

An aerial photograph showing a coastal town with a mix of residential and commercial buildings, surrounded by green agricultural fields and a blue body of water. The town is situated along a coastline with a bay and a river or inlet. The water is a deep blue, and the land is a mix of green fields and brownish-yellow patches, possibly indicating different types of crops or land use. The town itself is densely packed with buildings, and there are some roads and infrastructure visible.

Central Coast Local Economic Development Framework

October 2021

**FACILITATING ELEVATED PROSPERITY -
IT'S IN OUR NATURE**

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PURPOSE

The Central Coast Local Economic Development Framework (the Framework) emphasises places, people, innovation and investment. The Framework applies levers of economic development to guide decision making and to create opportunities and outcomes that can strengthen collaborative networks and strategic partnerships, embed a culture of innovation, boost place marketing and management of place making infrastructure, attract investment and support business, appeal to relocating creative professionals, retirees and families, increase our population and retain our young people in order to elevate Central Coast's prosperity.



INTRODUCTION

Economic development is the intentional practice of improving a community's economic well-being and quality of life. The practice of economic development comprises of a collaborative effort involving government, business and a range of community stakeholders. Local economic development focuses on increasing the overall size of the economy, as well as ensuring the benefits of economic growth are shared across the community.

Central Coast has natural advantages from our oceanside villages to our productive and picturesque hinterland. Developing authentic, innovative and liveable places with access to high quality social and physical infrastructure and accessible recreational experiences that provide outstanding quality of life in Central Coast can be irresistible in attracting people, both young and older, as well as investment and development opportunities.

Building on our image and our natural comparative advantages, together with our talented community and stakeholders, we can transform our comparative advantages to create sustainable competitive advantage for our local economy and greater prosperity for our communities. Quality and life and social capital can help to embed a culture of innovation in Central Coast and drive local investment and economic growth.

Talented people generate the new ideas, which drives innovation and it's this social capital in Central Coast that needs to be fostered and championed. When people belong, they feel they have a say in shaping places that attract people and investment to Central Coast now, and into the future. Whether attracting people to make a life here, businesses to invest, develop or cluster, entrepreneurs to innovate or visitors to explore our area, quality of place and life plays a central role in the decision of whether to come here, over somewhere else.

The Framework harnesses the potential of our social capital and quality of place to drive investment and economic growth in Central Coast. It comes from, and contributes to, the realisation of the Central Coast community's vision of 'living our potential' and the Strategic Plan 2014-2024 that outlines the things that need to be done to achieve the preferred future. Creating sustainable competitive advantage by stewarding the potential of our social capital and quality of place to drive investment to grow our local economies can elevate Central Coast's overall prosperity.

BACKGROUND

In developing appropriate place-based initiatives or projects, consideration should be given to a range of economic development theories, concepts and factors. The following sections provide a background to some important elements of economic development.

Globalisation

The spatial dimension of an area is important to analyse. According to Casey Dawkins, processes driving innovation are fundamentally spatial in nature. However, globalisation forces, such as the creation of global financial markets, improved communication, knowledge and technology transfer, improved transportation and the internet fundamentally changed the way we all do business. Workers are increasingly mobile and spatial boundaries have become blurred. As an isolated island state, Tasmania became vulnerable to external forces brought about by globalisation at the turn of the last century as we entered the era of the Knowledge Economy.

Competitive Advantage

Developed through the work of Michael Porter, competitive advantage puts the focus on efficiencies, performance and intangibles such as quality of life and social capital, rather than just cost, which defines the concept of comparative advantage. Many governments still promote a comparative advantage to attract industry, for example, a particular resource endowment (comparative advantage) that provides a cost advantage in producing a good. However, staple (or single) industry economies can become threatened as global competition increases. Due to the impacts of globalisation, a comparative advantage alone is no longer the only consideration for a relocating organisation or business. Porter considers that innovation is the driver of economic development amidst globalisation forces.



Social Capital and Quality of Life

Richard Florida argued that due to globalisation forces, it is social capital and knowledge that drive economic growth, and competition is the effect. Florida's 'creative professionals' concept (highly skilled, high income earning and mobile professionals), create economic opportunities for an area. Places that do not attract 'creative professionals' in the Knowledge Economy have a diminished chance of economic growth and the 'white knights' of industry such as the Pulp Mill in Burnie, tend to leave for the same reason they came; to maximise profits and reduce costs. Significant volatility is caused in local economies when a key (staple) industry and employer, relocates.

Florida's 'creative professionals' are attracted to areas that have developed their quality of life factors including good social and physical infrastructure, accessible 'lifestyle amenity' such as the Central Coast Shared Pathway Network, high standard sporting facilities and reliable internet technology availability. Quality of life is also an important relocation consideration for high income earning families, cashed-up retirees and relocating businesses.

Clustering

Globalisation changed the nature and location of the way we manufacture things, which resulted in greater industry specialisation or clustering. Clustering is grounded in Locational Theory, which focuses on models for ideal industry sites and considers transport costs, raw material costs and final product costs.

Based on External Scale Economies and Agglomeration Economies, benefits to a local economy increases with cluster numbers. Benefits of developing clusters include:

- . Strengthened networks;
- . Knowledge creation and spillovers;
- . Encouraging innovation and development;
- . Sharing of labour and intermediate resources such as technology; and
- . Increasing returns to scale.



CONTEXT

Governments and agencies at all levels have an important role to play in contributing to Central Coast's local economic development. The sections below outline the economic development context across the three tiers of Government in Australia.

National

The Commonwealth Government invests federal funds in State Governments to develop regional infrastructure, in particular, for transport. Smaller Commonwealth programs support other community and regional development needs. The Commonwealth promotes several business development programs, along with national research and cluster programs that can support regional development.

The Department of Infrastructure, Transport, Regional Development and Communication's strategy document, 'Regions 2030: Unlocking opportunity', outlines the Australian Government's regional development agenda. The strategy places regional Australia at the heart of Government decision making, where implementation is realised through investment and activity in five focus areas: jobs and economic development; infrastructure; health; education; and communication.

Economic Development Australia is the national peak professional body for economic development professionals. Economic Development Australia provides members access to a range of useful resources, aiming to foster a community of professionals, promote a culture of economic development excellence and deliver influence and leadership on issues that matter to members.

State

The Tasmanian Government assumes the primary role in Tasmania's economic development, as this is the most effective tier of Government to influence economic development outcomes. The Department of State Growth have a range of responsibilities including transport; infrastructure development; industry and business development; and workforce development and training.

Several State Governments in Australia have undertaken long-term strategic regional planning. In February 2021, the New South Wales Government released a 20 year economic vision and assistance for local councils in order to develop regional economic development strategies based on the concept of Functional Economic regions. This enables faster access to dedicated state funding and support for other types of government grant applications.

The Office of the Coordinator is the lead agency in Tasmania for attracting investment. Funded by the Department of State Growth, the functions of the Office of the Coordinator General include linking potential investors to local opportunities; assisting local businesses who are looking for new investors; creating fact sheets and showcasing major projects and investment opportunities to global investors; and providing local developers with a range of support services.

Business Tasmania is also funded by the Department of State Growth. Business Tasmania provides support and user-friendly online resources for Tasmanian micro, small and medium enterprises (SMEs) through all stages of the business and product development cycles.

Regional

The Tasmanian Government funded the Cradle Coast Authority's 2018 regional economic development Futures Plan for Cradle Coast member councils. The Futures Plan aimed to improve living standards in the region by boosting regional growth and fostering a more resilient economy and focused on creating more jobs, and better jobs. The Futures Plan identified shared challenges that need to be overcome in the region to ensure a highly skilled workforce that is well positioned to address:

- . High unemployment rates;
- . Low educational attainment levels;
- . Shrinking working-age population;
- . A regionally dispersed population; and
- . Significant labour demands.



A collaborative governance arrangement was established to implement the Futures Plan. A Steering Group provided leadership, advice and guided the overall implementation and review of the Futures Plan. Five Working Groups formed from sector experts in the region were supported by core teams of economic development practitioners, that were provided by member councils and the Cradle Coast Authority.

Regional Development Australia committees are funded from all levels of government and represent all regions across the country. These committees are made up of local leaders who work with government, business and community groups. Regional Development Australia committees support the development of their regions by focusing on connecting local businesses to industry, in order to create more jobs and attract more local investment.

Local

Local institutions can be basically understood as, how things are done in Central Coast. Central Coast institutions create and strengthen local networks and are aware of our place-based needs and opportunities. Within their structure and membership, they often contain local (tacit) knowledge and can build trust and loyalty both internally and throughout the community. While decision-making may not always be made at the local level, institutions in Central Coast include:

- . Organisations such as the Council, Central Coast Community Representative Groups and the Returned Services League club. The Youth Leaders Council is a good example of the Council's involvement in fostering and developing human capital in Central Coast, specifically for our local youth.
- . Industry-level bodies representing the private sector such as the Central Coast Chamber of Commerce and Industry;
- . Civil societies including local clubs and large not-for-profits such as Rotary, Rotaract, Probus and Lions; or
- . Social and community enterprises, such as Switch Tasmania.

THE CURRENT SITUATION

Benchmark indicators for Central Coast

Social Factors	Population growth	22,157 residents in 2020
		1.4% increase in population for the 2015-2020 period
	Projected population	20,328 residents in 2040 (medium series)
		-8.3% decrease in population 2020-2040 (medium series)
	Retention of young people	16.9% of population was aged 0-15 years in 2016
		1,305 residents aged 15-19 years in 2016
		0.7% increase in residents aged 20-34 in the 2011-2016 period
	Births	1.7% - fertility rate in 2018
	Education	37.3% - highest year of school completed was Grade 10 in 2016
		11.3% held a Bachelor or higher degree in 2016
	Travel to work	12.4km - average distance travelled to work from home
Economic Factors	Available labour	6.9% - unemployment rate in Central Coast in 2016
	Active workforce	9,493 people participated in the labour force in 2016
	Working-age population	59.9% of population was aged 15-64 years in 2019
		47.3 years old - average age in 2019
		22.3% of population was aged 65 years or older in 2016
	Business environment	1,489 businesses in Central Coast in 2020
		5.7% increase in number of businesses for the 2015-2020 period
		15,826 - total number of jobs in Central Coast in 2018
	Key employing industry sectors (2016)	711 employee jobs in retail trade
		692 employee jobs in health care and social assistance
		577 employee jobs in manufacturing
	Most popular occupations (2016)	1,429 employee jobs as technicians and trades workers
		1,389 employee jobs as professional workers
		1,173 employee jobs as labourers

LEVERS OF ECONOMIC DEVELOPMENT

Levers of economic development can be used to positively influence the generation of economic growth, prosperity and improved quality of life in Central Coast. The three pillars of economic development: government levers; market and business levers; and community levers are described below.

Government Levers

- . Transparent and accountable governance and strong leadership.
- . The quality, capacity and accessibility of infrastructure and sustainable provision of land.
- . Services provided by the Council assist communities to develop including public swimming pools, sporting facilities, festivals, childcare, events and museums.
- . Market structure and regulation levers can assist in developing a good mix of differently sized enterprises.
- . Natural resources can enable economic prosperity through comparative advantages in providing that resource.
- . The intrinsic value of a healthy environment can enable economic activity.

Market and Business Levers

- . The clustering and networking of businesses lever refers to the special concentration of businesses that can lead to specialisation and competitive advantage, while business networks enable information sharing and knowledge spill-overs that can drive innovations.
- . The business planning lever influences how successful a business will be, but this can be limited by capacity and knowledge gaps of business owners.
- . The innovation lever refers to changing processes or creating more effective products and ideas that can lead to new ideas, better ways of working and growth.
- . The access to markets lever refers to improved access to physical and digital (technology) connectors that can create new opportunities in external markets.
- . Improved access to finance and venture capital can assist businesses to start-up, grow and innovate.

Community Levers

- . Enabling a sense of leadership, identity, values and building trust are vital to maintaining strong community relationships.
- . Knowledge and skills of individuals, or 'human capital' are integral to a community's overall capacity that can be improved by training, education, job provision and fostering emerging leaders.
- . The unpaid community work and care levers relate to unpaid economic contributions. Central Coast's strong volunteering spirit and local service club/community group membership boosts community capacity.
- . Liveability, cultural vibrancy, safety and urban quality can enable improved quality of life. For example, the Central Coast Shared Pathway Network improves liveability and quality of life for residents and visitors.
- . The employment and wealth lever is the ability to create and hold wealth equitably across the local economy in order to improve economic and social participation and limit demographic inequalities.
- . The lever of justice and equality considers that all people should have equal opportunities for advancing themselves along their preferred life trajectory.

APPROACHES

Public/private and Partnerships approaches to implementing the Framework can significantly improve potential for creating sustainable, positive change in the capacity of Central Coast communities to improve the business environment. Partnerships could be forged by the Council, for example, representatives taking out membership on of a Local Economic Development Committee, characterised by various local stakeholder groups and interests. This Committee could provide direction towards achieving agreed outcomes around themes of place-based risk or opportunity and could also facilitate stretching and leveraging of shared resources. Forming collaborative partnerships with the private and public sector can also boost innovativeness and social capital to drive Central Coast's economic development.

Community engagement approaches assist with mobilising local institutions and organising local community and business leaders. Stretching and leveraging from stakeholder's local knowledge and resources enables development of place-based initiatives, projects and strategies that respond to shared local issues and opportunities.

Engagement approaches can be used to foster social capital in our community to drive innovation, knowledge transfer and entrepreneurship. Harnessing the collective energy of local institutions, community and business leaders, and other stakeholders improves knowledge transfer, boosts innovation and can create sustainable, positive outcomes for Central Coast's economic development.



There are benefits in undertaking a Central Coast **capacity assessment**. Asset mapping is a community economic development tool to assist in identification and inventorying of community assets and strengths. Capacity assessments helps the community to identify their opportunities, untapped resources and gaps, which also assists the Council's corporate strategic planning process. The community can then focus on a building a vision for the identity and the preferred image for their 'place', which further builds relationships, trust and capacity.

Place marketing strategies and messaging using the Coast to Canyon's capital branding and the Place Marketing Plan need to be honest and speak to local residents, that is, they need to authentically relate to a product or the image of a place and its people. The identity of a community and the image to be portrayed in messaging to external audiences needs to align to the communities shared vision and values for their place. Collaborative place marketing efforts also needs to be aligned to the Coast to Canyon capital brand, be understandable, relatable, and attractive to audiences within Central Coast and audiences that are further afield.

EVALUATION TOOLS

An Excel based Evaluation and Measurement Toolkit has been developed by Economic Development Australia. The Toolkit supports a systematic approach that helps monitor progress toward a goal and enables value to be demonstrated to stakeholders.

The Toolkit assists in identification of what needs to be measured and in clearly defining the pathways to achieve the goal. The Evaluation and Measurement Toolkit can be used in any community-led economic development program or project regardless of budget, capacity, resources, or size, which illustrate the value and impact of the work and project/s.

VISION

Willing and Able

- . Central Coast's economic development is supported by all in our community;
- . Our industries, businesses, products and places are actively promoted by all; and
- . Whatever we are promoting, or doing and wherever we are, there is visible and authentic link to the Coast to Canyon's place marketing brand.



Local Businesses

- . We work together, share knowledge and provide referrals to local businesses in order to improve the Central Coast business environment and spread the economic and social benefits to all in our community;
- . Our industry sectors, local institutions, business leaders and community stakeholders all collaborate and network, aiming to increase economies of scale of outputs through innovation and clustering activities; and
- . We put ourselves under the microscope to see what we can enhance or build-on in order to develop innovative and place-based, local economic development responses to emerging, new, or untapped opportunities or risks.

Our Identity and Image

- . We socialise and enjoy a variety of unique and authentic experiences in our communities, which are honestly captured in our community identities and images;
- . Our vibrant, thriving and genuine communities are clearly visible and admired by relocating investors, developers, businesses and visitors; and
- . Industry sectors and businesses in our community are connected and supported by high quality social and physical infrastructure.

GUIDING PRINCIPLES

The following principles will guide the work and approaches of the Council and stakeholders towards achieving positive change for local economic development in Central Coast. There is no substitute for a community's own networks, enterprises, local organisations and knowledge. It is local social capital, which has the ability to drive innovations and new place-based and collaborative approaches to local economic development activities, building from existing capabilities and providing the basis for engaging with local stakeholders.



Making a Difference

- Transforming the systems and relationships to produce positive economic impact and elevate the prosperity of Central Coast industries, businesses and communities;
- Aligning practices, delivery systems and culture with the Central Coast vision; and
- Taking action together to develop place-based, local economic development strategies and initiatives.

Innovation

- Using the Framework to align effort across policy and service domains in order to embed a culture of innovation;
- Identifying improved and new ways of working and creating new job opportunities; and
- Providing inspiration and incentives to encourage innovation and investment to achieve agreed goals or outcomes.

Collaboration

- Working together to improve the Central Coast business environment;
- Aligning with a shared vision and purpose;
- Building-on and connecting existing assets, strengths and competitive advantages;
- Developing broad coalitions to identify and resolve key challenges and risks; and
- Developing service agreements, partnerships and other effective collaborative models.



Learning

- . Developing knowledge, skills and attitudes as a foundation to change;
- . Starting with young people, while emphasising lifelong learning and skill development;
- . Integrating learning and education into all approaches; and
- . Raising awareness through digital marketing and cross-promotional activities.

A Focus on Local Economic Development

- . Meeting the needs of current investors and developers and attracting investors and developers of the future;
- . Working together on relevant and appropriate strategies to build-on the skills and knowledge of local businesses and to create innovative, new opportunities;
- . Engaging with stakeholders to better facilitate delivery of unique and exceptional product offerings and services;
- . Supporting population growth and appealing to relocating families, retirees, creative professionals and the youth diaspora; and
- . Doing with, not doing for.



CONTACTS

If you would like more information or want to share what you are doing, please contact:

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STRATEGY & POLICY OFFICER

STRATEGIC OUTCOMES

Strategic outcomes have been designed to align with the relevant economic development lever to positively influence and progress towards the preferred outcome. The Framework's strategic outcomes are listed below.

1. **Strengthened collaborative networks and strategic partnerships.**
2. **Embedded a culture of innovation.**
3. **Boosted place marketing and management of place making infrastructure.**
4. **Attracted investment and supporting business.**
5. **Appealed to relocating creative professionals, retirees and families.**
6. **Increased the population and retained young people.**

The Framework's Action Plan identifies actions and related tasks that the Council will be able to undertake within the three roles of provider, facilitator and advocate. These actions and tasks aim to influence and improve the associated strategic outcome.

Timings

Short-term	One year
Medium-term	One to three years
Long-term	One to five years (+)



Knowing if Anyone is Better Off

The Council will take a Results Based Accountability approach to measuring the performance of the Framework. This approach starts with the end ‘results’ desired for a strategic outcome and then identifies indicators that can be measured in order to quantify the achievement of the desired results.

A measure of how well an initiative, project, or service system is working involves three types of interlocking measures shown below.

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?

Performance Measures

	Quantity	Quality
Effort	How much service did we deliver?	How well did we deliver it?
Effect	How much change/effect did we produce?	What quality of change/effect did we produce?



ACTION PLAN


Strengthening collaborative networks and strategic partnerships				STRATEGIC OUTCOME 1		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Improve networking opportunities for local Institutions	1.1	Map local institutions to identify new stakeholders, areas for new networking opportunity and gaps that could drive innovation.	Community: knowledge & skills	Provider	Short-term	Council collateral
	1.2	Strengthen and build networking opportunities among local organisations such as Central Coast Community Representative Groups and the Returned Services League club.	Community: Leadership, identity, values & trust	Facilitator	Short-term	Community engagement
	1.3	Strengthen and build networking opportunities among local Industry-level bodies representing the private sector such as the Central Coast Chamber of Commerce and Industry.	Market: Business networking	Facilitator	In progress	Community engagement
	1.4	Strengthen and build networking opportunities among local civil societies including local clubs and large not-for-profits such as Rotary, Rotaract, Probus and Lions. 	Community: Leadership, identity, values & trust	Facilitator	In progress	Community engagement
	1.5	Strengthen and build networking opportunities among social and community enterprises, such as Switch Tasmania.	Market: Business planning	Facilitator	Short-term	Community engagement

Strengthening collaborative networks and strategic partnerships				STRATEGIC OUTCOME 1		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Strengthen partnership arrangements with the Cradle Coast Authority	1.6	Participate in the implantation of the Cradle Coast Authorities Futures Plan, for example, the 'Supporting Food Producers' and 'Choose Central Coast' initiatives.	Market: Access to markets	Provider	In progress	Council collateral & Budget Estimates
	1.7	Align local economic development efforts with the regional Futures Plan to create regional economies of scale.	Market: Networking	Advocate	In progress	Council collateral & Budget Estimates
	1.8	Participate in the Cradle Coast Authority's Projects of Regional Importance Register.	Market: Networking	Provider	In progress	Budget Estimates
	1.9	Training and professional development opportunities for Council staff involved in economic development activities.	Government: Services	Advocate	In progress	Council collateral
Effectively use strategic alliance with the Local Government Association of Tasmania	1.10	Develop sustainable, social and physical infrastructure.	Government: Infrastructure & land	Provider	In progress	Council collateral & Policy
	1.11	Develop strategic partnerships and alliances with various levels of government, agencies and industry representative bodies.	Government Market structure & regulation	Advocate	Long-term	Council collateral & Policy
Utilise Economic Development Australia learnings	1.12	Participate in online learning and utilise Economic Development Australia's membership resources and tools for professional development.	Government: Services	Provider	In progress	Council collateral
Boost networking with Regional Development Australia	1.13	Engage in the Economic Development professional development group for Tasmanian councils.	Government: Services	Provider	In progress	Council collateral
	1.14	Effectively collaborate, share learning, research, knowledge and expertise with local government Economic Development Officers to gain current insights and learnings that can be used in response to local issues.	Government: Services	Provider	In progress	Council collateral

Embedding a culture of innovation				STRATEGIC OUTCOME 2		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Enhance the local business environment to gain investor confidence	2.1	Host meetings with local institutions to investigate local economic challenges and opportunities and identification of innovative and responsive strategies.	Market: Innovation	Facilitator	Short-term	Community engagement
	2.2	Forge a Local Economic Development Committee and develop Terms of Reference, which characterises the various stakeholder groups and interests.	Community: Leadership	Facilitator	Medium-term	Community engagement
	2.3	Host Mayor's Roundtables with the Local Economic Development Committee to prioritise strategies for implementation identified by local institutions.	Community: Identity, values & trust	Facilitator	Medium-term	Community engagement & Budget Estimates
	2.4	Develop and adopt a Collective Local Economic Development - Action Plan, which includes formation of Working Groups for priority areas and develop community-led progress measures of related actions towards the agreed desired result, outcome or goal.	Community: Leadership Market: Innovation	Provider	Long-term	Council collateral & Community engagement
Foster clustering activities	2.5	Desktop research to identify emerging industry/sector growth and investigate areas of appropriate land zoning.	Government: Infrastructure & land	Provider	Long-term	Council collateral
	2.6	Investigate clustering dynamics including desired destinations of relocating business and evidence of information sharing and other networking activities. 	Market: Clustering & networking of businesses	Provider	Long-term	Council collateral

Embedding a culture of innovation				STRATEGIC OUTCOME 2		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Foster clustering activities	2.7	<p>Foster and support emerging clusters, for example, nature-based tourism operators in the Leven Valley area.</p> 	Market: Clustering & networking of businesses	Provider	In progress	Community engagement
Support local food systems	2.8	Support local Farmers' Markets, for example, cross promotion on digital platforms.	Market: Access to markets	Provider	In progress	Council collateral
	2.9	Investigate opportunities for small producers to engage with local selling markets and opportunities to improve their knowledge and skills and to value add their produce.	Market: Access to markets	Provider	In progress	Council collateral & Community engagement
	2.10	Promote opportunities on digital platforms for local workers to engage with the Agri sector, for example the State government's 'Harvest Jobs' website.	Government: Services	Provider	In progress	Council collateral


Boosting place marketing and management of place making infrastructure					STRATEGIC OUTCOME 3	
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Boost place marketing efforts	3.1	Asset map social amenities and Council owned and/or managed amenities and facilities available for community use.	Government: Infrastructure & land	Provider	Medium-term	Council collateral
	3.2	Identify and analyse target markets, consumers, and the competition in key areas such as tourism.	Government: Services	Provider	Long-term	Council collateral
	3.3	Host a series of community visioning meetings in key localities to develop values to inform creation of their community's identity and their preferred image.	Community: Knowledge & skills	Provider	Long-term	Community engagement & Budget Estimates
	3.4	Authentically and honestly differentiate local places by applying the community vision for their identity and image, that is, the desired image of the community that will be promoted to external audiences.	Community: Identity, values & trust	Provider	Long-term	Council collateral
	3.5	Develop specific place marketing promotions directed to target audience/s integrating the community's image. Align with the Coast to Canyon place marketing brand's Style Guide to ensure a consistent approach, for example use the messaging '... It's in our Nature'.	Community: Identity, values & trust	Provider	Long-term	Council collateral & Budget Estimates
Enhance management of place making infrastructure	3.6	Investigate provision and standard of public amenity such as toilets, picnic areas and bar-be-que facilities to meet expectations of target markets.	Government: Infrastructure & land	Provider	Medium-term	Council collateral
	3.7	Review maintenance schedule of assets to ensure provision and standard of amenity meets expectations of target markets and needs of projected population estimates.	Government: Infrastructure & land	Provider	Long-term	Council collateral
	3.8	Investigate booking and hire processes for Council owned community spaces and reduce red tape and barriers, where possible.	Government: Services	Provider	Medium-term	Council collateral

Attracting investment and supporting business				STRATEGIC OUTCOME 4		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Attract investment	4.1	Explore development of a Central Coast Investment Attraction Strategy. Identify areas of competitive strengths/advantage via location quotient analysis, strategic research and industry scanning. Identify critical services or other gaps that could be currently missing from the community.	Government: Services	Provider	Short-term	Council collateral & Budget Estimates
	4.2	Engage broadly with industry, business and the community relating to advantages/disadvantages of operating in Central Coast, what businesses or industries are currently missing that the population could support and what businesses are involved in key sector supply chains.	Government: Business clustering & networking	Facilitator	Medium-term	Council collateral & Budget Estimates
	4.3	<p>Identify which industries/businesses to target that are a good fit for Central Coast. Consider how they complement each other and their integration in the local economy, which will assist marketing efforts.</p> 	Government: Market structure & regulation	Provider	Long-term	Council collateral


Attracting investment and supporting business				STRATEGIC OUTCOME 4		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Attract investment	4.4	Workshop with stakeholders: how the new industries/businesses will fit with the Coast to Canyon's capital place-marketing brand; is it likely these industries/businesses would relocate to Central Coast and what would draw them here; are State/Federal Governments currently targeting any prospective investors or industries/businesses; examples where new industries/businesses were successfully attracted to a comparable area - and what pulled them to that area; and if any Central Coast businesses/investors are currently looking for partners.	Market: Innovation	Facilitator	Long-term	Council collateral & Budget Estimates
	4.5	Inventory pipeline projects, developments, existing buildings and land that are zoned light-industrial, industrial or commercial to define Central Coast investment locations. Then, investigate land use planning regulations relating to permitted use of available vacant or built sites, and identify business suitability for existing Central Coast built structures or land.	Government: Market structure & regulation / Provision of land	Provider	Long-term	Council Collateral
	4.6	Stakeholder engagement outputs will help clearly define the strategic objectives; the number/size of businesses being targeted; the implementation timeline/milestones and targets for objectives (relative to Central Coast's capacity).	Government: Market structure & Services	Provider	Long-term	Council collateral
	4.7	Create tasks and identify available resources for the Strategy. Available resources will be allocated between key industry attraction task activities, which will be commensurate to their prospective return on investment. Tasks and their related actions will focus on demonstrating good sites, resource availability, access to markets and quality of place.	Government: Services	Provider	Long-term	Council collateral & Budget Estimates
	4.8	Consider non-financial and financial incentives to attract industries/business to Central Coast. Non-financial incentives are cost effective but there may be financial incentives the Council may consider, e.g. discounting land or property.	Government: Market structure & regulation	Provider	Long-term	Council collateral & Budget Estimates

Attracting investment and supporting business				STRATEGIC OUTCOME 4		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Attract investment	4.9	Develop a Central Coast Investment Prospectus and liaise with the Office of the Coordinator General for marketing opportunities. Develop other marketing and promotional approaches for the Prospectus, such as a Communication Strategy.	Market: Networking	Provider	Long-term	Council collateral & Budget Estimates
	4.10	Investigate development opportunities for the Penguin Recreation Ground.	Government: Services	Provider	Long-term	Council collateral & Budget Estimates
	4.11	Participate in Tasmanian Network's Project Marinus, specifically, their development of an Economic Development Strategy and Action Plan for the North West region of Tasmania.	Market: Networking	Advocate	Long-term	Council collateral
Support local businesses	4.11	Conduct long and short-term jobs analysis to identify which sectors/occupations will be positively/negatively affected (particularly in relation to the COVID-19 pandemic), with an eye toward job creation, re-skilling and up-skilling opportunities.	Government: Services	Provider & advocate	Medium-term	Council collateral
	4.12	Partner with Business Tasmania to provide succession planning support for local business.	Market: Business Planning	Provider & advocate	Short-term	Council collateral
	4.13	Partner with Business Tasmania to provide human resources support for local business.	Market: Business Planning	Provider & advocate	Short-term	Council collateral
	4.14	Partner with Business Tasmania to provide productivity support for local business.	Market: Business Planning	Provider & advocate	Short-term	Council collateral
	4.15	Partner with Switch Tasmania to provide digital marketing support for local business.	Market: Business Planning	Provider & advocate	Short-term	Council collateral

Attracting investment and supporting business				STRATEGIC OUTCOME 4		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Support local businesses	4.16	Partner with Switch Tasmania to provide grant writing support for local business.	Market: Business Planning	Provider & advocate	Short-term	Council collateral
	4.17	Partner with Switch Tasmania to provide personalised support for entrepreneurs.	Market: Business Planning	Provider & advocate	Short-term	Council collateral
	4.18	Participate and provide referrals to the Cradle Coast Authority's Futures Plan - Regional Restart Hub initiative, providing business support and assistance during COVID-19.	Market: Networking	Provider & advocate	In progress	Council collateral
	4.19	Support local businesses to review their online presence and position to the Coast to Canyon place marketing brand. 	Market: Networking	Facilitator	Medium term	Council collateral
	4.20	Explore the potential for Shop Top living in Reibey Street, Ulverstone.	Market: Networking	Facilitator & advocate	In progress	Council collateral
	4.21	Progress development and implementation of the Penguin Town Centre Master Plan.	Market: Networking	Provider & advocate	In progress	Council collateral

Appealing to relocating creative professionals, retirees and families STRATEGIC OUTCOME 5						
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Attract creative professionals and retirees	5.1	Investigate and inventory recreational facilities and amenities (lifestyle amenity) that are identified in the Council's Assets Register.	Government: Infrastructure & land	Provider	Medium-term	Council collateral
	5.2	Promote recreational facilities and amenities (lifestyle amenities), and differentiate using the community's place vision and align to the 'It's in our Nature', place marketing brand messaging.	Government: Infrastructure & land	Provider	Long-term	Council collateral
	5.3	Promote access to nature-based experiences (hidden gems in Central Coast) and differentiate using the place marketing brand messaging.	Market: Networking	Provider	Long-term	Council collateral
Attract families	5.4	Promote access to services in Central Coast and differentiate using the community's place vision and align to the 'It's in our Nature', place marketing brand messaging.	Government: Services	Provider	Long-term	Council collateral
	5.5	Promote access to jobs in Central Coast and differentiate using the community's place image and place marketing brand messaging. 	Community: Employment & wealth	Provider	Long-term	Council collateral
	5.6	Implement the Central Coast Residential Settlement Strategy that will set the direction for future development and expansion of residential zones in Central Coast.	Government: Infrastructure & land	Provider	Long-term	Council collateral

Appealing to relocating creative professionals, retirees and families **STRATEGIC OUTCOME 5**



Action	ID	Task	ED Lever	Council Role	Timings	Resources
	5.6	<p>Promote access to social and physical infrastructure, and differentiate using the community's place vision and align to the 'It's in our Nature', place marketing brand messaging.</p> 	Government: Infrastructure & land	Provider	Long-term	Council collateral


Increasing the population and retaining young people				STRATEGIC OUTCOME 6		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Plan to increase the population	6.1	Review and implement the Central Coast Population Growth Strategy.	Government: Services	Provider	Medium-term	Council collateral
	6.2	Create a Central Coast Liveability Survey around key, quality of life measures to create benchmark data or join a regional Liveability survey with the Cradle Coast Authority.	Community: Liveability	Provider/advocate	Long-term	Council collateral & Budget estimates
	6.3	Conduct the Central Coast Liveability Survey every 3-5 years to track performance against key quality of life indicators.	Community: Liveability	Provider	Long-term	Council collateral & Budget estimates
	6.4	Participate in strategies and initiatives to encourage repatriation of the youth diaspora, for example, the Cradle Coast Authority Futures Plan - Choose Cradle Coast initiative or initiatives from the Central Coast Population Growth Strategy.	Community: Liveability / Employment & wealth	Provider	In progress	Council collateral
Improve educational opportunities, tools and resources	6.5	Partner with the Commonwealth and State Government and Registered Training Organisations to cross-promote on digital platforms access to information on training and skills opportunities, for example the Job Trainer program.	Government: Market structure	Provider	In progress	Council collateral
	6.6	Partner with the Commonwealth and State Government and education providers to cross-promote on digital platforms access to funding and incentive schemes.	Market: Access to finance & venture capital	Provider	In progress	Council collateral
	6.7	Partner with the Federal and State Governments and education providers to cross-promote on digital platforms access to career guides and pathways, for example the Commonwealth Government's 'Your Career' website.	Government: Market structure	Provider/Advocate	In-progress	Council collateral

Increasing the population and retaining young people				STRATEGIC OUTCOME 6		
Action	ID	Task	ED Lever	Council Role	Timings	Resources
Improve employment opportunities and identify and reduce barriers	6.8	Lobby State Government for improved access and availability to public transport routes.	Community: Justice & equality	Advocate	Long-term	Council collateral
	6.9	Lobby State Government for provision of a register of available apprenticeships.	Government: Market structure	Advocate	Long-term	Council collateral
	6.10	Lobby State Government to further investigate barriers to regional employment.	Community: Employment & wealth	Advocate	Medium-term	Council collateral
	6.11	Lobby Federal and State Governments to plan and implement strategies to improve affordable housing in regional areas.	Community: Justice & equality	Advocate	In progress	Council collateral



MEASUREMENT

Strategic Outcome	How much did we do?	How well did we do it?	Is anyone better off?
1. Strengthened collaborative networks and strategic partnerships	<ul style="list-style-type: none"> # of local institutions identified. # of Cradle Coast Authority's Future Plan initiatives and strategies participated in. 	<ul style="list-style-type: none"> # of local institution stakeholders engaged. # local actors involved in Futures Plan initiatives and strategies. 	<ul style="list-style-type: none"> # of community skills, resources, businesses and physical asset inventories developed. Evaluation of Futures Plan initiatives and strategies.
2. Embedded a culture of innovation	<ul style="list-style-type: none"> # of stakeholders participating in the Local Economic Development Committee. # of emerging cluster activities identified. 	<ul style="list-style-type: none"> # of Mayor's Roundtables held for the Local Economic Development Committee. # of stakeholders engaged. # of potential cluster stakeholders engaged. 	<ul style="list-style-type: none"> # of innovative programs, initiatives and planning ideas developed, prioritised and implemented. # enabling supports facilitated for cluster development and activities.
3. Boosted place marketing & management of place making infrastructure	<ul style="list-style-type: none"> # of community visioning meetings held in key localities. Audit/review of Council owned/managed community facilities/amenities. 	<ul style="list-style-type: none"> # of community-led place visions for their own identity and image developed. # of findings and/or recommendations from asset audits or reviews. 	<ul style="list-style-type: none"> # of Coast to Canyon capital brand applications integrating authentic place identity and image/s.  <ul style="list-style-type: none"> # of findings and/or recommendations from audits or reviews implemented in asset planning cycle.

Strategic Outcome	How much did we do?	How well did we do it?	Is anyone better off?
4. Attracted investment & supported business	<ul style="list-style-type: none"> # of target industries and businesses identified. # of potential land or buildings identified for investment or development marketing. # of Business Tasmania and Switch Tasmania supports, initiatives and programs promoted to local business and entrepreneurs. 	<ul style="list-style-type: none"> # of investment opportunities identified in the Investment Strategy/ Prospectus. # of businesses or industries targeted for investing or developing in Central Coast. # of Business Tasmania and Switch Tasmania supported promotions on digital platforms. 	<ul style="list-style-type: none"> # of new businesses or industries attracted to Central Coast. # of local businesses and entrepreneurs gaining new skills and knowledge by Business Tasmania and Switch Tasmania supports and assistance.
5. Appealed to creative professionals, retirees & families	<ul style="list-style-type: none"> # of lifestyle amenity identified in communities. # of local services, schools and supporting social and physical infrastructure identified in urban communities. 	<ul style="list-style-type: none"> # of Coast to Canyon capital brand applications appealing to creative professionals. # of Coast to Canyon capital brand applications appealing to families and retirees. 	<ul style="list-style-type: none"> % increase in people holding a bachelor or higher degree. % increase in the fertility rate in Central Coast. % increase in Central Coast high income earners.
6. Increased our population and retained our young people	<ul style="list-style-type: none"> # of liveability indicators included in the Community Liveability Survey.  <ul style="list-style-type: none"> # of strategies/ initiatives developed to attract young diaspora. 	<ul style="list-style-type: none"> # of Community Liveability Surveys conducted. # of strategies/ initiatives implemented e.g. the Futures Plan – Choose Cradle Coast initiative or the Central Coast Population Growth Strategy. 	<ul style="list-style-type: none"> % increase in Central Coast residents. % increase in the number of residents aged 15-19. % increase in residents aged 20-34.

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