

LATROBE COUNCIL

ECONOMIC DEVELOPMENT STRATEGY: 2026- 2030

**STRATEGY AND ACTION
PLAN**



MAYOR'S MESSAGE

As Mayor, I am proud to present the 2026–2030 Economic Development Strategy for Latrobe Council - a forward-looking plan designed to strengthen our local economy, support our businesses, and create lasting opportunities for our community.

Latrobe is uniquely positioned for growth. With our strategic location, strong agricultural base, growing tourism appeal, and close connections to key transport networks, we have the foundations to build a resilient and diverse economy. This strategy focuses on harnessing those strengths while embracing innovation and sustainability.

Over the next five years, Council will prioritise supporting local businesses, attracting new investment, and fostering job creation. We will work closely with industry, government partners, and our community to encourage entrepreneurship, enhance workforce skills, and promote Latrobe as a destination to live, work, and invest.

Importantly, this strategy recognises the value of collaboration. Economic growth is not achieved in isolation—it requires strong partnerships and a shared vision. We are committed to engaging with our stakeholders to ensure our actions reflect the needs and aspirations of our region.

We will also place a strong emphasis on sustainable development, ensuring that growth is balanced with the protection of our natural environment and the character of our community.

This strategy is both ambitious and practical. It provides a clear roadmap while remaining adaptable to changing economic conditions. Together, we can build a thriving, resilient Latrobe for today and for future generations.

Mayor Peter Freshney

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Council chambers Gilbert St. © Caroline Cooper

EXECUTIVE SUMMARY

PURPOSE

Economic development strengthens the capacity of the local economy to support jobs, investment and community wellbeing. An Economic Development Strategy provides a clear, coordinated framework to guide growth, ensuring decisions are evidence-based, aligned with community aspirations, and focused on long-term outcomes.

Latrobe Council's current Economic Development Strategy was adopted in 2017 and updated in 2020. The Latrobe Economic Development Strategy 2026–2030 builds on this foundation, setting a renewed direction to support sustainable growth, resilience and opportunity over the next five years.

STRATEGY DEVELOPMENT

The Economic Development Strategy has been developed within Latrobe Council's broader strategic framework, aligning with the Latrobe Council Strategic Plan 2020–2030 and the Latrobe Council Annual Plan 2025–2026.

Strategy Development has been informed by a comprehensive review of economic conditions, trends and opportunities, documented in the Economic Directions Paper, followed by extensive engagement with local businesses, industry representatives, service providers, and government agencies. This engagement ensured the Strategy reflects local strengths, responds to emerging challenges, and positions Council to play a clear and effective role in enabling economic growth.

IMPLEMENTATION

The Strategy is supported by a detailed Implementation Plan that translates priorities into clear actions. Delivery will occur through Council's established planning and reporting framework, in partnership with industry, government and the community. Progress will be monitored to ensure the Strategy remains responsive, relevant and effective in guiding Latrobe toward a strong, inclusive and resilient local economy.



UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

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



BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY

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



VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE

Foster a healthy, well-connected region where quality services, housing, and opportunities enable people to live well, participate fully, and contribute to enduring economic growth.



CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Cultivate a vibrant destination that leverages events, attractions, and cultural experiences to expand the visitor economy, enhance local vibrancy, and create lasting economic opportunity.



LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

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



LATROBE REGION

LATROBE REGION

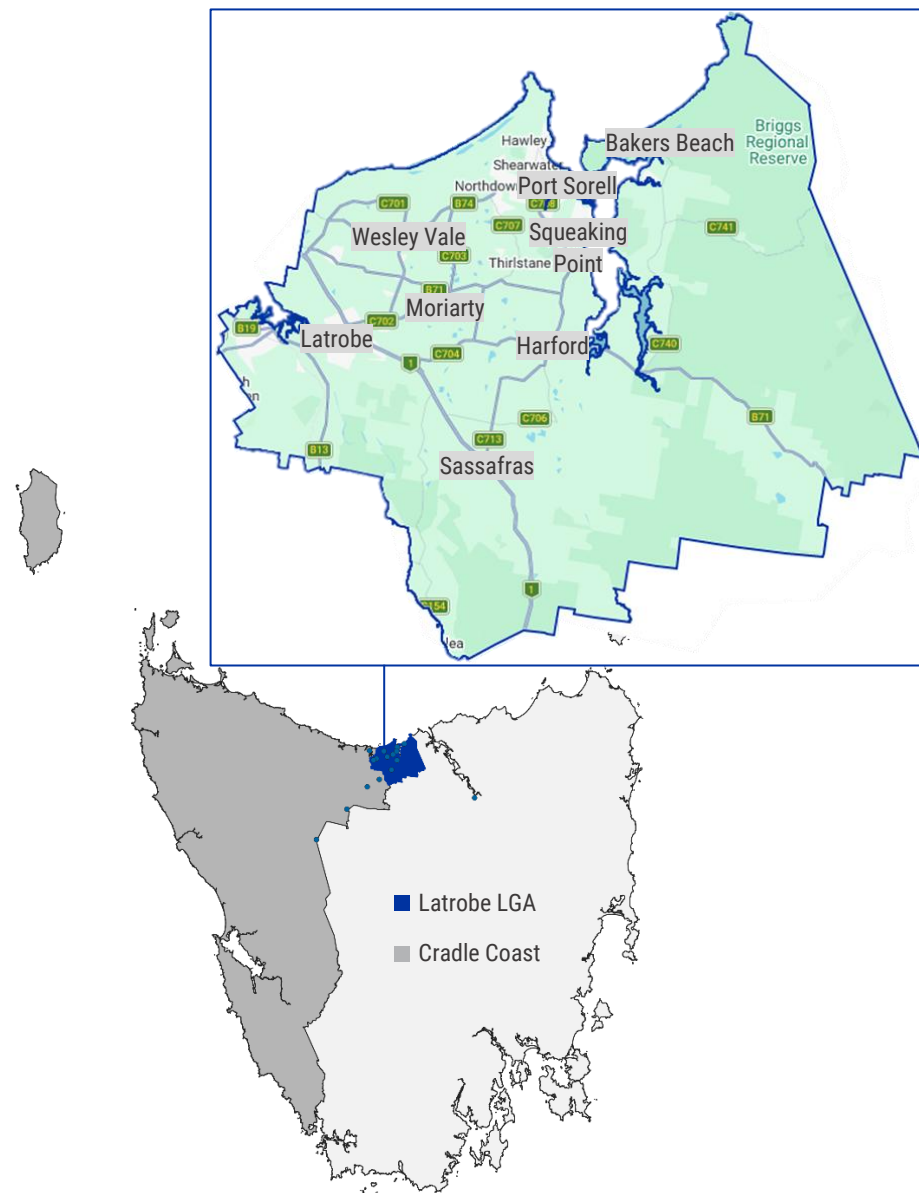
OVERVIEW

The Latrobe Local Government Area (LGA) is located in north-west Tasmania, encompassing a diverse mix of coastal communities, productive agricultural land, and established urban centres. Home to one of the fastest growing populations in the region, with more than 13,000 residents, Latrobe combines strong lifestyle appeal with a dynamic and evolving economic base. Its position along the Mersey River and proximity to key transport infrastructure, including the Devonport airport and Spirit of Tasmania terminal, underpins its role as a strategic regional hub.

Agriculture and food production remain central to Latrobe's economy, supported by fertile soils and a well-established farming sector. Agriculture is not only part of the region's rural identity; it is a core productive industry that underpins employment, local expenditure, freight movements, food production, processing and regional supply chains. This is complemented by a growing aquaculture industry and significant food processing activity, particularly in Wesley Vale, which strengthens Latrobe's role in Tasmania's broader agribusiness and export supply chains. These industries generate substantial economic output and support a network of local businesses, logistics, and service providers.

Latrobe also plays an important role as a regional service centre. Healthcare, retail, education, and community services are key employers, supporting both local residents and the surrounding catchment. Coastal townships such as Port Sorell and Shearwater contribute to a strong visitor economy and lifestyle offering, while the Latrobe township itself provides a mix of heritage character, retail activity, and civic services.

Together, these assets position Latrobe as a vital contributor to the Cradle Coast economy. Its close connections with Devonport, Kentish, and surrounding municipalities create shared labour markets, integrated transport networks, and complementary industry strengths. This interconnectedness supports economic resilience and enables Latrobe to play a central role in regional growth and development.



LATROBE'S ECONOMY

A STRONG AND GROWING REGIONAL ECONOMY

Latrobe is one of Tasmania's fastest-growing and most economically dynamic local government areas, playing a critical role in the broader Cradle Coast regional economy. Located in north-west Tasmania, the municipality benefits from strong transport connections, productive agricultural land, and high-quality lifestyle assets that continue to support population and economic growth.

By 2025, Latrobe's population exceeded 13,200 residents, reflecting sustained growth over the past decade and positioning the municipality among the fastest-growing in the state. This growth has been driven primarily by internal migration, highlighting Latrobe's appeal as a place to live, work and invest. While growth has moderated in recent years, underlying economic fundamentals remain strong, with continued demand for housing, services, employment and infrastructure.

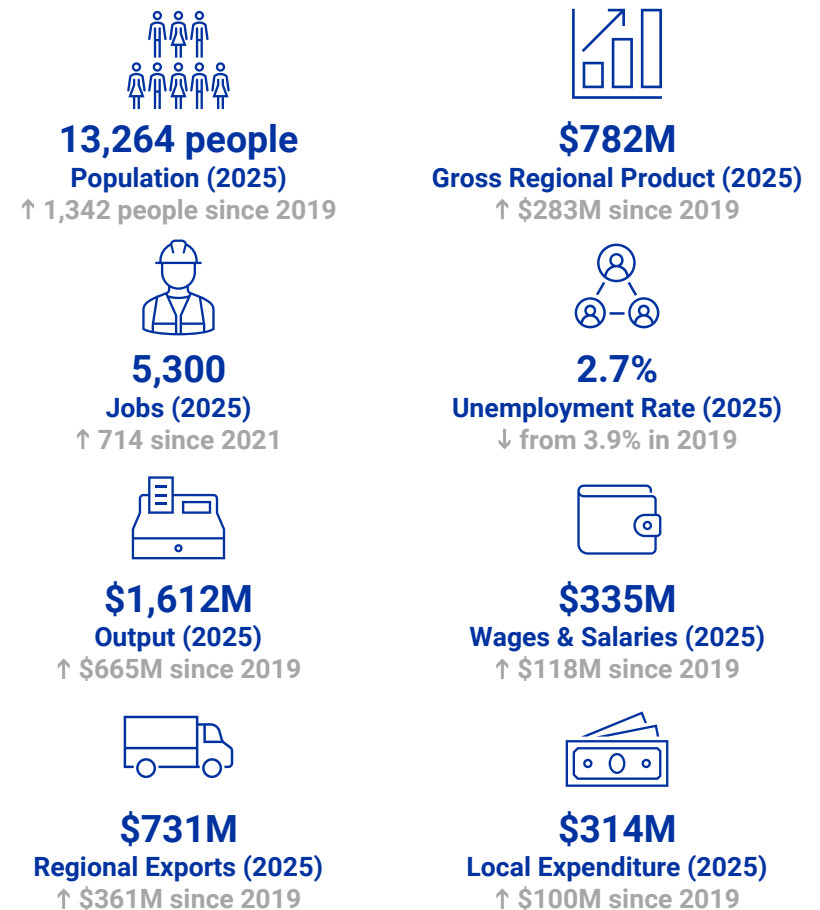
Latrobe's economy generated approximately \$782 million in Gross Regional Product (GRP) in 2025, reflecting a diverse and expanding economic base. The municipality is a key contributor to the Cradle Coast regional economy and continues to strengthen its role as a hub of economic activity in north-west Tasmania.

A significant competitive advantage lies in Latrobe's strategic location. Proximity to the Spirit of Tasmania terminal, Devonport Airport, key freight routes and regional service centres positions the municipality as a natural logistics, employment and service hub. These connections support export-oriented industries, enable workforce mobility, and improve access to domestic and interstate markets.

The Sassafras Wesley Vale Irrigation Scheme Augmentation (SWISA) is a significant water-security project for Latrobe's productive agricultural areas. Council has a role in advocating for practical, equitable and affordable access to irrigation infrastructure where this supports productive land use, diversification, and agribusiness investment.

Latrobe's economic strength is underpinned by its diversity. Agriculture, aquaculture and food production remain central, supported by fertile soils, established supply chains and strong links to processing and logistics. Together, these sectors generate substantial value-added output and export activity, forming a critical foundation for the local economy while supporting broader regional supply chains.

Key economic indicators highlight the scale and momentum of Latrobe's economy:



Source: REMPLAN Economy, REMPLAN Annual Employment Estimates & Department of Employment and Workplace Relations, Small Area Labour Markets.

JOB S AND WORKFORCE

Latrobe supports a workforce of approximately 5,300 people, with employment strongly concentrated in a small number of key sectors. Health care and social assistance is the largest employer (850 jobs), followed by education and training (535 jobs), agriculture (470 jobs), retail (455 jobs) and aquaculture (400 jobs). This concentration reflects the municipality’s role as a service centre, alongside its established agricultural base and growing aquaculture industry, while also indicating a relatively narrow employment structure.

Employment growth has been strong, with more than 700 new jobs created between 2021 and 2025. Growth has been led by health care (+129 jobs) and education (+115 jobs), driven by population change and increasing demand for essential services. At the same time, aquaculture (+77 jobs), transport (+40 jobs) and construction (+36 jobs) have expanded, reflecting broader economic activity across logistics, infrastructure and primary industries. This pattern of growth points to an increasingly diverse economy, albeit one still anchored in a core group of sectors.

EMPLOYMENT TOTALS 5,300 (2025)
(half of all employment is concentrated in the five largest sectors)

-  Health Care Services (850 jobs)
-  Education & Training (535 jobs)
-  Livestock, Grains & Other Agriculture (470 jobs)
-  Retail Trade (455 jobs)
-  Aquaculture (400 jobs)

714 NEW JOBS WERE CREATED BETWEEN 2021 AND 2025
(half of all new jobs occurred in just five sectors)

-  Health Care Services (+129 jobs)
-  Education & Training (+115 jobs)
-  Aquaculture (+77 jobs)
-  Transport (+40 jobs)
-  Construction (+36 jobs)

Source: REMPLAN Annual Employment Estimates.

Despite this positive trajectory, workforce constraints are becoming more pronounced. Businesses across multiple industries report ongoing challenges in attracting and retaining workers, particularly in skilled, technical and service roles. These pressures are compounded by an ageing population, which is both increasing demand for health and residential care services while reducing the proportion of working-age residents. As identified in regional economic strategies, difficulty attracting skilled labour remains a persistent constraint across sectors, particularly in regional and industry-based economies.

Latrobe’s demographic profile therefore presents a dual challenge. On one hand, population ageing will continue to drive employment growth in health, aged care and community services. On the other, sustaining economic growth will depend on the region’s ability to attract younger workers, support workforce participation, and provide the housing, services and lifestyle factors that underpin long-term labour supply. Addressing these issues will be critical to maintaining productivity, supporting business expansion, and ensuring the local economy can respond to future opportunities.

BUSINESS GROWTH

Latrobe has experienced strong business growth in recent years. In 2025, approximately 876 businesses were actively trading, representing an increase of around 16 per cent since 2019. Growth has been broad-based, with notable expansion in construction, health care, education and training, property services, and personal and community services.

While small businesses continue to dominate the local economy, growth in medium-sized enterprises signals increasing business confidence and the gradual scaling-up of local operations. This trend reflects both population growth and rising demand for services, as well as Latrobe’s emergence as an important business and service hub within the north-west region.

KEY PROPULSIVE SECTORS: VALUE-ADDED AND LOCAL EXPENDITURE

Key propulsive sectors are industries that make a substantial contribution to Latrobe’s economy through their combined impact on exports, employment, value-added, and local supply chain activity. These key propulsive sectors play a critical role in driving economic growth, supporting local businesses, and strengthening the overall resilience of the municipality. The value-added generated by these sectors highlights their importance to Latrobe’s economic structure.

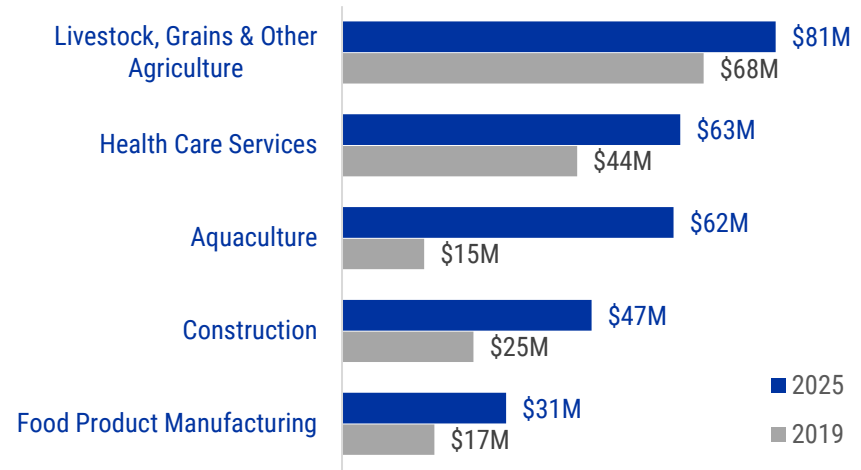
In 2025, livestock, grains and other agriculture remains the largest contributor, followed closely by health care services and aquaculture. This reflects a balanced economy underpinned by strong primary production, a growing aquaculture industry, and an expanding health and residential care sector that supports both local and regional populations. Construction and food product manufacturing also make important contributions, demonstrating the role of building activity and value-adding industries in supporting economic output and diversification.

The significance of these industries is further reinforced through local expenditure patterns. In 2025, key propulsive sectors accounted for approximately \$179 million in local expenditure, representing a substantial share of total spending within the municipality. Food product manufacturing and construction are the largest contributors to local expenditure, highlighting their role in supporting local suppliers and contractors. Agriculture and aquaculture also demonstrate strong local purchasing activity, reinforcing the interconnected nature of production and supply chains across the region.

This concentration of local expenditure demonstrates how Latrobe’s key industries not only generate economic output but also circulate spending within the local economy, supporting businesses, creating jobs, and enhancing long-term economic resilience.

Overall, Latrobe’s economy is characterised by strong growth, a diverse but concentrated industry base, and increasing business confidence, supported by its strategic location and role within the broader regional economy.

VALUE-ADDED: KEY PROPULSIVE SECTORS



Source: REMPLAN Economy

LOCAL EXPENDITURE: TOP 5 KEY SECTORS (2025)

	\$M	%
Food Product Manufacturing	\$59M	19%
Construction	\$47M	15%
Livestock, Grains & Other Agriculture	\$33M	10%
Aquaculture	\$30M	10%
Health Care Services	\$11M	3%
Top 5 Sectors Sub-Total	\$179M	57%
Other	\$135M	43%
TOTAL	\$314M	100%

Source: REMPLAN Economy

A PLATFORM FOR FUTURE OPPORTUNITY

Latrobe is entering a period of sustained growth and transition. The municipality plays a central role in the North West Tasmanian economy, functioning as a key service, employment and industrial hub with strong connections to Devonport, the Port, and regional freight and logistics networks. A diverse economic base, spanning food production, manufacturing, health and community services, retail, and logistics, continues to expand, supported by population growth, business investment and increasing demand for local services. Latrobe's productive soils, water resources, riverfront and coastal environments, and landscape amenity are also foundational assets supporting agriculture, tourism, liveability and long-term economic resilience.

This momentum is reshaping the local economy and placing new demands on the systems that support it. Growth is occurring alongside emerging constraints, particularly in the supply of serviced industrial and residential land, infrastructure capacity, housing availability and affordability and workforce access.

Engagement with industry, businesses and the community points to a need for greater alignment between growth, infrastructure and planning. Businesses are seeking clearer pathways for development, more responsive servicing, and improved coordination across approval processes. At the same time, there is increasing recognition that economic performance is closely tied to liveability—housing choice, access to health and community services, transport connectivity and the overall quality of place all influence workforce attraction, retention and participation.

Within this context, Latrobe is well positioned to capture the benefits of continued growth. The municipality has the capacity to accommodate further industrial and commercial development, strengthen its role in regional supply chains, and expand population-serving industries that respond to demographic change. There are also opportunities to support business innovation and capability, enhance the function and appeal of activity centres, and leverage growth to deliver more diverse employment and service outcomes for the community.

Latrobe's economic future is inherently connected to the broader region. Strong interdependencies with neighbouring municipalities, particularly Kentish and Devonport, are evident through shared labour markets, infrastructure networks, service provision and business relationships. These connections create opportunities to coordinate planning, align infrastructure priorities, and strengthen advocacy to State and Federal governments, particularly for investment in transport, utilities and enabling infrastructure that supports regional growth.

The Economic Development Strategy 2026–2030 responds to these conditions by focusing on the systems that enable sustainable economic development. This includes aligning infrastructure with growth, supporting business and industry development, strengthening the factors that underpin liveability, and working collaboratively across the region to deliver coordinated outcomes. Through this approach, Latrobe can continue to evolve as a well-connected, productive and resilient municipality that supports both economic opportunity and community wellbeing.

Population Forecasts and Projections for Latrobe Council, 2021-46

	2021	2026	2031	2036	2041	2046	Change
Latrobe LGA	12,697	13,602	14,393	15,225	16,070	16,953	+4,256
Latrobe Settlement	4,524	4,813	5,015	5,240	5,474	5,719	+1,195
Port Sorell Settlement	3,934	4,340	4,762	5,209	5,647	6,092	+2,158
Port Sorell Hinterland	1,410	1,521	1,624	1,713	1,805	1,897	+487
Tarleton Rural Residential	421	451	480	506	528	558	+137
Latrobe Balance	2,408	2,477	2,512	2,557	2,616	2,687	+279

Source: REMPLAN Forecast

STRATEGIC FRAMEWORK



STRATEGIC FRAMEWORK

STRATEGIC PLANNING AND LEGISLATIVE CONTEXT

Economic development in local government operates within a broader planning and legislative environment that shapes Council priorities and guides how strategies are developed and implemented. For Latrobe, this includes national, State, regional, and local policy frameworks that influence economic outcomes and investment conditions.

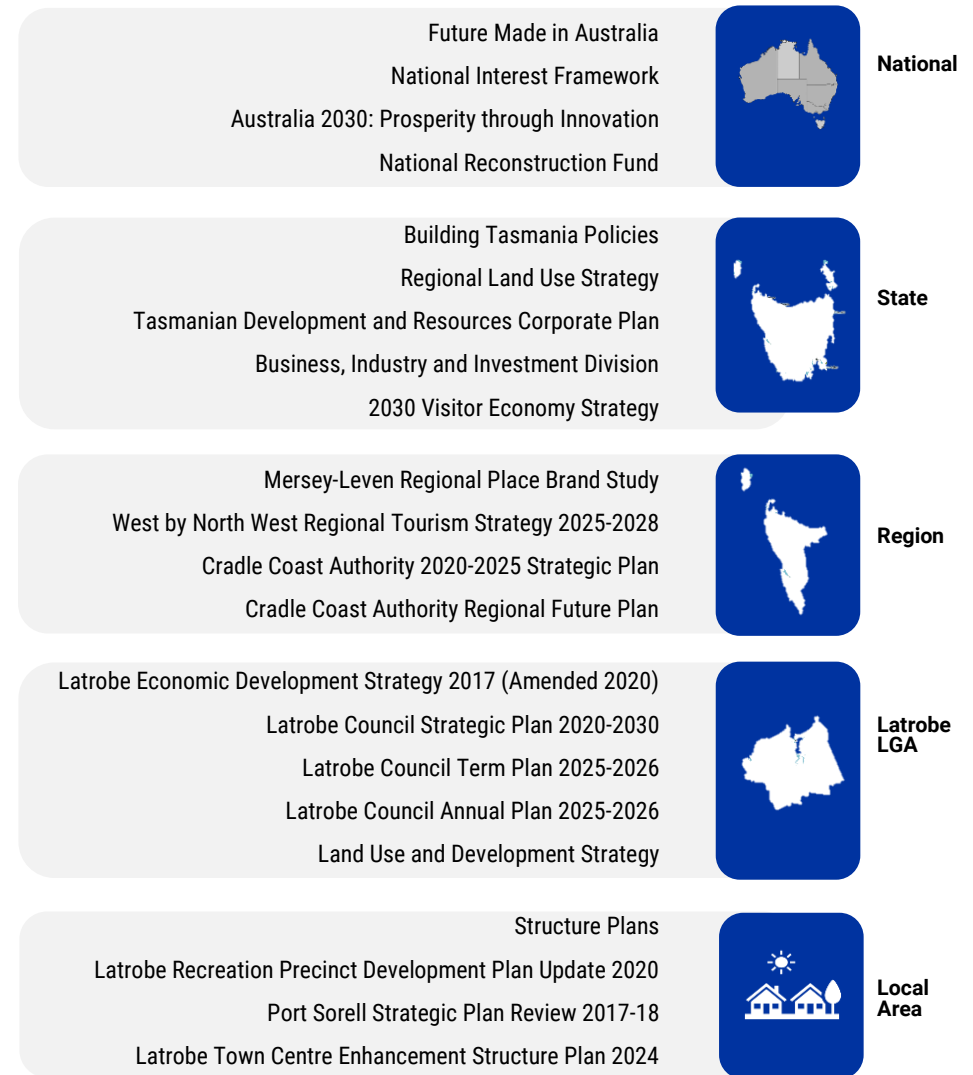
At the national and State levels, priorities such as regional investment, industry development, workforce participation, and infrastructure renewal set the context in which Tasmanian councils operate. These are reflected through initiatives such as Building Tasmania programs, the Regional Land Use Strategy, and sector-specific policies related to business capability, tourism, and transport. Together, they shape funding opportunities, regulatory settings, and the overall conditions for economic growth.

Regionally, Latrobe is closely connected to neighbouring municipalities through shared markets, supply chains, visitor flows and environmental assets. As part of the Cradle Coast region, it benefits from coordinated approaches to industry diversification, transport and population retention. Council will align local tourism initiatives with established regional visitor economy strategies, partnerships and information platforms to avoid duplication and maximise the reach of local experiences.

Locally, Council's decision-making is guided by key documents including the Latrobe Strategic Plan 2020-2030 and the Council Term Plan 2025-2026, which set priorities for governance, community wellbeing, infrastructure, and economic development. These provide a clear foundation for aligning economic initiatives with community aspirations and statutory responsibilities.

Together, this framework ensures the Latrobe Economic Development Strategy is aligned with broader policy directions while remaining responsive to local needs, opportunities, and priorities.

Figure 1 Policy Context



COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT

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



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

These functions may involve leading initiatives, supporting partners, or simply providing information depending on the issue and who is best placed to act.

Latrobe Council also plays a key role in supporting the business community to navigate challenges and opportunities. This includes working with major local employers such as BioMar, Dulverton Waste Management and operators across the region; enabling growth in emerging sectors; and partnering with groups such as Kentish and Latrobe Independent Business Association (KaLIBA).

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

HOW ECONOMIC DEVELOPMENT SUPPORTS THE LATROBE COMMUNITY VISION

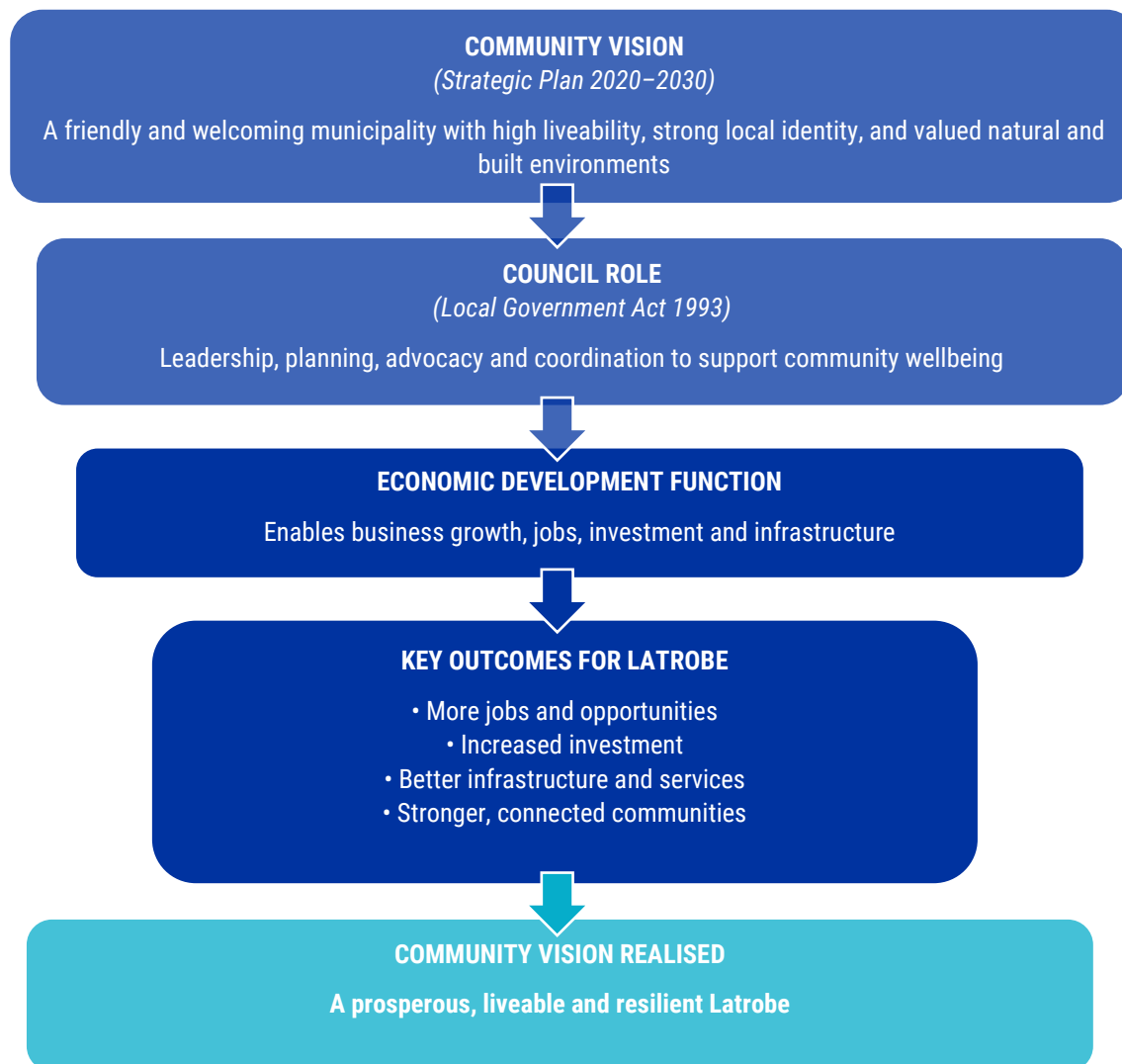
Economic development is a key mechanism through which Latrobe Council delivers its Community Vision and broader responsibilities under the Local Government Act 1993 to promote the wellbeing of the municipality. It translates long-term aspirations into practical actions that support a strong economy, connected communities, and a high quality of life.

Latrobe's Community Vision, as outlined in the Latrobe Council Strategic Plan 2020–2030, describes a friendly and welcoming municipality with a strong sense of place, high liveability, and a valued natural and built environment. Economic development contributes to this vision by strengthening local industries and employment, supporting investment, and ensuring that growth is aligned with the character, lifestyle and environmental values that define the region.

In practice, this means enabling business growth, facilitating appropriate land use and infrastructure, and improving access to jobs, services and opportunities. It also means working in partnership with industry, community and neighbouring councils, to attract investment, build capability, and respond to emerging challenges. This collaborative role reflects Council's broader commitment to leadership, community participation, and regional cooperation.

Importantly, economic development in Latrobe is not pursued in isolation. It is integrated with Council's wider strategic framework, supporting outcomes across community wellbeing, infrastructure, environmental stewardship and governance. By aligning economic activity with these priorities, the Strategy helps ensure that growth enhances liveability, supports local identity, and contributes to a resilient and sustainable future.

Figure 3 Economic Development's role in realising Latrobe's community vision



ECONOMIC DEVELOPMENT STRATEGY



ECONOMIC DEVELOPMENT STRATEGY

PURPOSE AND FUNCTION OF THE ECONOMIC DEVELOPMENT STRATEGY

The Latrobe Economic Development Strategy (EDS) establishes a clear and coordinated approach to guiding the municipality's economic development over the next five years. It sets the priorities and direction for strengthening the local economy, supporting business growth, enhancing liveability, and fostering collaborative partnerships.

The EDS outlines:

- a forward-looking vision for Latrobe's economic future
- strategic directions and priority areas for action
- targeted initiatives to support investment, innovation, and resilience
- a framework for monitoring progress and outcomes

The Strategy aligns with existing Council plans by focusing on economic outcomes. It integrates with land use planning, infrastructure delivery, financial management, and community development to ensure a coordinated decision-making, advocacy, and resource allocation approach across Council.

The EDS has been shaped by research, data analysis, and engagement with Councillors, Council staff, local businesses, regional stakeholders, and the broader community. It reflects local conditions and priorities, aligns with regional and state directions, and responds to emerging trends, opportunities, and challenges.

LATROBE'S ECONOMIC VISION

Latrobe Council's guiding strategic documents are the Latrobe Strategic Plan 2020-2030 and the Latrobe Council Term Plan 2025-2026. These plans provide clear frameworks to shape Latrobe's future and support a coordinated response to local challenges, opportunities, and aspirations, while delivering outcomes that benefit the broader community.

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



A vibrant and resilient economy that generates quality jobs, broadens services and facilities, and invests in infrastructure to enrich the lives of residents and strengthen local businesses.

STRATEGIC OBJECTIVES

As outlined in Council's Strategic Plan, key Council objectives in terms of community and economic development are:

- **To support a vibrant, caring, resilient and inclusive community.**
- **To build a strong local economy focused on improving local employment opportunities.**
- **To provide and maintain a broad range of services and facilities for the community to use.**
- **To host and support events that foster and enhance community pride and involvement.**

To support Council in achieving the community and economic development aspirations outlined in Council's Strategic Plan, a range of Strategic Economic Objectives have been developed to guide the delivery of the EDS. These objectives provide a clear and structured framework for decision-making, ensuring Council's economic development activities are purposeful, coordinated, and aligned with Latrobe's long-term aspirations.

Each strategic objective is supported by priority focus areas that help translate strategic intent into practical action. These focus areas guide the development of targeted initiatives for Council's economic development team, ensuring that day-to-day activities are directly connected to the broader outcomes the community seeks.

This structured approach provides a clear and cohesive pathway for Council to strengthen economic resilience, support local businesses and jobs, enhance liveability, and position Latrobe as a competitive and attractive place to live, work, invest, and visit.

Figure 4 Latrobe Strategic Economic Objectives



UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

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



BUSINESS AND INDUSTRY THAT POWERS A DIVERSE AND COMPETITIVE ECONOMY

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



VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE

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CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Cultivate a vibrant destination that leverages events, attractions, and cultural experiences to expand the visitor economy, enhance local vibrancy, and create lasting economic opportunity.



LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

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

OBJECTIVE 1: UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

SECURE INFRASTRUCTURE THAT ENABLES BUSINESS EXPANSION, SUPPORTS JOB CREATION, AND DRIVES LONG-TERM ECONOMIC AND POPULATION GROWTH.

WHY IT MATTERS

As one of Tasmania's fastest growing municipalities, Latrobe's economy is facing heightened impacts of ageing roads, limited utility capacity, and inadequate mobile and internet coverage. Engagement with local businesses confirmed that infrastructure deficiencies are a major barrier to business growth, with freight operators facing rising costs and reliability issues and farmers experiencing technology gaps and infrastructure constraints.

For agricultural businesses, enabling infrastructure includes reliable farm access and freight routes, fit-for-purpose roads for agricultural machinery and produce movement, water security, drainage, digital connectivity and well-managed roadside environments. The Sassafras Wesley Vale Irrigation Scheme Augmentation is a significant investment in Latrobe's productive agricultural areas, increasing access to high-reliability irrigation water and supporting confidence for farm investment, diversification, higher-value production and value-adding. Council's role is not to deliver the scheme, but to advocate for practical, equitable and affordable access to irrigation infrastructure and to ensure related planning, road, drainage and servicing issues are understood and coordinated where they affect productive land use and agribusiness growth.

Without coordinated planning and clear servicing pathways, Latrobe risks being unprepared for expanding industry opportunities linked to major regional projects. Additionally, large-scale transmission upgrades, digital improvements, and water infrastructure investments present opportunities for Latrobe to secure better-serviced land, strengthen local supply-chain participation, and improve community outcomes.

Latrobe's long-term economic resilience depends on strengthening these foundations. Securing reliable digital connectivity, modern utilities, efficient freight links, and serviced industrial precincts is essential for business expansion, workforce readiness, and a thriving visitor economy. Council will

lead coordinated advocacy, prioritise infrastructure investment, and partner with local industries to ensure Latrobe remains competitive, investment-ready, and well-positioned to benefit from regional growth.

KEY OUTCOMES

- Clear and coordinated infrastructure priorities for Latrobe.
- Greater certainty for utilities and industrial land servicing.
- Safer and more efficient freight and transport connections.
- Improved quality and reliability of local roads, drainage, and public spaces.
- Stronger digital and utility services across townships.
- Improved coordination with infrastructure providers.

STRATEGIC PRIORITIES



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



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



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



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

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

SUPPORT A DIVERSE, INNOVATIVE AND COMPETITIVE BUSINESS ENVIRONMENT THAT EMPOWERS LOCAL ENTERPRISE AND AGRICULTURE, BUILDS WORKFORCE CAPABILITY, AND SUPPORTS SUSTAINABLE ECONOMIC GROWTH AND PROSPERITY.

WHY IT MATTERS

Latrobe's economy is anchored by productive agriculture, food processing, aquaculture, health services, logistics, aviation and specialist aviation services, and population-serving businesses. These strengths provide a strong platform for growth, but businesses face workforce shortages, housing affordability and availability constraints, rising costs, limited industrial land, servicing and digital gaps, and complex planning and investment pathways.

Latrobe's agricultural sector includes family farms, small producers, larger commercial operations, livestock, dairy, fruit, vegetables, niche products, food processing and farm-based enterprises. This diversity strengthens resilience and supports the region's ability to adapt to changing markets.

Specialist aviation services strengthen Latrobe's broader economy through employment, business activity and investment, supporting the productivity and resilience of strategically important sectors by improving connectivity, responsiveness and business efficiency. Its role extends beyond direct activity, helping other industries and businesses operate more effectively and respond to changing needs.

Latrobe's major employers, processors and industrial operators also shape the wider economy through supply-chain demand, local purchasing, freight movements and workforce needs. Stronger coordination between these businesses, smaller enterprises, KaLIBA, training providers and Council will help align local support with industry priorities and emerging opportunities.

As investment activity and major projects increase, reducing barriers to growth becomes essential. Businesses have identified the need for targeted support in procurement, digital capability, market development, and workforce resilience. Initiatives such as business skills clinics, local procurement programs, and a major projects concierge will help businesses navigate requirements, accelerate investment, and improve competitiveness.

Latrobe has strong potential to grow industry clusters and drive innovation. By strengthening capability, simplifying investment pathways, and deepening partnerships with training providers, Latrobe can build a more resilient, competitive, and investment-ready economy.

KEY OUTCOMES

- A more connected and coordinated business community.
- Clearer development pathways that build investor confidence.
- Improved business capability and local procurement participation.
- A more skilled workforce aligned with Latrobe's key industries.
- Stronger and more innovative industry clusters.
- Greater participation of local businesses in regional supply chains.

STRATEGIC PRIORITIES



Business Engagement and Coordination: Strengthen communication and collaboration across Latrobe's business community by reviewing KaLIBA's structure to align with regional priorities and maintaining a shared business database across Latrobe.



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



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



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



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

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

FOSTER A HEALTHY, WELL-CONNECTED REGION WHERE QUALITY SERVICES, HOUSING, AND OPPORTUNITIES ENABLE PEOPLE TO LIVE WELL, PARTICIPATE FULLY, AND CONTRIBUTE TO ENDURING ECONOMIC GROWTH.

WHY IT MATTERS

Well-connected communities are essential to attracting and retaining residents, sustaining a reliable workforce, and supporting long-term economic growth. Access to diverse and affordable housing, childcare, local transport, digital connectivity, and essential services directly shapes liveability and determines whether people can fully participate in work, learning, and community life. In Latrobe, these factors are key drivers of population growth, service demand, and workforce capability.

Latrobe faces growing pressure on housing and worker accommodation due to strong population growth and industry demand. While childcare availability has significantly improved, constrained public transport and persistent digital blackspots continue to restrict participation for families, students, older residents and shift workers, while also affecting education, business operations and access to services. At the same time, Latrobe's coastal and riverfront assets, recreational amenities, and lifestyle appeal offer a competitive advantage, provided they are supported by coordinated planning and investment in liveability. For agriculture and other seasonal industries, liveability also depends on practical, safe, and affordable accommodation options for itinerant and seasonal workers.

Council's partnership with the Cradle Coast Authority (CCA) on the Coastal Walkway demonstrates the value of high-quality public spaces that connect people to Latrobe's riverfront, coastline, and natural assets. Such projects strengthen recreation, local pride, attract visitors, and make the municipality more appealing to prospective residents seeking lifestyle advantages.

As major regional projects and population growth increase demand for housing, services, and workforce infrastructure, coordinated planning is essential. Council must advocate for State partnerships, align land supply with servicing capacity, and work with landowners and providers to ensure development

supports community needs. Improving transport and digital access will also help residents connect to jobs and services. The Coastal Walkway demonstrates how strategic partnerships can enhance public access, recreation, and regional connectivity, reinforcing Latrobe as a healthy, active, and attractive place to live, work, and stay.

KEY OUTCOMES

- More diverse, accessible housing to support growth.
- Improved access to childcare, education, and essential services.
- Enhanced transport and digital connectivity.
- Stronger community identity supporting riverfront and recreation upgrades.
- A more connected and inclusive region for residents and workers.

STRATEGIC PRIORITIES



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



Childcare Accessibility and Training Advocacy: Strengthen access to childcare, training, health, education, and daily services to improve liveability and enable full workforce participation.



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



Vibrant and Connected Communities: Foster a strong sense of place and community identity by enhancing event facilities, improving information and visitor assets, and supporting initiatives such as the Coastal Walkway to strengthen connectivity, attract new residents, and build civic pride.

OBJECTIVE 4: CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

CULTIVATE A VIBRANT DESTINATION THAT LEVERAGES EVENTS, ATTRACTIONS, AND CULTURAL EXPERIENCES TO EXPAND THE VISITOR ECONOMY, ENHANCE LOCAL VIBRANCY, AND CREATE LASTING ECONOMIC OPPORTUNITY.

WHY IT MATTERS

Tourism and culture are central to Latrobe's identity and economic vibrancy, supported by a diverse mix of heritage assets, riverfront and coastal landscapes, rural producers, recreation trails, and established events. The quality and stewardship of Latrobe's natural and landscape assets are economically important because they underpin visitor experiences, community amenity and the liveability advantages that help attract residents and workers. However, fragmented promotion, inconsistent visitor information, and varying operator capability limit the region's ability to attract longer stays and maximise visitor spend. These challenges highlight the need for more coordinated destination packaging, clearer storytelling, and stronger alignment across towns and experiences.

There is a significant opportunity to strengthen Latrobe's role within the broader regional visitor economy through joint initiatives with, not only the Kentish Council, but more broadly with catchment Councils including Devonport and Central Coast. Coordinated destination packaging, connecting assets across municipalities and targeting key markets such as drive visitors, mountain bikers, and cruise passengers. Initiatives such as the Cradle Corridor Gateway will further enhance Latrobe's position as a key entry point by improving connectivity, wayfinding, and access between Devonport, Latrobe, Sheffield, and Cradle Mountain.

Supporting industry capability and awareness is also critical. Strengthening the role of KaLIBA and delivering targeted education, resources, and collaboration opportunities will help local businesses better understand and engage with the visitor economy. Improved service readiness, consistent trading, and cross-promotion of events and experiences will contribute to a more cohesive and competitive regional offering.

Latrobe also has strong potential to expand agritourism and food-based experiences by providing clear planning pathways and enabling farm-based

tourism, tasting venues, and farm-to-plate enterprises. By aligning promotion, improving coordination, and supporting local operators, Council can help deliver a more integrated visitor experience that strengthens identity, supports local enterprises, and enhances year-round economic activity.

KEY OUTCOMES

- Clearer destination identity supporting Latrobe's natural assets.
- Better visitor connectivity across regional destinations.
- Greater local engagement with the visitor economy.
- More consistent, high-quality visitor information and signage.
- Growth in creative, cultural, and agritourism experiences.

STRATEGIC PRIORITIES



Regional Brand Alignment and Destination Package: Align Latrobe visitor content with the North West Tasmania destination brand and existing regional visitor information platforms, linking local events, itineraries and operator experiences to strengthen Latrobe's visibility within the broader regional visitor economy.



Tourism Dispersal and Connectivity: Improve visitor access and movement across the region by enhancing signage, transport connections, coordinated itineraries, and delivering a gateway linking key destinations, attractions, and neighbouring LGAs.



Tourism Awareness and Capability: Strengthen community understanding and industry capability by enhancing KaLIBA's role in delivering visitor economy education and cross-promotion and encouraging year-round participation from local businesses and residents.



Agri-Tourism Support: Support agritourism and activate riverfront and coastal precincts to showcase Latrobe's creative strengths, cultural assets, and rural character through a Masterplan to reinforce a unique sense of place and community pride.

OBJECTIVE 5: LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

COUNCIL WILL OPERATE IN A COLLABORATIVE AND FORWARD-THINKING MANNER, PROVIDING CLEAR DIRECTION, FOSTERING STRONG PARTNERSHIPS, AND WORKING WITH COMMUNITY AND INDUSTRY TO ACHIEVE SUSTAINABLE ECONOMIC GROWTH AND SHARED PROSPERITY.

WHY IT MATTERS

Strong leadership, coordinated planning, and effective partnerships are critical to enabling sustainable economic growth and investment. Clear communication, aligned priorities, and transparent processes provide businesses and the community with the confidence to invest, expand, and participate in Latrobe's economic future. Collaboration across Council, industry, regional bodies, and State agencies is essential to deliver outcomes that cannot be achieved in isolation.

Across the region, fragmented communication, inconsistent information, and limited coordination can create uncertainty for business and slow investment. Improving alignment through structured engagement, clearer communication pathways, and coordinated advocacy will help ensure local priorities are reflected in regional and State decision-making, particularly in areas such as transport, infrastructure, and industry development.

Proactive planning and targeted engagement present a key opportunity to strengthen investment readiness. Initiatives such as the Wesley Vale Precinct Structure Plan will provide clear direction for industrial growth, align infrastructure with industry needs, and support the expansion of advanced manufacturing, aquaculture, and logistics sectors. At the same time, establishing industry working groups will strengthen collaboration, improve transparency, and create ongoing dialogue between Council, businesses, and key stakeholders.

Strengthening communication between operators, government agencies, and industry is essential. Support of strategic land use planning that protects productive agricultural land and significant natural and landscape values, manages rural-residential interfaces, supports appropriate residential growth and housing supply in planned locations, and minimises land use conflicts between farming, tourism, lifestyle development and future growth. Clear

protocols, particularly in areas such as parks and tourism operations, will improve responsiveness, reduce disruption, and support a more coordinated regional approach.

By reinforcing partnerships, improving coordination, and aligning planning with industry needs, Council can create a more stable, connected, and investment-ready environment that supports long-term growth and shared prosperity.

KEY OUTCOMES

- Stronger strategic direction for land use and precinct planning.
- More coordinated regional advocacy.
- Stronger partnerships with industry, government, and community.
- Greater transparency and clearer communication with stakeholders.
- More capable and future-focused Council operations.
- Increased investment readiness of key industrial precincts.

STRATEGIC PRIORITIES



Strategic Land Use and Investment Readiness: Provide clear land-use direction and coordinate planning for priority industrial precincts to support the growth of advanced manufacturing, aquaculture, and logistics, ensuring the infrastructure and certainty needed to enable investment.



Advocacy and Transport Inclusion: Advocate for inclusion of local priorities in the Cradle Coast Integrated Transport Strategy and champion shared regional priorities, ensuring Latrobe's key transport, freight, and connectivity needs are clearly represented.



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

ECONOMIC DEVELOPMENT STRATEGY SUMMARY

ECONOMIC VISION: A vibrant and resilient economy that generates quality jobs, broadens services and facilities, and invests in infrastructure to enrich the lives of residents and strengthen local businesses.

Strategic Economic Objective	Strategic Priorities	✓ Outcomes
Unlocking Infrastructure to Enable Growth	- Infrastructure Intelligence and Advocacy - Freight and Logistics Support - Regional Maintenance and Renewal - Servicing and Digital Connectivity Advocacy	✓ Clear and coordinated infrastructure priorities for Latrobe. ✓ Greater certainty for utilities and industrial land servicing. ✓ Safer and more efficient freight and transport connections. ✓ Improved quality and reliability of local roads, drainage, and public spaces. ✓ Stronger digital and utility services across townships. ✓ Improved coordination with infrastructure providers.
Business and Industry that Powers a Diverse and Competitive Economy	- Business Engagement and Coordination - Investment Facilitation and Approvals - Business Capability and Local Procurement - Workforce and Skills Development - Industry Clusters and Innovation	✓ A more connected and coordinated business community. ✓ Clearer development pathways that build investor confidence. ✓ Improved business capability and local procurement participation. ✓ A more skilled workforce aligned with Latrobe's key industries. ✓ Stronger and more innovative industry clusters. ✓ Greater participation of local businesses in regional supply chains.
Vibrant and Connected Places that Attract and Retain Population and Workforce	- Housing and Workforce Readiness - Childcare Accessibility and Training Advocacy - Amenity, Transport and Digital Inclusion - Vibrant and Connected Communities	✓ More diverse, accessible housing to support growth. ✓ Improved access to childcare, education, and essential services. ✓ Enhanced transport and digital connectivity. ✓ Stronger community identity supporting recreational upgrades. ✓ A more connected and inclusive region for residents and workers.
Culture and Tourism that Strengthen Identity and Prosperity	- Regional Brand Alignment and Destination Package - Tourism Dispersal and Connectivity - Tourism Awareness and Capability - Arri-Tourism Support	✓ Clearer destination identity supporting Latrobe's natural assets. ✓ Better visitor connectivity across regional destinations. ✓ Greater local engagement with the visitor economy. ✓ More consistent, high-quality visitor information and signage. ✓ Growth in creative, cultural, and agritourism experiences.
A Council that is a Partner for Progress	- Strategic Land Use and Investment Readiness - Advocacy and Transport Inclusion - Industry Groups and Governance Capacity	✓ Stronger strategic direction for land use and precinct planning. ✓ More coordinated regional advocacy. ✓ Stronger partnerships with industry, government, and community. ✓ Greater transparency and clearer communication with stakeholders. ✓ More capable, and future-focused Council operations. ✓ Increased investment readiness of key industrial precincts

IMPLEMENTATION PLAN



BioMar © Greg Fenwick

IMPLEMENTATION PLAN

OVERVIEW

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

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

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

ACTION PLAN

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

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

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

Council role is defined as:

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

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

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

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

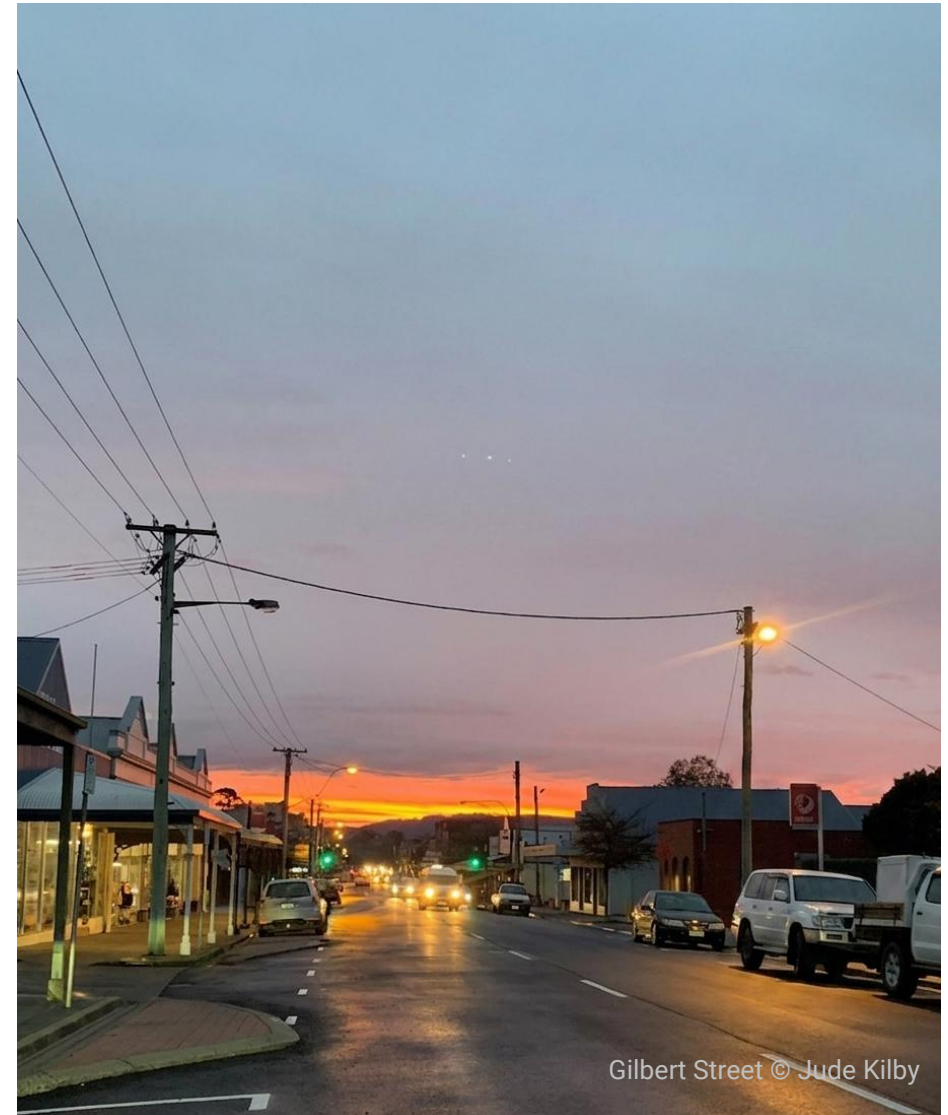
If not considered to be a business as usual activity (noted as BAU), the following timeframes have been allocated to each delivery:

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

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

- **High:** Actions that enable growth with strong strategic alignment and significant economic impact. These actions are typically, well-defined and require early implementation to address key opportunities or constraints
- **Supporting:** Actions that support growth and enable higher-priority initiatives. These actions are important to overall Strategy success and progress in a staged or coordinated manner.

Strategic: Longer-term or opportunity-driven actions, often involving advocacy or further investigation. Delivery is less certain and will be advanced as opportunities or enabling conditions are established.



OBJECTIVE 1: UNLOCKING INFRASTRUCTURE TO ENABLE GROWTH

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

1.2	FREIGHT AND LOGISTICS SUPPORT Support the review of freight, logistics and farm access corridors, including routes used by agricultural machinery, processors and time-sensitive produce movements. Supporting actions include: • coordinate local industry engagement, • collect business feedback, quantifying economic impacts, • align advocacy with State priorities and using findings to strengthen funding submissions for regional transport upgrades.	Support	Building Tasmania, TasPorts, local industry	Ongoing	Strategic
1.3	RENEWAL PRIORITIES Identify infrastructure renewal priorities that enhance business confidence, liveability, and visitor appeal, including road and drainage repairs, township presentation, signage, and digital connectivity. Use business and community feedback to inform renewal priorities and advocacy for State road funding. Use agricultural feedback to inform road, drainage, verge and roadside weed management priorities, including advocacy to State road manager where issues affect farm productivity, biosecurity or road safety.	Support	Council Infrastructure Services, community associations, KaLIBA, SES (for emergency signage)	Medium	High
1.4	DIGITAL CONNECTIVITY ADVOCACY Work with NBN Co, Telstra and the State to improve mobile and internet coverage across key businesses, visitor and farming areas. Advocate for improved digital connectivity across rural areas and townships to support farm businesses, rural residents, tourism, seasonal workers, students and local enterprises.	Support	NBN Co, Telstra, KaLIBA, WNW Working, Connect-4224	Ongoing	Strategic
L1.1	TASWATER / UTILITIES COORDINATION (LATROBE) Coordinate with TasWater, Tasmanian Irrigation and local industries to identify water, wastewater and utility constraints affecting investment readiness in Latrobe, including capacity constraints, cost-sharing arrangements for new industrial connections in Wesley Vale, irrigation access and water-security issues for productive agricultural areas, and planning for pre-treatment and advocacy for the Pardoe STP upgrade. Supporting actions: • Gather data from businesses about current and projected water/wastewater needs. • Identify where infrastructure constraints are holding back investment. • Facilitate conversations between developers, TasWater, and State agencies to clarify costs and timelines. • Communicate the economic implications of infrastructure delays (e.g. lost jobs, deferred investment).	Support	TasWater, Tasmanian Irrigation, Building Tasmania, TasPorts, Mill Park, BioMar, developers	Medium	High

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

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

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

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

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

L3.1	COASTAL WALKWAY Partner with CCA to deliver the Coastal Walkway project, enhancing regional connectivity, public access and the user experience along the Latrobe riverfront and coastline. Recognise CCA's direct support through funding secured under the Australian Government's Major and Local Community Infrastructure Program, which will support improvements within Latrobe LGA including digital navigation and safety information, signage and wayfinding, interpretive elements, user amenities and targeted lighting and visibility upgrades.	Partner	CCA, community	Long	High
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OBJECTIVE 4: CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY

Actions Actions under this objective focus on cultivating a region that celebrates creativity, heritage, agriculture, and natural assets to grow a distinctive visitor economy, support local enterprise, and strengthen community pride		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
4.1 DESTINATION PACKAGING Support the development and curation of Latrobe and Kentish visitor content for integration with the North West Tasmania destination brand, existing regional visitor information platforms and relevant local channels. Work with WxNW and other tourism partners to ensure destination activity complements existing regional programs rather than duplicates them. Key components to include: • Develop integrated digital and print materials connecting events, trails and experiences across both municipalities. • Create targeted itineraries for Spirit of Tasmania drive markets (including caravans and RVs), mountain bike visitors (Wild Mersey), and cruise ship day visitors, with delivery roles and partnership opportunities with Tourism Visitor Information Network (TVIN) and WxNW to be determined through implementation planning. • Consider the proposed Latrobe pre-departure/post-arrival hub for Spirit of Tasmania passengers as a potential future implementation project for further investigation. • Include food, produce and farm-based experiences in visitor itineraries and packages where operators are visitor-ready and routes are suitable. • Identify gaps in regional visitor content and work with WxNW and operators to strengthen Latrobe and Kentish representation • Coordinate a shared seasonal campaign calendar (e.g. Winter Wellness, Summer on the River) to align marketing and cross-promotion.		Support	Tourism Tasmania, KaLIBA, local operators, Visitor Information Centres (VIC), TVIN, WxNW	Short	Supporting
4.2 CRADLE CORRIDOR GATEWAY Deliver a Cradle Corridor Gateway linking Devonport Airport, Latrobe, Sheffield and Cradle, aligned with the Devonport to Cradle Road Corridor Strategy, through coordinated signage, parking and coach nodes, virtual tour guiding and storytelling. Partner with transport operators and specialist aviation service providers to strengthen visitor access and connectivity, including the development and trial of seasonal shuttle services under a shared co-funding model.		Lead	WxNW, PWS, Building Tasmania, Tourism Tasmania, Devonport Airport, CCA	Long	High

4.3	TOURISM AWARENESS & CAPABILITY Strengthen tourism awareness and industry capability by facilitating operator participation in visitor economy initiatives, with tourism-specific education and capability development coordinated through WxNW and other specialist organisations. KaLIBA and Council will support communication, operator engagement, networking and cross-promotion across Latrobe and Kentish. Key Components • Support WxNW and relevant specialist organisations to deliver workshops, briefings and resources that improve operator capability, visitor readiness and participation in regional tourism platforms. • Provide short guidance on agritourism readiness, biosecurity, visitor management, insurance, trading consistency and cross-promotion. • Promote a unified approach to the visitor economy through coordinated messaging, cross-promotion, and stronger collaboration between operators, KaLIBA and councils. • Encourage improved service readiness, trading consistency and shared promotion of events, trails and experiences across the region.	Support	KaLIBA, THA, WxNW	Ongoing	Supporting
4.4	AGRI-TOURISM SUPPORT Support appropriate agritourism and farm-based visitor experiences that complement productive agriculture, protect biosecurity and road safety, and maintain long-term agricultural viability. Council will focus on enabling planning and infrastructure pathways, while working with WxNW, Tourism Tasmania and other specialist organisations to connect suitable operators with visitor-readiness, experience development and promotional support.	Lead	WxNW, Tourism Tasmania, Local operators, KaLIBA.	Medium	Supporting

OBJECTIVE 5: LEADERSHIP AND PARTNERSHIPS THAT ENABLE SHARED PROGRESS

Actions Actions under this objective ensure Council operates in a collaborative and forward-thinking manner, providing clear direction, fostering strong partnerships, and working with community and industry to achieve sustainable economic growth and shared prosperity.		Council Role Lead Partner Support	Potential Partners	Timeframe Short Medium Long Ongoing	Priority High Supporting Strategic
5.1	TRANSPORT INCLUSION Advocate for inclusion of local priorities, agricultural freight, farm access routes, machinery movements, road safety and produce transport needs in the Cradle Coast Integrated Transport Strategy and related State initiatives.	Partner	CCA, Building Tasmania	Ongoing	Strategic
5.2	INDUSTRY WORKING GROUPS Form Local Industry Working Groups for quarterly engagement and collaboration. Publish summary notes online to demonstrate transparency. Where relevant, use targeted, issue-based engagement with agricultural representatives and relevant peak bodies to inform Council advocacy, planning and infrastructure priorities.	Support	KaLIBA to Lead	Short	Supporting
L5.1	WESLEY VALE PRECINCT STRUCTURE PLAN Coordinate a Precinct Structure Plan for the Wesley Vale industrial precinct, with a focus on advanced manufacturing, aquaculture, and logistics industries. Economic Development and Policy Officers will define the economic positioning, facilitate engagement with major employers, and align infrastructure staging with the Airport and Pardoe STP upgrade. Precinct planning and stakeholder engagement will also consider rural interface management, farm freight movements, agricultural land compatibility, and water and servicing security to support sustainable growth and minimise land use conflicts.	Lead (to be led by Economic Development with Planning Unit support)	BioMar, Wesley Vale, TasPorts, TasWater, TasNetworks, Building Tasmania	Long	High

MONITORING AND EVALUATION

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

Each objective is supported by:

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

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

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

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

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

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

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



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

OBJECTIVE & OUTCOMES Outcomes describe the intended long-term changes that reflect success for each objective.	MEASURES Measures are practical indicators used to track progress toward these outcomes.	TARGETS Targets provide a quantifiable benchmark to guide delivery and assess performance over time.
OBJECTIVE 3: VIBRANT AND CONNECTED PLACES THAT ATTRACT AND RETAIN POPULATION AND WORKFORCE		
Increased population attraction and retention Strong community participation and connectedness Improved liveability and sense of place	Participation in community events and programs	 5–10% increase over the Strategy period
	Community-led initiatives supported	 8–12 per year
	Youth-focused initiatives delivered	 1–2 per year
	Volunteer participation	 Maintain or grow annually
	Community satisfaction with liveability	 ≥70% satisfaction
	Dwelling approvals and weekly rent and house sale prices	 Establish baseline and monitor trend annually
	Utilisation of community facilities and spaces	 Increase over time
OBJECTIVE 4: CULTURE AND TOURISM THAT STRENGTHEN IDENTITY AND PROSPERITY		
Increased visitation and visitor spend A stronger year-round visitor economy Enhanced regional identity and cultural vibrancy	Visitor numbers	 3–5% growth over the Strategy period
	Number of events delivered	 Maintain baseline and introduce 1–2 new events over the Strategy period
	Event attendance	 5–10% increase over the Strategy period
	Off-season (shoulder/winter) initiatives	 At least 1–2 new initiatives
	Digital engagement with Council-supported tourism and destination content across agreed digital channels	 5–10% annual growth from 2025-2026 baseline <i>(*2026-2027 baseline for websites to account for change in user behaviour as a result of AI Generative Search)</i>
	Utilisation of identified priority tourism assets where reliable usage data is available	 Year-on-year increase from established baseline

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

LATROBE ECONOMIC DEVELOPMENT STRATEGY 2026-2030

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**Latrobe
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Preserving the past
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