

A photograph of two mountain bikers riding on a dirt trail through a forest. The trail is surrounded by lush green ferns and tall trees. The scene is captured from a low angle, emphasizing the natural environment. A blue banner with white text is overlaid on the upper part of the image.

Kentish Economic Development Strategy 2020 - 2025

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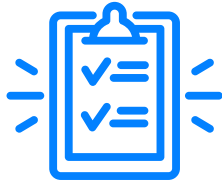
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Kentish Council Economic Development Strategy: 2020 - 2025

OVERVIEW



A framework for Kentish Council to support the sustainable growth and development of the local economy over the next five years.

Born during the COVID-19 global pandemic, to create a resilient community by 2025. Insights drawn from qualified data sources, literature review, and community feedback.



ACTION PLAN







Out of the SWOT Analysis, an Action Plan was created, containing two Economic Objectives for the municipality.

Each Economic Objective contain three Strategies, which are broken down into action items.

SWOT ANALYSIS



The collected information applied to a SWOT Analysis model, which helped defined areas of focus across six categories:

-  Community | Residential | Lifestyle
-  Arts | Culture | Events
-  Industry | Business (general)
-  Council
-  Tourism | Hospitality | Retail
-  Agriculture

ECONOMIC OBJECTIVE # 1

Facilitate sustainable and diverse economic growth & development and attract investment



Create a Council environment that supports sustainable products, business growth, and development. Which fosters innovation and strategic projects, creating a municipality reputation as an ideal location to conduct business and invest in.

- Support "Buy Local"
- Continued support with COVID-19 recovery



Support infrastructure development and a planning environment that meets the needs of residents, consumers, and visitors to Kentish.

- Participate in the Tasmania Planning Scheme reform
- Complete review of Kentish walking trails



Connect local business and potential investors to relevant knowledge, expertise, and support.

- Support collaboration and learning / skill development
- Facilitate product and industry development

ECONOMIC OBJECTIVE # 2

Help raise the profile of Kentish as a place to live in and visit, through the enhancement of the community, business sector, and visitor experience.



Build the reputation of living in Kentish and the Kentish lifestyle, both to attract new residents and maintain the existing population base.

- Identify land suitable for residential, including aged-care, development



Raise awareness of and increase visitation to Kentish, including the region's attractions and events.

- Strengthen the Sheffield Visitor Center's digital marketing footprint.



Maintain a high standard of Council owned and managed facilities and services to ensure a positive resident, consumer, and visitor experience.

- Re-development of Sheffield Visitor Information Centre to meet the current and future needs of visitors

OVERVIEW

This Kentish Economic Development Strategy (the Strategy) provides a framework to guide the focus of Kentish Council's work to support the sustainable growth and development of our local economy for the next five years.

It was produced in-house by Kentish Council with input from the community and business.

This Strategy has been drafted while we are experiencing the unprecedented impacts of the COVID-19 pandemic across global, national, state and local economy and job markets.

These challenges are unlike other emergency events, such as floods and fire, whereby COVID-19 is not isolated in time and space, spanning months and reaching across communities and regions, state and municipal boundaries.

Response to the crisis has been swift with a primary focus at all levels of government to help mitigate immediate pressures faced by affected people, businesses and communities.

Yet, we know we will continue to live with the virus and its economic and social impacts for months and years to come. Constraints will continue to be felt across industries like: tourism and hospitality with restricted access to traditional source markets; declining consumer confidence and spending; and high unemployment once stimulus packages conclude.

We must continue to work together in response to the crisis by being prepared for uncertainty and adapting with open-minded and dynamic solutions.

Where other strategies and plans address immediate stimulus and other measures in response to COVID-19, such as the Premier's Economic and Social Recovery Interim Report 2020 and the Kentish COVID-19 Recovery Plan, this Strategy has a long-term view that accounts for broader and ongoing growth and development strategies.

Many of these factors are beyond the influence of Council alone.

Kentish Council can assist in removing some barriers and facilitating local conditions to make it easier for businesses to seize opportunities as they arise, but many actions require a partnership approach across various levels of government, business and industry and the broader community.

This Strategy identifies core objectives, actions and stakeholders that need to be engaged to reach the desired outcomes.

The list of prioritised actions, while extensive, are intentionally not exhaustive, providing the opportunity for adjustment as conditions change and new opportunities emerge.

PURPOSE

The purpose of the Strategy is to provide a framework that guides the focus of Kentish Council economic development activities to support the continued growth and prosperity of our local economy.

The Strategy defines objectives and prioritises actions for Kentish Council and partners, facilitating an environment for economic growth and investment.

VISION

Our Vision for the Kentish economy, defined through community consultation, is that Kentish is recognised as having **a resilient, diverse, sustainable and adaptable economy that leverages our assets to ensure it is a desirable place to work, live, invest and play.**

Our Primary Economic Objectives 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.

LITERATURE REVIEW & COMMUNITY INSIGHT

This Strategy has drawn on knowledge from validated data sources, literature review and community feedback. Local insights have been an important part of the development of this Strategy to validate the data and assumptions concerning the economic performance and opportunities for Kentish.

Data has been obtained from sources like Australian Bureau of Statistics, id profile and Tourism Tasmania.

Key documents considered for this strategy

1. Kentish Economic Development Strategy 2014-19
2. Kentish Events Strategy 2016
3. Kentish Council Strategic Plan 2014-2024
4. Sheffield Refresh: Township Enhancement Project Report 2017
5. Kentish Park and Lake Barrington Master Concept Plan 2014
6. Mount Roland: Developing a Destination 2011
7. Latrobe Economic Development Plan - Draft
8. The Cradle Coast Regional Futures Plan (Technical Report) 2019-2022.
9. Tourism Visitor Engagement Strategy 2019-2023
10. T21: The Tasmanian Visitor Economy Strategy 2015-2020
11. Tasmania Business Growth Strategy 2019-2023
12. COVID-19 Response Premier's Economic and Social
13. Recovery Interim Report 2020



ROLE OF KENTISH COUNCIL

The role of Kentish Council in economic development is to identify, advocate and facilitate for sustainable economic growth, development and innovation in partnership with business and the broader community.

This Strategy is part of a process of fostering economic development of the Kentish municipality, providing a clear focus for our region's economic development objectives and actions. Core roles of local councils in Tasmania are defined in the Local Government Act 1993. Alongside the primary functions of councils to manage roads, rubbish, planning and environmental health etc., this legislation defines a primary objective of Council 'to represent and promote the interests of the community'.

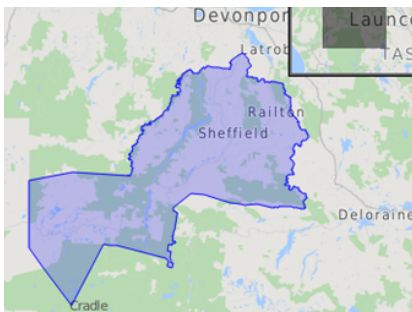
Kentish Council is committed to being a leader in the priority areas of: connecting local businesses to relevant expertise; creating a Council environment that fosters opportunities and provides business support e.g. reducing red tape; strategic partnerships and advocacy; infrastructure and planning to support the resident, visitor and consumer experience of Kentish; promoting the region as a place to live, visit and invest; and attracting investment. Kentish Council will support, facilitate, identify, advocate for, and undertake economic development activities and initiatives, focusing on our region's key industry strengths of agriculture, art and culture, tourism and renewable (hydro) energy.

While Council is often the first point of contact for local businesses and the community in relation to day-to-day concerns, economic development and growth of Kentish is affected by a range of factors beyond Council's control. These factors include things like state and federal laws and regulation, market and consumer trends and global economic conditions.

Kentish Council will play a vital role in supporting better economic development conditions but must work in partnership with a range of stakeholders, including government, both state and federal, business and industry, advocacy groups and peak bodies, including the Tasmania Chamber of Commerce and Industry, Cradle Coast Authority, Tourism Industry Council of Tasmania and West by North West Regional Tourism Organisation, community groups and the Kentish community. Hence, implementation of this Strategy must take a collaborative approach under the coordination of Kentish Council's Community and Economic Development Team.

THE MUNICIPALITY AT A GLANCE

Kentish has a population of 6,128 [1] people with the largest populations living in Sheffield and Railton, making up about a third of the population. Since 1996 the population has been growing steadily with the trend indicating one of the highest growth rates across north west Tasmania. Yet there is no one identity or centre of Kentish municipality.

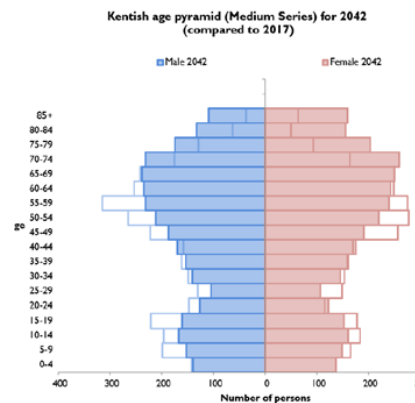


While Sheffield is the largest centre its population is only 1,552 (ABS 2016), making it a ‘village’. With only around five persons per square kilometre, residents of Kentish are spread across various hamlets, and isolated and farm dwellings without any commercial centre, in areas like Wilmot, Cradle Mountain, Gowrie Park, Barrington and Lower Barrington, Beulah, Claude Road, Lorinna, Moina, Nook, Nowhere Else, Paradise, Promised Land, Staverton and West Kentish to name a few.

For this reason, many Kentish residents work and/ or regularly shop outside of municipal area in larger centres in the north west like Latrobe, Devonport or Ulverstone.

The landscape ranges from productive rural farmland to spectacular mountain scenery. One of Tasmania's key visitor attractions, Cradle Mountain, is located in the municipal area.

There are two schools in Kentish: Wilmot Primary School with years kinder to six; and Sheffield School from kindergarten to year 12, including a Railton campus and School Farm. The latter offers Food and Fibre lessons for students from year three up and VET certification for years 11 and 12. These schools support over 60 staff across Kentish.



[1] ABS, 2016, ABS QuickStats <https://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20QuickStats>
 [2] Kentish Council, 2020, Kentish Economic Profile



Key Industry Sectors by employment [2]

1. Health care and social assistance 11.7%
2. Agriculture, forestry, and fishing 11.5%
3. Tourism 9.7%
4. Manufacturing 9.2%
5. Retail 8%
6. Construction 7.9%



HISTORY & ECONOMIC CONTEXT

Following European settlement in the 1880s growth of Kentish was largely driven by farming and forestry.

47

Average age of Kentish residents

A growth spurt was made possible with the completion of the Railton-Roland railway in 1914 and the Cement Australia's Railton Plant operations which began and have continued since 1923.

Rich soils and relatively predictable rainfall make Kentish a highly productive agricultural land that is part of Tasmania's 'food bowl' across the north west. The Don River Irrigation Scheme represents further opportunity for reliable irrigation sources and increased production and productivity.

\$995

Median Household income

Favour geology and climate saw the agricultural industries of beef, sheep, dairy, and cropping slowly contribute to growth of the area until 1963 when Hydro Tasmania commenced construction of the Mersey-Forth Hydro Scheme.



During construction, growth was rapid with the town of Gowrie Park home to almost 2,000 people during that period. However, once construction was complete in 1973 the population steadily declined.

Revival came to Sheffield when a passionate group of residents determined to save the town developed the Sheffield town murals in the 1980s. These are largely credited with arresting economic downturn, rescuing the small country town.

284K

Annual visitors to Cradle Mountain [3]

Since then, Kentish has become more reliant on tourism, which is now a major contributor of employment in the municipality, becoming known as:

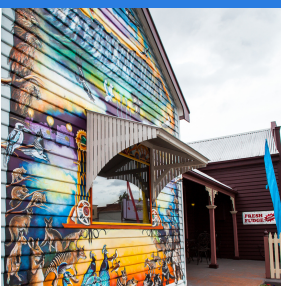
Tasmania's Outdoor Art Gallery

130 K

Annual Visitors to Sheffield [4]

Host to a diverse events calendar including:

Steam Fest, Mural Fest, Medieval Fest, Triple Top Mountain Run



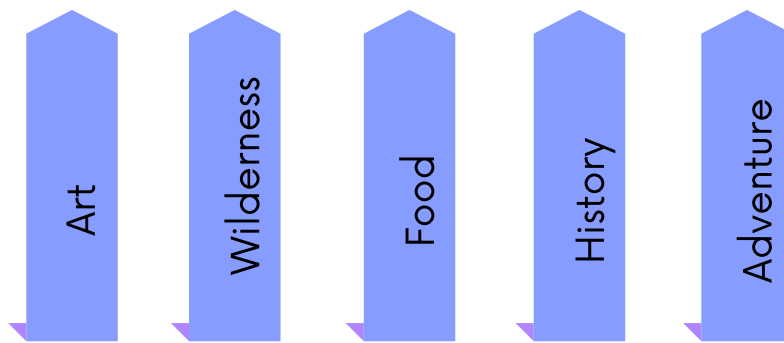
The region is home to the commercial tourism hub at the Cradle Mountain Valley where a new Visitor Centre welcoming people to Cradle Mountain experiences was opened in 2020.

[3] Parks Tasmania, 2019, Visitor numbers to selected parks and reserves ("Reference Sites") - Financial Year

[4] Tourism Tasmania, 2020, Tasmanian Visitor Analyser, <http://www.tvsanalyser.com.au/>

Kentish boasts world-class nature and mountain biking trails, including **Cradle Mountain** and the **Overland Track, Mount Roland, Lake Barrington**, home to an international-standard rowing course, and the **Wild Mersey mountain bike trails**.

The five pillars of tourism in Kentish are in alignment with Tourism Tasmania's marketing positioning for Tasmania.



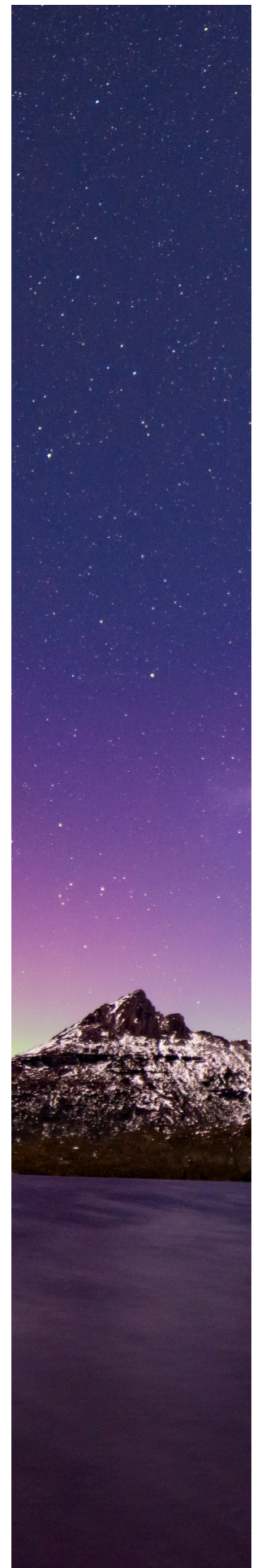
Kentish remains well-suited to hydropower generation with its high rainfall and steep terrain; Hydro Tasmania maintains a regular workforce to the area with five power stations in the Mersey-Forth scheme in Kentish, that is Cethana, Devils Gate, Lemonthyme, Palooa and Wilmot power stations.

Pumped Hydro is a key part of clean renewable energy generation and represents opportunities for growth. Cethana is one of only three final sites in Tasmania currently being considered by Hydro Tasmania for further development. Final site selection is expected later in 2020, and is contingent on the Project Marinus Link between Tasmania and Victoria proceeding.

If Lake Cethana was selected this would create new jobs in manufacturing, construction and engineering during the construction phase and would have other flow on economic benefits for service providers like cleaners, and food and beverage providers.

Health care and social assistance are a major employer of Kentish residents, however, with only one aged-care facility and no disability service centres in the municipality, these employees are travelling out of Kentish for their employment.

Continued population growth may also be constrained by the cost of developing land for residential purposes including regulation (zoning). According to the Tasmanian Visitor Survey statistics tourism numbers in Sheffield has been declining since 2017 (to Year End Dec 2019).



RECENT MAJOR ACHIEVEMENTS AND BACKGROUND

Council's previous Economic Development Strategy was developed and endorsed by Council in 2014. Projects in that Strategy have either been completed or require a review to determine whether they remain a priority into the future.

This Strategy was also undertaken to ensure that Council is prioritising new and current challenges and opportunities in our local economy.

Since 2014, the Kentish community has achieved many milestones that have contributed to our vibrancy, economic growth and diversification. Some highlights of these recent economic growth and development achievements include:

- Completed MTB Masterplans for the Kentish and Latrobe Council, secured \$3.15M in State and Commonwealth grant funding and commenced construction on the Wild Mersey MTB trails project – to be completed in 2021.
- Completed the Sheffield Township Enhancement Project Report, a township enhancement blueprint for future growth and activity in Sheffield to improve connectivity, facilities and create new opportunities for developers and residents.
- Commenced redevelopment from Spring Street to Henry Street, the eastern entrance to Sheffield – to be complete by the end of 2020.
- Commenced Wilmot Main Street upgrade – to be completed late 2020.
- Increased the range of local events to include Skyfields, Fire and Light Festival, Feed Your Senses pop-up event plus two new annual events Medieval Fest and Sheffield in Colour.
- The Cradle Coast Authority in partnership with its Councils secured the 2018 Australian Masters Games. Kentish hosted the rowing, kayaking dragon boat racing events at Lake Barrington.
- Redevelopment of Goliath Park in Railton and infrastructure improvements at Kentish Park and Lake Barrington Park Wilmot.
- New Cradle Mountain Visitor Gateway Precinct and the opening of the new Cradle Mountain Visitor Centre in 2020.
- Commenced planning for the Sheffield Visitor Information Centre redevelopment in 2020.
- Creation of the Sheffield Arts Centre on Pioneer Crescent to be an arts hub for: a gallery for the Working Art Space Sheffield; mural restoration center for Sheffield Inc; and storage and venue to host the annual International Mural Fest event for Kentish Arts, Commerce and Tourism. Redevelopment of building commenced in 2020.

SWOT ANALYSIS

The below analysis provides a summary of the Kentish municipalities' key strengths, weaknesses, opportunities and threats. This summary has been developed through literature review and community feedback. It is used to define focus areas and actions for this Strategy.

	Strengths	Weaknesses and Threats	Opportunities
Community Residential Lifestyle	<p>Excellent quality and reliability of access to air, soil and water resources</p> <p>Appeal of the region for its attractive lifestyle (reputation for relaxed, country living) and distance from recent mainland environmental catastrophes, such as, widespread 2020 bushfires</p> <p>Affordability of housing and cost of living</p> <p>An attractive investor market given affordability, healthy returns and rental low vacancies (to December 2019)⁵</p> <p>Climate change forecasts for north west Tasmania are relatively positive for lifestyle and agriculture (rain security and weather)</p> <p>Relatively close proximity to services and transport links in Devonport (Spirit of Tasmania) and Launceston and Devonport airports.</p>	<p>No unifying identity of Kentish – conflicting community attitudes and priorities between localities create competition and a lack of cohesion between the local areas</p> <p>Disconnected business community - collaborative opportunities may be missed</p> <p>Unreliable and restricted mobile and internet connectivity, coupled with low capacity of residents and businesses in some cases</p> <p>Some limitations on potential investment and purchase as banks assess higher loan risk across Kentish</p> <p>Limited capacity for land sub-division constrained by existing land planning and zoning regulation</p> <p>Aging population leading to potential for population decline</p> <p>Value and reliance of regional development on Kentish employment</p>	<p>Population growth one of the strongest in Tasmania</p> <p>Potential for new residential accommodation supply</p> <p>Retired residents and aging population represent aged care and health services development opportunities</p> <p>Growing demand for locally grown and sourced produce and products including local fruit and vegetables and arts and crafts</p>

⁵ PRD, 2020, *Resilient Regions Top 12 Affordable Regional Areas 2020*, <https://www.prd.com.au/research-hub/article/top-12-resilient-regional-areas/>

	Strengths	Weaknesses and Threats	Opportunities
		<p>Burnout of volunteers and decline of volunteering groups and participant numbers restricts growth and sustainability of local events and community-managed assets</p> <p>Some community resistance to development e.g. Mt Roland Cable Car</p>	
Council	<p>Resource sharing with Latrobe Council reducing costs and presenting collaborative opportunities</p>	<p>Council has large infrastructure costs with small rate base leading to limited capacity for large-scale projects without broader government support and private investment</p> <p>Deteriorating Council-owned or managed assets, such as Railton topiary, Sheffield murals, some Council roads, signage and other Council assets restricting industry and producing poor resident and visitor experience</p> <p>Systems and approaches that in some cases do not meet needs of residents</p>	<p>Continued strong partnerships with state and federal government bodies and private investment groups</p> <p>Improvements to some systems e.g. customer service, planning and financial, including the provision of information that could improve customer satisfaction</p>
Agriculture	<p>Agricultural resources, experience and past performance</p> <p>Excellent quality produce</p> <p>Climate change forecasts for north west Tasmania are relatively positive for lifestyle and agriculture (rain security and weather)</p>	<p>Banks assess agricultural properties as higher risk which may prohibit sale of properties</p> <p>Seasonality of agriculture</p>	<p>Climate change in mainland Australia restricts agricultural production in traditional mainland areas, and presents new produce opportunities for north west Tasmania</p> <p>Don River Irrigation Scheme planned to deliver improved reliability for irrigation water to the region</p>

	Strengths	Weaknesses and Threats	Opportunities
	Diversity of growers and niche products	<p>Trail and new crops require higher initial capital investment due to lower returns in initial years of production</p> <p>Past and potential biosecurity breaches are a major ongoing risk to agricultural industry – introduction and potential spread of new pests and diseases e.g. fruit fly and varroa mite</p> <p>Declining margins on broadacre crops</p> <p>Dominance of two main buyers (processors) of traditional broadacre crops</p>	Continued demand for organic and niche produce, including local ‘community-supported’ agriculture
Arts Culture Events	<p>Arts and cultural assets, including Sheffield town murals, Wilmot Letterbox Trail, Railton topiary etc</p> <p>Events attracting locals and both interstate and international visitors including Steam Fest, Mural Fest, Medieval Fest and many more vibrant arts and artist studio community</p>	Local artisans not well known or publicised – maybe working from home	<p>Hero art experiences through art ‘trail’ / itineraries</p> <p>Showcase artisans through some form of market</p> <p>Development of the Sheffield Arts Centre with further opportunities for workshops, events and artists in residents programs</p>
Industry / Business general	<p>Key employers for the region like Cement Australia, Treloar’s Transport and Tandara Lodge</p> <p>Reliably high rainfall and steep terrain provide continued condition for hydro power including potential for further expansion</p>	<p>Uncertainty of future social and economic restrictions in response to COVID-19</p> <p>Strategic land use planning – complex processes, unclear forms and timing, and undefined financial implications that can cause project delay or cessation and dissatisfaction with Council processes</p> <p>Limited capacity of Council to influence Hydro Tasmania’s final investment decision</p>	<p>Increased awareness of ‘Buy Local’ initiatives, particularly in response to COVID-19</p> <p>Continued growth of and demand for renewable energy (hydro)</p> <p>Suitability of Gowrie Park to service Cethana construction phase if selected by Hydro Tasmania (as part of the Marinus Link)</p>

	Strengths	Weaknesses and Threats	Opportunities
		Difficulty attracting skilled and seasonal workers	
Tourism, hospitality and retail	<p>Outstanding produce and food and beverage providers</p> <p>Strong tourism attractions and assets across five pillars of tourism for the municipality – art, wilderness, food, history and adventure – that support and align with Tourism Tasmania’s market positioning</p> <p>World-class natural environment – walking trails and waterfalls e.g. Cradle Mountain, Mount Roland, Kimberley Lookout etc</p> <p>Sheffield offering the last service centre before the major tourism attraction of Cradle Mountain (via Launceston/ Hobart)</p> <p>Quality of new Wild Mersey MTB trails</p> <p>International-standard rowing facilities at Lake Barrington</p> <p>Historic and attractive streetscapes e.g. Sheffield and Railton</p> <p>Boutique accommodation assets, including AirBnBs</p>	<p>Reliance on tourism as an economic driver</p> <p>Reduced access to traditional tourism markets and increased competition for Tasmania visitors following global coronavirus pandemic</p> <p>Restricted public and private investment in tourism as a key economic driver</p> <p>Seasonality of tourism and accommodation supply – during peak periods booked out but low occupancy during low season (winter) and limited camping facilities</p> <p>According to TVS stats Sheffield visitor numbers have been declining since 2017 (to YE Dec 2019).</p> <p>Accessibility to some key natural assets, e.g. walking trails over private property or that are for experienced walkers only, restricts ability of these areas to be suitably promoted</p> <p>Some service standards not meeting current consumer expectations e.g. digital.</p> <p>Limited awareness of ‘Kentish’: Sheffield and Cradle Mountain provide the core of tourism product, consumer awareness and visitation, but may not deliver tourism to</p>	<p>Growing tourism interest (intent) and market (visitation) for Tasmania intrastate and interstate marketing focus</p> <p>Further leverage Tasmania’s art and MTB tourism strengths</p> <p>Potential to build on existing brands to support visitation to other areas across the municipality e.g. itineraries from Sheffield or Cradle Mountain that include Railton and Wilmot</p> <p>Simple adaptations to existing marketing to improve awareness of Kentish and its experiences/ attractions, including MTB</p> <p>Limited awareness amongst Tasmanians of north west Tasmania (compared to other Tasmanian regions) represents growth potential from intrastate market</p> <p>Re-development of the Sheffield Visitor Information Centre (SVIC)</p> <p>Improvements to online presence of tourism operators</p> <p>Growth and diversification of accommodation supply (subject to demand)</p>

	Strengths	Weaknesses and Threats	Opportunities
	<p>Attractive drive trails experiences for auto-enthusiasts</p>	<p>other areas to meet community expectations</p> <p>Limited availability of dining options and other services outside of traditional business hours</p> <p>Visitor navigation bypassing key towns e.g. visitors from Devonport to Cradle Mountain bypass Sheffield if using fastest route GPS-assisted navigation</p> <p>Competition of MTB trails within Tasmania and ability to market to interstate visitors</p> <p>Growth of online shopping with some local operators unable or unwilling to adapt to growing online demand and markets</p> <p>Limited tourism marketing budgets and loss of key marketing groups for the region e.g. Cradle Coast Marketing Group and WxNW not resourced for marketing campaigns</p> <p>Localised decline in retail, particularly noticeable in Railton and Wilmot, reducing community cohesion, limiting attractiveness of renewed private investment, and providing negative resident and visitor experience</p> <p>Diluted appeal and awareness of the Sheffield 'town murals' with growing competition from mural projects across Australia</p>	<p>MTB trails and connectivity to Spirit of Tasmania terminal</p> <p>Maximise online channels for business development</p> <p>Maintenance of historic and attractive streetscapes</p> <p>Shoulder season activities and winter events</p> <p>Growing demand for health and wellness experiences including those where people 'switch off' and connect with nature</p> <p>Connect area with Aboriginal and unique conservation history including Gustav Weindorfer story</p> <p>Recent closure of the Melita Honey Farm at Chudleigh presents an opportunity for future development and promotion of the Sheffield Honey Farm in line with Sheffield Steam and Heritage Centre proposed site developments.</p>

ACTION PLAN

ECONOMIC OBJECTIVE 1: Facilitate sustainable and diverse economic growth and development and attract investment.

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
Strategy: Create a Council environment that supports sustainable product and business growth and development, innovation and strategic projects, creating a reputation of the municipality as an ideal location to conduct business and invest.				
1.	Periodically review the Kentish Economic Development Strategy, providing a vision for the sustainable growth and development of the municipality.	Kentish Council with insight and input from stakeholders and the community	Medium	Long term (approx. every 5-10 years)
2.	Develop an <i>Investment and Business Opportunities Prospectus</i> for Kentish that defines gaps, needs and opportunities for new businesses, products or services for the municipality and identifies our competitive advantages.	Kentish Council	Medium	Medium term
3.	Support major projects that will generate major economic and employment benefit for the municipality as they arise, including providing information for and conducting pre-feasibility studies as required.	Kentish Council, other potential organisations include State Government, HydroTasmania etc	High	Ongoing
4.	Maintain positive relationships with key industry groups to facilitate growth and development opportunities including by taking: advantage of marketing opportunities; and an active advocacy and lobbying role on regulations and laws that negatively impact on Kentish businesses, where appropriate.	Kentish Council, DSG, Chamber of Commerce, TFGA, TICT, THA, Tourism Tasmania	High	Ongoing
5.	Continue to support the business community with COVID-19 recovery, responding to the changing circumstances as they arise and being responsive to needs of the community, including via the implementation of	Kentish COVID-19 Recovery Committee, Kentish Council, State and Federal agencies,	High	Ongoing, short-medium term

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
	the <i>Kentish COVID-19 Recovery Action Plan</i> and recommendations via the Kentish COVID-19 Recovery Committee.	industry and non-government bodies, and business		
6.	Simplify the availability and flow of information through the Planning team to private stakeholders, for example: adaption of planning information available on Council's website; support new ideas for disseminating information; and create a new and changing business checklist.	Kentish Council	High	Short term
7.	Continue to support Kentish community, private and event organisations to secure grants where needed, such as assistance identifying grants and writing grant applications.	Kentish Council	High	Ongoing
8.	Maintain an open approach to innovation, new ideas and feedback from the community. Fostering entrepreneurs, start-ups and youth employment.	Kentish Council	High	Ongoing
9.	Assist community groups with governance and succession planning to ensure the ongoing viability of community assets, events and groups that maintain economic sustainability such as, arranging training for community organisations in event surveys, marketing etc.	Kentish Council, Clubs Tasmania, CCA, community organisations	High	Short-medium term
10.	Continue to raise awareness of "Buy Local" messaging and outcomes, encouraging expenditure and economic links within the municipality footprint (e.g. paddock to plate).	Kentish Council, business, local community	High	Ongoing
11.	For large event grants administered by Council, include a provision that requires organisers to engage with the local community including businesses and demonstrate how this was achieved at acquittal.	Kentish Council	Medium	Short term

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
12.	Assess the demand for and, if appropriate, help develop a regular Kentish market for local fruit and vegetables, and / or arts and crafts with the aim of attracting Kentish residents and people living outside the municipal boundary.	Kentish Council, relevant community groups, business	Low	Medium term
13.	Build and maintain relationships with the agricultural industry of Kentish to determine needs and where Council can provide support, such as engagement in farming-specific networks e.g. Women in Agriculture or Tasmanian Farmers and Growers Association.	Kentish Council	High	Ongoing
14.	Aid the growth and development of the Kentish arts sector, both private and public, such as supporting the Sheffield Arts Centre development.	Kentish Council	Medium-High	Ongoing
Strategy: Support infrastructure development and a planning environment that meets the needs of residents, consumers and visitors to Kentish				
15.	Support a business case to complete an accommodation supply and services analysis, evaluating current and future stock needs across a range of accommodation options, including: camping and RV and self-contained facilities; bed and breakfasts, hotel beds, niche retreats, and related-services like laundromat facilities.	Kentish Council, DSG-Supply Side Unit	Medium	Medium-Long term
16.	Research the need for improvements to, and help find solutions, for inadequate telecommunications services, both mobile and internet, to pockets of Kentish municipality, especially where reception is unreliable during weather events.	Kentish Council, CCA	High	Medium term
17.	Maintain and build on positioning of Kentish as 'Tasmanian's Outdoor Art Gallery' by reviewing existing public art and public art access (e.g.	Kentish Council	Medium-High	Medium term

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
	photography opportunities) across the municipality and determine infrastructure development opportunities to ensure diversity of art experiences to non-mural forms that showcase the whole region e.g. large sculptures and photo opportunities for drive market at lookout points across the municipality.			
18.	Develop and maintain road and transport facilities to meet industry and consumer needs, including assessment of existing speed limit and directional signage.	Kentish Council and DSG	Medium	Ongoing
19.	Actively participate in the Tasmanian Planning Scheme reform, including lobbying for zoning for residential, agricultural and other industry development to improve housing, construction and other industry development prospects.	Kentish Council, LGAT, TPC, Cradle Coast Authority	High	Long term
20.	Continue to promote and facilitate development in line with Local Area Plans across the municipality.	Kentish Council, private developers	Medium	Ongoing
21.	Continue to implement actions, particularly for Kentish Park identified in the Kentish Park and Lake Barrington Master Concept Plan 2014 including upgrades to toilet, camping and signage facilities and further consider caretaker management particularly for peak periods.	Kentish Council	Medium-High	Short-medium term
22.	Complete a review of Kentish walking trails (not actively managed by other bodies) to determine which trails require further infrastructure, e.g. trail and access, development and prioritise proposed upgrades noting access/ ownership, safety, marketing potential including liability and existing public awareness and other relevant factors such as balancing community needs.	Kentish Council, private owners, walking groups	High	Short-medium term

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
23.	Assist the Sheffield Steam and Heritage Centre with site development and diversification including advocacy to state government, in partnership with the Sheffield Honey Farm where appropriate, to create full-time historic-themed attraction precinct.	Kentish Council, Sheffield Steam and Heritage Centre, TPC	Medium-High	Long term
Strategy: Connect local businesses and potential investors to relevant knowledge, expertise and support				
24.	Maintain a detailed and up-to-date Economic Profile for Kentish municipality	Kentish Council	High	Ongoing (reviewed bi-annually)
25.	Maintain an understanding of and provide access to a range of economic and community profile research and data, such as via links from the Kentish Council website to relevant sources like the ABS, ID profile, Tourism Tasmania's Tasmania Visitor Survey Analyser.	Kentish Council	High	Ongoing
26.	Maintain an up-to-date database of business contacts across the Kentish municipality, ensuring regular communication with these contacts via relevant channels, such as email updates and local networking events held across Kentish.	Kentish Council	High	Ongoing
27.	Implement a system at Council to maintain accurate records of Council contacts and engagement across teams.	Kentish Council	High	Medium term
28.	Help connect members of our business community to support collaboration and learning/ skill development, including disseminating critical communications, and engagement regular direct business engagement e.g. via the Kentish Business Networking events and one-to-one meetings.	Kentish Council	High	Ongoing

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
29.	Maintain relationships with key stakeholders across government, peak bodies and community in order to effectively connect business with expertise and support.	Kentish Council, range of other organisations across state and federal government, member bodies and so on	High	Ongoing
30.	Facilitate product and industry development by connecting training and business development providers to Kentish businesses and attract and supporting workshop providers to hold events across the region.	Kentish Council, Business Tasmania, TTas, private and not-for-profit business organisations e.g. Switch Tasmania	High	Ongoing

ECONOMIC OBJECTIVE 2: Help raise the profile of Kentish as a place to live and visit, enhancing the community, business and visitor experience

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
Strategy: Build the reputation of living in Kentish and the Kentish lifestyle, both to attract new residents and maintain the existing population base				
31.	Help identify and make available suitable land for residential, including aged-care, development advocating for a Housing Land Supply (Kentish) Order under the <i>Housing Land Supply Act 2018</i> and actioning amendments to zoning proposed in Section 18 Key Suggestions of Sheffield Refresh: Township Enhancement Project Report 2017.	Kentish Council and TPC	Medium	Medium term
32.	Maintain the currency and accuracy of the <i>Kentish New Residents Kit</i> and ensure it is readily available to new residents, for example, provide to new ratepayers and continue to make it available on the Kentish Council website.	Kentish Council	Medium	Ongoing
33.	Continually improve services to existing and prospective ratepayers, and reduce reliance of Council on paper-based systems by improving web-based services to customers, such as ezybill for online rates notices that can also be issued at regular instalments for upcoming due date reminders.	Kentish Council	Medium	Medium term
34.	To maximise existing mountain bike and walking trails, including Wild Mersey, Tasmanian Trail, Kimberley Lookout and Mount Roland, consider value adds for users including interpretation signage.	Kentish Council	Low	Medium
Strategy: Raise awareness of and increase visitation to Kentish, including to the region's attractions and events				

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
35.	Actively promote and raise the profile of Kentish as a visitor destination to combat declining visitor numbers. Produce a marketing plan that maximises the Council's modest advertising budget to produce cost-effective local area and co-operative marketing activity for the municipality that focusses on the five pillars of Kentish tourism and our core markets, attracting people from and visitors already in Tasmania, including for key events. This will include assessment of key partners (both commercial, government and non-government) where Kentish content can be heroed e.g. market leading tourism and nature websites.	Kentish Council/ SVIC, local, state, federal government agencies, tourism and events businesses and bodies, and nature, food, arts and heritage organisations etc	High	Short term and Ongoing (regular update of marketing plan and partners)
36.	Work in partnership with business operators and tourism groups to continue to effectively operate the Sheffield Visitor Information Centre (SVIC) with the aim to make the Centre cost neutral.	Kentish Council, WxNW, tourism and hospitality businesses and community groups	High	Ongoing
37.	Annually review the SVIC revenue streams and advertising prospectus, such as considering refreshing the Kentish brochure to include less but higher quality content and possible advertising opportunities and further monetisation of the SVIC website while maintaining integrity of the site for a positive user experience.	Kentish Council/ SVIC	High	Ongoing (Annually at end of financial year)
38.	Develop and distribute marketing collateral (digital and printed), e.g. trail itineraries connecting related experiences across the municipality and site-specific material where necessary, based on our five tourism pillars: <ul style="list-style-type: none"> • Art e.g. a children's worksheet for the Novelty Letterbox Trail, Railton topiary maps and worksheets • Nature e.g. walks • Food • Heritage 	Kentish Council, local tourism associations, local business and relevant stakeholders for each trail e.g. Wilmot Muesum	High	Immediate

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
	<ul style="list-style-type: none"> Adventure e.g. MTB 			
39.	Assist event organisers in COVID-19 recovery, for example, in implementing COVID safe requirements, including assisting in the development of 5-year plans for major events to recover and grow, and encourage multi-day visitation.	WorkSafe Tasmania, Safe Work Australia, Events Tasmania, community event organisations	High	Immediate to long term
40.	Strengthen the Sheffield Visitor Information Centre's digital marketing footprint, driving more traffic to and engagement on the SVIC website by providing and investing in accurate and high-quality content (articles and visuals) and considering the implementation of ATDW to improve efficiencies managing the site.	Kentish Council	High	Immediate to Short term
41.	Address visual library content gaps that can be used across Council and other marketing websites and collateral, including through collaboration and familiarisation.	Kentish Council, TTas, business	Medium	Short-Medium term
42.	Review the effectiveness of existing marketing of the Sheffield mural audio tour, considering new options to hero this product and the town, for example, through a dedicated brochure on this product that could be disseminated across the Tasmania Visitor Information Network.	Kentish Council in partnership with Sheffield Inc	High	Immediate
43.	Assist relevant community groups in determining the competitive advantage of and opportunities for growth of their products and events, for example the town murals and events.	Kentish Council, relevant community groups e.g. Sheffield Inc and KACT	High	Short-medium term
44.	Maintain strong relationships with key tourism bodies, including collaborating on marketing opportunities, such as requesting specific research insights e.g. from website data and media familiarisation tours.	Kentish Council with WxNW, TTas, TICT	High	Ongoing

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
45.	Upon completion of the SVIC redevelopment, develop regular tasting events at the Centre engaging local producers and growers.	Kentish Council (SVIC)	Medium	Medium term (subject to completion of SVIC redevelopment)
46.	Review and report on the Railton Topiary, including number, location and state of topiary, providing information on the need for upgrades to the topiary and support services e.g. topiary map, and suggested outcome(s) to ensure a positive experience for visitors to Railton.	Kentish Council, Railton community and businesses	Medium to High	Short-medium term
Strategy: Maintain a high standard of Council owned and managed facilities and services to ensure a positive resident, consumer and visitor experience.				
47.	Maintain the provision of excellent quality and effective information services to visitors to the region through the effective management of the Sheffield Visitor Information Centre, including regularly updating operations manuals and procedures, and staff and volunteer training and development.	Kentish Council/ SVIC	High	Ongoing (at least annually)
48.	Redevelop the Sheffield Visitor Information Centre to meet the current and future needs of visitors, enhancing information provision, including through interactive displays, and providing new opportunity for promotion and sale of local and Tasmania products and services.	Kentish Council	High	Short-medium term
49.	Develop a defined brand of Sheffield / Kentish municipality including providing clear parameters that tourism and hospitality operators and retailers can refer to when developing their own marketing campaigns, such	Kentish Council, Brand Tasmania, WxNW.	Medium	Medium term

	Actions	Lead and Partners	Priority	Timeframe to achieve outcome
	as to define language and tone of voice and colours that are uniquely Kentish.			
50.	Assess the effectiveness of the existing free WiFi at the Sheffield Visitor Information Centre and consider investment in improved alternative WiFi service options as required.	Kentish Council	Medium	Short term
51.	Develop <i>Kentish Interpretive Signage Guidelines</i> to guide and manage the presentation standards of interpretive signage on Council land as a key resource to both Council (staff and elected representatives) and other organisations. These Guidelines should be based on the Kentish brand and be considerate of all users of the signage e.g. residents, and local and international visitors, for example, consider using QR codes for language translations.	Kentish Council	Medium	Medium term
52.	Develop <i>Built Form / Street Aesthetic Guidelines</i> for Kentish, as identified in the <i>Sheffield Refresh: Township Enhancement Project Report 2017</i> , to ensure that commercial developments are designed to be consistent with the heritage brand and character of Kentish and that existing buildings and streetscapes are retained.	Kentish Council	Medium	Medium term
53.	Develop a Mural Park Master Plan in conjunction with the community to identify and prioritise strategic development infrastructure projects for this key precinct of Kentish.	Kentish Council, KACT, Sheffield Inc, broader community	High	Medium term
54.	Audit the digital functionality of Kentish tourism product, e.g. instant booking and ATDW, with the aim to increase percentage of Kentish tourism businesses that meet current digital standards and consumer expectations.	Kentish Council, WxNW, TTas	Medium	Medium term

ABBREVIATIONS

CCA	Cradle Coast Authority
DSG	Department of State Growth
KACT	Kentish Arts, Commerce and Tourism
LGAT	Local Government Association Tasmania
SVIC	Sheffield Visitor Information Centre (SVIC, managed by Kentish Council)
TICT	Tasmanian Farmers and Growers Association
TFGA	Tourism Industry Council of Tasmania
THA	Tasmania Hospitality Association
TTas	Tasmania Planning Commission
TPC	Tourism Tasmania
WxNW	West by North West, Regional Tourism Organisation for North West Tasmania





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