



# Sustainable Murchison 2040 Community Plan Regional Framework Plan

Prepared for  
Waratah-Wynyard Council, Circular Head Council, West Coast Council, King Island  
Council and Burnie City Council

Date  
21 November 2016



Geografi



Supported by the Tasmanian Government



## Geografia Pty Ltd

• Demography • Economics • Spatial Planning  
+613 9329 9004 | info@geografia.com.au | www.geografia.com.au  
571 Queensberry Street North Melbourne VIC 3051  
ABN: 33 600 046 213

### Disclaimer

This document has been prepared by Geografia Pty Ltd for the councils of Waratah-Wynyard, Circular Head, West Coast, and King Island, and is intended for their use. It should be read in conjunction with the Community Engagement Report, the Regional Resource Analysis and Community Plan. While every effort is made to provide accurate and complete information, Geografia does not warrant or represent that the information contained is free from errors or omissions and accepts no responsibility for any loss, damage, cost or expense (whether direct or indirect) incurred as a result of a person taking action in respect to any representation, statement, or advice referred to in this report.

# Executive Summary

- **The Sustainable Murchison Community Plan belongs to the people of Murchison, so that they may plan and implement for a sustainable future.** Through one voice and the cooperative action of the community, business and government, Murchison can be a place where aspirations are realised. This plan is the culmination of extensive community and stakeholder consultation, research and analysis. It sets out the community vision, principles and strategic objectives for Murchison 2040. (Section 1).
- The community's vision to 2040 integrates Murchison's natural and productive resources, active lifestyles, self-reliant nature and creativity with a desire to engage with one another and the world (Section 2).
- The future directions and supporting strategic objectives derive from the vision. These will be achieved through a number of actions and investments in the short to medium term.

## Murchison Community Vision



- Murchison has significant challenges to respond to that require immediate intervention. These include: economic and labour market pressures from changes in commodity prices and global competition; population decline; and transport infrastructure.
- At the same time, there are clear opportunities in agriculture; advanced manufacturing; health; education; tourism; and liveability, all of which can attract new investment and new residents.
- With respect to Murchison's major industries, agribusiness (including forestry) and manufacturing are likely to remain major sources of income and employment. Mining employment may, though, continue to fluctuate in line with commodity prices, which are forecast to remain low in the short term.
- Specific interventions include building on existing capability through greater education of the workforce, attracting new investment and spending in business and tourism, and enhancing the liveability of existing settlements, then promoting this liveability to prospective business and household investors.
- Strategic and spatial principles have been developed to guide the implementation of the Community Vision and objectives. The principles are consistent with the Cradle Coast Land Use Strategy 2010-2030 in the creation of productive, sustainable and liveable places in Murchison (Section 4).
- Four factors are crucial to successfully implement the Regional Framework Plan:
  1. Regional cooperation between the community, business, industry and governments.
  2. Active engagement and accountability between these agents.
  3. An investment management framework to guide the way that investments are chosen and shaped so that they deliver benefits to the community and attract public sector funding, which in turn will help to attract private sector investment and create jobs in Murchison.
  4. A portfolio of prioritised actions and investments for delivery in the short and medium term to start the process of delivering upon the strategic objectives. This includes major infrastructure investments in ports, private sector investment in new tourism ventures, and upgrades to existing assets in education, roads, and utilities (Section 6).



# Contents

# Page

---

<b>Executive Summary</b> .....	i
<b>Murchison Community Vision</b> .....	i
1. Introduction.....	1
1.1 Preface.....	1
1.2 How does it all fit together? .....	1
1.3 What does the Sustainable Murchison Community Plan seek to achieve? ....	3
1.4 How was the Sustainable Murchison Community Plan developed? .....	4
1.5 Structure of the Regional Framework Plan.....	4
2. Community Vision .....	9
2.1 The Vision.....	9
2.2 The themes, strategic objectives and measuring success .....	11
2.3 What do these themes mean? .....	12
2.4 Complimentary visions with Burnie and West Coast.....	26
3. Challenges and Opportunities .....	27
4. Strategic Principles .....	36
4.1 Strategic and spatial principles .....	36
4.2 The alignment of the principles with the strategic objectives.....	39
4.3 Policy context - statutes, strategies and schemes .....	41
5. Implementation Framework .....	44
5.1 Regional cooperation .....	44
5.2 Implementation and monitoring .....	46
5.3 Investing in projects with agreed benefits to Murchison.....	48
5.4 Action Plan .....	50
6. Investment Portfolio .....	63
6.1 Overview .....	63
6.2 Transport investments, high priority .....	64
7. References .....	65
Appendix 1 The Supporting Documents .....	68
About the Community Vision Statement.....	68
About the Regional Resource Analysis.....	70
About the Community Study .....	70
Appendix 2 About Murchison.....	71
Business and industry .....	71
Tourism.....	72

---



---

Strong communities and social capital.....	72
Access and infrastructure .....	74
Natural resource management provides productive forest, agricultural land, national parks and clean waters.....	75
Health and wellbeing.....	76
Education.....	76
Place making and liveability .....	77
Governance and working together .....	77
Appendix 3 Murchison Community .....	78
Population change in Tasmania and Murchison .....	78
Community needs .....	83
Housing needs.....	84
Appendix 4 Murchison Resources.....	86
Economic profile and future requirements .....	86
Major industries.....	86
Human capital .....	89
Productive natural resources .....	90
Transport infrastructure.....	91
Geology, ecology and heritage .....	91
Geology, ecology and conservation .....	91
Aboriginal heritage.....	91
Listed heritage sites.....	92
Appendix 5 Multi Criteria Decision Analysis .....	93
Appendix 6 Investment Portfolio .....	97
Private Sector Investments .....	97
Public sector investments .....	99
Prioritised Transport Investments .....	104

---



## Tables

## Page

---

Table 1	Future Direction Themes, Strategic Objectives and Performance Indicators	21
Table 2	Community Visions: Murchison, Burnie and West Coast	26
Table 3	Challenges and Opportunities for the Murchison	28
Table 4	Strategic and Spatial Principles	37
Table 5	Alignment of Principles and Strategic Objectives	39
Table 6	Business and Industry – Regional Actions	52
Table 7	Tourism – Regional Actions	53
Table 8	Strong Community and Social Capital – Regional Actions	53
Table 9	Access and Infrastructure – Regional Actions	54
Table 10	Natural Resource Management – Regional Actions	55
Table 11	Health and Wellbeing – Regional Actions	55
Table 12	Education – Regional Actions	56
Table 13	Place Making and Liveability – Regional Actions	57
Table 14	Governance and Working Together – Regional Actions	58
Table 15	Local Actions	60
Table 20	Community-Based Principles Guiding the Community’s Plan	68
Table 21	Murchison, Output (2013/14) and Jobs (2014/15) by Industry	71
Table 22	Urban Centres	73
Table 23	Murchison Region Education Campuses	76
Table 24	Summary of Community Needs	84
Table 25	Population and Dwelling Scenarios	84
Table 26	Example Transport Projects FEI, SEI and Budget	94
Table 16	Private Sector Investments	97
Table 17	Public Sector Investments	99
Table 18	Prioritised Transport Investment Objectives	104
Table 19	Prioritised Transport Investments	105

---



## Figures

## Page

---

Figure 1	The Components of the Sustainable Murchison Community Plan .....	2
Figure 2	Structure of the Sustainable Murchison Community Plan .....	6
Figure 3	How the Regional Framework Plan Works .....	7
Figure 4	Murchison and Burnie .....	8
Figure 5	Murchison Community Vision .....	10
Figure 6	The Vision's Nine Future Direction Themes.....	11
Figure 7	Regional Cooperation Objectives.....	45
Figure 8	Implementation Framework Accountabilities.....	47
Figure 9	Starting a New Investment.....	49
Figure 10	Population Scenarios to 2036.....	74
Figure 11	Tasmanian Population, Actual and Scenarios .....	78
Figure 12	Murchison Population, Actual and Scenarios .....	79
Figure 13	Projected Population Decline (medium series to 2037) .....	79
Figure 14	Employment Self-Containment and Sufficiency.....	82
Figure 15	Post-School Qualification, 2011 .....	89
Figure 16	School Educational Attainment, 2011 .....	90
Figure 17	Multi Criteria Decision Analysis Process .....	93
Figure 18	Example Transport Investments Financial Economic Index Results .....	95
Figure 19	Example Transport Investment Social Environmental Index Results .....	95
Figure 20	Example Transport Projects - Decision Analysis Results.....	96

---



The Sustainable Murchison Community Plan is the community's plan for the future. Through one voice and collective action facilitated by the local councils and other agents, Murchison can be a place where community aspirations are achieved. This Regional Framework Plan is the lead document for the Sustainable Murchison Community Plan. It sets out the community vision, principles and strategic objectives and is the culmination of extensive community and stakeholder consultation, research and analysis.

# 1. Introduction

## 1.1 Preface

Murchison comprises the entire Tasmanian west coast, north west Tasmania, and King Island, covering approximately 19,000 square kilometres, much of which is managed natural resources. Murchison accommodates about 29,000 residents in four local government areas (LGAs): Waratah-Wynyard, Circular Head, West Coast and King Island. Each LGA has a principal settlement, a network of smaller settlements and dispersed rural housing. Wilderness West, a vast region south of Macquarie Harbour in West Coast, is entirely without population.

The regional centre is Burnie, which is the nautical export gateway, as well as a hub for health, education and transport. Consequently, although not in the Murchison, study area, Burnie's role is included in the Sustainable Murchison Community Plan.

The Sustainable Murchison Community Plan is a major strategic initiative of the councils. It presents a unified view, reflecting the community's vision and aspirations for the next 25 years.

## 1.2 How does it all fit together?

The Sustainable Murchison Community Plan is made up of four key documents (Figure 1), as follows: The **Regional Framework Plan** (this document) is the lead document. It brings together the community's vision for Murchison, with analysis of resources, community infrastructure and social ecology. It contains projects, actions and outcomes to address the challenges and opportunities for Murchison.

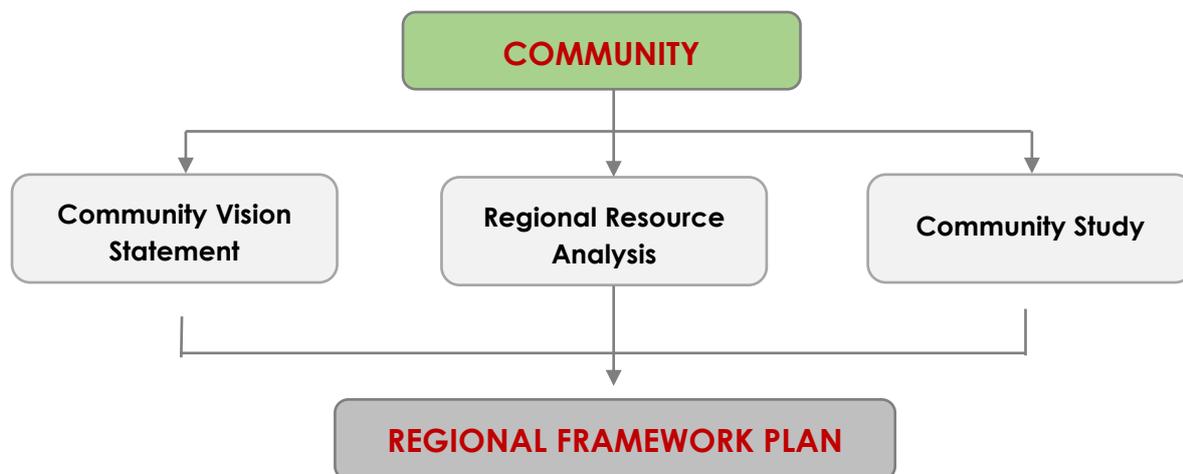
1. The **Community Vision Statement** is a summary of the community's key concerns, themes and their Vision. The Vision includes an overarching statement; nine future themes / strategic intents for each theme; key



collaborators; and performance indicators. The Vision was developed through a series of community engagement sessions; an online survey; a school program; council workshops; and community leaders' forums. Over 1,900 responses were incorporated into the Vision.

2. The **Regional Resource Analysis** outlines Murchison's resources (natural, heritage, economic and infrastructure) and provides an evidence base to guide development. This includes natural resources such as land and water for production and conservation, and heritage and cultural assets, both Aboriginal and European. Land suitability, economic assets, and infrastructure are considered and opportunities identified for Murchison's prosperity.
3. The **Community Study** is a consolidated evidence base that draws together analysis of Murchison's settlement patterns, population and household forecasts, social ecology by subregion, community infrastructure needs and community wellbeing indicators.

**Figure 1 The Components of the Sustainable Murchison Community Plan**



More information about the documents is available in Appendix 1.



### 1.3 What does the Sustainable Murchison Community Plan seek to achieve?

While rich with assets, Murchison is not without its challenges. Overall, four broad principles for Murchison were identified:

1. The limited knowledge about the state of Murchison is reducing effectiveness of development efforts. The Sustainable Murchison Community Plan will seek to:
  - Attract investment, maximise value of agriculture, grow population and employment;
  - Clarify our identity; and
  - Achieve the best use our natural assets and look after the environment.
2. The level of community capacity is limiting regional opportunities. The Sustainable Murchison Community Plan will seek to:
  - Get more people to value education and improve education opportunities;
  - Grow tourism;
  - Support innovation and embrace change;
  - Encourage a healthy community;
  - Harness technology for the future; and
  - Ensure a future for our young people.
3. The lack of integrated & focused strategic transport planning is undermining economic and community life. The Sustainable Murchison Community Plan will seek to improve the transport system.
4. The lack of a Murchison regional voice is undermining service outcomes. The Sustainable Murchison Community Plan will seek to:
  - Enable Murchison to effectively work together, to create ownership and make Murchison a success;
  - Interact with the three levels of government to facilitate investment and resolve political restrictions; and
  - Secure additional funding for Murchison.

There are also challenges that the community identified that may not have specific interventions or mitigations, such as shocks arising from climate change and extreme weather events, volatile commodity prices and value of the Australian dollar, and reliability of energy. The way Murchison responds to these major factors will be improved by building greater regional resilience.



## 1.4 How was the Sustainable Murchison Community Plan developed?

The management and preparation of the Sustainable Murchison Community Plan was coordinated by the office of the General Manager of the Waratah-Wynyard Council under the auspices of a Project Leadership Group which comprised the General Managers and staff from each of the participating councils, the Department of State Growth, the Cradle Coast Authority and the Office of the Coordinator General. A Project Control Group commented on draft documents during the course of the work.

Consultation with council staff, councillors and the major service and infrastructure providers complemented the extensive community consultation.

## 1.5 Structure of the Regional Framework Plan

Figure 2 outlines the structure of the Regional Framework Plan. It comprises:

- **Community Vision and Future Direction Themes**, as well as strategic objectives developed through strong engagement with the community in which over 1,900 responses were received;
- **Challenges and Opportunities** for Murchison summarised by each of the future direction themes. These have been raised by the community and community leaders, as well as through the research and analysis;
- **Strategic and spatial principles** to guide the implementation of the Community vision and objectives. The principles are consistent with the Cradle Coast Land Use Strategy 2010-2030 in the creation of productive, sustainable and liveable places in Murchison. These principles are the guide for deciding how best to pursue a strategic objective while still adhering to the Vision;
- An **Implementation Framework**, which is focused on continuing to build regional cooperation and capacity of the councils and the community. The Implementation Framework emphasises the importance of collective leadership in policy development, tools for effective public services, regional research and prioritised actions for the review, adoption and progressive development of the Sustainable Murchison Community Plan over the next 25 years;
- An **Investment Portfolio** of private and public sector investments for each local government area and community theme. The portfolio shows the value of investment across the different stages of development, and the potential employment this investment may create; and
- **Appendices**, which contain the strategic context for the Regional Framework Plan, the Murchison community and resources. These are a summary of the

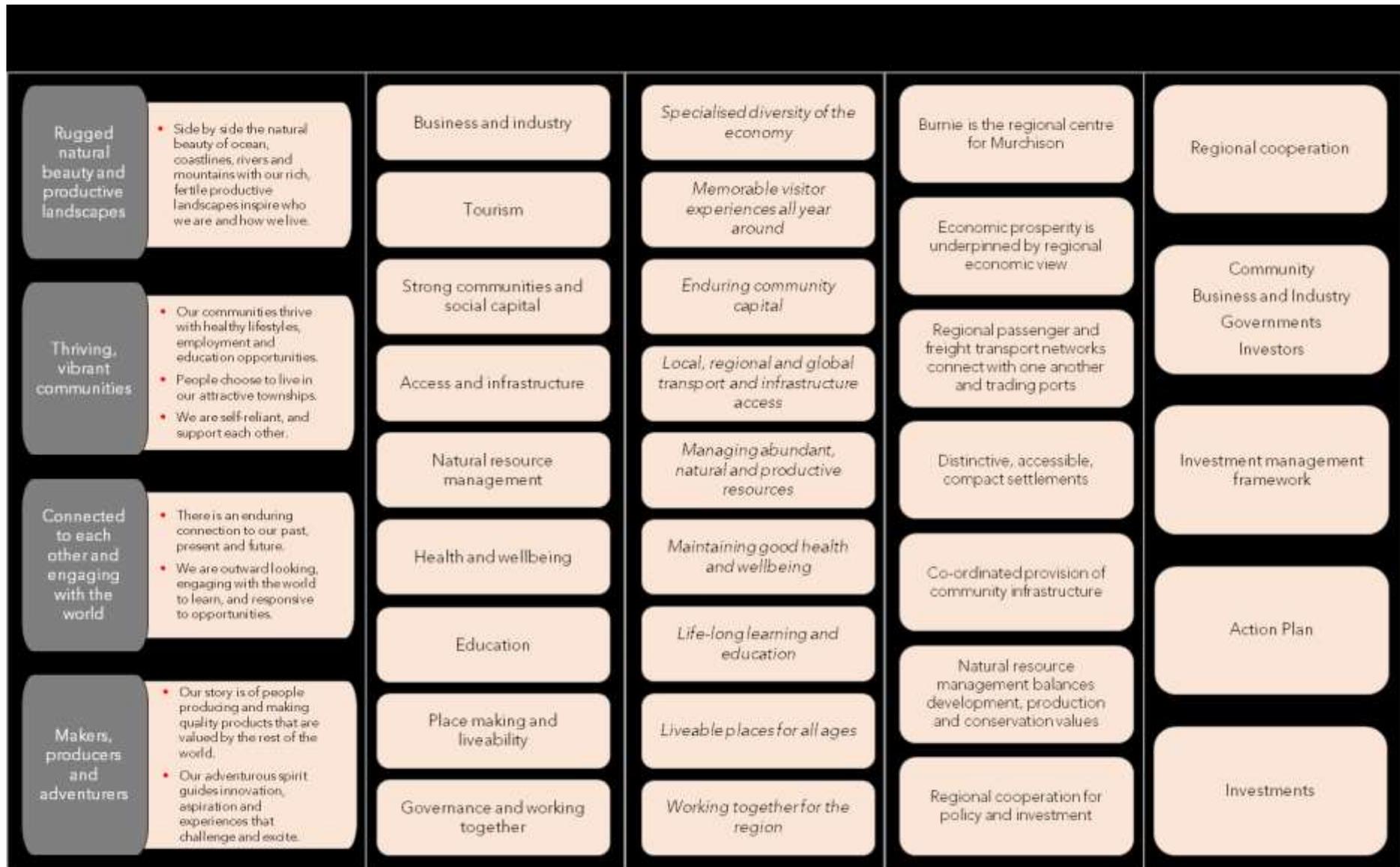


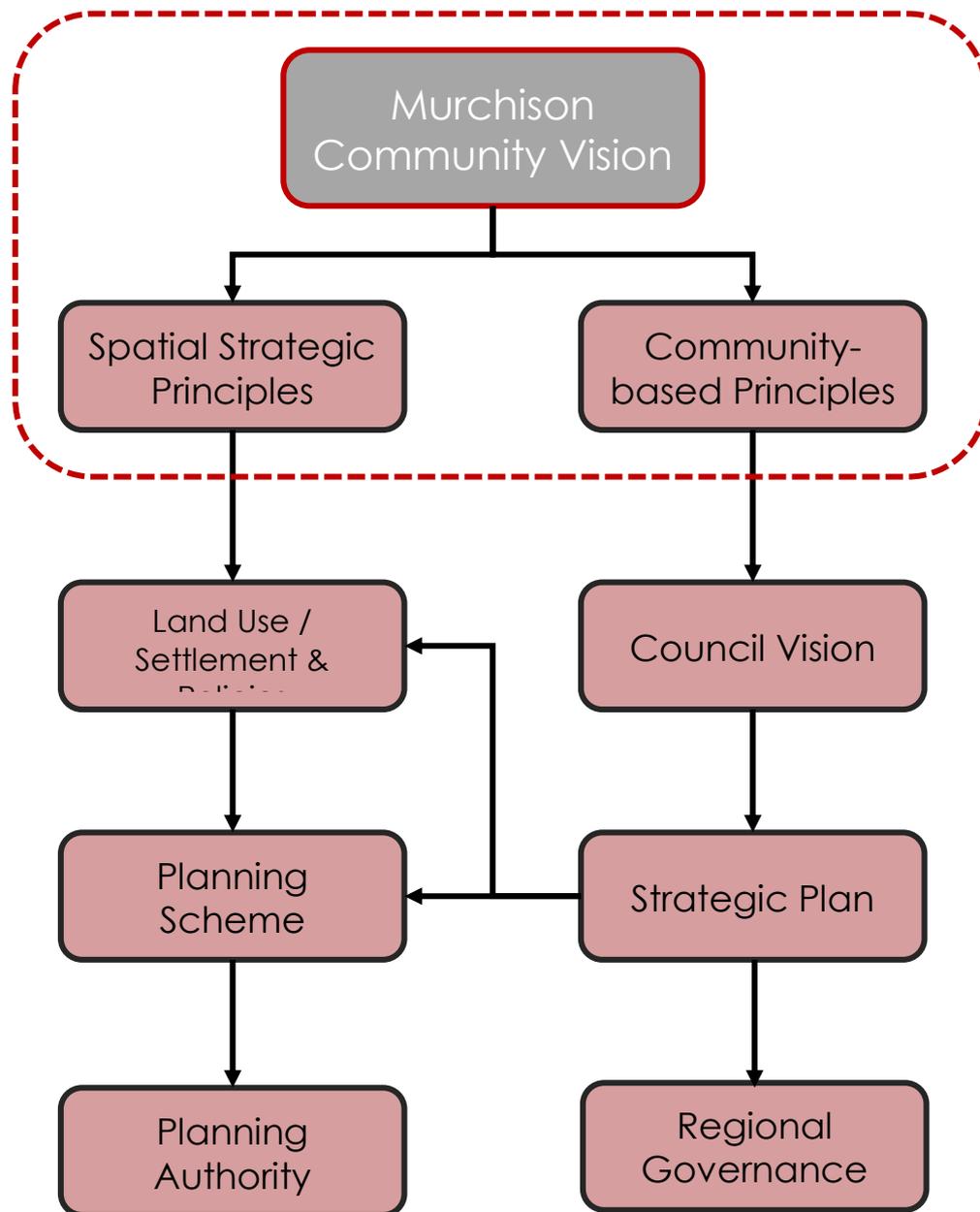
more detailed information provided in the Regional Resource Analysis and Community Study.

The Regional Framework Plan deals with a complex set of ideas and principles; working across several jurisdictions; and with different objectives and principles in mind. Figure 3 outlines how the elements fit together.

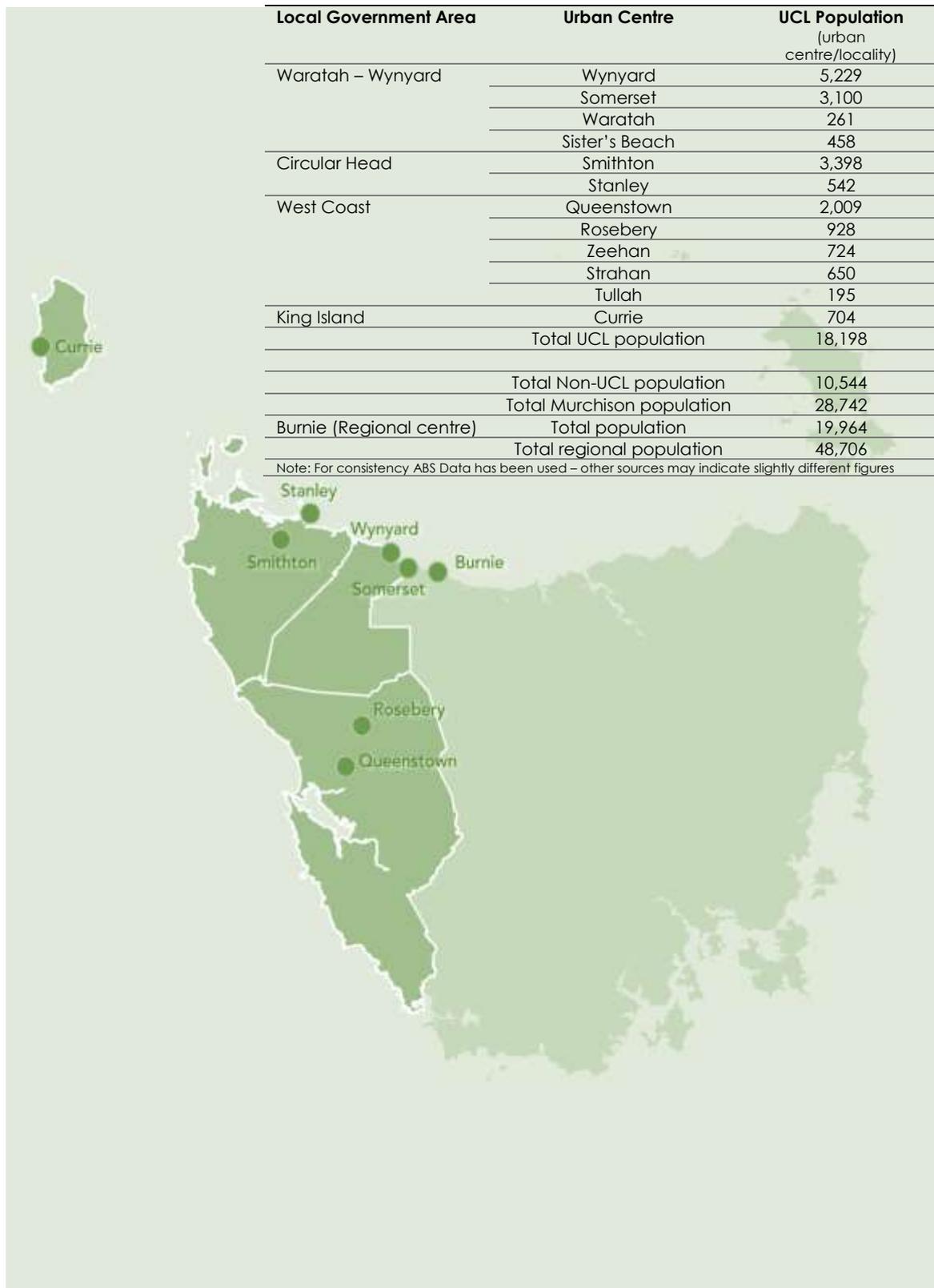


Figure 2 Structure of the Sustainable Murchison Community Plan



**Figure 3** How the Regional Framework Plan Works

**Figure 4 Murchison and Burnie**



---

In 2040, Murchison is a region of rugged natural beauty and productive landscapes with thriving, vibrant communities of makers, producers and adventurers, connected to one another and engaged with the world.

## 2. Community Vision

### 2.1 The Vision

Developing a shared vision and narrative builds commitment and leads to common ground, agreed priorities and action. The community's Vision is presented in Figure 5.



Figure 5 Murchison Community Vision

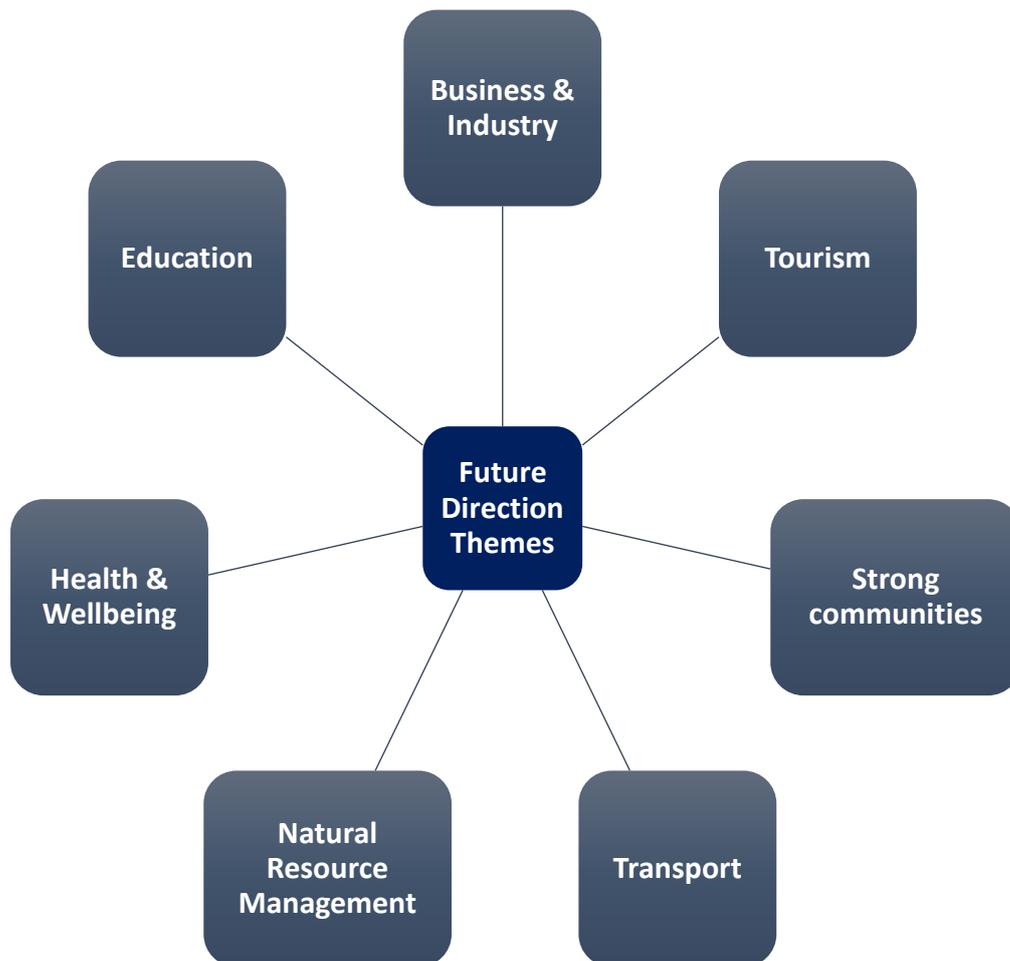


## 2.2 The themes, strategic objectives and measuring success

The Vision is built on nine **future direction themes** (Figure 6), each of which has several strategic objectives. These objectives are aligned with the Strategic and Spatial Principles (Section 4) that guide decision making about how best to pursue the strategic objectives; how to ensure the Implementation Framework is deployed appropriately; and, ultimately, how to help develop Murchison (Section 6).

A goal has been developed for each theme. These identify both the challenges and opportunities that lie ahead and performance indicators will chart the progress of the Sustainable Murchison Community Plan. Aspirational targets for these indicators can be determined jointly by the Cradle Coast Authority, councils and the community.

**Figure 6 The Vision's Nine Future Direction Themes**



## 2.3 What do these themes mean?

The nine themes below paint a picture of a future as described by the people of Murchison. They are a Community's aspirations and they describe in detail the place in which they would like to live, work and raise their families in the decades to come.

### 2.3.1 Business and industry

#### **Specialised diversity** *In 2040 ...*

*Dairy, beef, fish and cropping continue to be the mainstay for Murchison as global demand for protein and niche agricultural products is progressively realised. The mining and forest industries contribute to the economy in a sustainable way. The desire and demand for food security, quality food and dairy products has opened new Australian and international markets, particularly in Asia, the end result being industry growth. Value adding and downstream processing in all industry sectors has increased local employment opportunities particularly for young people. The growing retail sector also provides a variety of part time and casual work.*

*Burnie continues as the City of Makers with manufacturing businesses supplying both local and international consumers.*

*The diversified local economy is less vulnerable to global market forces like commodity prices and fluctuating exchange rates. Investment has steadily increased but not at the expense of local identity and control of resources.*

*The Murchison brand and the King Island brand complement each other and Murchison has a reputation for quality in the national and global economy. Bio-security is closely protected and is a competitive advantage.*

*Melbourne is a strong local market for many Murchison products resulting in increased and improved freight alternatives. Murchison businesses are 'price makers' with more control over their local destiny.*

*Transport is no longer a constraint for local businesses and costs are steadily decreasing as improvements in efficiency are achieved.*

*There are no more mobile phone black spots, and access to the Internet is continuing to facilitate different ways of doing business.*

*TAFE and University of Tasmania partnerships providing the skills required by local job growth in existing and emerging industries.*

*Governments collaborate with industry groups and frustration over 'green and red' tape is almost non-existent. The sound economic environment has given the banks and private investors the confidence to lend.*



## 2.3.2 Tourism

### Welcoming Tourists and Visitors

*In 2040...*

*Murchison is the must see destination in Tasmania. There is a well-developed and recognised range of tourist destinations and experiences across Murchison. The ongoing product and experiences audit identifies gaps and opportunities that attract both public and private sectors responses. Growing numbers of national and international visitors are increasing yields.*

*The natural environment is the key asset and has delivered in 'eco and adventure' tourism. The role of geology in shaping the natural landscape prompted the development of geo trails across Murchison providing new attractions for all areas. The Aboriginal Community has a successful guiding business taking visitors to heritage sites along the geo trails. The Tarkine is the iconic attraction supported by a reinvigorated Cradle Mountain / Dove Lake precinct. The Western Explorer loop road circulates visitors around Murchison.*

*Events and Autumn / Winter marketing campaigns are expanding the visitor season easing pressure on local resources, while increasing numbers. With more visitors there has been more investment in accommodation, including for staff.*

*King Island is firmly on the international golf circuit and the re-developed airport manages the additional flights and aircraft. There is a "hop on - hop off" bus service that connects with flight schedules and provides island tours. There are more tourist flight packages into Burnie Airport and local airports at Smithton and Strahan accommodate larger flights.*

*The regional brand(s) provides a specific value proposition. Internet access has enabled the use of smartphone applications to provide self-guided tours and interpretation. This has reduced the need for signage and visual clutter in the wilderness landscape.*

*Tourism and customer service training has enhanced the quality and standard of experiences being offered visitors and residents. No longer is there a sense of 'over selling and under delivering'. Increased availability of local produce and seafood is meeting the premium wine and food expectations of visitors. Local tourism groups collaborate in presenting Murchison's stories and experiences. There is a clear community view that tourism growth should not compromise local identity or the environment. The guiding principle is to 'keep the experience honest'.*



### 2.3.3 Strong communities

#### **Enduring community capital**

*In 2040...*

*Murchison people have a strong sense of community pride. The communities are cohesive, resilient, self-reliant and supportive, particularly in times of adversity. Parochialism, 'small-picture' thinking, and insular attitudes have given way to a broader outlook and worldview. The unified Vision has helped bring Murchison's diversified communities together. The economically and socially disadvantaged areas have declined as local prosperity has increased. Social inclusion is achieving equity, full participation and engagement in community life including decision-making.*

*The population is growing and young people are attracted by work and lifestyle opportunities. The "Welcome a Refugee" program has also resulted in population growth and helped increase cultural diversity, understanding and harmony in the community.*

*Volunteering is popular. The regional volunteering program provides personal development opportunities to individual volunteers.*

*Aged care is delivered to people's homes enabling them to stay in their communities as long as they can. Outreach programs help smaller communities access services. People are moving from the crowded cities in mainland Australia to retire and this in turn generates service industry employment opportunities.*

*Local access to education and flexible public transport systems enable young people to stay at home longer. Young people still leave Murchison to see the world but more and more they are coming back. Their ability to return is helped by the growing economy.*

*Duplication of facilities has given way to higher quality community hubs that combine a range of recreational, social and educational opportunities, including childcare. Many of the hubs are linked to schools or community facilities and have adjoining public spaces for socialising.*



## 2.3.4 Access & Infrastructure

### Local, regional and global transport and access

*In 2040...*

*Access into, around and out of Murchison is constantly being improved. Asset planning and management never ends. There are fewer accidents on the roads and travel times for passenger and freight vehicles are decreasing. Safer roads on the West Coast in particular help visitor access.*

*The long awaited upgrade of the Bass Highway to Smithton has reduced travel times and enabled safer road sharing between cars, trucks and buses. Including share ways into the road corridor has opened up options for linking cycling and walking pathways.*

*Increasing the capacity of Burnie Port, together with direct international shipping access, is lowering freight costs and increasing competitiveness of local industries.*

*The flexible "hitch a ride" public transport system is using ride-sharing approaches to help locals and visitors get around Murchison. Young people love it.*

*Parents on the West Coast no longer have to drive to Derwent Bridge to pick up their children from the bus.*

*On King Island the port has been expanded and shipping services have increased. The airport has been redeveloped to accommodate the increasing number of aircraft. Public transport has also arrived on the Island.*

*The cost and frequency of air services is improving. There are increased flights for passenger and freight purposes in and out of Burnie Airport. Upgraded smaller airports around Murchison can accept larger flights.*



## 2.3.5 Natural resource management

### Managing abundant natural and productive resources

*In 2040...*

*Murchison is rich in natural resources and landscapes, including spectacular coastlines, beaches, forests, rivers and mountains. The agricultural land is productive and protected.*

*Mineral riches and wood production continue to help support the economy in a sustainable way.*

*Recycling is a way of life and has resulted in not just the extension of the life of landfill sites but signature regional design and innovation.*

*The environment is clean and healthy. It sustains everything.*

*Community understanding of the natural environment has increased and consequently the tension between preserving natural assets and economic growth has decreased.*

*There is growing community demand to live sustainability using renewable energy and conserving water. All environmental groups collaborate around a common agenda.*

*Climate patterns, biodiversity, extreme weather conditions and their outcomes still pose challenges requiring readiness and well-planned, pro-active responses to protect Murchison's natural advantages.*

*Natural Resource Management continues as a key program managed through the Cradle Coast Authority.*



## 2.3.6 Health and wellbeing

### Maintaining good health and wellbeing

*In 2040...*

*Murchison's health statistics are not so challenging. Trends around chronic disease, alcohol and drugs and mental health have all turned around.*

*People are aware of the need for exercise and healthy living. Linking communities with shared pathways has increased cycling and walking across all age groups.*

*Health education begins with early childhood and families and continues throughout schooling.*

*Locally grown produce is the preferred source of fresh healthy food. Smoking rates and obesity levels are down. The recent "slow down on sugar" campaign has reduced consumption of soft drinks.*

*There is more awareness about mental health and how to access support services.*

*A range of health care and emergency services in the main towns supports health and wellbeing through timely access to doctors and dentists. E-health technologies increase access to medical specialists and services are more affordable.*

*Technology is helping deliver home-based aged care and older people are ageing independently at home in their communities. The emphasis in aged care is on strength and wellbeing.*

*Increased volunteering has improved ambulance response times. Burnie and Smithton are key health service centres. Many residents on King Island still look to Melbourne for care they cannot access at Currie.*

*The focus has changed from cure to prevention as the core principle for achieving healthy, happy and strong communities. 'Wellness-making' is a focus for all.*



## 2.3.7 Education

### **Life-long education and training**

*In 2040...*

*Murchison has a range of facilities and opportunities for primary and secondary education up to Year 12. Accessing post year 10 alternatives, tertiary opportunities and vocational training no longer requires young people to relocate. Education retention rates have consequently increased.*

*There is ongoing work to strengthen community education resources and achieve consistent standards. Schools are becoming the focal point for communities, and teachers are respected community resources.*

*Good parenting skills and early learning interventions are recognised as essential to providing children with the foundation to strive towards higher education. Programs are in place at all childcare centres, kindergartens and primary schools.*

*There are clearer pathways between school subjects and the needs of local employers.*

*There is growing recognition of the value of education and lifelong learning and the challenges of access are being overcome. University outreach centres are improving access and participation in tertiary education. The University of the Third Age program is popular and activities are well attended.*

*Technology is enabling better access to vocational training and tertiary education. This is particularly helpful for the more remote communities on the West Coast and King Island. Teachers are professionally competent in technology and able to support students with on line learning. More flexible public transport systems are also helping people attend courses and fewer families are relocating to access education.*



## 2.3.8 Place making and liveability

### Liveable places for all ages

*In 2040 ...*

*The naturally beautiful communities of Murchison are free from the bustle and stress of city living. The built environment contains an interesting mix of heritage and contemporary architectural design and a range of housing alternatives.*

*People value the relaxed lifestyle and strong sense of community. They also recognise the importance of cleanliness, order, good urban design and a natural environment free of pollution.*

*Sport and recreation continues to be an important part of community life and is strongly supported, especially among young people. Facilities include sports fields, indoor facilities, walking and cycling tracks. Clubs enjoy strong membership and financial independence.*

*Outdated community infrastructure is being replaced with multipurpose regional facilities.*

*Communities have history and character that drive their place-making strategies.*

*Good urban design has further developed identity, reputation and appeal for residents and visitors. It has also enabled the development of housing options.*

*Renewable energy is being harnessed. King Island is now 100% renewable and their tide generated power system is a world leader.*

*Water is a valued resource for power, agriculture and domestic use. The water long term quality and quantity plan is successful in conserving the resource.*

*Industrial development is not hampered by lack of land or services. Consolidation of community facilities has enabled the construction of major centres connected by transport and technology links. There are no more mobile phone black spots and every community has reliable, fast internet access.*

*There is a trend for people from major population centres to seek a 'sea or tree-change' in Murchison and access to technology supports this. Increasing liveability through place making provides a further opportunity to attract new residents and visitors.*

*Murchison is welcoming.*



## 2.3.9 Governance and working together

### Working together

*In 2040...*

*The Sustainable Murchison Community Plan guides the activities of councils in Murchison. Linking the aspirations of Murchison to the greater Northwest Region is less challenging and there are more shared projects and more cooperation between councils.*

*Councils are collaborating around the provision of regulatory services. Elected councillors still provide political leadership at the local level but there is resource sharing and less duplication in management and administration. This is releasing funds for the provision of public goods.*

*There is still a need for State and Federal Government funding but there are better working relationships and regional priorities are clearly articulated. This responsible, regional approach is building the confidence of other levels of government to trust funding decisions and ease regulatory constraints. The Cradle Coast Authority successfully wins funding for regional projects.*

*Everyone plays a part in achieving the objectives of the Sustainable Murchison Community Plan. Councils recognise they cannot deliver the Plan on their own and leadership is provided by all community sectors.*

*Maintaining local identity and working together for the common good has produced innovative governance arrangements. Governance models have shifted from dependency on government to inter-dependency through strong community networks. The role of councils has moved from predominantly service provision to facilitation.*

*Strengthening cooperative local leadership capacity is easier as people are more involved and interested in their community.*



**Table 1 Future Direction Themes, Strategic Objectives and Performance Indicators**

Future Direction Theme	Strategic objectives	Performance Indicators
<p><b>1 Business and industry</b>  <b>Specialised diversity of the economy</b>  <i>Value adding, diversification, innovation and employment. A resilient economy with global brand recognition and growing exports.</i></p>	<p>1.1 Increased innovation, value adding and supply chain processing across all industry sectors</p> <p>1.2 Globally recognised regional premium brand</p> <p>1.3 Niche businesses less vulnerable to macro-economic fluctuations</p> <p>1.4 Increased local employment opportunities</p> <p>1.5 Strong export markets</p> <p>1.6 Vibrant retail and small business sector</p> <p>1.7 Collaboration between government and business</p> <p>1.8 Skilled local business operators</p> <p>1.9 Settlements ready to accommodate new industries close to major roads and ports</p>	<p>Industrial building / use approvals</p> <p>Export value and volume data</p> <p>Value-adding industries</p> <p>Business start ups</p> <p>Employment data</p> <p>Retail and real estate sales</p> <p>Vehicle and equipment sales</p> <p>Capital investment – domestic private and public, and foreign direct investment</p> <p>Port and airport movements</p> <p>Research and development</p>
<p><b>2 Tourism</b>  <b>Memorable visitor experiences all year round</b>  <i>The must see destination, quality product, easy access, popular events and festivals with coordinated marketing. A longer season with increasing yields.</i></p>	<p>2.1 Improved transport and access by road sea and air</p> <p>2.2 Integrated tourism governance for regional product development and management</p> <p>2.3 A distinct well-marketed regional brand</p> <p>2.4 Popular events and festivals</p> <p>2.5 New tourism product development with supporting infrastructure</p> <p>2.6 A quality visitor experience</p>	<p>Murchison visitor statistics and market share</p> <p>Number of air services and seats</p> <p>Tas Visitor survey data</p> <p>Event attendance</p> <p>Website data</p> <p>Investment in product</p> <p>Number of beds</p> <p>Occupancy rates</p> <p>Measurement &amp; evaluation of events</p>



Future Direction Theme	Strategic objectives	Performance Indicators
<p><b>3 Strong communities and social capital</b>  <b>Enduring community capital</b>  <i>Growing, proud, self-reliant communities that are inclusive and engaged with volunteers and shared facilities.</i></p>	<p>3.1 Increasing population in communities, including more young people and families</p> <p>3.2 Strong participation in volunteering</p> <p>3.3 A culture of community inclusion, engagement and understanding</p> <p>3.4 Shared resources and facilities</p>	<p>Population statistics  Welfare payments  Age profiles  Number of volunteers  Community programs  Employment data</p>
<p><b>4 Access and infrastructure</b>  <b>Local, regional and global transport and infrastructure access</b>  <i>Safe and efficient access alternatives, growing freight capacity, renewable energy, water management and contemporary communications. Community infrastructure that supports economic development.</i></p>	<p>4.1 Efficient, safe and fit for purpose road network</p> <p>4.2 A range of access and transport alternatives</p> <p>4.3 Lower cost freight</p> <p>4.4 Optimal renewable energy usage</p> <p>4.5 Sustainable water resources for commercial and residential uses</p> <p>4.6 World class communications network</p> <p>4.7 Zoned industrial land available and ready for development</p> <p>4.8 Efficient use of infrastructure</p>	<p>Freight volumes and costs  Shipping and air freight capacity and services  Travel times  Road safety statistics  Public transport services  Cycling and walking data  Blackspot data  NBN infrastructure  Energy availability &amp; cost  Water resource management  Usage rate of community facilities  Industry development applications</p>



Future Direction Theme	Strategic objectives	Performance Indicators
<p><b>5 Natural resource management</b></p> <p><b>Managing abundant, natural and productive resources</b></p> <p><i>Natural resource management is valued and development is environmentally sustainable. The environment is clean and healthy with unspoilt beauty and bio diversity.</i></p>	<p>5.1 A clean natural environment</p> <p>5.2 Unspoiled beauty in natural landscapes</p> <p>5.3 Environmentally sustainable development</p> <p>5.4 Biodiversity protection</p> <p>5.5 Murchison Communities value natural resource management</p>	<p>E-coli counts and water testing</p> <p>Air quality readings</p> <p>Volumes of waste recycled</p> <p>Volumes of waste into landfill</p> <p>Land use planning disputes</p> <p>Community responses to NRM issues</p> <p>Road kill reduction</p> <p>Weed and pest species reduction</p> <p>Numbers of threatened species – plant and animal</p>
<p><b>6 Health and wellbeing</b></p> <p><b>Maintaining good health and wellbeing</b></p> <p><i>Healthy communities, people taking responsibility for their wellness, convenient access to medical services and facilities.</i></p>	<p>6.1 Healthy and active lifestyles</p> <p>6.2 Healthy eating habits and access to fresh fruit and vegetables</p> <p>6.3 Regular and convenient access to medical services</p> <p>6.4 Potable water is available to all residents in Murchison</p> <p>6.5 Education and awareness programs to improve health levels</p> <p>6.6 Consumer directed age care services</p> <p>6.7 Have health &amp; wellbeing questions added to the census</p>	<p>Reduced morbidity</p> <p>Incidence of chronic disease</p> <p>Smoking and alcohol consumption</p> <p>Hospital admissions</p> <p>Fruit and vegetable consumption</p> <p>Drug addiction</p> <p>Environmental health data</p> <p>Sports participation rates</p> <p>Physical activity statistics</p>



Future Direction Theme	Strategic objectives	Performance Indicators
<p><b>7 Education</b></p> <p><b>Lifelong learning and education</b></p> <p><i>Education and lifelong learning is valued and there is access to vocational training and tertiary education. Education retention rates have increased.</i></p>	<p>7.1 Retention of students in education and training to reach their potential</p> <p>7.2 Well trained and valued teachers</p> <p>7.3 Communities value and participate in lifelong learning</p> <p>7.4 Better access, to secondary and tertiary education, physically and through technology</p> <p>7.5 Collaborative approach to the strategic development of learning to meet future community needs</p> <p>7.6 Parents and families are involved in education</p>	<p>ME Online usage</p> <p>School retention rates</p> <p>Educational Achievement data</p> <p>Participation and completion of online courses</p> <p>Teacher retention rates in remote areas</p> <p>U3A, or similar, courses offered and participation rates</p> <p>Digital literacy</p>
<p><b>8 Place making and liveability</b></p> <p><b>Liveable places for all ages</b></p> <p><i>Liveable attractive townships, relaxed lifestyles and community pride attract people to Murchison. Communities have history and character that drive their place-making strategies. Sport and recreation is widely supported especially by young people. Multi-purpose recreational and cultural facilities are well utilised.</i></p>	<p>8.1 Well utilised multi-purpose sport, recreational and cultural facilities</p> <p>8.2 Green space, attractive street scapes and community places in settlements</p> <p>8.3 Settlements are well planned to accommodate new development</p> <p>8.4 Activities for young people and the community</p> <p>8.5 Distinct and strong community identities that appeal to residents and visitors</p> <p>8.6 Affordable housing across all demographics</p> <p>8.7 Strong performing and static arts program across the region</p>	<p>Population data</p> <p>Participation Rates in sport and recreation activities</p> <p>Facility utilisation</p> <p>Internet connections</p> <p>Energy availability and costs</p> <p>Water availability and quality</p> <p>Usage of community facilities</p>



Future Direction Theme	Strategic objectives	Performance Indicators
<b>9 Governance and working together</b>	9.1 Cooperative and innovative governance structures	Rates and charges
<b>Working together for Murchison</b>	9.2 Shared resources	Operational and administrative efficiencies
<i>Everyone plays a part in achieving the objectives of the Sustainable Murchison Community Plan. There is cooperation, resource sharing and less duplication between councils. Leadership is provided across all community sectors.</i>	9.3 Accomplishing the Murchison Vision	Investment funding and grant approvals
	9.4 Interdependent and engaged community networks	Borrowings
	9.5 Strong local political leadership	Council election voter turnout
	9.6 Government funding of key projects	Major project grants
		Employee numbers
		Candidates for local government



## 2.4 Complimentary visions with Burnie and West Coast

The aspirations of the Burnie and Murchison communities are closely aligned. The Vision for Murchison is similar to the visions for Burnie and West Coast Council, as expressed through their respective Community Plans (Table 2).

**Table 2 Community Visions: Murchison, Burnie and West Coast**

<b>Murchison Vision</b>	<b>Making Burnie 2030 Vision</b>	<b>West Coast 2025 Vision</b>
Rugged natural beauty and productive landscapes	A vibrant, thriving beautiful place	We have a strong and diversified economic base and are recognised as a leading regional centre in Tasmania to live, work and visit.
Thriving vibrant communities	A caring community	Residents & visitors feel safe, healthy and connected to their community through access to appropriate and relevant services, activities and facilities.
Makers, producers and adventurers	A city that lives its dreams	We have a sustainable asset and infrastructure base to meet the lifestyle and business needs for residents, visitors and industry.
Connected to each other and engaging with the world	A regional leader engaged with the world	We welcome and foster partnerships. Our Council demonstrates sound leadership, transparency and inclusive decision making processes and delivering outcomes that best meets the needs of the West Coast.



## 3. Challenges and Opportunities

---

To realise the Murchison Vision, a number of challenges will need to be addressed. The priority concerns have been identified by the community and from the analysis of Murchison's resources, demographics, settlement pattern and social infrastructure. Opportunities have also been identified, some of which are already being pursued.

Table 3 summarises the challenges and opportunities for the Murchison. This is not necessarily an exhaustive list. It represents the priorities that emerged from the consultation and analysis.

The actions and investments that could overcome these challenges and realise the opportunities are discussed in Section 5.



**Table 3** Challenges and Opportunities for the Murchison

Future Direction Theme	Challenges	Opportunities
<p><b>Business and industry</b>  <b>Specialised diversity of the economy</b>  <i>Value adding, diversification, innovation and employment. A resilient economy with global brand recognition and growing exports.</i></p>	<ul style="list-style-type: none"> <li>• Uncertain economic future due to slowing GDP growth of Australia's major trading partners</li> <li>• Commodity prices around 50% below their peak in 2011</li> <li>• Mineral resource prices for coal and iron ore may fall further by 16% and 35% respectively by 2021</li> <li>• Dairy products will be under pressure from European expansion and more challenging seasonal conditions, which has put downward pressure on prices, and producers under pressure</li> <li>• Small business enterprises finding it difficult to get finance</li> </ul>	<ul style="list-style-type: none"> <li>• Value-added processing and commodity port trading for agricultural, forestry and mineral products.</li> <li>• Diversification into new agricultural ventures and tourism</li> <li>• Diversification of buyers and processors of local products</li> <li>• Advanced manufacturing expansion into new markets</li> <li>• Transitioning to a services-led economy, such as education, health and administration</li> <li>• Attract people to migrate to Murchison with the skills most needed</li> <li>• Attraction of domestic and foreign investment in agricultural and forestry land</li> <li>• Exploration of the opportunities for new markets arising from the Free Trade Agreements (FTAs).</li> <li>• Improving agriculture industry development and management</li> <li>• Improving access to finance for small business enterprises as well as lifting finance skills for small business</li> <li>• Branding, marketing and promotion as a quality food producing region</li> <li>• Business to work with educators to develop associate degrees and training programs</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Tourism</b>  <b>Welcoming visitors all year round</b>  <i>The must see destination, quality product, easy access, popular events and festivals with coordinated marketing. A longer season with increasing yields.</i></p>	<ul style="list-style-type: none"> <li>• Not enough tourists in the off-season</li> <li>• Lack of specific brand and value proposition</li> <li>• Better tourism training and customer service so that the quality if standard of experiences offered can increase rather than over-promise and under-delivery</li> <li>• More job opportunities through tourism</li> <li>• Tourism growth should not compromise local identity or the environment</li> <li>• Housing needed for tourism workers on King island</li> <li>• Sealing of Western Explorer and Tarkine Drive a regional issue due to segments managed by different entities – Council, forestry and State Government. Will need to involve the Department of State Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Spreading the season to accommodate existing numbers and increase overall numbers</li> <li>• Destination Management Plans for each local government area that integrate at the regional and State levels to capitalise on Murchison's strengths in agri-tourism, coastal and heritage activity, nature-based adventure tourism and golf tourism</li> <li>• Mixed investment in improvements to tourism infrastructure, such as Cradle Mountain Master Plan, Wynyard Waterfront, and Coast Pathway</li> <li>• Investigate new tourism opportunities, such as the Trans-Tarkine Track and traveller markets</li> <li>• Develop a regional year-long events plan, including an evaluation process</li> <li>• Provide sustainable access for 4WDs and access to the wilderness</li> <li>• Explore the concept of food tourism, highlighting important economic, social and environmental benefits of local food production and consumption</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Strong communities and social capital</b>  <b>Enduring community capital</b>  <i>Growing, proud, self-reliant communities that are inclusive and engaged with volunteers and shared facilities.</i></p>	<ul style="list-style-type: none"> <li>• Most of Murchison is faced with declining and ageing population, putting pressure on councils to maintain community infrastructure and services</li> <li>• 'Small-picture' thinking and parochialism</li> <li>• There is a large variation of environments in which children are growing up. Some not conducive to self-motivation and healthy habits</li> </ul>	<ul style="list-style-type: none"> <li>• Build on the community's strong sense of pride, self-perception as cohesive, resilient, self-reliant and supportive</li> <li>• Attract population by promoting Murchison's amenity, affordable housing and rural-coastal lifestyle to attract and retain young families</li> <li>• Expand into the senior housing market to cater to inward migration of older residents</li> <li>• Promote international migration to Murchison and retention of international UTAS graduates</li> <li>• Ensuring all children have opportunities to achieve healthy lifestyles, seek meaningful work and develop positive social relationships with others</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Access and infrastructure</b>  <b>Local, regional and global transport and infrastructure access</b>  <i>Safe and efficient access alternatives, growing freight capacity, renewable energy, water management and contemporary communications. Community infrastructure supports economic development.</i></p>	<ul style="list-style-type: none"> <li>• Road networks are not as safe and efficient as they should be. The highway between Smithton and Burnie is not adequate for freight and safe passenger vehicle use. Some of these bridges are not designed to carry the masses presented by the present freight task and heavy vehicle fleet</li> <li>• Public transport across Murchison is not adequate</li> <li>• Freight services to the mainland and overseas are not affordable or efficient</li> <li>• Affordable air travel to the mainland</li> <li>• Water, energy and telecommunications providers are investing in infrastructure, however there are divergent views about the most suitable NBN solution for West Coast</li> <li>• Need more facilities especially skate parks, bike lanes, athletics and aquatic facilities. Not enough entertainment for young people</li> </ul>	<ul style="list-style-type: none"> <li>• Build capacity for an Investment Management Framework to shape investments and to attract future investment</li> <li>• Invest in better freight transport across Murchison by road, rail air and sea</li> <li>• Leverage from the National Broadband Network</li> <li>• Wind energy and new developments in battery technology to position Murchison as a net national exporter of clean energy</li> <li>• Improve public transport access through multi-modal transport solutions and ride sharing</li> <li>• Invest in technology infrastructure</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Natural resource management</b>  <b>Managing abundant, natural and productive resources</b></p> <p><i>Natural resource management is valued and development is environmentally sustainable. The environment is clean and healthy with unspoilt beauty and bio diversity.</i></p>	<ul style="list-style-type: none"> <li>• Tension between preserving natural assets and economic growth</li> <li>• Climate patterns, biodiversity, extreme weather conditions and their outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase production in areas with potentially available agricultural land</li> <li>• Greater readiness and well-planned responses to protect Murchison's natural resources</li> <li>• Protect the cultural landscape vistas of significant natural, tourism and settlement character value</li> <li>• Raise awareness of, interest in and protection of, areas of significant Aboriginal heritage</li> <li>• Investigate and identify land capable for a wider range of agricultural activities, particularly areas where there is potential for irrigation schemes to stabilise water availability</li> <li>• Bridge knowledge gaps about water and soil through further environmental study</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Health and wellbeing</b>  <b>Maintaining good health and wellbeing</b>  <i>Healthy communities, people taking responsibility for their wellness, convenient access to services and facilities.</i></p>	<ul style="list-style-type: none"> <li>• An ageing population, increasing chronic disease, alcohol and drugs and mental health</li> <li>• Health literacy levels in the community are low</li> <li>• Timely access to doctors, medical specialists, disability and aged care services and ambulance response times are a concern, which are a function of the isolation and size of some communities</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure health programs are focused and tailored to Murchison's need and regularly assessed for effectiveness</li> <li>• Understand and promote the opportunities available through tele health initiatives</li> <li>• Understand the diverse care needs and options currently available in the community</li> <li>• Identify opportunities for future aged care and disability services and the workforce to support them</li> <li>• Prepare Inclusive Ageing Plans with strategies to capitalise on the needs and services for this growing demographic, and support a range of care services</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Education</b></p> <p><b><i>Lifelong learning and education</i></b></p> <p><i>Education and lifelong learning is valued and there is access to vocational training and tertiary education. Education retention rates have increased.</i></p>	<ul style="list-style-type: none"> <li>• Murchison has a high proportion of low skilled workers</li> <li>• Young educated residents are leaving Murchison for other places in Tasmania (mostly Hobart) and mainland Australia (Victoria and Queensland)</li> <li>• Teachers are difficult to retain in remote areas and do not have the skills to support online learning delivery. Most leave at the end of the three-year contract period</li> </ul>	<ul style="list-style-type: none"> <li>• The long term policy action by the Tasmanian Government underway to encourage and inspire students to complete Years 11 and 12</li> <li>• UTAS, Tas TAFE and Government to deliver the Education-Driven Economic Revitalisation of Northern Tasmania to provide new courses that support local industries, such as: Applied Science (Agriscience / Food, Food Technology, Aquaculture); Applied Business (Logistics, Tourism and Hospitality, Lean, AgriBusiness); Allied Health (Community/ Human Services, Case Worker, Aged Care); and Design and Technology (Disruptive Technologies, Innovation, Design Thinking)</li> <li>• My Education" and "ME Online" are tools to help students and parents create a transition plan to tailor students' education to career choices</li> <li>• Policy action to retain staff in remote areas with appropriate online teaching skills</li> </ul>



Future Direction Theme	Challenges	Opportunities
<p><b>Place making and liveability</b></p> <p><b>Liveable places for all ages</b></p> <p><i>Liveable attractive townships, relaxed lifestyles and community pride attract people to Murchison. Communities have history and character that drive their place-making strategies. Sport and recreation is widely supported especially by young people. Recreational and cultural facilities are well used.</i></p>	<ul style="list-style-type: none"> <li>• Land zonings or land capability classifications that do not reflect the current and future highest and best use of the land may constrain future development</li> <li>• More activities for young people</li> <li>• Access to technology and the digital economy</li> <li>• Maintaining quality of community infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Build evidence for current and future land uses and land capability, especially within and close to existing settlements to ensure there is adequate supply of land for development</li> <li>• Co-ordinate community infrastructure provision to maximise outcomes and value for the community</li> </ul>
<p><b>Governance and working together</b></p> <p><b>Working together for Murchison</b></p> <p><i>Everyone plays a part in achieving the objectives of the Sustainable Murchison Community Plan. There is cooperation, resource sharing and less duplication between councils. Leadership is provided across all community sectors.</i></p>	<ul style="list-style-type: none"> <li>• Strengthening cooperative local leadership</li> <li>• The lack of a regional voice is undermining service outcomes</li> <li>• Short-term political expediency is inhibiting local development</li> <li>• “Less talk and more action”</li> <li>• Dependence on State and Commonwealth Governments for funding but little control over how it is allocated</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a model for regional cooperation</li> <li>• One voice for Murchison</li> <li>• Build councils' capabilities and research initiatives</li> <li>• Have a model for shaping investments to get the infrastructure we need by making better investment decisions and attracting funding</li> </ul>



## 4. Strategic Principles

A set of strategic and spatial principles guide the implementation of the Vision and strategic objectives. These are largely based upon the Cradle Coast Land Use Strategy 2010-2030 and a basic land suitability assessment. Regional cooperation remains an underpinning principle.

### 4.1 Strategic and spatial principles

Strategic and spatial principles have been developed to guide the creation of productive, sustainable and liveable places in Murchison. They are aligned to the three key pillars of the Tasmanian Population Growth Strategy (job creation and workforce development; migration; and liveability – see Appendix 3), as well as the Cradle Coast Land Use Strategy 2010-2030 and interim planning schemes.

The principles focus on spatial planning issues, providing further guidance where there is uncertainty about how to pursue strategic objectives. They reaffirm the current spatial hierarchy, in which Burnie is the regional centre; provide guidance for distinct settlement character, further transport connections to the regional centre and natural resource management.

As future population growth could put pressure on settlements, a high level land suitability assessment was also used to inform the principles. This identified that Somerset, Wynyard and Smithton have sufficient land suitable to accommodate any future residential or industrial expansion, thus preserving further land for agriculture, mining or natural landscapes (see the Regional Resource Analysis for more details)<sup>1</sup>.

Finally, regional cooperation underpins the implementation of the Sustainable Murchison Community Plan. This is the key strategic principle. The Cradle Coast Authority is the current agent that provides a regional voice for the nine councils of north-west Tasmania, including the Murchison councils. Their role as regional advocate could be expanded to cover additional policy areas, such as health, education and investment management. This would help councils to shape their policies and investments through an investment management framework; and help attract investment. Table 4 outlines the strategic and spatial principles, the underpinning rationale and description.

<sup>1</sup> Without detailed onsite assessment, the analysis cannot be a comprehensive or categorical indication of land use suitability and further analysis is required to determine, for example, if land should be protected for agricultural use, or whether there are Aboriginal heritage values and environmental risks attached to the land.



**Table 4 Strategic and Spatial Principles**

<b>Principle and description</b>	
<b>Principle 1: Burnie is the regional centre for Murchison</b>	<ul style="list-style-type: none"> <li>• Major health and education facilities accessible to the Murchison community</li> <li>• Gateway for tourism and trade               <ul style="list-style-type: none"> <li>○ Road and rail networks link Murchison to Burnie Port, to access markets in mainland Australia and the rest of the world</li> <li>○ Cruise ship visitors access attractions in Murchison</li> </ul> </li> </ul>
<b>Principle 2: Economic prosperity is underpinned by regional economic view</b>	<ul style="list-style-type: none"> <li>• Diversified regional economy increases resilience to economic shocks</li> <li>• Supplies diversified markets with differentiated products</li> <li>• Actively seeks economic development opportunities</li> <li>• Attracts skilled labour as well as cost-efficient labour</li> <li>• Accesses and manages risk in domestic and global markets</li> </ul>
<b>Principle 3: Regional passenger and freight transport networks connect with one another and trading ports</b>	<ul style="list-style-type: none"> <li>• Passenger transport is accessible, convenient and multi-modal</li> <li>• Transport infrastructure provide networks as a value chain rather than siloed transport modes. Transport thinking is about specific transport delivery rather than problem solving how to get people and goods from A to B</li> <li>• Shipping services from Grassy Port connect to Burnie Port</li> <li>• Air transport integrates with land transport to increase tourism and trade</li> <li>• Transport facilitates tourism access across Murchison</li> </ul>
<b>Principle 4: Distinctive, accessible, compact settlements</b>	<ul style="list-style-type: none"> <li>• Distinctive characteristics of each settlement:               <ul style="list-style-type: none"> <li>○ Urban morphology – the layout of the settlement with consideration to topography and legibility</li> <li>○ Natural features in and around the settlement, like rivers and hills</li> <li>○ Urban design, such as streetscapes, landscape architecture, open space such as parks, building height limits, solar access and view corridors</li> <li>○ Building vernacular, such as architecture in civic, commercial and residential buildings, building materials and colour systems</li> <li>○ Activities, events and local customs</li> </ul> </li> <li>• Accessibility               <ul style="list-style-type: none"> <li>○ Connected by private and public transport</li> <li>○ Range of transport options connecting within and between settlements</li> <li>○ Diversity of built forms for all stages of life</li> </ul> </li> <li>• Sustainable urban settlements               <ul style="list-style-type: none"> <li>○ Conserve valuable resources for agriculture and mineral extraction</li> <li>○ Compliment Murchison's valuable natural landscapes</li> </ul> </li> </ul>



---

### Principle and description

---

- Minimise travel time and increase accessibility to key recreational, commercial and industrial destinations
  - Infill development opportunities within the boundaries of existing urban centres / localities (UCL)
  - Greenfield development of lots within 1,000 metres of the current UCL boundary to minimise land use conflicts with agricultural uses
  - Industrial development prioritised close to major highways / arterial roads, with adequate buffers from residential development
  - Cost for utilities and local infrastructure upgrades / renewal for marginally sustainable settlements is weighed against alternative solutions to provide sustainable benefits
- 

### Principle 5: Co-ordinated provision of community infrastructure

---

- Co-locating community and school facilities or complimentary sport and recreation places to maximise use and reduce operating expenses
  - Avoid duplicating facilities across Murchison, where possible, in order to maintain the diversity of community infrastructure
- 

### Principle 6: Natural resource management balances development, production and conservation values

---

- Balances values to resolve conflicts with:
    - Capable agricultural land, forestry and aquaculture
    - Threatened vegetation, flora and fauna
    - Reserves, such as conservation areas and National Parks
    - Conservation of Freshwater Ecosystems Values (CFEV) wetlands, waterbodies and rivers
    - Water use and water for irrigation
    - Listed and aboriginal heritage and cultural landscapes
    - Landslip hazards, coastal vulnerability, flood vulnerability and bushfire vulnerability
    - Climate change, including changes to rainfall, temperature change, pan evaporation and relative humidity
- 

### Principle 7: Regional cooperation for policy and investment

---

- Regional cooperation for policy and investment development and management excellence by all the councils, facilitated by the Cradle Coast Authority
  - Prioritised, investment ready portfolio of public investments available for funding
  - Clear links between catalytic public investment and subsequent private investments
  - Transparent public investment portfolio with benefits and solution clearly articulated to the community and potential investors
  - Proactive investment seeking for regional investments and development of innovative funding structures
- 



## 4.2 The alignment of the principles with the strategic objectives

The link between the strategic and spatial principles and the community's strategic intents are shown in Table 5. Actions to implement the strategic objectives for these community principles are presented in Section 5.

**Table 5 Alignment of Principles and Strategic Objectives**

Strategic objective	Strategic and spatial principle						
	1	2	3	4	5	6	7
<b>1 Business and industry</b> <b>Specialised diversity of the economy</b>							
1.1 Increased innovation, value adding and downstream processing across all industry sectors		✓					✓
1.2 Globally recognised premium brands within region		✓				✓	✓
1.3 Niche businesses less vulnerable to macro-economic fluctuations		✓				✓	
1.4 Increased local employment opportunities		✓				✓	✓
1.5 Strong export markets	✓	✓	✓				
1.6 Vibrant retail and small business sector	✓	✓	✓	✓			✓
1.7 Collaboration between government and business		✓		✓		✓	✓
1.8 Skilled local business operators	✓	✓					
1.9 Settlements ready to accommodate new industries close to major roads and ports	✓			✓		✓	✓
<b>2 Tourism</b> <b>Memorable visitor experiences all year round</b>							
2.1 Improved transport and access by road sea and air	✓		✓	✓			✓
2.2 Integrated tourism governance for regional product development and management	✓	✓	✓				✓
2.3 Distinct well marketed brands within the region	✓	✓		✓			
2.4 Popular events and festivals			✓	✓			
2.5 New tourism product development with supporting infrastructure		✓		✓		✓	✓
<b>3 Strong communities and social capital</b> <b>Enduring community capital</b>							
3.1 Increasing population in communities, including more young people and families		✓	✓	✓	✓	✓	✓
3.2 Strong participation in volunteering			✓	✓			
3.3 A culture of community inclusion, engagement and understanding			✓	✓	✓		



		<b>Strategic and spatial principle</b>						
<b>Strategic objective</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
3.4	Shared services and facilities	✓		✓	✓	✓		✓
<b>4</b>	<b>Transport</b> <i>Local, regional and global transport and infrastructure access</i>							
4.1	Efficient safe and fit for purpose road network	✓		✓				✓
4.2	A range of access and transport alternatives	✓		✓				✓
4.3	Lower cost freight	✓	✓	✓				✓
4.4	Optimal renewable energy usage		✓		✓			✓
4.5	Sustainable water resources for commercial and residential uses				✓	✓		✓
4.6	Improved communications network		✓		✓			✓
4.7	Zoned industrial land available and suitable for development		✓		✓	✓		✓
4.8	Efficient use of infrastructure	✓		✓	✓	✓		✓
<b>5</b>	<b>Natural resource management</b> <i>Managing abundant natural and productive resources</i>							
5.1	A clean natural environment				✓		✓	✓
5.2	Unspoiled beauty in natural landscapes				✓		✓	
5.3	Biodiversity protection				✓		✓	
5.4	Self-sufficient land managers				✓		✓	
5.5	Murchison communities value natural resource management				✓		✓	✓
<b>6</b>	<b>Health and Wellbeing</b> <i>Maintaining good health and wellbeing</i>							
6.1	Healthy and active lifestyles			✓	✓	✓		
6.2	Healthy eating habits and access to fresh fruit and vegetables							✓
6.3	Regular and convenient access to medical services	✓		✓				
6.4	Potable water is available to all residents in Murchison				✓			
6.5	Education and awareness programs to improve health levels					✓		
6.6	Consumer directed age care services					✓		✓
<b>7</b>	<b>Education</b> <i>Lifelong education and training</i>							
7.1	Retention of students in education and training to reach their potential	✓	✓	✓	✓	✓		
7.2	Well trained and valued teachers					✓		
7.3	Communities value and participate in lifelong		✓					



Strategic objective	Strategic and spatial principle						
	1	2	3	4	5	6	7
learning							
7.4 Better access, to secondary and tertiary education, physically and through technology		✓					
7.5 Collaborative approach to the strategic development of learning to meet future community needs	✓	✓	✓		✓		✓
7.6 Parents and families are involved in education	✓	✓			✓		✓
<b>8 Place making and liveability: Liveable place for all ages</b>							
8.1 Well utilised sport, recreational and cultural facilities suited to a wide range of uses	✓		✓	✓	✓		✓
8.2 Green space, attractive street scapes and community places in settlements				✓			✓
8.3 Settlements are well planned to accommodate new development		✓		✓	✓		✓
8.4 Activities for young people and the community				✓			✓
8.5 Distinct and strong community identities that appeal to residents and visitors	✓			✓			✓
<b>9 Governance and working together: Working together for Murchison</b>							
9.1 Cooperative and innovative governance structures	✓	✓					✓
9.2 Councils to agree an appropriate governance arrangement for implementation and monitoring of the Regional Framework Plan	✓		✓	✓	✓		✓
9.3 Strong local political leadership	✓	✓					✓
9.4 Government funding of key projects	✓	✓	✓	✓	✓		✓

## 4.3 Policy context - statutes, strategies and schemes

### 4.3.1 Statutes and policies

Several laws and policies in Tasmania operate together to form the Resource Management and Planning System of Tasmania (RMPS), which aims to achieve sustainable outcomes from the use and development of the State's natural and physical resources (Tasmanian Planning Commission, 2016). The Sustainable Murchison Community Plan embodies the stated objectives of the system, including to: 'promote the *sustainable development* of natural and physical resources...' and 'To facilitate economic development in accordance with the objectives set out in the [RMPS]'.



In addition to the statutes, three State Policies (on the coast, water quality and protection of agricultural land) form part of the RMPS.

Murchison's planning, environmental and economic land use activities are all guided by these statutes and policies, and reflected in this Regional Framework Plan.

### **4.3.2 Regional Land Use Strategy**

Regional land use strategies provide the strategic guidance for interim planning schemes and the proposed Tasmanian Planning Scheme that are administered and implemented by local councils. Tasmania has three regional land use areas: Northern; Southern; and North-West (also known as Cradle Coast). Murchison encompasses much of the land area of the North-West.

The Cradle Coast Regional Land Use Strategy 2010- 2030 guides land use planning in Murchison. It provides strategic guidance and outcomes on implementation; use of resources; support for economic activity; sustainable and liveable communities; and provision of infrastructure to support growth and development:

The implications for the Sustainable Murchison Community Plan are that the Strategy:

- Favours containment of settlements and orderly development in response to social and economic activity. This will allow Murchison to capitalise on lands already serviced with infrastructure, achieve higher population densities for liveable and sustainable centres, achieve Murchison's economic goals, and manage the risks of climate change.
- Supports some expansion beyond the settlement boundary where *there is demonstrated need and the scale, form, and sequence of the release is justified under a local settlement strategy.*
- Does not support new settlements.

Murchison is much the same as it was when the policy was prepared, though there has been an increase in tourism activity on King Island and a decline in the mining sector and associated population in West Coast. Accordingly, there is no compelling reason to divert from the current land use strategy.

### **4.3.3 Planning schemes**

Planning schemes are statutory instruments that guide sustainable development at the local level. They are developed with the community and the responsibility of the relevant council.



As part of the first phase of reform to the Tasmanian Planning System to create a single Planning Scheme for the State, Interim Planning Schemes are currently in place for each local council in Murchison. These were developed under the auspices of the Cradle Coast Authority. They have the force of law until the single Planning Scheme comes into effect.



---

Implementing the Regional Framework Plan relies on the regional cooperation that exists between the councils and the community. It must be implemented by all of the stakeholders.

## 5. Implementation Framework

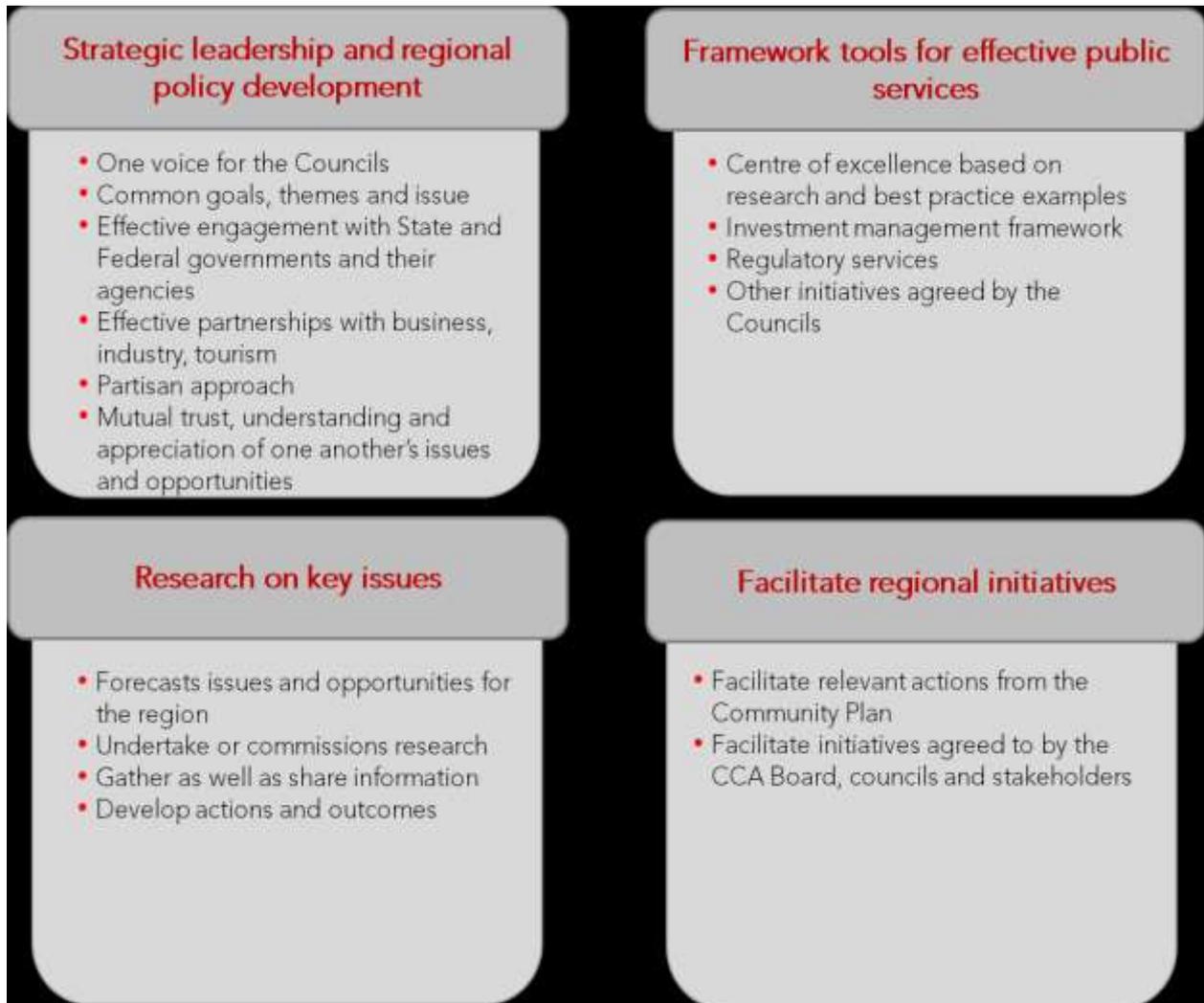
### 5.1 Regional cooperation

Regional cooperation is critical to building the strength and resilience of regions. Entities within a region with common needs and opportunities benefit from cooperation as it is invariably a more efficient way to use scarce resources for sustainable development.

The regional cooperation objectives outlined below (Figure 7) will be critical in establishing a regional cooperation and governance model for implementing and monitoring of the Regional Framework Plan.



**Figure 7 Regional Cooperation Objectives**



## 5.2 Implementation and monitoring

Implementation builds on the momentum and expectations of the community arising from their engagement; responds to the challenges currently confronting the agricultural and mining sectors; and takes advantage of the restructuring occurring in the larger domestic economy.

The Regional Framework Plan will be implemented through a number of actions, which have been prioritised and presented in Figure 8.

The successful implementation of the Framework is dependent on cooperation between numerous stakeholders, who have different accountabilities. For example, the community is an agent for implementing employment and wellbeing actions. So, too, business and investors can implement economic and education initiatives. The authority and governments are largely facilitators. To guide implementation, these are summarised into Figure 8 and are:

- **Facilitate** – Assist others in the progress of actions for which they are accountable;
- **Advocate** – Speak on behalf of Councils and community in favour of, or against an action / omission for the benefit region; and
- **Implement** – Put into effect the action or some other agreed initiative.

As cooperation is important it is critical the actions for 'Governance and Working Together' should be implemented first. These are:

1. The four councils endorse the Regional Framework Plan, indicating the importance of the Framework to guide the future of the council in Murchison.
2. The Councils are to agree an appropriate governance arrangement for the implementation and monitoring of the Regional Framework Plan.
3. Engage with other agents to promote the Regional Framework Plan actions and opportunities to Murchison, the rest of Tasmania and the Australian mainland.



Figure 8 Implementation Framework Accountabilities

Future Direction Theme	Agents				
	Councils / Cradle Coast Authority	Community	Business and Industry	Investors / Institutions / Partners	State government / agencies
1 <b>Business and Industry</b> <i>Specialised diversity of the economy</i>	Advocate/ Facilitate	Advocate	Implement	Implement	Facilitate
2 <b>Tourism</b> <i>Memorable visitor experiences all year round</i>	Advocate/ Facilitate	Advocate	Implement	Implement	Facilitate
3 <b>Strong communities and social capital</b> <i>Enduring community capital</i>	Facilitate	Implement	Advocate	Advocate	Facilitate
4 <b>Access and Infrastructure</b> <i>Local, regional &amp; global transport / infrastructure access</i>	Facilitate/Implement	Advocate	Advocate	Facilitate	Implement
5 <b>Natural Resource Management</b> <i>Managing abundant, natural productive resources</i>	Facilitate/Implement	Advocate	Advocate	Facilitate	Implement
6 <b>Health and wellbeing</b> <i>Maintaining good health and wellbeing</i>	Advocate/ Facilitate/ Implement	Implement	Advocate	Advocate	Facilitate/ Implement
7 <b>Education</b> <i>Lifelong learning and education</i>	Advocate	Advocate	Implement	Implement	Facilitate/ Implement
8 <b>Place making and liveability</b> <i>Liveable places for all ages</i>	Advocate/ Facilitate	Advocate	Advocate	Facilitate	Facilitate
9 <b>Governance and working together</b> <i>Working together for Murchison</i>	Implement	Advocate	Advocate	Advocate	Facilitate



## 5.3 Investing in projects with agreed benefits to Murchison

Responsibility to shape and deliver investment is defined by legislation and shared between the different tiers of government. Local government is, by definition, responsible for local issues and the State Government usually focuses on investments with region-wide benefits (e.g. major roads and ports). The Cradle Coast Authority, by contrast, does not have any responsibilities for investment management. However, as an Authority of the nine councils in Murchison it has the potential to take on a greater role in coordinating investment.

### 5.3.1 *Introducing an investment assessment process*

As finances become increasingly tight, investment advocates have needed to demonstrate the worthiness of their preferred investment. This 'worthiness' is based on social, environmental, economic and financial criteria.

An investment management framework (IMF) can deliver the rigour needed for this. It will enable Murchison to be more effective at securing funding by having information already prepared to address the criteria, and make performance and evaluation easier and more transparent. The key advantages of a framework are:

- The investments will have an enduring and substantial benefit;
- Investments may be sufficiently developed to be tender ready, which means that the investment has been scoped, costed and planned so that the government is confident the supplier market can be formally approached and the [investment] will not be unnecessarily delayed by known or expected factors;
- It increases private investor confidence in knowing Murchison is committed to deliver investments; and
- The prioritisation of catalytic projects may lead to funding for downstream investments sooner.

### 5.3.2 *Proposed investment management approach*

There is no need to reinvent the wheel. The Sustainable Murchison Community Plan can benefit from a well-tested, integrated investment management framework. The approach proposed here has been adapted from the Victorian State Government's Investment Management Standard (IMS); an award winning methodology used by the Victorian State Government for several years.

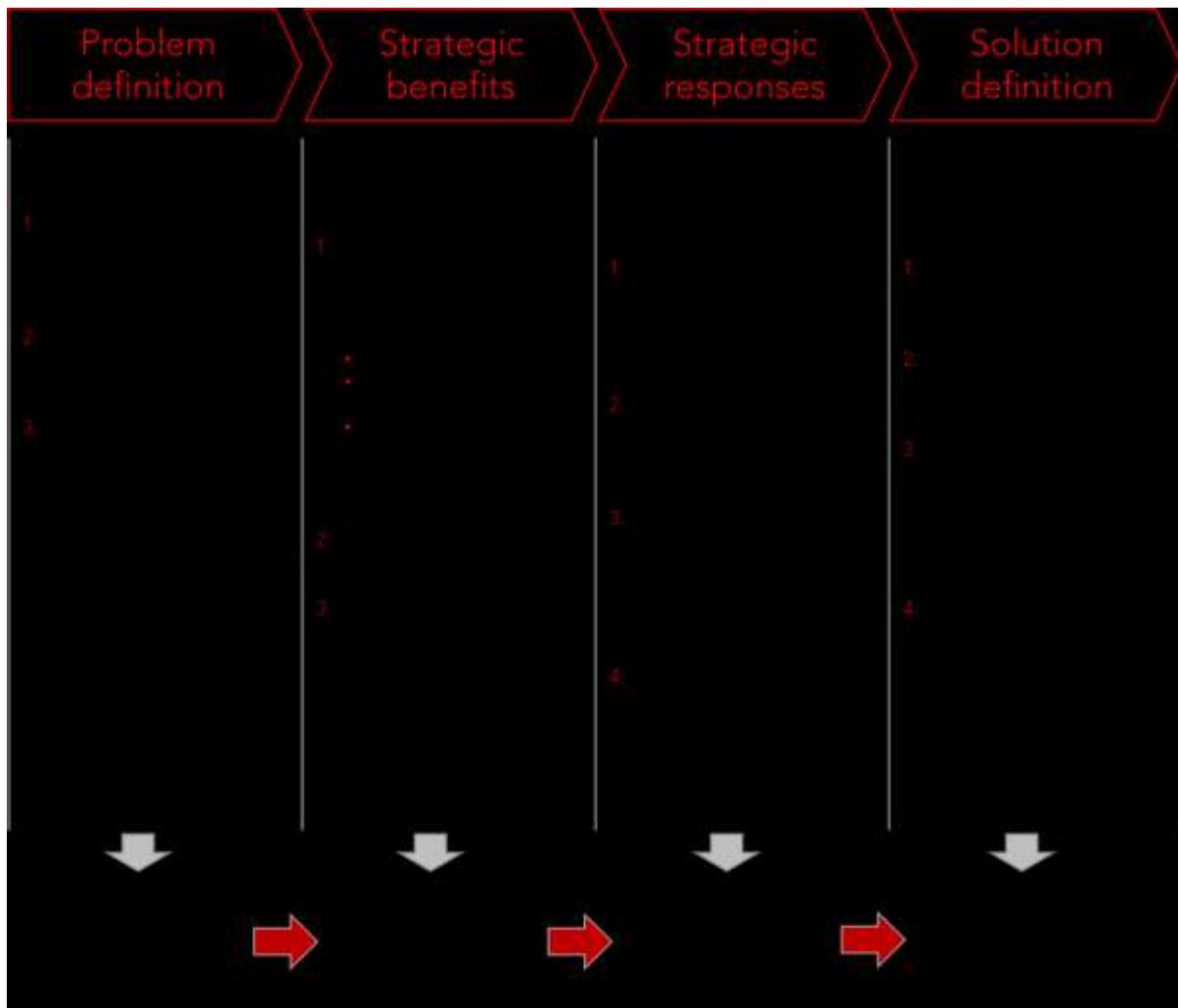
The IMS includes a Framework: a process for identifying, interrogating and assessing the optimum investment based on how well it addresses the underlying 'problem'. In



fact, the first step in this Framework was used at the commencement of the Sustainable Murchison Community Plan project itself. The Investment Management Framework is shown in Figure 9.

To assist in choosing between potential strategic responses, a multi-criteria decision analysis process (MCDA) has been integrated into the Framework. It evaluates the options for investments against pre-determined indicators. These indicators are split between two dimensions: social-environment and financial-economic. This shows two values of a single investment without trading them off against one another.

**Figure 9 Starting a New Investment**



*Note Item 4 of the Strategic response is not part of the standard IMF. This is the MCDA used to identified the optimum strategic response. Source: Adapted from Investment Management Standard, Victoria State Government*



The preferred strategic response, or investments within a portfolio, are selected through this process. From this, an Investment Concept Brief is developed, which may lead to a procurement, full social cost benefit analysis, or funding request.

### 5.3.3 *The recommendations for an IMF*

In view of the importance of ensuring the costs and benefits of each investment are carefully considered, the following actions are recommended. These have been included in the Action Plan:

1. Implement an investment management framework to guide policy and investment decisions and secure funding so that the underlying investments are delivered in a timely manner.
2. Develop the expertise in the Cradle Coast Authority and the Councils. They should facilitate the community's understanding and participation in investment planning and grant applications.
3. Create a portfolio of investments and grants that is viewable online by the public so that potential investors and innovators can tap into the opportunities in Murchison.

## 5.4 Action Plan

Action is needed to implement the Community Vision and realise the opportunities in Murchison. These actions have been identified at a two levels:

1. **Regional actions** – to implement through collaboration between the Cradle Coast Authority, the councils and community (Tables 6 to 14).
2. **Local actions** – that specifically fall to local government (Table 15).

Each Regional action has been prioritised into one of two categories:

1. **High Priority** – typically actions that offer achievable, high impact returns in the short to medium term and score highly in relation to the community objectives. They respond to existing challenges or are projects that already have significant policy traction and buy-in from stakeholders.
2. **Medium Priority** – actions that are medium to long term in scope and should be considered as building upon the high priority actions. In many instances, these actions will require further planning, feasibility testing and development.

A similar prioritisation has been done for transport investments, consideration has been given to a set of overarching transport system objectives (Section 6).



Over time these actions may change as Murchison continues to be shaped by events. Some actions may become redundant and new actions may be needed. In short, the Regional Framework Plan should be seen as a living and not a static document.



**Table 6 Business and Industry – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
1.1 Increased innovation, value adding and downstream processing across all industry sectors	BI1 Complete the Cradle Coast Economic Development Plan to guide economic development and investment in Murchison	High
	BI2 Continue to collaborate with producers and industry groups to identify value-adding, product diversification, and opportunities for new markets for all industries, but in particular dairy, beef, forestry, mining and aquaculture	High
1.2 Globally recognised regional brand	BI3 Initiate market research into the concept and value of a regional brand for tourism, goods and services as a globally recognised premium brand of a quality food producing region. This process has started with King Island Dairy, and others in Tasmania, such as Tamar Valley and Ashgrove	High
1.3 Niche businesses less vulnerable to macro-economic fluctuations	BI4 Encourage strategies to diversify into new agricultural ventures and tourism, and advanced manufacturing expansion into new markets through greater collaboration with State Growth industry sector managers	Medium
1.4 Increased local employment opportunities	BI5 Facilitate domestic and foreign investment to agricultural land through collaboration with industry groups, State and Federal governments	Medium
1.5 Strong export markets	BI6 Facilitate development of workforce plans for each industry sector in Murchison to understand industry requirements, identify skills gaps and employment pathways	High
1.6 Vibrant retail and small business sector	BI7 Facilitate business and industry to develop Tourism Employment Plans for new enterprise venture, and update existing plans for current enterprises	High
1.7 Collaboration between government and business	BI8 Promote the links between education, agriculture and industry to better match skills supply and demand	High
1.8 Skilled local business operators	BI9 Encourage industry groups to support co-ops of growers and farmers to develop management skills, including technical, marketing, logistics and negotiation skills to deal with their major customers in the supply chain	Medium



**Table 7 Tourism – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
2.1 Improved transport and access	V1 Initiate a complete access study of tourists for air, sea, road and rail transport to ensure the level of service assists growth of the tourism industry	High
2.2 Integrated tourism governance for regional product development and management	V2 Undertake a review of tourism industry structures and governance to maximise the benefits from the T21 partnership visitor economy strategies	Medium
	V3 Develop Regional Destination Management Plan and facilitate local government to prepare individual supporting sub-region Plans	High
2.3 A distinct well marketed regional brand	V4 Identify and develop the iconic Murchison Visitor experience, for instance edible to energy, farm stays, cellar doors produce, sustainable access for adventure tourism, new holiday homes and resorts	High
2.4 Events and festivals co-ordinated	V5 Develop complimentary heritage and village tourism products along the Cradle Coast touring route to disperse visitors from primary tourist destinations	Medium
2.5 New tourism product development	V6 Advocate to State government for legislative change to build on existing brand identity	Medium

**Table 8 Strong Community and Social Capital – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
3.1 Increasing population in rural communities, including more young people and families	SC1 Prepare economic growth scenarios for regional Tasmania to assist with population forecasting and demand modelling for community facilities	High
	SC2 Coordinate a population retention and attraction strategy for North West Coast, which should include the whole north-coast of Tasmania	High
3.2 Strong participation in volunteering to build community pride and resilience	SC3 Investigate benefits/challenges of sharing services in sensible locations across Murchison	Medium
	SC4 Work with business to address and manage impact of drive-out workers on West Coast	Medium
3.3 Social inclusion – everyone is included, engaged and understood	SC5 Provide training opportunities for leadership within the community and education to build community capacity and to assist the public in the event of an impacting natural disaster.	Medium
	3.4 Shared services and facilities	



Strategic Objective	Actions	Priority	
3.5 Strong Focus on arts and cultural activities and attractions	SC6	Promote local communities and attract volunteers with the use of social media, video, YouTube videos and other methods to appeal to all ages	Medium
	SC7	Work with and develop new programs to identify and then support people at-risk	Medium
	SC8	Work with arts and cultural stakeholders to ensure a vibrant and active arts and cultural “scene” across Murchison	

**Table 9 Access and Infrastructure – Regional Actions**

Strategic Objective	Actions	Priority	
4.1 Efficient safe and fit for purpose road network	AI1	Facilitate development of a regional transport network strategy that identifies key upgrades and appropriate and flexible public transport to meet work, health, educational and tourism needs	High
4.2 A range of access and transport alternatives	AI2	Facilitate government, business and industry cooperation to upgrade Burnie Port so that larger ships can be accommodated provide international access and lower cost freight	High
4.3 Lower cost freight			
4.4 Optimal renewable energy usage	AI3	Lobby for the region to have access and use of all renewable energy sources – hydro, wind, solar, tide, natural gas and biomass	Medium
4.5 Sustainable water resources for Murchison’s viable settlements	AI4	Ensure Murchison has a sustainable long term water plan for Murchison that considers future population scenarios	Medium
	AI5	Ensure all communities across Murchison connected at feasible speeds and communication black spots are removed	Medium
4.6 Improved communications network	AI6	Facilitate a networked approach to development and management of major community facilities together with transport links	Medium
4.7 Vacant industrial zoned land location and supply is suitable and ready for development	AI7	Seek funding to integrate cycle ways and cycling facilities into local road networks and townships	Medium
	AI8	All councils to lobby for the upgrade of the freight capacity of Burnie Port	Medium
4.8 Efficient use of infrastructure	AI9	Lobby for funding to upgrade disused rail corridors for cycling and walking tracks	Medium



**Table 10 Natural Resource Management – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
5.1 A clean natural environment	NM1 Investigate the needs and benefits of a Tarkine Management Plan	Medium
5.2 Unspoiled beauty in natural landscapes	NM2 Raise awareness and interest and protect all areas, especially those of significant biodiversity.	Medium
5.3 Biodiversity protection	NM3 Implement the Cradle Coast Natural Resource Management Strategy	High
5.4 Murchison Communities value natural resource management	NM4 Coordinate identification of land capable for a wider range of agricultural activities, particularly areas where there is potential for irrigation schemes to stabilise water availability.	High
	NM5 Identify knowledge gaps that require further study, such as soils, waterways and groundwater. etc.	Medium

**Table 11 Health and Wellbeing – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
6.1 Healthy and active lifestyles	HW1 Monitor community feedback of freshness and diversity of fruit and vegetables available locally to determine if Murchison has access to quality produce	High
6.2 Residents have healthy eating habits access to fresh fruit and vegetables	HW2 Ensure that health programs include healthy eating, or develop a program to educate and raise skills in healthy eating and food preparation	High
6.3 Regular and convenient access to medical services	HW3 Facilitate audit of all the health programs and services available in Murchison and measure their effectiveness	High
6.4 Potable water is available to all residents in Murchison	HW4 Coordinate regional approach with health and community service agencies to understand and respond to the diverse care needs and care options currently available in the community. This should include consideration of workforce capability and supply.	Medium
6.5 Education and awareness programs to improve health levels		
6.6 Consumer directed age care services		



**Table 12 Education – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
7.1 Retention of students in education and training to reach their potential.	E1 Support Department of Education and schools' programs to promote pathways to employment that encourage students to remain in formal education through Years 1 and 12	High
7.2 Parents and families are involved in education so that students have a pathway to education and matching job opportunities	E2 Promote the government's ME (My Education) initiative that provides information and guidance for students of all ages, and their parents, through students' education journey to the workforce	High
	E3 Advocate for creation and development of teaching roles specifically for regional communities that can deliver classes as well as support digital learning and courses.	Medium
7.3 Well trained and valued teachers	E4 Encourage new policy development for teacher retention in remote communities, in particular for casual or support teachers	Medium
7.4 Communities value and participate in life- long learning	E5 Continue to be active advocates for the Education-Driven Economic Revitalisation of Northern Tasmania led by UTAS to lobby the Commonwealth government for investment	High
7.5 Better access to tertiary education physically and through technology	E6 Work with schools and other groups to help parents develop their skills such as teaching parents how to help their children learn	Medium
7.6 Collaborative approach to the strategic development of learning to meet future workforce and community needs	E7 Investigate and implement initiatives and programs to enable education providers to work closely with employers to best meet demand for future workforce planning needs	Medium



**Table 13 Place Making and Liveability – Regional Actions**

<b>Strategic Objective</b>	<b>Actions</b>	<b>Priority</b>
8.1 Liveability is a core objective for the community.	PL1 Ensure best practice planning principles are applied to all development, such as character statements and Outline Development Plans for new development.	Medium
8.2 Settlements have green space and community places	PL2 Ensure there are up-to-date, well developed plans for community facilities across Murchison, including open space, youth services and multi-purpose facilities.	High
8.3 Settlements are well planned to accommodate new development	PL3 Facilitate a regional Youth Plan that integrates youth needs and activities so that common needs are better met, and geographic-specific needs have raised awareness for a regional response. This Youth Plan should also address the findings in the Tasmanian Youth Forum.	High
8.4 Existing settlements have attractive streetscapes and neighbourhood centres and access to static and performing art.	PL4 Obtain funding for the redevelopment of Circular Head pool	
8.5 Activities for young people locally and across Murchison		
8.6 Strong community identities distinct from one another, and together make a recognisable region appealing to residents and visitors.		



**Table 14 Governance and Working Together – Regional Actions**

<b>Strategic objective</b>	<b>Actions</b>	<b>Priority</b>	
9.1 Cooperative and innovative governance structure for the Cradle Coast Authority	GT1	Confirm the strategic objectives of Murchison align with the Framework and revise if necessary with the other councils	High
	GT2	The Murchison Region is to agree an appropriate governance arrangement for the implementation and monitoring of the Regional Framework Plan.	High
9.2 Municipalities share resources to achieve value for money from local and regional governance functions, quality service and better facilities	GT3	Implement the Regional Actions in this Action Plan.	High
	GT4	Promote community organisations, arts and culture events and activities at the regional level	Medium
9.3 Achievement of the Sustainable Murchison 2040	GT5	Develop and implement a framework for investments in infrastructure and grants programs. Ensure an assessment process evaluates how well any given proposal aligns with relevant State and Federal Government strategic objectives	High



Strategic objective	Actions	Priority
<p>Community Plan Interdependent and Engaged Community Networks</p> <p>9.4 Strong local political leadership that is honest with constituents, advocates for community-wide benefits and committed to a sustainable region</p> <p>9.5 Key projects requiring government and private sector funding are well defined, provide the desired benefits, are prioritised according to Murchison's desired benefits, and aligns with State and Commonwealth funding criteria</p>	<p>GT6 Create a public register of investment projects with their status, value of investment and likely number of jobs arising from the investment</p>	<p>Medium</p>



**Table 15 Local Actions**

<b>Community Theme</b>	<b>Local Actions</b>	<b>Council</b>
1 Business and industry	BI1 Prepare an Industrial Land Use strategy at the municipal level to ensure land suitable for industrial use is available, and unsuitable land is available for conversion to a more suitable use	All
2 Tourism	V1 Seal the Western Explorer and link to Tarkine Drive.	Circular Head
	V2 Coordinate local events and festivals	All
	V3 Conduct event organiser skill building programs	All
	V4 Develop Indigenous Cultural experiences	All
3 Strong Community and Social Capital	SC1 Maintain a register that identifies all the local volunteer organisations that require volunteers that residents can assist	All
	SC2 Conduct an annual survey of local volunteer organisations to estimate the total number of volunteers and hours contributed by volunteers and publish the results	All
4 Access and Infrastructure	AI1 Lobby for the upgrade of the Bass Highway between Smithton and Burnie and resolve junction conflicts	Circular Head, Waratah-Wynyard, Burnie
	AI2 Seek funding to integrate cycle ways and cycling facilities into road networks and townships	All
	AI3 Implement the North West Coastal Pathway	Waratah-Wynyard, Burnie
	AI4 Seek funding to upgrade King Island airport and implement Tas Ports structure plan for Currie port	King Island
	AI5 Investigate the feasibility of Strahan airport future development potential	West Coast
5 Natural Resource Management	NM1 Ensure sewage, drainage and land use strategy protect waterways	All
	NM2 Increase recycling and nutrient recycling and reduce reliance on landfill	All
	NM3 Litter control and reducing illegal dumping program	All



Community Theme	Local Actions	Council
	NM4 Prepare Cultural Landscape Assessment for key areas in Murchison to ensure that vistas of significant natural, tourism and settlement character value are suitably protected.	All
	NM5 Develop water quality improvement plans and catchment plans to ensure that waterways are protected	All
	NM6 Provide sustainable access to native and protected areas	All
	NM7 Ensure climate change is considered in the planning processes of Natural Resource Management, such as adaptation and mitigation of floods and fire	All
	NM8 Support awareness raising, interest and protection of areas of significant Aboriginal heritage	All
6 Health and Wellbeing	HW1 Development a community engagement strategy that encourages the development of self-sufficient communities.	All
	HW2 Develop an integrated network of shared pathways in and between Murchison townships	
	HW3 Identify opportunities for future aged care and disability services and the workforce needs to support them	All
	HW4 Prepare Inclusive Aging Plans with strategies to capitalise on the needs and services for this growing demographic	All
	HW5 Support and promote a range of care services that involve engagement with the community and access to welfare resources, with a focus on aged care, mental health and disability services	All
	HW6 Review the Tasmanian Health Strategy and identify what can be implemented at a local level	
	HW7 Ensure that Planning Schemes have sufficient flexibility to cater to range of accommodation requirements for aged care within settlements	All
7 Education	E1 Establish digital hubs in libraries or similar community facilities, to get students acquainted with digital learning and develop digital skills from an earlier age in preparation for Year 11 and 12.	All
	E2 Develop strategies to respond to the findings of the Tasmanian Youth Forum for Learning and Education (April 2016)	



<b>Community Theme</b>	<b>Local Actions</b>	<b>Council</b>
8 Place Making and Liveability	PL1 Identify investments and programs to implement arising from Open Space, Sport and Recreation Plans	All
	PL2 Investigate options for Smithton War Memorial Pool and alternate pool facilities	Circular Head
	PL3 Continued revitalisation of the Burnie Paper Mill site	Burnie
	PL4 Implement the Wynyard Waterfront Master Plan	Waratah-Wynyard
	PL5 Prepare Outline Development Plans for key settlements	Waratah-Wynyard
	PL6 Evaluate opportunities to expand into the seniors housing market, such as retirement villages, aged care and axillary aging services	All
	PL7 Develop and implement township improvement plans	All
	PL8 Develop Character Statements for the settlements that reflect the local characteristics, such as land uses, community activities, natural environment, and aspirations. The Statement should identify the settlements role in Murchison and integrate with the Regional Land Use Strategy.	All
	PL9 Prepare Industrial Land Use strategies at the local council level. Unsuitable land is rezoned to accommodate highest and best use.	All
	PL10 Endorse the Sustainable Murchison Community Plan, indicating the importance of the Framework to guide the future of the council in Murchison	All
9 Governance and working together	GT1 Political leaders behave in a manner that fosters two-way engagement with the community	All
	GT2 Community holds political leaders to account to foster two-way engagement that is consistent with the importance of the office of political leadership	All



---

The portfolio of investments in Murchison is broad ranging and capable of significantly boosting Murchison's economy. It includes major infrastructure investments in ports, private sector investment in new tourism ventures, and upgrades to existing assets in education, roads, and utilities. These are at different stages of readiness to deliver. Transport investments have high importance to Murchison.

## 6. Investment Portfolio

### 6.1 Overview

Each council area has a portfolio of public infrastructure that requires new and additional investment to maintain service quality and respond to changing demographics and community preferences<sup>2</sup>. There are also private sector investment opportunities in ventures such as food processing and tourist attractions. These are summarised in Attachment 6 (Table 16 and Table 17) and will be subject to ongoing monitoring and review by the Councils through the regional cooperation and governance arrangements for this plan.

The development stage for each investment varies. Most have indicative estimates of their value and the expected number of jobs to be created. In the case of public sector investments, most do not yet have fully developed business cases. With the private sector investments, the expectation is that each would undergo analysis based on the investor's requirements. The various stages of readiness have been categorised into:

- **Investigation** – the investment is being shaped. No decision has been made to begin planning the investment.
- **Planning** – the investment has preliminary support to develop a plan for implementation, including, for example, preparing a business case and detailed design and construction plans.
- **Approved** – the investment is approved but may be awaiting funding.
- **Lobbying** – the investment is approved and the proponent is seeking funding from various sources.

---

<sup>2</sup> The potential investments in this Regional Framework Plan are current as at 21 June 2016.



- **Implementation** – the investment is funded and implementation is underway.
- **Completion** – the investment is completed and ready for use.

## 6.2 Transport investments, high priority

Accessible and convenient public and private transport is a high priority for the community, while adequate ports and roads for freight transport are vital to move an additional 1.5m tonnes of goods to domestic and international markets each year. Transport investment recommendations have been prioritised to accelerate the investment process.

A review of previous research, along with community engagement identified the primary transport issues. This was used to develop a long list of transport **investment recommendations** for further consideration and short listing.

### Similar to prioritising the actions in the Action Plan, prioritising transport investments has given consideration to a set of overarching transport system objectives (Prioritised Transport Investments

Table 25). Each project has then been prioritised into one of three categories:

3. **High Priority Options** – typically options that offer achievable, high impact returns in the short to medium term and score highly in relation to the transport system objectives. These options often respond to existing transportation issues or are projects that already have significant policy traction and buy-in from stakeholders.
4. **Medium Priority Options** – options that are generally medium to long term in scope and should be considered as additions to the high priority options. In many instances, these options will require further planning, feasibility testing and development. They are options that will contribute to further enhancing the productivity, sustainability and liveability of Murchison.
5. **Other Options** – these options are typically lower in priority, as they may be subject to action by, or co-operation with private sector interests, or have interdependencies over which there is limited control. As such, these projects are excluded from near term consideration however opportunities should be monitored over time.

Priorities are summarised in Attachment 6 Table 26.



## 7. References

- AK Consultants. (2016). *Murchison Natural Resource Inventory*. Launceston: AK Consultants.
- Arnold, P. (2015). *Upgrade of the Bass Highway: Its vital link - Economic Importance and Strategic Road Significance Smithton - Burnie*. Smithton: Arnold Consulting.
- Australian Bureau of Statistics. (2006). *Census*. Canberra: Australia Government.
- Australian Bureau of Statistics. (2011). *Census*. Canberra: Australia Government.
- Australian Government Bureau of Meteorology. (2016, February 28). *Climate statistics for Australian locations*. Retrieved February 28, 2016, from [http://www.bom.gov.au/climate/averages/tables/cw\\_091009.shtml](http://www.bom.gov.au/climate/averages/tables/cw_091009.shtml)
- Australian Government Department of Foreign Affairs and Trade. (2015). *China-Australia Free Trade Agreement Quick Guide: Agriculture and Processed Food Outcomes*. Retrieved March 4, 2016, from <http://dfat.gov.au/trade/agreements/chafta/fact-sheets/Pages/quick-guide-agriculture-and-processed-foods-outcomes.aspx>
- Commonwealth Government Department of Finance. (2014). *Commonwealth Grant Rules and Guidelines*. Canberra: Commonwealth Government.
- Commonwealth Government Department of Infrastructure and Regional Development. (2014). *Grant Programme Guidelines - Community Development Grants Programme*. Canberra: Commonwealth Government.
- Commonwealth Government Department of Infrastructure and Regional Development. (2014). *Notes on Administration for Land Transport Infrastructure Projects 2014-15 to 2018-19*. Canberra: Commonwealth Government.
- Cradle Coast Authority. (2011). *Cradle Coast Regional Land Use Planning Framework*. Burnie: Cradle Coast Authority.
- Cradle Coast Authority. (2013). *Toward Consistency - A Guide to the Cradle Coast Interim Planning Schemes*. Burnie: Cradle Coast Authority.
- Cradle Coast Authority. (2016). *Nort West and West Coast of Tasmania Tourism Employment Plan*. Retrieved May 5, 2016, from



[http://www.cradlecoast.com/Tourism/Tourism%20Employment%20Toolbox\\_Overview.pdf](http://www.cradlecoast.com/Tourism/Tourism%20Employment%20Toolbox_Overview.pdf)

Dairy Australia. (2016). *Dairy Situation and Outlook*. Melbourne: Dairy Australia Limited. Retrieved from <http://www.dairyaustralia.com.au/Markets-and-statistics/Market-situation-and-outlook.aspx>

Department of Agriculture and Water Resources. (2016). *Media Release New Funding to grow Tasmania's horticulture sector*. Retrieved May 17, 2016, from <http://minister.agriculture.gov.au/ruston/Pages/Media-Releases/funding-to-grow-tas-hort-sector.aspx>

Department of State Growth. (2014). *State of Our Roads 2014*. Hobart: Tasmanian Government.

Department of State Growth. (2015). *Population Growth Strategy*. Hobart: Tasmanian Government.

Department of Treasury and Finance. (2012). *Investment Management Standard*. Melbourne: Victorian State Government.

DPIPWE. (n.d.). *Tasmanian Register of Water Licences and Dam Permits Spatial data*. (P. W. Department of Primary Industries, Editor) Retrieved November 15, 2010, from Water Information Management System: <http://water.dpiw.tas.gov.au/>

Forico Pty Limited. (2014). *New Forest launches Tasmanian Forest Company Forico*. Retrieved April 28, 2016, from <http://forico.com.au/latest-news/news/new-forests-launches-forico/>

International Monetary Fund. (2016). IMF Price Forecasts and actual prices through to 01/20/2016. *IMF Primary Commodity Prices*. Washington DC, Columbia, United States of America. Retrieved from <http://www.imf.org/external/np/res/commod/index.aspx>

Marceloa, D., Mandri-Perrott, C., House, S., & Schwartz, J. (2016). *Prioritizing Infrastructure Investment: A Framework for Government Decision Making*. Singapore: World Bank Group.

NBN Co Limited. (2015). Media release: Broadband satellite data boost. NBN Co Limited.

NBN Co Limited. (April 2016). SkyMuster Fact Sheet. NBN Co Limited.



Parliament of the Commonwealth of Australia Joint Standing Committee on Treaties. (2014). *Agreement between Australia and Japan for an Economic Partnership*.

Regional Development Australia. (2012). *Regional Economic Development plan for North West Tasmania*. Hobart: Tasmanian Government.

Regional Development Australia. (2012). *Regional Economic Development Plan for North West Tasmania*. Hobart: Tasmanian Government.

Reserve Bank of Australia. (2015, November). *Statement of Monetary Policy*. Sydney, Australia.

SGS Economics and Planning. (2015). *Industrial Land Study North West Tasmania*. Melbourne: SGS Economics and Planning.

Tasmania Government. (2015). *Embracing the Climate Challenge: Tasmania's draft climate change action plan 2016-2021*. Hobart: Crown in Right of Tasmania.

Tasmanian Fruit and Vegetable Industry Taskforce. (2014). *A Growth Plan for the Tasmania Fruit and Vegetable Industries*. Canberra: Australian Government Department of Agriculture.

Tasmanian Government. (2014). *2014 Population Projections Tasmania and its Local government Areas*. Hobart: Tasmanian Government.

Tasmanian Networks Pty Limited. (2015). *Annual Planning Report*. Moonah: Tasmanian Networks Pty Limited.

Tasmanian Planning Commission. (2016). *Resource Management and Planning System*. Retrieved June 10, 2016, from [http://www.planning.tas.gov.au/old/how\\_planning\\_works/tasmanian\\_planning\\_system/resource\\_management\\_and\\_planning\\_system](http://www.planning.tas.gov.au/old/how_planning_works/tasmanian_planning_system/resource_management_and_planning_system)

University of Tasmania (2016) *Transforming lives. Transforming cities: A partnership proposal to deliver an Education-Driven Revitalisation of Northern Tasmania*, University of Tasmania.

West Coast Council (2015) *West Coast Community Plan*, West Coast



# Appendix 1 The Supporting Documents

## About the Community Vision Statement

The Sustainable Murchison Community Plan has been informed by extensive engagement with the community, summarised in the Community Vision Statement. This Statement includes nine 'Future Direction Themes' and a corresponding descriptive by-line. These are framed as positive outcomes for the future (Table 16).

**Table 16 Community-Based Principles Guiding the Community's Plan**

<b>Future Direction Theme</b>	<b>Key challenge and opportunity</b>
1. Business and industry	Specialised diversity of the economy
2. Tourisms	Memorable experiences for visitors all year round
3. Strong communities	Enduring community capital
4. Access and infrastructure	Local, regional and global transport and infrastructure access;
5. Natural resource management	Managing abundant natural and productive resources
6. Health and wellbeing	Maintaining good health and wellbeing
7. Education	Lifelong education and training
8. Place making and liveability	Liveable places for all ages
9. Governance and working together	Governance and working together

The community vision is the product of an extensive program of community and stakeholder engagement that involved more than 1,900 people. It included workshops, roundtables, online and hard copy surveys, school activities, and pop-up events.

The culmination of this work was the Sustainable Murchison 2040 Community Vision. This outlines the future aspirations of the communities of Murchison. It is comprised of:

- A vision statement describing the preferred destination for Murchison in 2040;
- A set of principles to guide future decision making;
- Nine themes that provide a framework to organise future work;
- Statements describing what the communities of Murchison want to see happening in 2040 for each theme area. They are aspirational and written in the present tense;



- Desired strategic outcomes within each theme; and
- The collaborations needed to achieve the strategic outcomes and a range of performance indicators to monitor progress.



## About the Regional Resource Analysis

Key considerations in the preparation of the Regional Resource Analysis were:

- 1. Land value and suitability<sup>3</sup>.** There is a focus in the Sustainable Murchison Community Plan on a spatial evaluation of the land, water and cultural values of the physical environment, landscape and setting. The analysis was undertaken in light of predicted climate change and took account of both natural and cultural/heritage values. The spatial analysis identified significant areas for:
  - Conservation of important natural and cultural values;
  - Identification of significant areas of risk and hazard;
  - High value agricultural, forestry and mining areas and freshwater resources; and
  - Optimal areas for settlement including residential and industrial areas.
- 2. Economic resources and opportunities.** A spatial and economic analysis of the economy, focusing on competitive advantages, resources and potential.
- 3. Access and infrastructure<sup>4</sup>.** An evaluation of the area's transport infrastructure networks and requirements to support future settlement, population and employment.

## About the Community Study

The Community Study considers population forecasts based on several scenarios, settlement patterns, social geography, community wellbeing and the social and recreation provisions needed now and in the future based on the population scenarios. These scenarios show Murchison's population could range from 24,000 to 34,000 inhabitants in the next 25 years.

The community wellbeing analysis draws together liveability indicators useful for measuring regional resilience and attractiveness, as well as the community's physical, social and mental wellbeing. An appropriate selection of indicators for understanding and guide development and management of Murchison so that it becomes more attractive to higher skilled and upskilling workers; supports leadership and development of new and existing industries; and benefits the community as a whole.

Finally, while the social and recreation infrastructure largely meets the need of the community against benchmarks, several factors are influencing the Councils' abilities to deliver them. This includes a declining user base, changing recreational preferences and car dependence.

---

<sup>3</sup> The summary of environmental and agricultural land suitability is found in Section 3 and 4 of the Analysis and the full analysis is in a separate report by AK Consultants.

<sup>4</sup> The findings of the transport network analysis are summarised in Section 7 of the Analysis.



A summary snapshot is provided here of the Regional Resource Analysis and Community Study, capturing the natural and built assets and opportunities in Murchison, the settlements and community infrastructure.

## Appendix 2 About Murchison

### Business and industry

Murchison's income and employment is mostly derived from agriculture forestry, fishing and mining (Table 17). Over the past decade the Murchison economy has grown at an average of 1.7% p.a. and is now worth \$2,290 million in output. At the last Census (2011), labour force participation was 12,985 persons (58%) and unemployment about 800 (6.2%).

**Table 17 Murchison, Output (2013/14) and Jobs (2014/15) by Industry**

Industry	Total Output (\$m)	% of Murchison	% of Tasmania	Murchison Jobs
Agriculture, Forestry and Fishing	\$407	18%	6%	1,409
Mining	\$352	15%	1%	1,105
Manufacturing	\$471	21%	13%	1,691
Electricity, Gas, Water and Waste Services	\$83	4%	8%	91
Construction	\$229	10%	12%	927
Wholesale Trade	\$109	5%	4%	438
Retail Trade	\$70	3%	5%	1,047
Accommodation and Food Services	\$62	3%	3%	938
Transport, Postal and Warehousing	\$97	4%	6%	445
Information Media and Telecommunications	\$25	1%	4%	45
Financial and Insurance Services	\$37	2%	6%	109
Rental, Hiring and Real Estate Services	\$27	1%	2%	90
Professional, Scientific and Technical Services	\$28	1%	4%	255
Administrative and Support Services	\$29	1%	2%	187
Public Administration and Safety	\$57	2%	7%	397
Education and Training	\$66	3%	5%	694
Health Care and Social Assistance	\$96	4%	9%	881
Arts and Recreation Services	\$14	1%	1%	101



Industry	Total Output (\$m)	% of Murchison	% of Tasmania	Murchison Jobs
Other Services	\$31	1%	2%	437
Total Industries	\$2,290	100%	100%	11,289

Source: Economy ID, 2016

## Tourism

Murchison has a State-level specialisation in tourism. It was worth \$62m to Murchison in 2013/14 and is expected to grow. As a destination, Murchison is secondary to Burnie (165,092 visitors) and Devonport (282,871 visitors). Consequently, tourism links between Murchison, Burnie and Devonport are essential. Murchison's strengths lie in landscape amenity, food products and history with:

- Agri-tourism and food on King Island and in Circular Head;
- Coastal and heritage activity in Wynyard, Waratah, Stanley, Boat Harbour, Strahan and Queenstown;
- Nature-based, adventure tourism in Tarkine and Tullah, complemented by nearby Cradle Mountain-Lake St Clair;
- Golf tourism. Since the opening of Cape Wickham on King Island in October 2015, fly-in packages are available to the island, which can also take in Barnbogle on the Tasmanian mainland. Another two courses are planned on King island; and
- Burnie as the gateway for tourism to Murchison; with restaurants, accommodation and facilities that make it a suitable base for exploring NW Tasmania.

## Strong communities and social capital

The Murchison study area comprises the entire Tasmanian west coast, north west Tasmania, and King Island, covering approximately 19,000 square kilometres, much of which is managed forest and agricultural land. Murchison has 28,742 residents dispersed across Murchison, with two-thirds in urban centres or localities (UCL) and one-third in non-urban areas (Table 18). A further 19,964 people reside in the regional centre of Burnie.



**Table 18 Urban Centres**

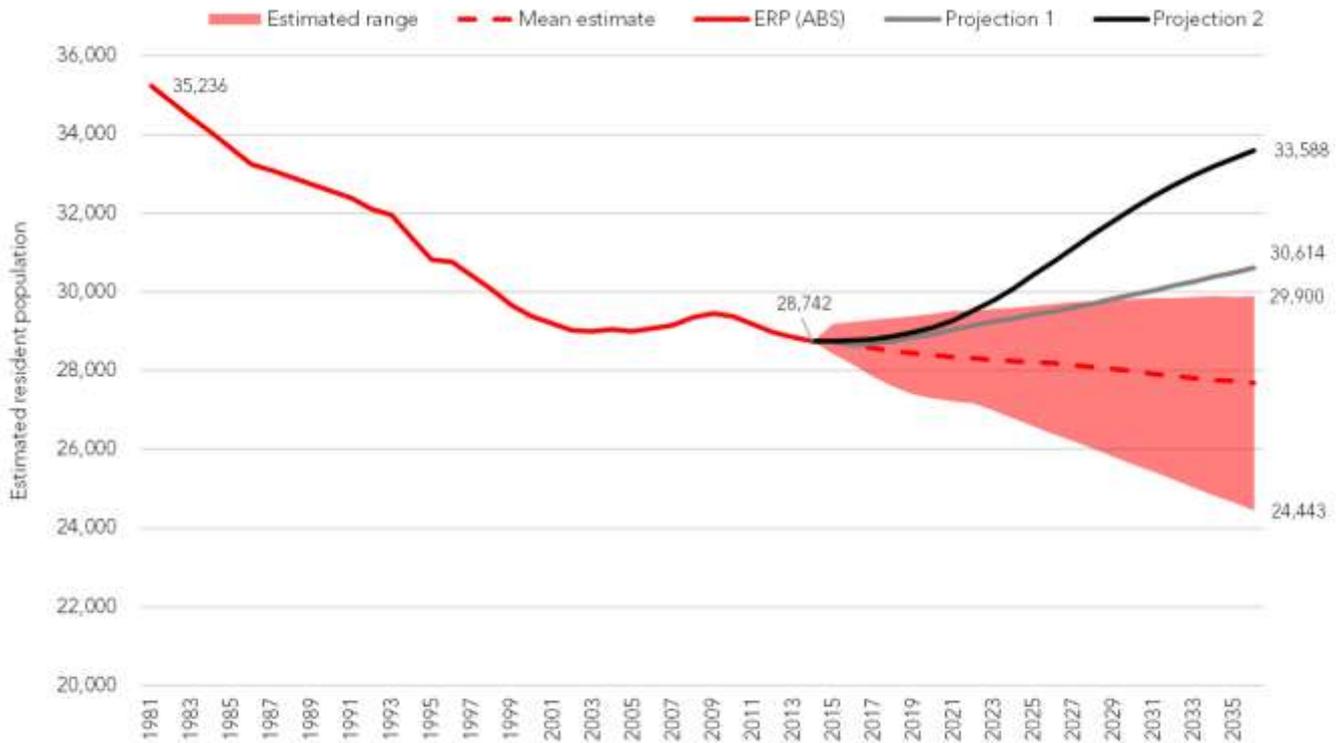
<b>Local Government Area</b>	<b>Urban Centre</b>	<b>UCL Population</b>
Waratah – Wynyard	Wynyard	5,229
	Somerset	3,100
	Waratah	261
	Sister's Beach	458
Circular Head	Smithton	3,398
	Stanley	542
West Coast	Queenstown	2,009
	Rosebery	928
	Zeehan	724
	Strahan	650
	Tullah	195
King Island	Currie	704
<b>Total UCL population</b>		<b>18,198</b>
<b>Total Non-UCL population</b>		<b>10,544</b>
<b>Total Murchison population</b>		<b>28,742</b>
<b>Burnie (Regional centre)</b>	<b>Total population</b>	<b>19,964</b>
<b>Total regional population</b>		<b>48,706</b>

Source: ABS, 2013

The Sustainable Murchison Community Plan has developed potential population growth scenarios that are derived from regional population projections (Figure 10, BAU scenarios), with additional 'above expectation' employment growth derived from market intelligence provided by Councils in relation to major public or private investment (Figure 10, Project 1 and Projection 2).



**Figure 10 Population Scenarios to 2036**



From Figure 10:

- The BAU scenario (red shaded area) extends forward the historical trend by assuming no major investment beyond what would be expected for a region of around 30,000;
- Projection 1, assumes the Department of Employment forecasts for Murchison continue, stimulating some population growth; and
- Projection 2 assumes above trend growth as major new investments are made, primarily in agribusiness and tourism.

It is imperative that these scenarios are considered in terms of their context, in that they cannot be achieved without the committed and sustained efforts of the public and private sector within Murchison.

## Access and infrastructure

Burnie plays the role as the regional centre for Murchison. Burnie's container port is the nautical gateway for Murchison's agricultural, forestry and mining outputs. Major transport connections throughout Murchison sea converge in Burnie, while air travel is accessible nearby through the Burnie City Council-owned airport at Wynyard.



Murchison is serviced by several key roads, airports, marine ports and limited rail. Road transport is the primary mode for freight movement. Murchison has airports in Wynyard, Smithton, Currie and Strahan. Operators include REX and smaller private operators. Marine ports connect Tasmania back to Melbourne, where freight is forwarded for distribution in the Australian mainland, or onward to global markets. The port at Burnie attracts passenger cruise ships between September and March. The Melba Rail Line is the only active line in Murchison and used to transport mining products to the port of Burnie via Rosebery. Remnant rail track is located through Murchison in varying condition. The West Coast Wilderness Railway originates from Queenstown offering three different railway experiences.

Utility providers are currently investing heavily in infrastructure. The focus is on reliable access and quality service, and responding to changes in settlement populations and customer needs for new and enhanced services. Investments range from minor works for across the network through to major plant upgrades of sewer treatment plants, and the rollout of the National Broadband Network (NBN).

## **Natural resource management provides productive forest, agricultural land, national parks and clean waters**

Murchison has significant areas of cultural, natural and productive resources, including:

- natural and cultural assets, made up of more than 1 million hectares of land for conservation (incorporating World Heritage Areas); threatened vegetation communities; and more than 400 geo-conservation sites). There are also more than 100 heritage-listed sites and more than 3,000 known Aboriginal heritage sites; and
- Productive land and water assets, with large areas committed to agriculture, forestry or mining.

The terrain is mostly hilly, susceptible to land slide, and punctuated by several mountains, including neighbouring Cradle Mountain. Waterbodies, wetlands and extensive river systems are formed by the terrain, which has created opportunities for hydroelectricity and water storage. King Island is located almost half-way between the Australian and Tasmania mainlands. It is blanketed by largely flat, productive agricultural land.

Tasmania will not be immune to climate change. For some agricultural enterprises it will present new opportunities for expansion, while others may have to make significant investment to adapt to changing conditions.



## Health and wellbeing

The North West Regional Hospital has 24-hour accident and emergency facilities, and North West Private Hospital provide specialised facilities. Smithton District Hospital also has 24-hour accident and emergency facilities that serve mainly Circular Head. The West Coast District hospital at Queenstown mainly serves West Coast residents. King Island also has its own hospital and health Centre, which has six acute care beds, eight high care and six low care residential aged care beds.

Wellbeing is supported throughout Murchison through infrastructure for sport, recreation and leisure activities, as well diverse sport and recreation groups. However, residents perceive that chronic health issues are prevalent in Murchison. Various programs are underway but delivery could be better integrated and coordinated to improve health outcomes and value for money to the community.

## Education

Education is delivered through Child Family Centres, schools, vocational and higher education institutions (Table 19). State-funded Child Family Centres integrate services, such as preschool, healthcare, parent services, education psychology, kids' services and pre-school early years' programs. They are located in Burnie and Queenstown.

Tertiary education is offered by the University of Tasmania (UTAS) and TasTAFE, which will deliver the *Education-Driven Economic Revitalisation of Northern Tasmania* - a once-in-a-generation opportunity to renew the capabilities of the communities and economies of NW Tasmania. Furthermore, the State government has developed online learning facilities and My Education Online to increase student retention in Year 11 and 12 to remote students and give student and parents guidance about the pathways through education to employment.

**Table 19 Murchison Region Education Campuses**

Level	System	Waratah Wynyard	Circular Head	West Coast	King Island	Burnie
Tertiary	University					UTAS
	TAFE		TasTAFE			TasTAFE
High school / college	State schools	Wynyard, Yolla District	Smithton	Rosebery District Mountain Heights Queenstown	King Island District, Currie	Burnie Parklands Hellyer College



Level	System	Waratah Wynyard	Circular Head	West Coast	King Island	Burnie
	<b>Non-State schools</b>		No catholic high school Circular Head Christian School, Smithton*			Marist Regional College
<b>Primary schools</b>	<b>State schools</b>	Somerset Table Cape Boat Harbour	Smithton Stanley Edith Creek Redpa Forest	Strahan Rosebery Zeehan	King Island District,	Burnie Montello Romaine Park Havenview Natone Ridgely Cooe Leighland
	<b>Non-State schools</b>	St Brigid's, Seabrook Christian School	St Peters Chanel, Smithton Circular Head Christian School, Smithton*	St Joseph's, Queenstown St Joseph's, Rosebery	Ballarat Clarendon College, Grassy***	Stella Maris Catholic Leighland Christian School of Special Education

\* Junior school – Kinder to Yr 5; Middle school – years 6, 7 and 8; Senior school – years 9, 10, 11 and 12

\*\* To Year 10 only.

\*\*\* This is a private school campus of the College, which caters to Year 9 students that spend a term on the island with outdoor education and studies.

## Place making and liveability

The main settlements in Murchison have a mix of sports fields, recreation grounds, and centres for a wide range of outdoor and indoor sport and recreation activities. The Cradle Coast Land Use Strategy and Council's planning schemes guides development in Murchison to ensure that settlements and surrounding areas are comfortable for human habitation, protects productive lands and conserves the natural environment.

## Governance and working together

The Murchison councils works in cooperation with one another through the Cradle Coast Authority. The Authority was established by nine councils in northern Tasmania to be a regional advocacy voice and to facilitate a diverse range of projects and initiatives involving all tiers of government, industry and the community. Councils, however, have the power to decide on, and implement, initiatives.



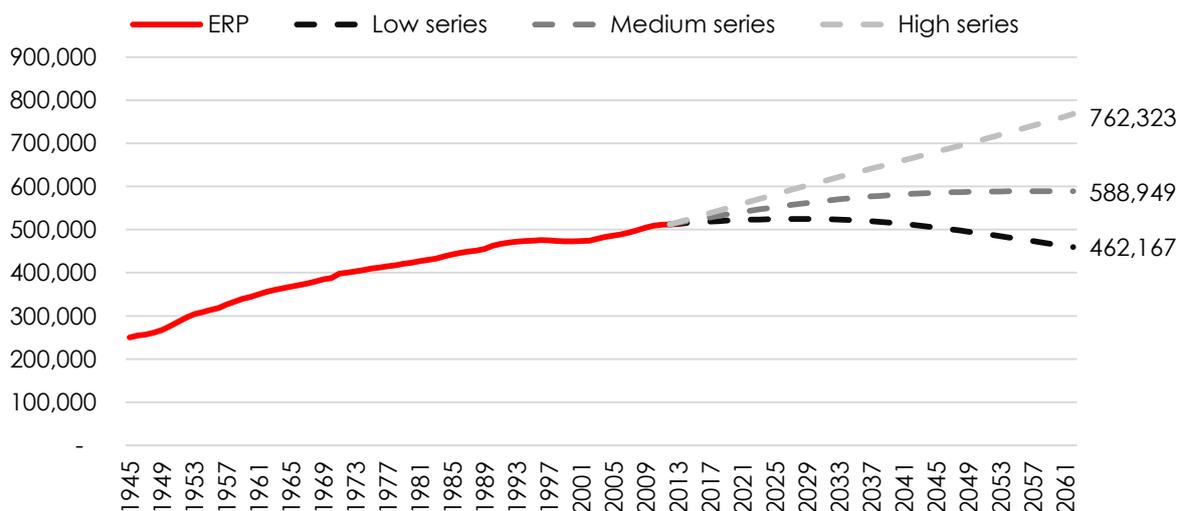
The Murchison Community Study analysed the population of Murchison, finding that it has been slowly declining and urbanising for most of the last two decades. As with most of Australia, the community is ageing and has struggled to stem net outmigration, although, in the past new economic opportunities, reversed this and can do so again. Changing demography and preferences, will change future needs for social, recreational and housing investment.

## Appendix 3 Murchison Community

### Population change in Tasmania and Murchison

With the exception of a decline in the mid-90s, Tasmania's population has grown slowly in the post-war period. The Tasmanian Treasury has prepared three scenarios based on different annual average growth rate assumption<sup>5</sup> (Figure 11). These may now be considered conservative estimates as the Treasury expects outmigration to slow, as labour market conditions in Tasmania converge with those of the mainland; and better comparative housing affordability attracts more people to the State.

**Figure 11** Tasmanian Population, Actual and Scenarios



Source: ABS, 1945, 2014, Tasmanian Treasury

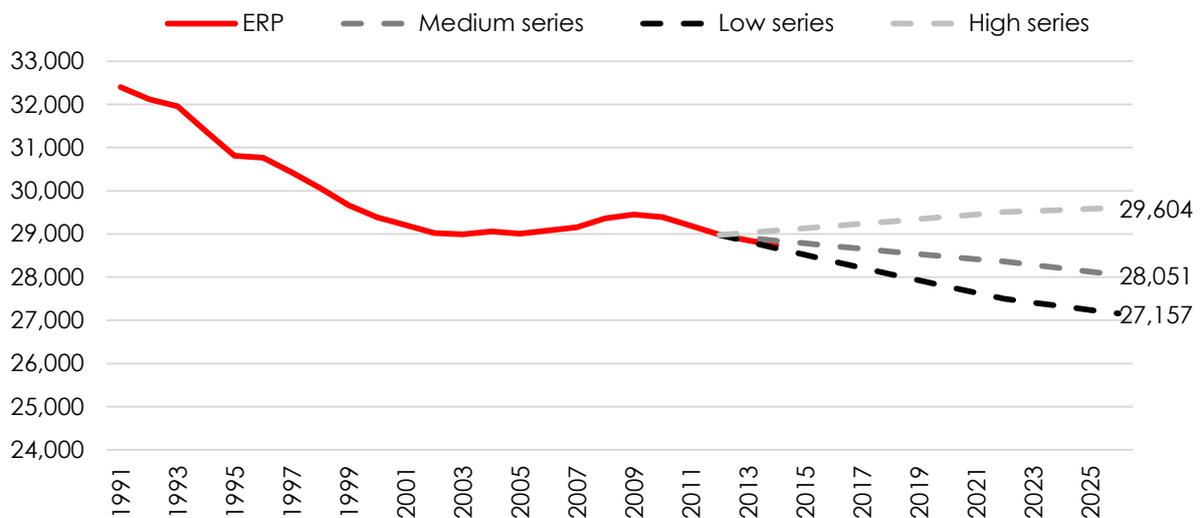
<sup>5</sup> These are mathematical growth rate scenarios and not based on specific modelling of, for example, the effect of changing economic conditions. Given the relatively small size of the population, it would be more effective to prepare projections based on economic growth scenarios, for both Tasmania and smaller sub-regions such as Murchison.



Murchison's population has trended downwards for more than two decades, with a brief upswing in 2005-2009 (Figure 12). This upswing was concentrated in Somerset and Smithton.

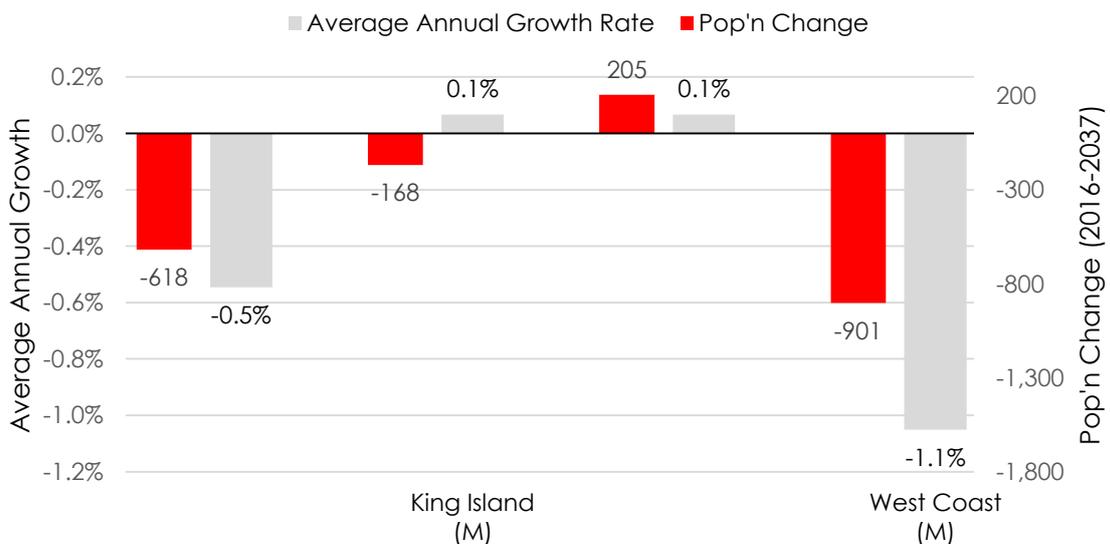
Without successful intervention, projections for Murchison suggest continuation of the historical decline, with the expectation of some areas, such as Waratah Wynyard (Figure 13). The decline in West Coast is driven largely by out-migration.

**Figure 12 Murchison Population, Actual and Scenarios**



Source: ABS, 2013, 2014, Tasmanian Treasury

**Figure 13 Projected Population Decline (medium series to 2037)**



Source: Tasmanian Treasury



## Growing our population

Tasmania's Population Growth Strategy has set a target for growth of 650,000 people by 2050. It identifies 50 actions in three key areas (job creation and workforce development, migration and liveability) in which the government will invest \$10 million over four years to implement (Department of State Growth, 2015). The objectives of the Sustainable Murchison Community Plan broadly align with the State's Strategy.

Reflecting on the population scenarios (Figure 10), it is unlikely any growth scenario will be achieved without the committed and sustained efforts of the public and private sector in Murchison. To guide these efforts, the Sustainable Murchison Community Plan recommends a population retention and attraction strategy is prepared for Murchison (most likely to be auspiced within the Cradle Coast Authority). This should be based on the key pillars of the Tasmanian Population Growth Strategy:

- 1. Job creation and workforce development** aims to facilitate job creation and identify current and future employment opportunities to inform investments in education and training and migration strategies. The Sustainable Murchison Community Plan aligns with this through its first three principles, which aim to see a region with a diversified economy of robust and responsive industry sectors (e.g. agriculture, advanced manufacturing, tourism) with differentiated products to support existing employment as well as create new jobs in sectors that may not yet be established. Principle 7 also supports these activities by ensuring that investments, such as enabling infrastructure for new roads or utilities, meets Murchison's needs and is funded.
- 2. Liveability** aims to build and promote Tasmania's liveability and foster a culture which is vibrant, inclusive, respectful and supportive. The Sustainable Murchison Community Plan aligns with this through principles 3 through 6. Distinctive, accessible and compact settlements are attractive places to live. Streetscape and buildings incorporate characteristics of the area's heritage, natural environment and cultural landscape. Children, the elderly and mobility impaired have freedom of movement. High quality, multi-purpose and viable community infrastructure is strategically located to benefit a wide catchment of users in the community. Natural resource management provides land for residential and industrial development, protects productive lands that support several industry and employment sectors, conserves Murchison's natural environment and cultural heritage for residents and visitors, and manage the risks associated with them, such as flood and bushfire. Once again, Principle 7 ensures that the right investments, particularly by local government, can deliver the maximum benefit to the community, and have the necessary justification to attract funding.
- 3. Migration** seeks to actively pursue and facilitate overseas and interstate migration as well as encourage return of former residents. The decision by



individuals to move to Murchison is dependent on the successful implementation of actions and investments outlined in this Sustainable Murchison Community Plan and the community's vision for the future.

## ***An ageing population***

Since 2001, Murchison's population has continued to age rapidly. The number of young people aged 25-49 year olds fell consistently, while the number of people aged 50+ grew. Younger people are generally leaving to pursue education and employment opportunities in larger centres in Tasmania, such as Launceston and Hobart, as well as the Australian mainland. At present, Murchison is perceived as a good place to retire, rather than to seek education or work opportunities.

The implications of these demographic changes are significant, specifically:

1. The loss of working age population (particularly younger workers) will shrink labour pools, putting pressure on local businesses. The replenishment of younger working age families is essential to provide the labour force and household formation rate necessary to sustain the development of Murchison's economy.
2. There may be pressure on older workers to stay in the workforce longer, or work full time, at a time when they would prefer to decrease their working hours or withdraw from the workforce altogether. Given the lower cost of living in Tasmania and the relatively high rates of home ownership, there is arguably even less incentive for older workers to remain in the workforce.

Supporting younger new entrants to farming and proposed new courses at the University of Tasmania may slow this trend. However, this will also depend on new jobs and industry development in Murchison.

## ***Internal migration***

Murchison still loses population to the rest of Tasmania. The impact of this is seen across all age groups, but is particularly strong in younger residents (aged 15-24) as well as those aged 60+. Despite its proximity to Murchison, Burnie has attracted a relatively small proportion of these net migration movements from Murchison. The exception is young adults, who are most likely relocating to be in Murchison's urban centre.

Murchison continues to attract a substantial number of migrants from interstate – in particular, those aged 60+. This may be due to Murchison's affordability and rural lifestyle opportunities, that make it a popular destination for retirees.

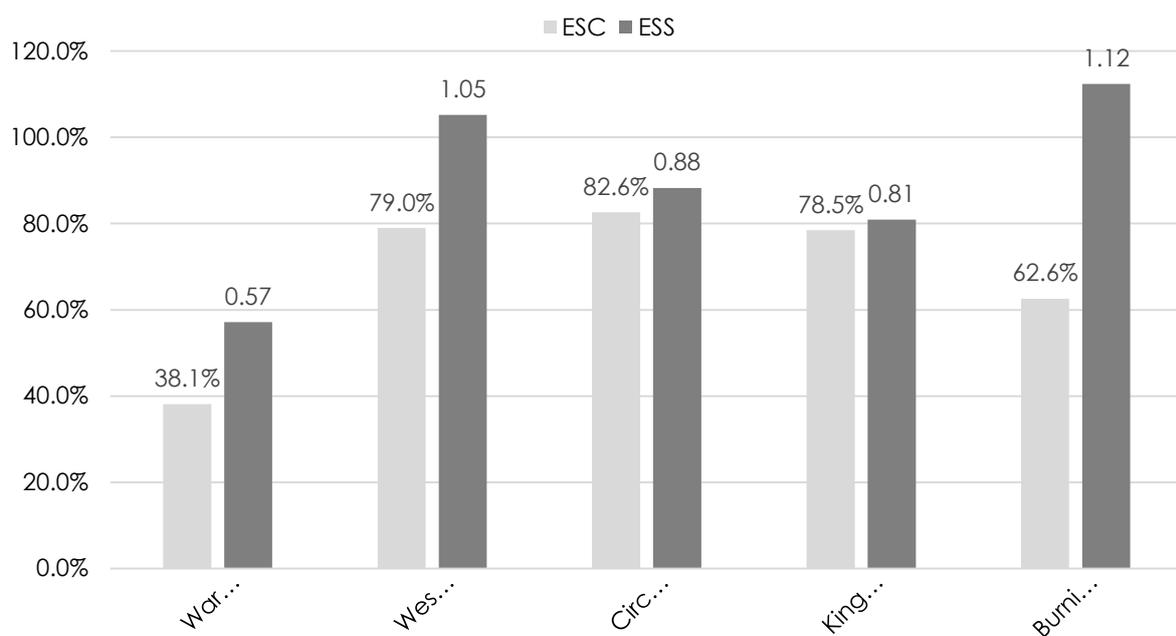


## Commuting

Employment self-containment (ESC)<sup>6</sup> and employment self-sufficiency (ESS) tell us something about the level of connectivity of a region's economy.

Understandably, the more remotely located municipalities (King Island and West Coast) are more self-contained, with around 80% of residents working locally. By contrast, only around 38% of Waratah Wynyard residents work locally, with as many working in Burnie. In turn, around 11% of Burnie residents work in Waratah Wynyard (Figure 14), highlighting the importance of Burnie to Murchison's economy and the relatively high level of integration of the municipal economies.

**Figure 14 Employment Self-Containment and Sufficiency**



Source: ABS, 2011

<sup>6</sup> ESC is the proportion of working residents who work in the same LGA in which they live. It is a percentage value with 100% meaning 100% of working residents work locally. ESS is the ratio of local jobs to local workers. For example, a value of 1 means that, for every 1 local job, there is 1 local worker. ESS can exceed 1.



## Community needs

### ***Social and recreation infrastructure***

Social and recreation infrastructure largely meets the needs of the community. Based on acceptable standards, Murchison has few gaps in the provision of parks, ovals, schools and libraries. However, it scores poorly on higher education, with facilities limited to Smithton and Burnie. Furthermore, changing demography and preferences (e.g. for more diverse facilities such as youth venues and skate parks) will reshape community infrastructure provision in the near and medium terms. Likely changes will be a combination of:

- **Declining user base for specialist facilities.** Purpose-built sport and recreation facilities, once popular amongst earlier generations, have not fared well in attracting new members.
- **Infrastructure condition.** With pressure on the rates base and without government grants, councils struggle to replace end of life community assets, or those that require major maintenance.
- **Changing preferences.** Marketing, latent demand and group pressure affects the community's preferences for recreation. For example, cycling has become a popular pursuit, both on- and off-road. Projects like the Northwest Coastal Pathway Plan aim to improve access to cycling routes along linear settlements of the North West coast. Passive recreation (particularly walking) is also increasingly important, especially for older residents.
- **Car dependence.** The spatial arrangement of community and recreation facilities effects participants' ability to engage in activities. Cars are usually needed and this has a negative impact on the transport disadvantaged or stressed, but may be able to be relieved by ride sharing, community transport or other transport intervention.
- **NBN rollout.** Access to faster and more reliable Internet may attract residents to spend more recreation time online, reducing community engagement.
- **Disposable income.** Families or residents may be dissuaded from activities that have high equipment or engagement costs.

### ***Community-identified needs***

The community identified their specific regional needs during engagement sessions and online surveys. These needs are largely addressed by various actions and investments presented later in this Regional Framework Plan. They are summarised in Table 20.



**Table 20 Summary of Community Needs**

**Enduring community capital**

- Mentoring and building community
- Support for volunteers
- Community activities and events
- Increased involvement of women in decision making
- Youth services, activities and retention
- Celebration of history and heritage

**Liveable places for all ages**

- Aged care and disability services
- Access to doctors and medical services
- Safe families, drug free, bully free
- Wellbeing activities and healthy people
- Sport and recreation facilities
- Smithton pool
- Urban design and revitalisation
- Open space and parks maintenance
- NBN and fast internet access
- Mobile network
- Free and increased Wi-Fi coverage

**Local, regional and global transport access**

- Public transport
- School buses
- Road upgrades, maintenance and sealing
- Coastal pathways, walking and cycling tracks
- 4WD tracks

**Managing natural and productive resources**

- Recycling and waste management
- Water quality and quantity
- Renewable energy
- Balancing development and environment

**Lifelong education and training**

- UTAS
- Higher education skills and training
- Broader education opportunities
- Employment for young people.

**Housing needs**

As Table 21 shows, dwelling demand over the next 20-25 years will vary depending on population change: from an oversupply of more than 1,400 dwellings (Low population projection scenario); to an undersupply of more than 1,700 dwellings (Projection 2 scenario).

A high level land suitability assessment was undertaken and informed the strategic and spatial principles. It found that Somerset, Wynyard and Smithton have sufficient suitable land to accommodate any future residential or industrial expansion in a mix of infill and some Greenfield development thus preserving further land for agriculture, mining or natural landscapes.

**Table 21 Population and Dwelling Scenarios**



	Year	Low	Mean	High	Projection 1	Projection 2
<b>Population</b>	2021	27,630	28,408	29,447	29,062	29,292
	2027	26,853	28,059	29,748	29,619	31,131
	2035	25,688	27,432	29,886	30,500	33,405
<b>Dwellings</b>	2021	11,503	11,827	12,260	12,099	12,195
	2027	11,244	11,749	12,457	12,403	13,036
	2035	10,946	11,689	12,735	12,996	14,234
<b>Population Change (2011)</b>	2021	-1,562	-784	255	-130	100
	2027	-2,339	-1,133	556	427	1,939
	2035	-3,504	-1,760	694	1,308	4,213
<b>Dwelling Change (2011)</b>	2021	-643	-323	105	-53	41
	2027	-963	-467	229	176	799
	2035	-1,443	-725	286	539	1,735

Source: Geografia, 2016



---

The Murchison Resource Analysis found that agribusiness (including forestry), mining and manufacturing are the major sources of income and employment in Murchison, with growing potential in tourism and education. Human capital and transport infrastructure will improve over time through government initiatives and investments. Productive lands permeate Murchison, while the vast majority of natural resources are conserved, internationally recognised forests and geological land formations that accommodate numerous threatened species. The heritage of the Indigenous communities is scattered throughout Murchison, while European heritage is more concentrated.

## Appendix 4 Murchison Resources

### Economic profile and future requirements

Primary production industries, such as **agriculture and mining**, are the dominant economic activities in Murchison, accounting for 13% each of local jobs (see Table 17). **Manufacturing** industries have been steadily declining, but still account for 13% of regional jobs. **School education, accommodation** and **retail** are the other notable employers (ABS, 2011).

Notwithstanding this apparent industry concentration, employment diversity across industry sectors in Murchison is still relatively high, when compared with Burnie and the rest of Tasmania. Major industries are described below.

### Major industries

#### **Agriculture, Fishing, Forestry**

Total Output<sup>7</sup>: \$407m (18% Murchison)

Total Employment: 1,409 jobs

While employment in the agricultural sector has seen long-term decline, the industry remains significant in terms of both jobs and value. Murchison's temperate climate, fertile soils and reliable rainfall has supported low-cost, pasture-based dairy and cattle, and a prominent horticultural sector.

---

<sup>7</sup> Total output source: *Economy Id, 2016, based on data for 2013-14 and in constant prices.*



Concentrated in Circular Head and King Island (among other places in West Coast such as Granville), milk and meat cattle products respectively contribute \$158.1 million and \$73.4 million annually to the local economy. In fact, Murchison is a State-significant producer, supplying half of Tasmania's milk and meat cattle.

Horticulture generates \$27.3 million in local production value, mainly in vegetables and nurseries, cut flowers and cultivated turf.

Recent and planned investments in irrigation are expected to lift productive capacity (particularly milk and horticulture), increasing value, diversity and State-significance in the short-to-medium term.

Murchison's forestry industry has followed State and National trends, undergoing long-term decline. Regulatory changes following the 2014 Forestry Bill<sup>8</sup> may see modest short-term benefits to the industry. Supporting new and existing enterprises in forestry may also create new employment opportunities and strengthen the sector to compete internationally.

## **Mining**

Total Output: \$352m (15% Murchison)

Total Employment: 1,105 jobs

Murchison and, in fact, most of Tasmania's west coast, is one of the most heavily mineralised regions in Australia. It supports a large and diverse mining sector that includes iron ore, copper, zinc and precious metals extraction.

Despite good resources, the industry's employment trends and operational viability are susceptible to global mineral prices and consequently, subject to boom-bust cycles. This has translated into volatile employment trends across the larger region.

Though the Murchison level data depicts growth in industry employment between 2000 and 2011, it is unlikely that these growth trends have continued through to 2016, following global price declines and regional employment declines in mining.

## **Manufacturing**

Total Output: \$471m (21% Murchison)

Total Employment: 1,691 jobs

Manufacturing is primarily linked to Murchison's commodity endowments through value-adding processing. Food manufacturing is the most prominent sector. Murchison is home to a number of major dairy processors, including Fonterra at

---

<sup>8</sup> Also known as the 2014 Rebuilding the Forest Industry Bill.



Wynyard, Murray Goulbourn at Edith Creek and Tasmanian Dairy Products (TDP) at Smithton. Cheese factories are operated by Lion at Burnie and King Island.

Wood product manufacturing is also a major employer (232 persons), along with mineral processing and mining-related equipment manufacturing (in total, mining-related manufacturing<sup>9</sup> employs 315 persons).

Finally, aquaculture in Macquarie Harbour is projected to double by 2030. This is expected to create 45 new jobs in fishing and 120 jobs in processing.

## **Tourism**

Total Output: \$62m (3% Murchison)

Total Employment: 938 jobs

Murchison has a State-level specialisation in this industry. As a destination, Murchison is secondary to Burnie (165,092 visitors) and Devonport (282,871 visitors). Murchison's strengths lie in landscape amenity, food products and history with:

- Agri-tourism and food on King Island and in Circular Head;
- Coastal and heritage activity in Wynyard, Waratah, Stanley, Boat Harbour, Strahan and Queenstown;
- Nature-based, adventure tourism in Tarkine and Tullah, complemented by nearby Cradle Mountain-Lake St Clair; and
- Golf tourism. Since the opening of Cape Wickham on King Island in October 2015, fly-in packages are available to the island, which can also take in Barnbogle on the Tasmanian mainland. Another two courses are planned on King Island.

Tourism investments planned or under consideration include an accommodation in Boat Harbour; accommodation at Cape Wickham; a Cradle Mountain facility and accommodation upgrade; and several pathway and bike trail experiences.

## **Education**

Total Output: \$66m (3% Murchison)

Total Employment: 897 jobs

While education is a modest contributor to economic output, increases in school retention rates and new investment and education programs in the tertiary sector promise a transformation in education in Murchison. While increased retention rates

---

<sup>9</sup> This includes: machinery and equipment, primary metal and metal products, fabricated metal products, transport equipment and basic chemical and chemical product.



may lead to some requirement for additional staff, the *Education-Driven Economic Revitalisation of Northern Tasmania* will deliver new programs, modern facilities at West Park in Burnie, investment in the Tasmanian Institute of Agriculture, closer integration and collaboration with TasTAFE, and support for start-up enterprises. The expectation is that, over a ten-year timeframe, the campus will attract 2,000 new students, 40 new staff, \$66 million in economic output and 28 indirect jobs.

## Human capital

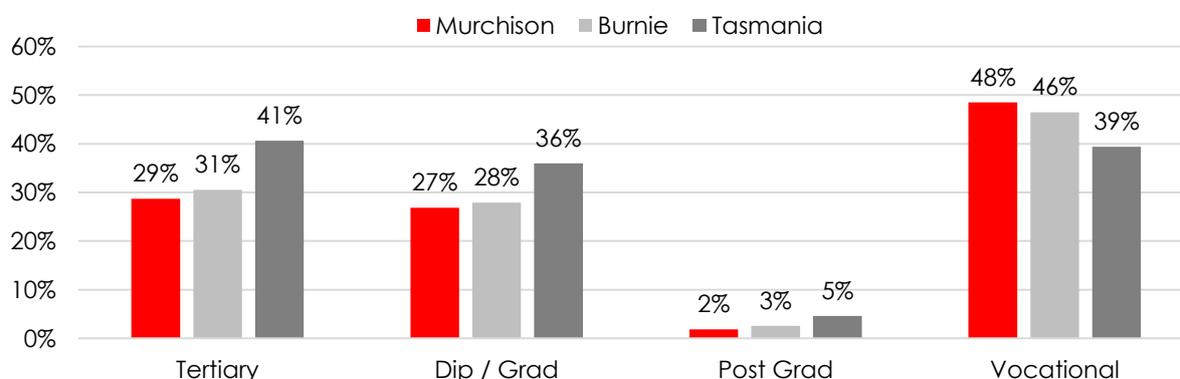
Human capital is a measure of the total stock of knowledge, creativity and attitudes of people applied to generating economic value. Its value depends on both the total number of people, and also their level of skill.

The key for creating human capital in Murchison is to continue working on raising the skill base of the resident workforce, both by attracting and retaining skilled workers, and by ensuring existing residents have the best possible access to education and training.

Murchison has a high proportion of low skilled workers. At the 2011 Census, only 29% of residents had a post-school tertiary qualification (Grad/Dip and Post-Grad) compared to 31% in Burnie and 41% in Tasmania. Nearly half of Murchison residents had vocational qualifications (Figure 15).

**Murchison’s low skill qualifications may be driven, in part, by Murchison’s school educational attainment profile: only 23% of residents have completed Year 12 (Figure 15), lower than Burnie (26%) and Tasmania (35%). With lower school outcomes, residents are more likely to be induced to seek vocational qualifications.**

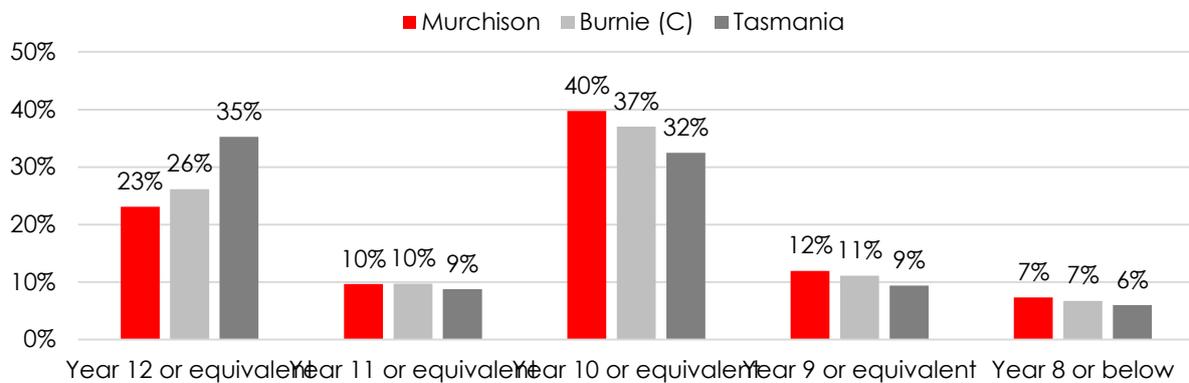
**Figure 15 Post-School Qualification, 2011**



Source: ABS 2011



**Figure 16 School Educational Attainment, 2011**



Source: ABS 2011

## Productive natural resources

There are significant areas in Murchison currently under, and suitable for, agricultural production, particularly near the north coast and on King Island. Notably:

- Several areas of high agricultural value, including irrigated cropping regions and low agricultural limitations exist within close proximity to existing settlements, particularly Wynyard and Somerset;
- Most land (144,949ha) currently used for agriculture is occurring on non-prime agricultural land. This includes the majority of land used for the dairy industry;
- The majority of land outside and close to settlement, especially near the north coast, and most of King Island is considered potentially available agricultural land;
- Declining mining activity may reduce expenditure on mine site maintenance, potentially creating environmental issues;
- A large proportion of potentially available agricultural land is already severely fragmented with over 60% of agricultural holdings less than 40ha in area;
- Water use across Murchison is predominately for hydro-electricity, irrigation and mining;
- Irrigation in the Murchison is significant, and the quantity of water available for irrigation will increase with the Duck Irrigation Scheme; and
- Overall, climate change is expected to have a positive impact on production.



## Transport infrastructure

Private cars account for the vast majority of passenger trips in Murchison. Given the population density and projections, along with topography, it is unlikely this dependence will significantly change.

Murchison's road network is mostly adequate for passenger vehicle trips. However, expected increases in road freight arising from agribusiness activity may raise the priority of network improvements, particularly as many bridges have reached the end of their economic life. Murchison will need to ensure that transport initiatives receive funding focus from the State and Federal governments. Several planned upgrades in strategic locations will be important for tourism growth; to support expected increases in freight movements (by sea, road and air); and to encourage multi-modal, private transport activity.

## Geology, ecology and heritage

### Geology, ecology and conservation

Geological features, systems and places of conservation significance make up the 429 listed geo-conservation sites, covering 82% of Murchison.

Native vegetation areas in Murchison are abundant and are managed to provide a balance between conservation and productive uses. Areas of natural significance in Murchison total 1.179m hectares, reserved under various legislative or land tenure classifications.

While abundant in area, native vegetation communities are threatened by various processes, such as land clearing for agriculture and development, pests, weeds and diseases, as well as natural events like bushfires and flooding. More than half these communities occur within reserves, though 18,325ha or 44% do not.

Murchison also has 10,280 km of rivers and 52,183 ha of waterbodies and wetlands that have been assessed as having a high or very high integrated conservation value.

### Aboriginal heritage

Tasmanian Aboriginal heritage dates back approximately 35,000 years. In Murchison, there are 3,227 known Aboriginal Heritage sites, half of which are in reserves. They account for just over a quarter of all of Tasmania's Aboriginal Heritage sites.



Aboriginal Heritage Sites are protected under the *Aboriginal Relics Act 1975* and any future development proposed for Murchison will require more detailed assessments to ensure they remain preserved.

### **Listed heritage sites**

Murchison also has 139 heritage listed sites and dwellings on the World Heritage List (including convict settlement sites, National, Commonwealth and Tasmanian Heritage Lists).

In addition, Murchison contains approximately 492,270 ha (31%) of the 1.6 million ha of Tasmanian Wilderness World Heritage Area and 18,973 ha of the Western Tasmania Aboriginal Cultural Landscape, which are both listed under the National Heritage Register.

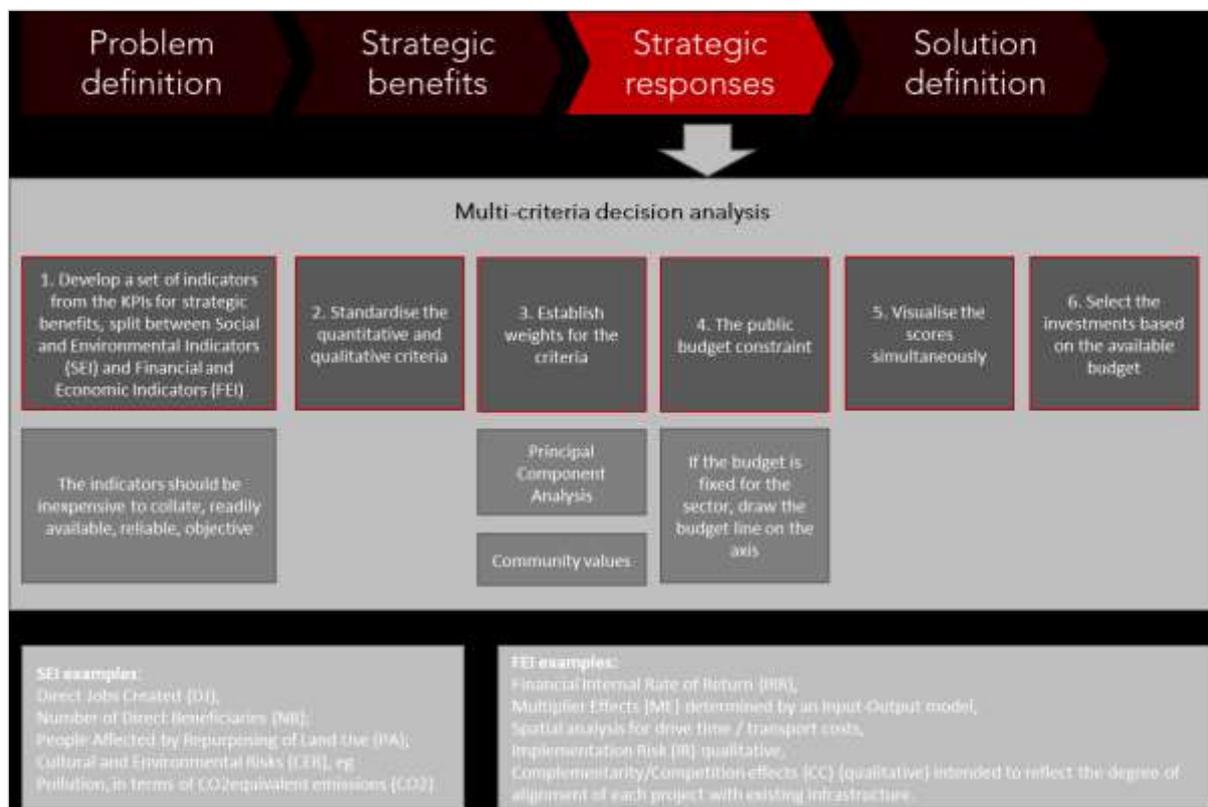


# Appendix 5 Multi Criteria Decision

To assist decision makers chose between potential strategic responses, as well as prioritise investments at a portfolio level, a multi-criteria decision analysis (MCDA) has been integrated into the IMF (Figure 17). The MCDA proposed here draws on World Bank research and the Key Performance Indicators from the IMS Benefit Management Plan

## Analysis

Figure 17 Multi Criteria Decision Analysis Process



A brief worked example is shown below.



Murchison has several transport investments for which it is considering seeking funding. The investment indicators have been developed, weighted, assessed and indexed into Social / Environmental (SEI) and Financial / Economic (FEI) scores in Table 22.

**Table 22 Example Transport Projects FEI, SEI and Budget**

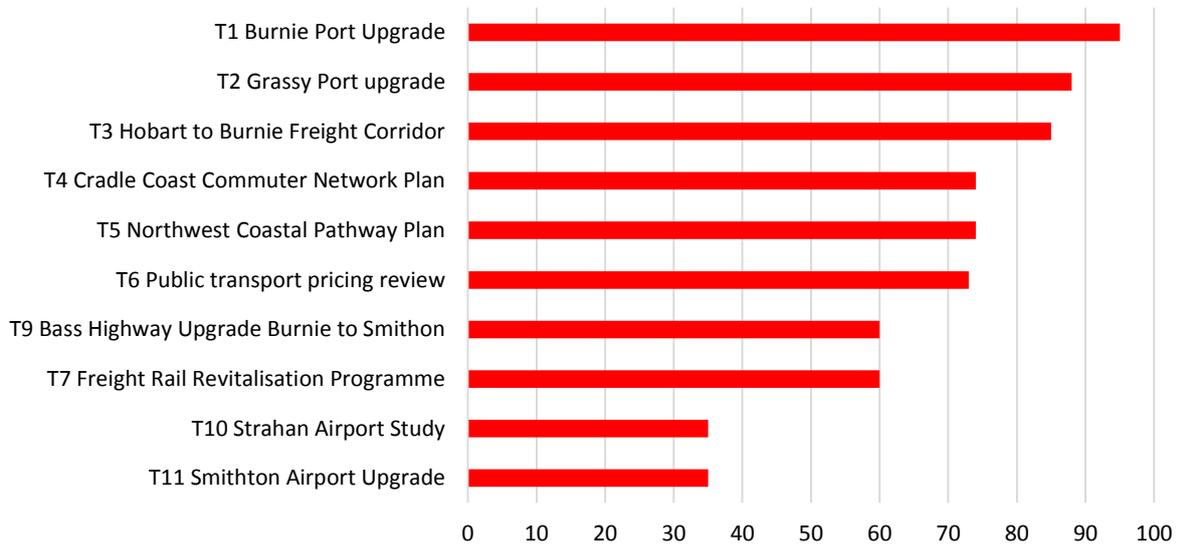
<b>ID Investment</b>	<b>FEI (0-100)</b>	<b>SEI (0-100)</b>	<b>Budget (\$m)</b>
T1 Burnie Port Upgrade	95	72	6
T2 Grassy Port upgrade	88	40	35
T3 Hobart to Burnie Freight Corridor	85	60	9
T4 Cradle Coast Commuter Network Plan	74	94	12
T5 Northwest Coastal Pathway Plan	74	81	21
T6 Public transport pricing review	73	89	0.5
T7 Freight Rail Revitalisation Programme	60	50	3
T9 Bass Highway Upgrade Burnie to Smithton	60	70	3
T10 Strahan Airport Study	35	75	5
T11 Smithton Airport Upgrade	35	25	0.5

Figure 18 summarises the FEI results and Figure 19 the SEI results. The public funding available to complete the projects is \$55 million. The high priority investment within the \$55 million budget is T1. This project should be funded.

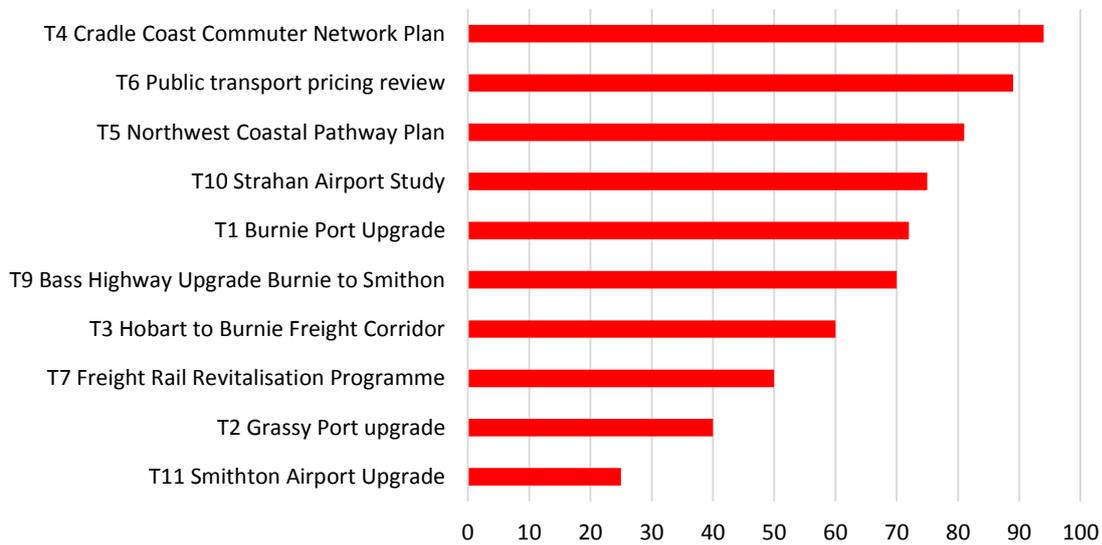
Medium priority investments that could be completed with the remaining budget will depend on whether social / environmental or financial / economic factors are favoured. In financial / economic terms, investments T2 and T3 could be undertaken. Whereas, if social / environmental factors were entirely considered, investments T4, T5, T6, T10, and possibly T9 could be undertaken. In reality, the combination of investments selected would be a combination from both, likely to be close to the intersection of the budget lines (Figure 20).



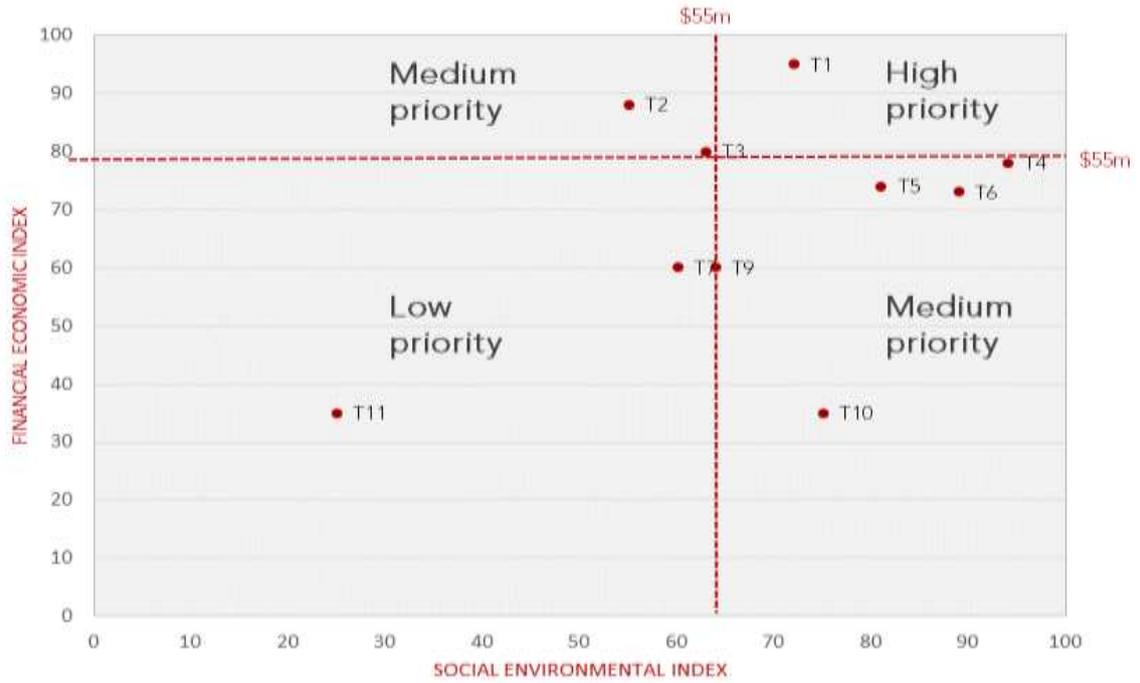
**Figure 18 Example Transport Investments Financial Economic Index Results**



**Figure 19 Example Transport Investment Social Environmental Index Results**



**Figure 20** Example Transport Projects - Decision Analysis Results



## Appendix 6 Investment Portfolio

### Private Sector Investments

**Table 23 Private Sector Investments**

Projects Current at November 2016 and subject to review through the Implementation Framework

Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
<b>Burnie</b>	Access and Infrastructure	Burnie Port Upgrade	2017	\$20m	40-60	Investigation
<b>Waratah-Wynyard</b>	Visitors	Table Cape Resort	TBD	\$70m	TBD	Planning
	Visitors	Boat Harbour accommodation	TBD	\$7m	TBD	Investigation
	Education	International Pilot Training School	NA	NA	NA	Investigation
<b>West Coast</b>	Access and Infrastructure	Passenger Flight Services from Strahan to Adelaide, Melbourne and Hobart	2016	N/A	N/A	Investigation
<b>Circular Head</b>	Access and Infrastructure	Robbins Island Wind farm	TBC	TBC	TBC	Planning
	Access and Infrastructure	Smithton Airport	TBC	TBC	TBC	
	Access and Infrastructure	Stanley Wharf	TBC	TBC	TBC	Investigation
	Business and Industry	Woolnorth VDL	TBC	TBC	TBC	Planning
<b>West Coast</b>	Access and Infrastructure	Regular Passenger Flight Services		\$0.25m	N/A	Implementation
	Visitors	West Coast Experience Trust		N/A	4	Investigation
	Visitors	King River Rafting		N/A	30	Investigation
	Business and Industry	Aquaculture Hub development	TBC	TBC	TBC	Not available



Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
	Access and Infrastructure	Windfarm proposal, Grandville Harbour	TBC	TBC	TBC	Not available
	Business and Industry	Copper Mines of Tasmania	TBC	TBC	TBC	Not available
<b>King Island</b>	Business and Industry	Sheelite Mine	2016	\$50m	80 then 50	Implementation
	Business and Industry	Abattoirs - prime beef	2016	\$70m	30	Implementation
	Business and Industry	Abattoirs – multi species	2017	\$50m	25	Planning
	Tourism	Cape Wickham golf course	2016	\$20m	8	Complete
	Tourism	Ocean Dunes golf course	2016	\$20m	8	Complete
	Tourism	Future 36 hole	TBC	\$60m	15	Investigation
	Tourism	Cape Wickham Tourist Accommodation	2016	\$3m	5	Planning
	Tourism	Ocean Dunes Tourist Accommodation	2017	\$5m	5	Planning
	Tourism	Bed & Breakfast – Various	2017	\$5m	7	Planning
	Tourism	Resort and Function Centre	2017-18	\$30m	20	Investigation
	Tourism	Cape Wickham - Clubhouse	2017-18	\$5-7m	5	Planning
	Tourism	Ocean Dunes - Clubhouse	2017-18	\$5-7m	5	Planning
	Tourism	Hire car service	Current	TBD	3	Investigation
	Tourism	Population Growth Accommodation	Current	TBD	TBD	Lobbying
	Tourism	Construction worker accommodation	Current	TBD	TBD	Investigation/ Lobbying
	Education	Private school campus	2017	TBD	TBD	Planning



Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
	Tourism	Eco Resort	2016-17	\$20 M	10	Permit issued. Works underway
	Place making and Liveability	Residential subdivision activity	2016-17	TBD	TBD	A number in planning stage

## Public sector investments

**Table 24 Public Sector Investments**

Projects Current at November 2016 and subject to review through the Implementation Framework

Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
<b>Various</b>	Access and Infrastructure	NBN Rollout	In progress	N/A	N/A	Implementation
<b>Cradle Coast</b>	Visitors	Cradle Mountain Master Plan	TBD	Public (\$60m) Private (\$100m)	TBD	Lobbying
	Access and Infrastructure	Public Transport Pricing	TBD	TBD	N/A	Investigation
	Access and Infrastructure	Hobart to Burnie Freight Corridor Upgrades and key tourism routes	TBD	TBD	TBD	Investigation
	Access and Infrastructure	Cradle Coast Commuter Network Plan	TBD	\$0.2m	TBD	Planning
	Education	University of Tasmania's North West Campus expansion in Burnie	2017	\$40m	40 direct 28 indirect	Approved



Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
Waratah-Wynyard	Access and Infrastructure	Northwest Coastal Pathway Plan	By 2020	\$2.46m	N/A	Planning
	Access and infrastructure	Table Cape Road upgrade	TBD	\$03m-\$0.5m	N/A	Planning
	Access and infrastructure	Bass Highway Upgrades	TBD	TBD	TBD	Planning
	Access and infrastructure	Duplication of the Cam River Bridge and Highway through Cooee to Somerset	TBD		N/A	Investigation
	Access and infrastructure	Servicing of land south of airport off Terra Nova Drive and Tom Moore Road	TBD	\$1.5M – \$2M	N/A	Investigation
	Access and Infrastructure	Wynyard Sewer Treatment Plant upgrade	2018	\$21.5m	N/A	Planning
	Access and Infrastructure	Bass Highway Wynyard Junction improvements	2017-2018	\$3.0m	N/A	Planning
	Natural Resource Management	Inglis River Siltation	TBD	\$1m-\$3m	N/A	Planning
	Place making and liveability	Somerset Stormwater System upgrades	2020	\$3.0m	N/A	Planning
	Place making and liveability	Boat Harbour Development Plan development and implementation	2019	\$1.5m	N/A	Planning
	Place making and liveability	Wynyard foreshore and environs upgrade	2017/18	\$6.55m	N/A	Approved
	Place making and liveability	Somerset Village upgrade	2020	\$2.0m	N/A	Approved
	Place making and liveability	Wynyard Car park development	2020	\$1.5m	N/A	Approved
Place making and liveability	Wynyard Recreation Ground Re-development	TBD	\$5m	N/A	Planning	



Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
<b>Circular Head</b>	Business and Industry	Food processing	2016	N/A	?	Planning
	Business and Industry	Gas pipeline extension	TBD	TBD	TBD	Stalled
	Access and Infrastructure	Smithton Swimming Pool	2017/18	\$8.5m	5	Planning
	Access and Infrastructure	Sealing Harcus River Road	TBC	\$7-8M		Planning
	Access and Infrastructure	Sealing Western Explorer		\$35m		Lobbying
	Access and Infrastructure	Bass Highway Upgrades Montumana to Wiltshire	TBD	\$87.5m	TBD	Planning
	Access and Infrastructure	Bass Highway – Smithton to Marrawah	TBD	TBD	TBD	Lobbying
	Access and Infrastructure	Smithton Tier Hill Lookout	TBD	\$0.5m	N/A	Planning
	Natural Resource Management	Circular Head Irrigation Scheme	TBD	TBD	TBD	Planning
	Natural Resource Management	Conversion of Agricultural Land				Investigative
<b>West Coast</b>	Visitors	Strahan Waterfront Precinct	N/A	N/A	N/A	Planning
	Visitors	West Coast Mountain Bike Trails	N/A	\$1.2m	N/A	Planning
	Visitors	New and redeveloped trails experience around Zeehan	N/A	N/A	30	Planning
	Visitors	New world-class gravity trail experiences	N/A	TBD	8	Planning
	Visitors	Strahan Footpath Infrastructure Program and infrastructure package	N/A	\$0.625m	20	Complete
	Visitors	Horsetail Falls walking track experience	N/A	\$1.2m	5	Underway
	Visitors	Climies 4WD track redeveloped experience	N/A	\$0.05m	3	Planning



Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE	Status
	Visitors	West Coast Experience Trust Fund	2016	\$0.25m	5	Planning
	Access and Infrastructure	Strahan Airport Study	2016	\$0.8m	N/A	Planning
	Access and Infrastructure	Key road upgrades	TBD	TBD	N/A	Investigation
	Access and Infrastructure	Strahan Road upgrade	TBD	TBD	N/A	Investigation
	Access and Infrastructure	Murchison Highway upgrade	TBD	TBD	N/A	Investigation
	Education	Training and skills programs and initiatives	N/A	\$0.66m	0	Underway
	Place making and Liveability	Urban amenity upgrades	TBD	\$1m	N/A	Investigation
<b>King Island</b>	Business and Industry	Export Livestock Improvement	TBD	TBD	TBD	Planning
	Visitors	Destination Action Plan	2016	??	TBD	Complete
	Visitors	Tourism and Growth Demand Analysis	2016	TBD	TBD	State Government anticipate funding a consultancy to carry out this work
	Access and Infrastructure	Grassy Port Upgrade	7 – 10 years	\$50-70 M	TBD	Lobbying
	Access and Infrastructure	Waste Management Upgrade	2016	\$850,000	Nil (other than in construction)	Lobbying
	Governance and working together	Consolidation of Government Services	2016-17	TBD	Nil (except	Lobbying



Region / Municipality	Community Theme	Project	Intended timing	Value	New FTE (in construction)	Status
	Access and Infrastructure	Airport Upgrade	2016-17	\$500,000	TBD	Lobbying
	Access and Infrastructure	Water Treatment Plant	2016	TBD	TBD	Tenders called in July/August
	Access and Infrastructure	Potable Water pipeline	2016	TBD	TBD	Tenders called in July/August
	Education	Skills development	2016-17	TBD	TBD	Implementation
	Place making and Liveability	Land Use Planning	2016-17	TBD	TBD	Investigation
	Governance and working together	Investment Attraction	2016-17	TBD	TBD	Consequential to demand analysis outcomes



## Prioritised Transport Investments

**Table 25** Prioritised Transport Investment Objectives

Transport System Objectives	Key Transport Issue for Murchison	Aims and Outcomes
<ul style="list-style-type: none"> <li>Social and economic inclusion</li> </ul>	Access to transport services (minimising barriers) Equitable use of road space Cater for the needs of all users Driver behaviour	Infrastructure to support mobility impaired persons Maintain affordable public transport fares Provision of transport services in non-urban settlements, including access for those who cannot drive
<ul style="list-style-type: none"> <li>Economic prosperity</li> </ul>	Travel time and cost Access to employment, markets and services Aging infrastructure, including bridges reaching end of economic life Regulation and competition of the freight and logistics industry	Foster innovation and competitiveness from the local to international scale Improve journey times (travel time budgets) and support spatial intra-regional workforce mobility Keep transport costs affordable Regulations and competition Facilitate investment Support financial sustainability
<ul style="list-style-type: none"> <li>Environmental sustainability</li> </ul>	Vehicle emissions Driver behaviour Traffic congestion Ride sharing Reduced private vehicle use Influence on built environment	Reduce vehicle emissions / encourage alternative fuels Increase walking and cycling mode splits Respect natural conservation values Minimise transport related greenhouse gas emissions Reduce congestion and improve transport efficiency Adapt to challenges of climate change
<ul style="list-style-type: none"> <li>Integration of transport and land use</li> </ul>	Access to transport for growth settlements Traffic congestion Poor connectivity Effective collaboration between Authorities Private motor vehicle reliance	Facilitate access to social, recreational and economic opportunity Effective land use planning (long term horizon) Promote local trips or trip consolidation Improved transport network permeability Improved collaboration between Authorities
<ul style="list-style-type: none"> <li>Efficiency, coordination and</li> </ul>	Traffic congestion Aging infrastructure and redundancy	Improve journey times Reduce congestion and improve transport efficiency



reliability	Regulation of freight and port infrastructure Road safety	Improved planning and collaboration between Authorities Travel time reliability Improve feasibility of public transport services Transparent and accountable project appraisal
• Safety, health and wellbeing	Road safety Aging infrastructure Driver behaviour Vehicle emissions Equitable use of road space Private vehicle reliance Social attitudes toward sustainable transport options	Improve road safety awareness across all users Monitor aging infrastructure against safety requirements Maximise the efficient use of resources Improve the seamlessness of travel between destinations and between modes of transport Provide infrastructure to support safe walking and cycling Maximise participation in walking and cycling Improved air quality

The investment recommendations are summarised in Table 26, including their priority, status, and region(s) to which they apply.

**Table 26** Prioritised Transport Investments

Projects Current at November 2016 and subject to review through the Implementation Framework

Project	Description	Priority, Status	Region	Catalysts
1. Wynyard Car park development	Provide up to 120 new car spaces	Approved for 2020	Waratah Wynyard	
2. Coastal Pathway (Somerset to Wynyard)	Design and construct via the railway reserve a shared pathway joining Somerset and Wynyard.	Approved for 2019	Waratah Wynyard	
3. Bass Highway Wynyard Junction improvements	Construct safety improvements to intersections with the Bass Highway at Reservoir Drive, Deep Creek Road, Oldina Road, Calder Road and Inglis Street.	Approved for 2017-18	Waratah Wynyard	



Project	Description	Priority, Status	Region	Catalysts
4. Bass Highway Upgrades	Undertake a detailed road safety audit of the Bass Highway to identify the required upgrade or bypass routes required to support economic function for the northwest area. Monitor funding opportunities at a federal and state level.  Liaise with the Department of State Growth to identify the potential evidence basis required in order to elevate the designation of the Bass Highway in the road hierarchy, west of Wynyard.	High priority, Planning	Murchison Region	Catalyst for improving competitiveness of industry
5. West Coast Mountain Bike Trails*	Seek funding for design and construction of future stages of the identified Trails. Stage 1 includes several separate tracks in Murchison.	High priority, Planning	West Coast	Catalyst for tourism growth
6. Hobart to Burnie Freight Corridor Upgrades and key tourism routes	Pursue design and construction of Corridor upgrades including a new Bridgewater Bridge, upgrade of the Hobart Airport- Tasman Highway Roundabout, and the Highland Lakes Road upgrade. This project increases the viability of the Burnie Port by improving the land based linkage to the southern part of the state (and Hobart's population – including complementing increased throughput through the port)	High Priority, Investigation	Murchison + others	Catalyst for improving competitiveness of industry and isolated tourism regions
7. Cradle Coast Commuter Network Plan	Prepare and implement the Regional Framework Plan to support industry and communities in regional areas to enable viable and sustainable commuter services for workers.	High Priority, Planning	Murchison	
8. Northwest Coastal Pathway Plan	Seek funding for design and construction of the remaining uncompleted sections.	High Priority, Implementation	Waratah Wynyard/ Burnie	Catalyst for tourism growth



<b>Project</b>	<b>Description</b>	<b>Priority, Status</b>	<b>Region</b>	<b>Catalysts</b>
9. Tasmanian Freight Rail Revitalisation Programme – Melba Flats and Western Rail Line	Outlines upgrades including new tracks and sleepers to improve the operational efficiency of the rail freight network.	High Priority, Implementation	Murchison Region	
10. Northwest Region Active Travel Strategy - Network Planning	Develop a long term network plan designating shared facilities and cycling facilities within and between regional centres and the two existing cycling network planning tools are the Principal Urban Cycling Network and the Regional Arterial Cycling Network. Neither of these provide a robust or strategic approach conducive to a participative and inclusive approach to providing cycling opportunities.	Medium priority, Investigation	Murchison	Catalyst for tourism growth
11. Public Transport Pricing	Examine ways to ensure pricing for Murchison residents to Burnie, as well as between settlements in Murchison encourages public transport patronage. Townships of Wynyard and beyond to the west classified by TasMetro as non-urban, resulting in higher fares for bus journey to Burnie.	Medium priority, Investigation	Murchison Region	May be subject to changes to Department of State Growth procurement process for non-urban areas.



<b>Project</b>	<b>Description</b>	<b>Priority, Status</b>	<b>Region</b>	<b>Catalysts</b>
12. Burnie Port Upgrade	Work collaboratively with the Department of State Growth to facilitate an improved understanding of the requirements to support an upgrade of the Port of Burnie (DP World). Requirements may include dredging to support larger vessels.	Medium Priority, Investigation	Murchison	Dependent on changes to shipping legislation to enable international carriers to transport domestic freight
13. Public Transport Contracts and Network Development Planning	Liaise closely with the Department of State Growth on regional issues, as part of their project which could include changes to the way bus contract renewal is undertaken, with the next round to occur in 2018. Bus services for much of Murchison are understood to be at a disadvantage due to their designation as non-urban.	Medium Priority, Investigation	Murchison Region	
14. Murchison Highway upgrade	Undertake an audit of the Murchison Highway to identify upgrade requirements for improved regional access	Medium priority, Investigation	West Coast	
15. One Stop Transport Information Portal	Liaise with the Department of State Growth, bus operators, and Cradle Coast Authority to develop a web-based information portal for building awareness of non-car transport availability around the north-west region (as identified in the Department of Growth Draft Transport Access Strategy).	Medium Priority, Investigation	Murchison	
17. Boat Harbour Development Plan development and implementation	The development plan will provide design improvements in Boat Harbour to improve public realm, traffic & parking arrangements, recreation use and development opportunity.	Medium Priority, Planning	Waratah Wynyard	



<b>Project</b>	<b>Description</b>	<b>Priority, Status</b>	<b>Region</b>	<b>Catalysts</b>
18. Pedestrian Access and Mobility Planning	Develop Pedestrian Access and Mobility Plans for major centres to identify, plan and design walking and general streetscape opportunities. A PAMP is a process by the Roads and Maritime Service (NSW) for developing comprehensive strategic and action plans to develop pedestrian policies and build pedestrian facilities.	Medium Priority, Investigation,	Murchison	Provides rationale for various municipal streetscape upgrades.
19. Strategic Road Improvements Programme	Undertake a surface quality audit and prioritise potential upgrade to roads on key access routes growth opportunities such as eco-tourism.	Medium priority, Investigation	Murchison	
20. Duplication of the Cam River Bridge and Highway through Cooee to Somerset	Pursue funding for the design and constructions addition of lanes from Cooee to Somerset and a duplication of the cam River Bridge to reduce congestion and improve the security of connection between Burnie and settlements west of the Cam River.	Medium priority, Investigation	Waratah Wynyard	
21. Aged Bridge Renewal	Undertake a structural audit of aged bridges (approaching or over 70 years) to identify key renewal opportunities. Subsequently, prepare a business case for priority bridges to support funding applications.	Medium priority, Investigation	Murchison	
22. New Passenger Flight Service	Liaise with air passenger transport operators to gauge private sector interest in establishing direct flights from Adelaide and Melbourne to the West Coast to increase visitor numbers	Other Priority, Investigation	West Coast	
23. Horsetail Falls walking track experience*	Details to be confirmed	Other Priority, Planning	West Coast	



<b>Project</b>	<b>Description</b>	<b>Priority, Status</b>	<b>Region</b>	<b>Catalysts</b>
24. Climies 4WD track redeveloped experience*	Details to be confirmed	Other Priority, Planning	West Coast	
25. Strahan Airport Study	Strahan Airport full feasibility study to investigate growth options	Medium priority, Investigation	West Coast	
26. Key road upgrades	Key road upgrades identified from completion of comprehensive Asset management framework	Other priority, Investigation	West Coast	
27. Smithton Airport Upgrade	Support the private operator through the planning process for upgrades to the Airport to allow an increased number of flights. This includes plans to upgrade the passenger terminal, build more hangars and lease out more space for tenants.	Other priority, Planning	Circular Head	
28. Table Cape Road upgrade	Consider the need and statutory mechanisms for developed contributions to construct works to widen the road and provide an associated footpath or shared path, should the proposed \$70m tourism development proceed.	Other Priority, Planning	Waratah Wynyard	Subject to the proposed development proceeding
29. Legislation Changes to Enable Ride-sharing	Advocate for changes to the Hire Vehicle Industries Act 2008 to legitimise ride sharing services to operate within Tasmania.	Other priority, Investigation	Murchison	

