIC DEVELOPMENT STRATEGY 2026-2030

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Issued 01 July 2026

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