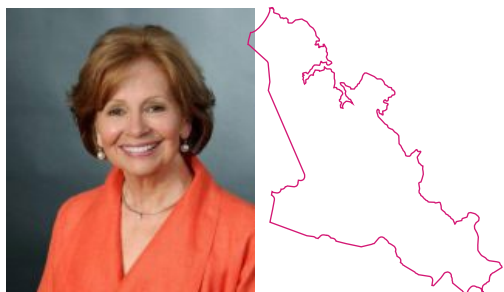




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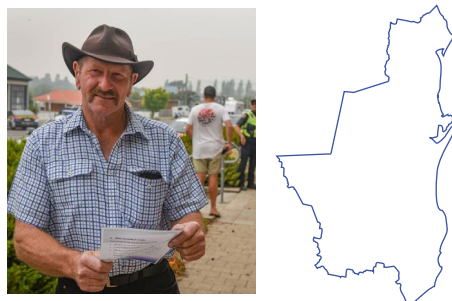
**Economic development is not just about economic growth. It is a holistic process by which communities become wealthier and healthier and have higher standards of living and educational attainment.**

”



**WEST TAMAR MAYOR  
CHRISTINA HOLMDAHL**

“Northern Councils have been consistent in their messaging and it will be important that we continue this in the recovery phase. The Local Government sector will be looked to by the government to implement many of their initiatives for recovery.”



**BREAK O'DAY MAYOR  
MICK TUCKER**

“One area we are focusing on which will help get our community back on track quickly, are infrastructure projects and we have a number already shovel ready. These projects will employ locals as well as use local goods, services and contractors, however as a small Council we cannot fund them all and we will need state and federal funding to assist.”



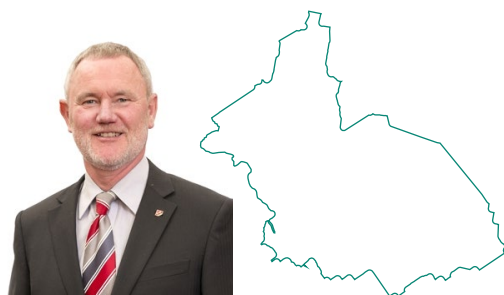
**NORTHERN MIDLANDS MAYOR  
MARY KNOWLES**

“[RDA Tasmania’s COVID-19 Principles for Economic Recovery] are proving to be critical to our place-based approach to recovery for our communities.”



**FLINDERS ISLAND MAYOR  
ANNIE REVIE**

“Our community is very resilient and our council has encouraged that.”



**CITY OF LAUNCESTON MAYOR  
ALBERT VAN ZETTEN**

“In the space of a few weeks, the City of Launceston developed and rolled out the most comprehensive local government-led Community Care and Recovery Package in Tasmania, designed to help small businesses weather the storm and protect local jobs.”



**MEANDER VALLEY MAYOR  
WAYNE JOHNSTON**

“We are the grassroots. Everyone who sits around that council table has been a teacher, a business owner, a part of the community, and you can’t get closer than that.”



**GEORGE TOWN MAYOR  
GREG KIESER**

“More so than ever before, when things get tough, you really need to be coordinated and demonstrate that leadership.”

**With thanks to the following organisations for their input and leadership in the development of this recovery plan.**



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# INTRODUCTION

Tasmania is facing an economic downturn not experienced in most people's lifetime. The spread of coronavirus is a health crisis that has become an economic crisis.

Just as we are trying to flatten the curve of increased infection, we should also try and flatten the curve of any economic decline.

It is vitally important that we try and sandbag small and medium businesses from the economic impact of COVID-19 so that when we come through the pandemic, businesses are still in business and workers are still working.

State and Federal Government stimulus packages have arrived hard and fast to attempt to offset as much of the economic impact of COVID-19.

Those welcome stimulus packages have been crucial in protecting businesses, jobs and people as much as possible.

Local government is playing its part too and has already started to support its communities through various means such as 0% rates increases, grants, and hardship rates relief.

However, it is uncertain if all those stimulus measures will be enough and what the full scale of economic hit Tasmania will take in dealing with the pandemic.

Because this crisis is unprecedented, it is impossible to know how much governments should and could do to offset the economic downturn.

If the Global Financial Crisis taught any lessons, it is that it is impossible to know how much stimulus to provide.

As economist Saul Eslake says, you cannot possibly know, so the only thing you can know 100% is that you will either do too little or too much.

So we must err on the side of doing too much.

It will take a combined effort from federal, state and local governments as well as private businesses, not-for-profits and the community at large to counter this unparalleled problem.

We are in this together and it is together that we will focus on **RECOVERY. NOW.**

Northern Tasmania Development Corporation is an economic development agency funded by seven local government councils - City of Launceston, West Tamar, Meander Valley, Northern Midlands, George Town, Break O'Day and Flinders Island.

Its task is to facilitate an effective and sustainable economic transition in North and North-East Tasmania while continuing to place the importance

of education and health in our communities.

As the key economic development agency in Northern Tasmania, NTDC has a vital role to play in coordinating the regional planning to tackle the COVID-19 pandemic.

Solutions should be place-based and community led.

NTDC is proposing a series of economic development initiatives that focus on what can be done NOW to shore up and support the regional economy, and what can be done when we are through the health crisis and focused on long-term economic **RECOVERY.**

These proposed initiatives are made of projects, programs and policy suggestions.

These recovery initiatives build on Northern Tasmania's key strategic goals.

They encompass projects NTDC is focused on delivering and others of regional significance.

The suggestions are not solely NTDC's and have come from wide ranging consultation with other agencies and the community.

I'd like to note the support and input provided by Regional Development

Australia, the Launceston Chamber of Commerce, Visit Northern Tasmania and the Northern Migrant Resource Centre as part of a working group that helped inform this document.

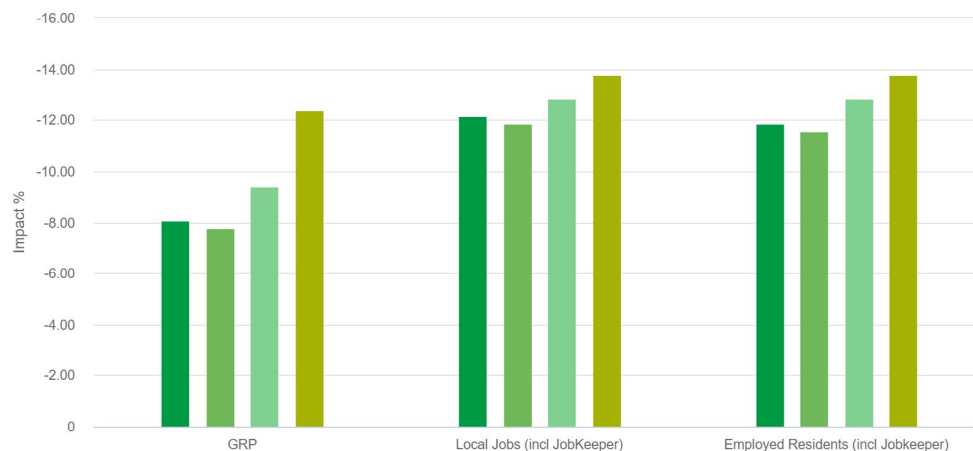
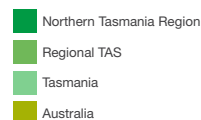
The input from business and community leaders via the survey led to many good recommendations as did the consultation with the Royal Flying Doctors Service, Launceston Airport and Launceston City Mission.

Also included is NTDC Member Councils' priority projects and, perhaps most importantly, suggestions from the business and not-for-profit community on place-based recovery initiatives.




**MARK BAKER**  
CEO

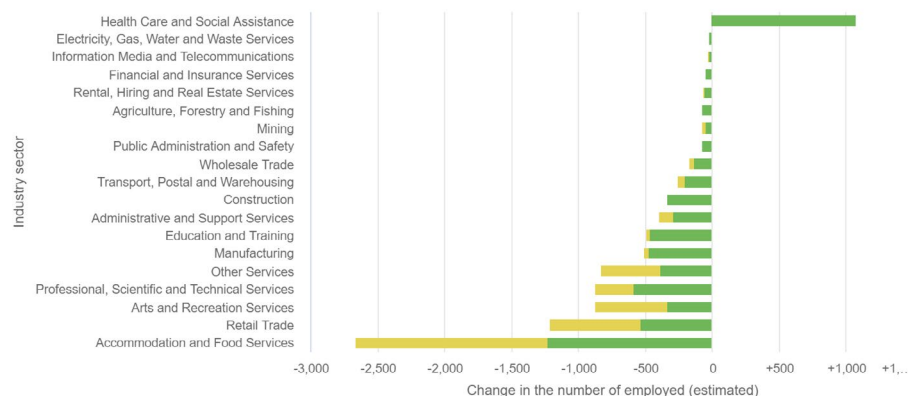
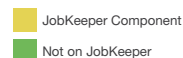
## COVID-19 IMPACTS BY REGION



NIEIR has estimated the potential impacts of coronavirus on economic activity, employment and sectors at the local government level. Model outputs are based on information available before May 7.

Data shows Northern Tasmania has suffered a 8.1% decline in GRP to June Quarter 2020 compared to 2018/19 4-quarter average.

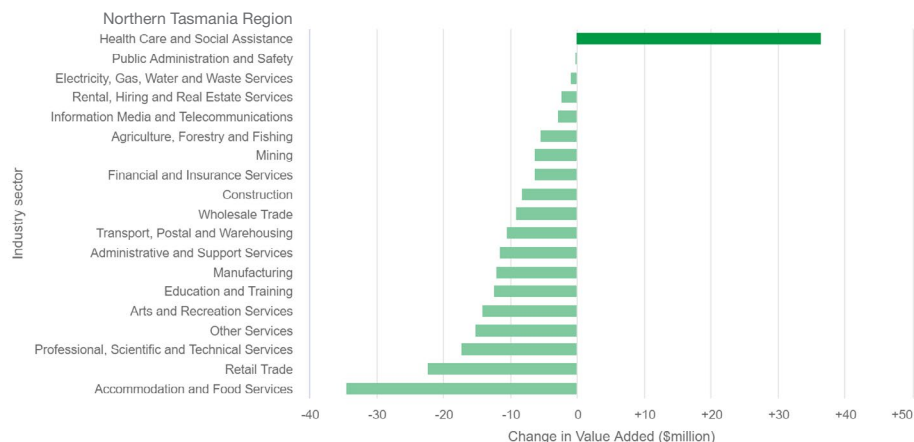
## LOCAL JOBS IMPACT IN JUNE QUARTER 2020 (Compared to 2018/19 quarter average)



Local Jobs are forecast to fall by -6.5% in the June Quarter 2020. This equates to a fall of 4216 local jobs. If JobKeeper recipients impacts are included then the employment fall is estimated at -12.2% (7894 jobs).

The top three services impacted in Northern Tasmania (excluding JobKeeper) are: accommodation and food services (-1232 local jobs), professional, scientific and technical services (-585 local jobs), and retail trade (-533 local jobs).

## VALUE ADDED IMPACT IN JUNE QUARTER 2020 (Compared to 2018/19 quarter average)



This chart presents the value added impacts of COVID-19 in the June Quarter 2020. Value Added refers to the wages and salaries paid to workers in the region, the gross operating surplus and taxes.

Value added impacts show how the different industries impact GRP in the region.



# REGIONAL RECOVERY RECOMMENDATIONS

THE FOLLOWING ARE RECOVERY  
INITIATIVES THAT BUILD ON NORTHERN  
TASMANIA'S KEY STRATEGIC GOALS.

THEY ENCOMPASS PROJECTS NTDC  
IS FOCUSED ON DELIVERING AND  
OTHERS OF REGIONAL SIGNIFICANCE.

# REGIONAL RECOVERY RECOMMENDATIONS MENU\*

Project		Funding Request	Page
Green Hydrogen Hub at Bell Bay	Undertake supply chain mapping to maximise regional economic growth opportunities	\$120k (to NTDC)	10
Northern Regional Prison	Undertake supply chain mapping to maximise regional economic growth opportunities	\$95k (to NTDC)	11
Launceston Airport	Support Launceston Airport by developing an Aviation Re-attraction Strategy	\$60k (to Launceston Airport)	12
Launceston Community Precinct	Build leading community health and social care precinct in Launceston	\$3m (to City Mission)	13
Health Research & Innovation Hub	Establish Health Research and Innovation Hub at Launceston General Hospital	\$600k (to Clifford Craig)	14
Royal Flying Doctors Service	Establish leading Royal Flying Doctors Service at Launceston Airport	\$15m (to RFDS)	15
Kings Wharf Restoration	Support private investment to develop Kings Wharf precinct in Launceston	\$5m (to developer)	16
Population Growth Program	Deliver Population Growth Coordinator in Northern Tasmania region	\$150k (to NTDC)	17
Migrant Participation	Support improved migrant participation and productivity	\$300k (to NTDC)	18
Concierge Program	Establish a Concierge to attract and settle new people to the Launceston region	\$400k (to NTDC)	19
Mental Health and Resilience	Deliver mental health seminars to support business/employers	\$225k (to NTDC)	20
Let's Get Working Expo	Deliver seminar to boost regional employment	-	21
Health, Aged & Disability Care	Deliver skills transfer program to build health, age and disability care workforce	\$300k (to SkillsTas)	22
Youth Engagement	Focused program to connect youth to local employment opportunities	-	23
Circular Economy Centre	Business Case Study for a Circular Economy Centre of Excellence	\$300k (to NTDC)	24
ASPIRE – Circular Economy Platform	Facilitate implementation of ASPIRE in Northern Tasmania region	-	25
FermenTasmania	Build a Fermentation Centre of Excellence facility at Legana	\$10m (to FermenTas)	26
Unesco Creative City (Gastronomy)	Develop collaborative program to achieve UNESCO Creative City of Gastronomy	\$60k (to UNESCO Steering group)	27
Definium Innovation Partnership	Deliver pilot program of regional innovative smart technologies	\$20k (to NTDC)	28

\*Refer to page 50 for strategic alignment to REDS and PESRAC.

# GREEN HYDROGEN HUB AT BELL BAY



Tasmania has set an ambitious but achievable goal of producing renewable hydrogen for the local market by 2022-2024, building to exports by 2025-2027 and becoming a global producer and exporter by 2030.

Now more than ever we need new investments that match Tasmania's competitive advantages and the production of hydrogen from Tasmania's clean and green energy supply will put the state at the forefront of an industry forecast to grow exponentially over the coming decade.

Hydrogen energy production complements the Battery of the Nation and Marinus projects in using Tasmania's abundant renewable energy to grow and diversify our export revenues.

Bell Bay is well placed to become the hub of green hydrogen energy production with its access to deep-water ports, transmission infrastructure and road networks.

# NORTHERN REGIONAL PRISON



At an estimated construction cost of \$270 million, the proposed Northern Regional Prison is one of the biggest state infrastructure projects on the horizon.

An independent Social and Economic Impact Study shows the \$270 million development would create 739 additional full-time equivalent jobs during construction and 372 ongoing jobs during operation.

As well as a \$280 million economic output during construction, a further \$268 million output will come from prison operations.

These jobs and the income generated in Northern Tasmania will be an ongoing source of sustained economic growth over the next decade or more.

Of equal importance is the multiplier effect of that investment and how Meander Valley and greater Northern Tasmania can benefit.

Maximising the economic impact and benefits for Northern Tasmania through supply chain and skills/jobs pipeline mapping is a fundamental opportunity that cannot be missed.

The Premier's Economic and Social Recovery Advisory Council has already recommended government agencies adopt a buy Tasmania policy with an "if not, why not?" proviso.

This presents a clear opportunity for food, maintenance, laundry and cleaning requirements but also associated jobs needed in and around the facility itself.

NTDC suggests a project to map the supply chain and jobs/skills pipeline in order to service the project and maximise those economic growth opportunities.

**MAPPING BOTH THE SUPPLY CHAIN AND EMPLOYMENT SKILLS REQUIRED WOULD BE TWO DISTINCT PROJECTS AND FUNDING OF \$95,000 IS REQUESTED TO COMPLETE THE WORK.**

# LAUNCESTON AIRPORT

## AVIATION RE-ATTRACTION STRATEGY



Launceston Airport is the gateway to Northern Tasmania and the award-winning facility is crucial for tourism, trade, and business travel. In FY2018/19, 1.39 million passengers flew through Launceston Airport.

Aviation was one of the first industries hit by the coronavirus and will be one of the last to properly emerge from restrictions.

It is crucial that Launceston Airport remains a viable business for the North and North-West regions.

The Launceston Airport precinct directly employs 383 people from the northern Tasmanian region, which generates \$44 million worth of value to Northern Tasmania. Currently over 85% of staff who work at the airport have been stood down due to the reduction in aviation operations.

Launceston Airport continues to support airfield operations not only for commercial services but also the movement of critical freight and essential health services like the Royal Flying Doctors Service and Ambulance Tasmania.

Current regular public transport services from interstate have been reduced by 99% with passenger reductions aligning to this figure.

Currently QantasLink services two direct flights from Melbourne per week, on Mondays and Fridays.

Air travel is critical to the continued growth of Tasmania's economy, with almost 90% of travelers using scheduled air services for transit to the state. Launceston Airport provides a key gateway to the North-West and in 2019 facilitated the travel of more than 1,350,000 people.

An aviation re-attraction strategy and fund is needed to bring airline operators back to Tasmania.

Northern Tasmanian stakeholders including NTDC, Tourism Northern Tasmania, Launceston Chamber of Commerce, Regional Development Australia - Tasmania, CityProm and the Office of the Coordinator General have been meeting to support Launceston Airport operations, planning and communications.

This stakeholder group is willing and able to support any state government efforts to rebuild Launceston Airport so it is recommended the state government continue to engage in discussions and activities to support Launceston Airport rebuild and promote Launceston and Northern Tasmania as a destination.

# LAUNCESTON COMMUNITY PRECINCT



Launceston City Mission has a vision to create a new community of health and social care organisations collaborating in the one place so that service users and the broader community can participate in creating a supportive, integrated, innovative environment and pathway to improved health and well-being for everyone.

The Precinct will develop a new shared working space utilising design concepts to promote collaboration and innovation that aligns with the objectives of the Regional Economic Development Strategy, City Deal, Greater Launceston Transformation Project and City Heart initiatives.

Key Stakeholder's include Launceston City Mission, Vos Construction, Vos Foundation, Health Recruitment Plus and the Launceston Medical Centre. Other stakeholders in discussion include UTAS (creation of social services learning hub), TasTAFE (training places in social care services) and Cornerstone Youth Services (headspace).

## **Benefits of the Launceston Community Precinct:**

- » Integrated and flexible delivery of a range of social services from one location
- » An expanded centre within the CBD where people from all parts of the region can feel welcome, cared for, and access a range of services they require

- » Innovative spaces for regional stakeholders to increase their collective knowledge and work together to solve complex social problems
- » Free healthcare clinic for Emergency Relief service users in the region
- » Promotion of region's shared targets in relation to education, health youth unemployment, mental health, homelessness and alleviation of poverty
- » Shared facility and service costs to improve the skillset and sustainability of each stakeholder so maximum \$ are directed to service delivery
- » Collective focus on systemic health and social problems and not organisational issues

## **Project Overview:**

- » \$9m property and capital works development
- » 3,670 sqm commercial/health/social care space
- » Innovative unit trust structure enabling not for profit, social investor and Government joint investment
- » Properties secured by City Mission enabling renovation and rejuvenation of Launceston precinct where majority of community service and their service user groups are based.
- » Vos Construction and Philip Leighton (Architects) are key advisors on physical design and build.
- » Vos Foundation and City Mission designed the unit trust investment model

The stakeholders request the State Government consider the investment of up to \$3 million in this project as part of the Recovery Plan for Northern Tasmania to reduce their exposure in offering below market rentals and adopting lower gross rental return (5%).

# HEALTH RESEARCH & INNOVATION HUB



Increasing the health and well-being of a community is a primary focus of economic development.

This is achieved through education of healthy lifestyle choices and research into better treatments.

The Clifford Craig Foundation is the leading health research charity that supports the Launceston General Hospital, the tertiary referral hospital for North and North-West.

The Foundation's aim is to improve the health of the community through the funding of innovative medical research, education of health professionals, funding of medical equipment and patient facilities within the hospital.

Medical research and finding better treatments and ways to cure the health related issues important to Tasmanians is a main focus for the Foundation.

Importantly, the research and educational opportunities the Foundation provides help attract and retain medical specialists, researchers and higher degree students to work and live in Northern Tasmania.

Clifford Craig Foundation has proposed a Health Research and Innovation Hub be located within the Launceston General Hospital precinct to turbocharge and embed medical research within the hospital.

The potential for a private hospital to be co-located at the LGH precinct further strengthens the case for Health Research and Innovation Hub. Bringing together a critical mass of private and public health staff and patients allows for greater economies of scale. Staff would be able to work across both sites and complete research, training, education and development all in the precinct, which is a very attractive proposition that could lead to greater attraction and retention of staff in a competitive market.

At a cost of \$450,000 a year for four years, the Foundation would establish a research director and operational staff to build to concept of the Health Research and Innovation Hub.

Clifford Craig Foundation intends to provide \$150,000 per year for four years and is seeking equal contributions from state and federal governments to co-fund the concept.

## Benefits:

- » Helps drive allied health staff recruitment
- » Creates research jobs
- » Brings research income into the state
- » Supports both LGH and NWRH hospitals
- » Unique regional model

**A PHYSICAL HEALTH RESEARCH AND INNOVATION HUB BUILDING MIGHT BE AN OUTCOME OF THE INITIAL WORK AND FURTHER CO-FUNDING WOULD BE SOUGHT.**

# ROYAL FLYING DOCTORS SERVICE



The Royal Flying Doctors Service has been operating in Tasmania for 60 years. As the Bass Strait islands were the reason the service was invited to the state in the 1960s, Launceston has always been its home as it is centrally located and flying distance is the main cost.

The two buildings at the Launceston Airport site are B 85 and B 90. B 90 was funded by the RFDS B 90 is now more than 20 years old, and while OK for the aviation work, it is not up to standard for aeromedical, and not fit for purpose for pandemic, which is why RFDS office based services had to move at short notice out of B 90 to B 85.

RFDS has plans in place for the redevelopment of B 90 to cater for education, tourism, museum and function areas, which are even more critical it can no longer use B 90 for such purposes.

The redevelopment of B 90 needs to cater for rotary and fixed wing aircraft, road transfer vehicles, a holding ward to deal with surge capacity and infectious outbreaks, as well as catering for fire services to use the facilities during bushfires.

As an added bonus, the redevelopment would help secure Launceston Airport's viability as the northern aviation 24/7 emergency services hub.

**THE COST WOULD RANGE FROM \$7 MILLION TO \$15 MILLION DEPENDING ON WHAT FUNCTIONALITY IS AGREED TO BETWEEN KEY STAKEHOLDERS, WITH A PREFERENCE TO DO THE WORK IN ONE GO SO AS TO DO IT RIGHT AND FUTURE PROOF THE FACILITIES FOR THE NEXT 20-30 YEARS.**

# KINGS WHARF RESTORATION



RENDERS: ARTAS ARCHITECTS

Almost 50 years ago, Launceston's Kings Wharf was destroyed by fire - now is the time for it to rise like a phoenix.

The wharf rebuild will complete a revitalisation of Launceston's Seaport that began with the south bank development and crossed the river with a pedestrian bridge, Riverbend Park and the Silo Hotel build.

It is shovel-ready, will employ 20 people for 12 months and, as an added bonus, will now use Tasmanian concrete in the construction rather than imported steel.

As well as providing a visual improvement to the dilapidated Kings Wharf, the build will add to the amenity and movement of the city by further linking Riverbend Park and the Silo Hotel precinct with both the Seaport and Inveresk via the Lindsay Street flood levee.

As the area continues to attract more foot traffic, a rebuilt Kings Wharf could become a beacon for creative arts, markets and gardens - a miniature New York High Line.

Like the Seaport development in the early 2000s provided a shot of belief by cleaning up a derelict area that most had abandoned, a rebuilt Kings Wharf would show Launcestonians that there is still confidence and long-term thinking being done in Australia's third-oldest city.

And the fact it could be reopened five decades after it collapsed as we recover from the economic shocks of COVID-19 would be a very symbolic achievement.

The area has great long-term opportunity. If the ship lift is relocated to Bell Bay, the Kings Wharf sheds could be repurposed as a community/business area along the lines of Hobart's Brooke St Pier, hosting markets, arts and tourism ventures such as Tamar River Tours.

**THE DEVELOPER IS SEEKING FUNDING OF APPROXIMATELY \$5M TO PROGRESS. FURTHER INFORMATION CAN BE PROVIDED.**

# POPULATION GROWTH PROGRAM



## ONE OF OUR CASE STUDIES

PROFESSIONAL DANCER CHLOE DOBSON MOVED TO LAUNCESTON AND OPENED UP BLOOM BARRE, WHICH IS A FUSION OF BALLET, PILATES AND YOGA

Northern Tasmania's population growth has been through migration and the impact of the COVID-19 pandemic will likely see that growth fall. That is why it is fundamental that the vital work of the population coordinator continue.

The population program has prioritised targeting population growth in the working age of 18–45 years, the welcoming, settlement and retention of migrants and targeting the attraction of entrepreneurs, freelance and remote workers.

This work has the ability to scale and expand to focus on attraction and retention programs.

It would span the NOW and RECOVERY timeline. Starting with webinars to prepare people for the new work environment and looking for jobs and building to migrant and business attraction.

This work is funded by Member Councils and NTDC but in order for it to continue and expand it needs broader financial support.

**NTDC IS SEEKING \$50,000 A YEAR OVER THREE YEARS TO CONTINUE THE POPULATION COORDINATOR'S WORK.**

# MIGRANT PARTICIPATION



NTDC POPULATION PROGRAM MANAGER EDWARD OBI

NTDC has set the ambitious target of growing the regional workforce to 10,000 by 2031. The setbacks to this target brought on by the COVID-19 pandemic can be overcome by a place-based focused program that seeks to enable participants to overcome redundancy and other hurdles on their way to employment. The project aims to bridge the information and networking gap that new entrants to the Launceston area experience and sometimes find insurmountable to the point of exiting the region. NTDC seeks to give COVID-affected jobseekers and new jobseekers comprising of internal and international skilled migrants, the basic information on how to make the most of the job opportunities in Launceston and the North-East.

The need for a networking start point is based on a survey of Launceston businesses that showed more than 50% of vacancies in the region are not advertised to the public.

This has led to many new skilled jobseekers leaving the region in search of opportunities and this will discourage a lot of skilled workers made redundant by the pandemic.

## The project uses the following tools and activities:

- » Employability tips such as CV writing, response to selection criteria, RPL and networking
- » Transferable skills orientation
- » Video conferencing skills and telephony
- » Cross-cultural job-hunting strategies

- » Support of participants to ensure they get the best outcomes and give follow up support such as interview prep and guidance for RPL processes
- » One on one career sessions where necessary
- » Job visibility through a dedicated Facebook page that enables employers to post jobs.

A national survey has shown that employers place a high value on soft skills and employability.

## Expected outcomes are:

- » Creating a starting point for networking for job seekers and directing their focus into growth sectors such as construction, agriculture, technology, renewable energy, health and education.
- » Giving job seekers an insight into the Tasmanian work culture and workspace.
- » Boosting the confidence of people who lost jobs due to COVID
- » Improved productivity of companies in the regions
- » Growing the working population of the region
- » Post-COVID recovery
- » Promoting the region
- » To make jobs in the region as visible as possible.

# CONCIERGE PROGRAM



Live Launceston has proposed a “concierge” for Launceston as part of its plan to attract people to relocate to the region. It is envisioned this concierge service would address issues and facilitate the journey of relocating to Northern Tasmania.

This person needs to be part salesman, part deal maker, who is connected within the community to personalise activity and help families navigate their move to Launceston.

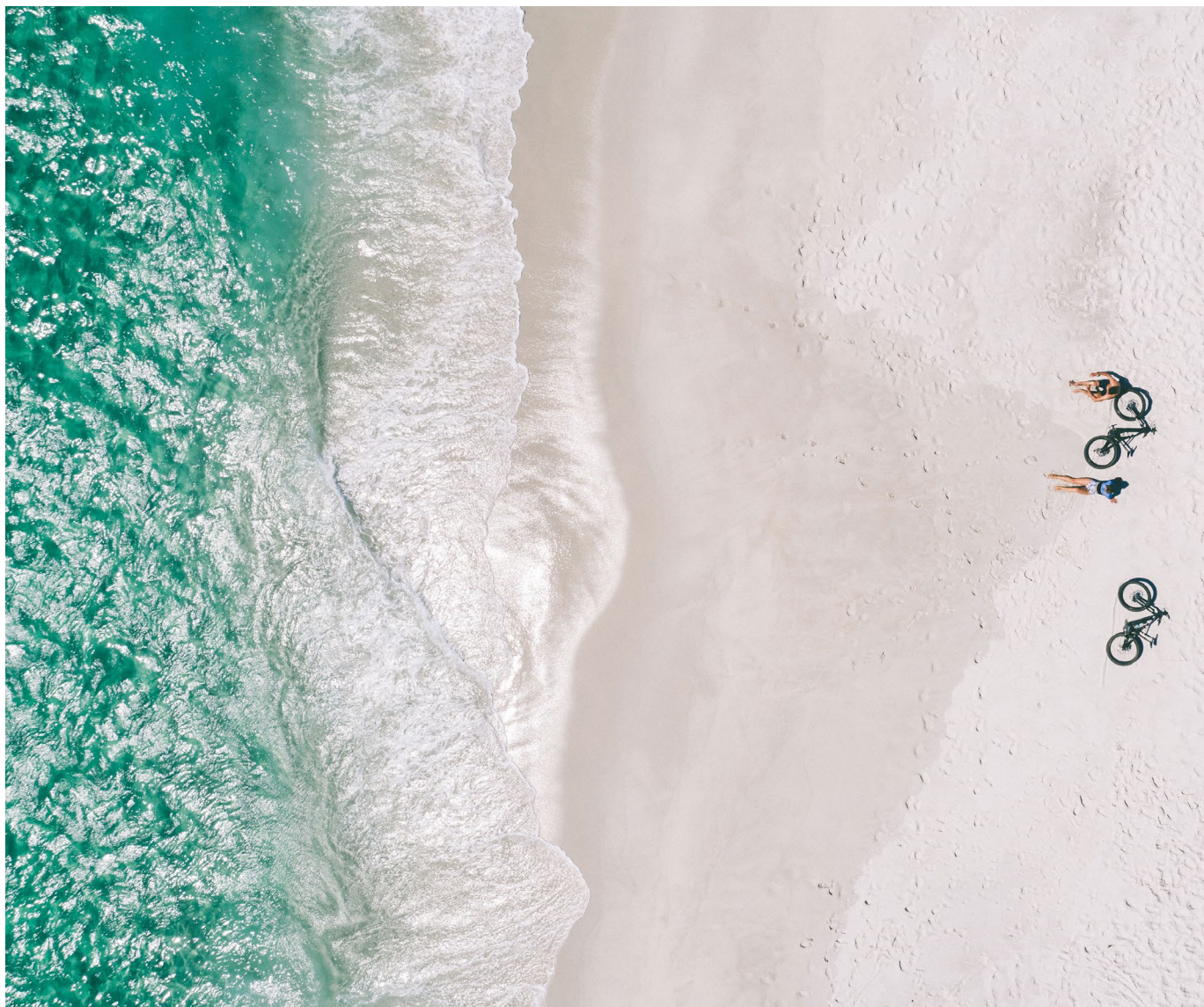
Tasks might be working with a would-be resident to connect them with schooling, real estate, social and business networks and generally smoothing the transition.

The concierge would complement the population and business attraction coordinator and work with businesses and governments on attracting people to Northern Tasmania.

As they become a one-stop shop for all induction/ welcoming, they could make Northern Tasmania the most welcoming region in the world.

**NTDC IS SEEKING FUNDING OF \$400,000 OVER THREE YEARS TO PURSUE.**

# MENTAL HEALTH & RESILIENCE



Mental health is becoming an increasing issue in society, and has a direct impact on business and economic development.

The Productivity Commission draft report on mental health estimates that mental ill-health and suicide are costing Australia up to \$180 billion per year.

The report says change is needed not only in the health system but in the workplace where absenteeism and presenteeism (the inability to fully function at work) due to mental ill-health is estimated to cost business between \$13 billion to \$17 billion each year. Putting training in place to limit the risk of mental health issues will lead to an economic return for business.

NTDC wants to partner with various organisations such as state government, federal government, Beyond Blue, UTas, St Lukes, RAW Rural Alive etc, to run mental health seminars for business.

A key focus will be on resilience and support and what tangible things workplaces can do to tackle absenteeism and presenteeism.

This will move onto a training session where completion will accredit business with a “mental health employer of choice” registration.

**NTDC IS SEEKING FUNDING THROUGH PARTNER ORGANISATIONS BUT REQUESTS \$225,000 FROM STATE GOVERNMENT TO COMMENCE THE WORK.**

# LET'S GET WORKING & JOBS EXPO



NTDC began hosting a series of free events designed to empower people to seek employment locally and to retain and attract people to regional areas.

The seminars covered job search methods, the importance of developing and maintaining a network of contacts, personal experience of looking for local employment (what works and what doesn't) and skills transfer from one industry to another.

NTDC's main goal is to drive economic growth and the best way to do that is to have as many people in gainful employment as possible.

Working provides people with a sense of pride, achievement and identity. It also improves people's physical and mental well-being and provides social support through a community network.

These seminars were an excellent way of learning skills to help job seekers succeed in Northern Tasmania, unfortunately we had to postpone them due to COVID-19 social distancing measures but want to bring them back bigger and better than before.

Our plan is to combine the Let's Get Working seminars with a networking function for I-PREP (a University of Tasmania program that pairs international students with local businesses for work placements), panel discussion on how businesses can rebuild and culminate in a jobs expo for employers and potential employees.

NTDC is interested in supporting any Jobs Expo for Northern Tasmania that state bodies might be considering.

# HEALTH, AGED & DISABILITY CARE



While it is important to focus on restoring and supporting industries that through no fault of their own had their business model disrupted, it is also worth considering greater investment in growth industries such as health, aged and disability care.

Those industries are our largest employer and are still growing but they have an aging workforce and the skills needed are changing to require a more digital savvy staff and business.

The potential of health, aged and disability care being an industry young people impacted by job losses could transfer to with some basic skills training is very real.

Hospitality workers already have customer-centric skills needed and could go into a rewarding and long-term career in a growth industry and take their skills as digital natives.

Demand for health, age & disability care will continue to grow. It's a big industry and understanding that workforce and its future demand and skill needs is vital.

It is suggested Skills Tasmania make the transition to building this workforce of the future a major priority.

# PREVENTING YOUTH DISENGAGEMENT



Previous economic recessions have shown that a challenging labour market disproportionately impacts young people and can create a generation not in employment or education.

Young people will be disproportionately vulnerable to the impacts of COVID-19 pandemic because more skilled and experienced people are competing for vacancies and travel restrictions limit their mobility.

Through no fault of their own, young people face an increased likelihood to become disengaged, which comes at a cost to them personally and to society.

This needn't happen to Tasmania's young people if they can be connected to opportunities that keep them engaged.

Young people can't be what they can't see.

Projects that make work more accessible and available to young people are needed.

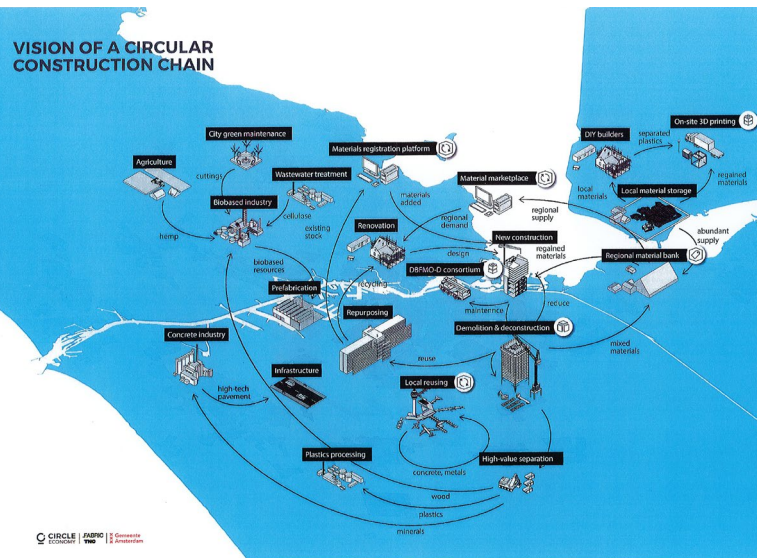
The Youth Network of Tasmania (YNOT), Bell Bay Advanced Manufacturing Zone (BBAMZ) and Regional Development Australia (RDA) Tasmania are developing a proposal to identify areas for improvement.

In Northern Tasmania attention needs to be given to joining the opportunities presented by industry and government (e.g. Job Trainer) with young people beginning their careers.

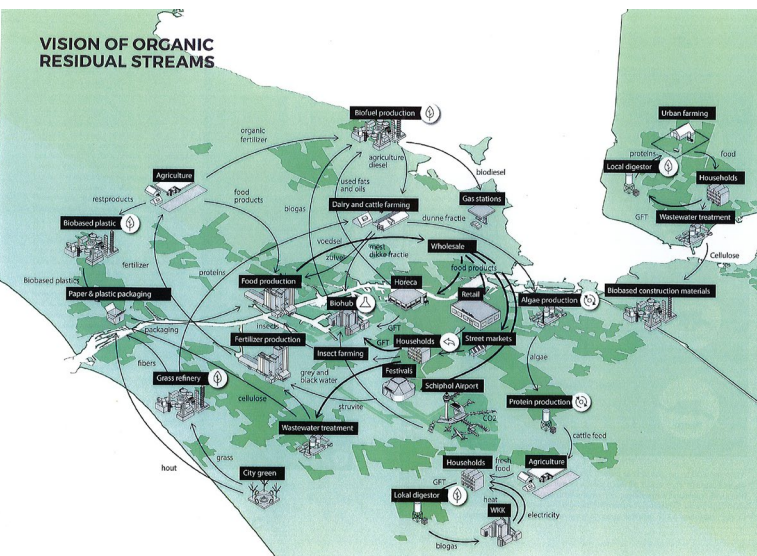
[PESRAC recommendations for young people \(#42-46\)](#)

# NORTHERN TASMANIA CIRCULAR ECONOMY CENTRE

VISION OF A CIRCULAR CONSTRUCTION CHAIN



VISION OF ORGANIC RESIDUAL STREAMS



Dr Tony McCall's proposal for a Circular Economy Centre is the next step of understanding the opportunities a transition away from a linear economy and placing Northern Tasmania as a leader in the circular economy push.

Australia will respond to the circular economy opportunity in the near future and a national strategy will emerge, beyond the current focus on waste and recycling, largely driven by China's 2018 decision to ban the importation of waste.

This will happen because as other countries assess and develop their own post-COVID-19 recovery, countries such as Japan, China, New Zealand and Singapore in our region, Canada in North America and the UK and Europe will continue to advance recovery plans that include already well established commitments to sustainability goals and their continuing investments in bio-economy and circular economy transitions and opportunities will shape trade agreements with other countries.

A circular economy transition plan for Northern Tasmania is no different to any other regional development opportunity. It needs to be based on sound assessment of regional assets/resources as well developing regional governance and enterprise capabilities – a regional platform – so that the underlying potential (comparative advantage) is explored and the implementation of that potential forms the basis of forming a circular economy competitive advantage for the region.

As the recent green hydrogen EOI shows, global companies are pivoting to sustainable industries so the first-mover advantage is critical and sits perfectly alongside Tasmania's renewable energy story. Companies expressing an interest in hydrogen are fully aware of the CE opportunities because it will add value to our bio-regional assets just hydrogen conversion.

NTDC has led the roll-out of a Circular Economy initiative that connects producers or waste products with businesses and individuals who can re-use that waste. ASPIRE is a digital platform that NTDC Member Councils have signed up to for a 12-month trial in order to demonstrate the "proof-of-concept" for the Circular Economy principles.

**NTDC IS SEEKING FUNDING OF \$300,000 FOR BUSINESS CASE ASSESSMENT AND DEVELOPMENT.**

# CIRCULAR ECONOMY / ASPIRE



ASPIRE is described cleverly by their CEO as “Tinder for waste”. It is an online marketplace putting waste producers in touch with potential customers, reusers or recyclers for that waste product.

There is a great opportunity for NTDC to work with Member Councils and ASPIRE as a first step towards a Circular Economy in Tasmania, which, based on our renewable energy history, could be another nation-leading project.

ASPIRE is a subscription service based on population. Councils sign up to use the service and every business in its patch with fewer than 20 staff can use it for free too.

NTDC's member councils have signed on to ASPIRE for a 12-month trial as a proof-of-concept and will support businesses of fewer than 20 staff in their municipalities to access the digital portal.

NTDC will facilitate briefings with larger businesses, particularly in construction, food and agriculture, that might like to join the platform.

It is hoped the next year will provide case studies of businesses that have benefited from the circular economy principles.

Dr Tony McCall is very keen to support this work from NTDC and the greater circular economy concept. He sees the Circular Economy as a real opportunity for Tasmania that matches our renewable energy history and clean/green image and has proposed the Northern Tasmania Circular Economy Centre (NTCEC).

# FERMENTASMANIA



FermenTasmania is an industry-led, not-for-profit industry cluster established to accelerate innovation, growth and collaboration for fermentation-based enterprises.

FermenTasmania's vision for an internationally recognised centre of excellence for the design, production and marketing of fine fermented food, beverages and other products.

The fermentation hub will deliver a 1600 square metre purpose-built fermentation facility at Legana in Northern Tasmania.

The project will be a proving ground for fermentation innovation through promoting and developing fermentation-based businesses and related skills through:

- » Providing specific fermentation equipment and support services for product development
- » Enabling research and education opportunities
- » Facilitating skills and training development
- » Offering tourism experiences.

The creation of a purpose-built fermentation facility will drive the long-term regional economic growth and employment opportunities across Australia through four main components: product development; research and education; skills and training; and agri-tourism.

# UNESCO CREATIVE CITY



Northern Tasmania is justly proud of its food and drink production and culture - a cornucopia of epicurean delights.

Becoming an UNESCO's Creative Cities would cement Launceston and the region's identity as an internationally recognised area for the consumption of great food and drink.

UNESCO's Creative Cities program is built on the principle that how a city welcomes, encourages and facilitates creativity is fundamental to its success.

There are 246 Creative Cities globally under seven different fields: music; literature; design; film; media arts; craft and folks art; and gastronomy.

## What is Gastronomy?

Food is the central pillar of the economy of the Launceston region. It is a theme that cuts across most of the region's key industries to build economic competitiveness. It is a theme that entwines economic growth with culture, equity, health, sustainability and education. Critically, for a region that is unsure of itself in the contemporary world, it is a theme that has the potential to provide a cohesive and united regional identity.

Although the term 'gastronomy' is often associated with fine dining, we are using it in its broadest sense to include the great variety of activities that make up the food system of the Launceston region: how food and drinks are produced, processed, distributed, consumed and treated as waste.

## Benefits:

- » A strong sense of our regional identity, based on creativity and innovation, that results in regional pride and confidence.
- » Cross-industry and cross-sector collaborations to solve place-based problems.
- » Brand benefits will be felt by our industries: agriculture, food processing, wine and beverage production, tourism and agri-tourism, education and health.

The application needs to be led by the City of Launceston but requires support of partner councils West Tamar, Meander Valley, George Town and Northern Midlands as well as businesses, enterprises, associations and programs within those LGAs.

**THE BID HAS FUNDING TO COMPLETE AN AUDIT OF THE REGION'S GASTRONOMIC ASSETS BUT REQUIRES FURTHER FUNDING FOR AN ACTION PLAN TO BE DEVELOPED AS PART OF A BUSINESS CASE.**

# DEFINIUM INNOVATION PARTNERSHIP



DEFINIUM TECHNOLOGIES CHIEF EXECUTIVE MIKE CRUSE

Launceston-based advanced manufacturing producer Definium Technologies describes itself as a full-service solutions provider that designs and manufactures intelligent sensors and control systems for a wide range of applications.

Essentially they manufacture sensors that automatically collect a variety of data and therefore reduce the need for humans to travel to collect that data.

Examples include volume sensors on fuel repositories and water reservoirs, tracking devices on vehicle fleets, or sensors that detect chemical levels in public swimming pools.

NTDC proposes working with Definium and Member Councils on projects to find efficiencies and innovation across Northern Tasmania.



# PRIORITY PROJECTS & PROGRAMS

**THE FOLLOWING SPREADSHEETS  
CAPTURE PRIORITY REGIONAL  
INFRASTRUCTURE PROJECTS,  
AND PROGRAMS THAT WILL  
CONTRIBUTE TO NORTHERN  
TASMANIA'S ECONOMIC RECOVERY.**

# PRIORITY REGIONAL PROJECTS

Project	Description	Indicative Value
UTAS NORTHERN TRANSFORMATION- LAUNCESTON	The new campus at Inveresk in the heart of Launceston will become central to the life of the city – a vibrant place where the community, business and industry, and the University can connect and collaborate	\$270M
MARINUS LINK - TASMANIA	To build a new (duplicate) electricity cable across Bass Strait. Leading to growth in pumped hydro & wind, solar energy capacity in Tasmania (Battery of a Nation). To optimise Tasmania's green energy potential and to assist with stabilising & decarbonising the national electricity grid.	\$3.5B
HYDROGEN ENERGY HUB - BELL BAY	To secure at least one hydrogen energy project and potentially a number of complimentary projects (Hydrogen Hub) for Bell Bay.	\$1B
NORTHERN PRISON - WESTBURY	270-bed maximum security Northern regional prison	\$270M
LAUNCESTON CO-LOCATED PRIVATE HOSPITAL (WITH LGH) - LTON	To build a new improved private hospital (replacing St. Lukes & St. Vincents sites), co-located with the LGH. To provide improved service, enable resource sharing of medical specialists and staff between the public and private system, and support training status.	\$200M
LAUNCESTON SEWERAGE IMPROVEMENT PROJECT (LSIP) - TAMAR	To invest in Launceston Sewerage Infrastructure upgrades and to improve water quality in the Tamar Estuary.	\$190M
LAUNCESTON GATEWAY PROJECT, TRANSLINK LTON AIRPORT	To develop a freight and consolidation hub at Translink. Develop as a special enterprise precinct to combine infrastructure projects, intermodal freight hub (rail spur), developer attraction, business collaboration and skills training to make it a next generation employment hub.	\$83M
TAMAR IRRIGATION SCHEME - TAMAR VALLEY	Water supply for the Hydrogen Hub at Bell Bay and a Tamar Valley Irrigation Scheme.	\$150M
FERMENTATION AND FOOD PRECINCT - TAMAR VALLEY	To develop a FermenTas Centre for Excellence to be built on the West Tamar (site selected). This precinct will support local producers to value-add & build new markets.	\$16M
BIOENERGY PLANT - WESTBURY	To develop a sustainable bioenergy plant at Westbury, Valley Central. The plant will process local feedstock resources to produce heat/energy for use at the Valley Central Industrial Precinct.	\$20M
KINGS WHARF - LAUNCESTON	A wharf rebuild to complete a revitalisation of Launceston's Seaport, adding to the community amenity of the city by further linking Riverbend Park and the Silo Hotel precinct with both the Seaport and Inveresk via the Lindsay Street flood levee	\$5M
NORTHERN TASMANIAN HEALTH RESEARCH AND INNOVATION CENTRE	Located within the Launceston General Hospital precinct to turbocharge and embed medical research within the hospital. To improve the health of the community through the funding of innovative medical research, education of health professionals, funding of medical equipment and patient facilities within the hospital, and providing research and educational opportunities to help attract and retain medical specialists	\$8M infrastructure + \$450k/yr
LAUNCESTON SOCIAL SERVICES PRECINCT - LAUNCESTON	A centre of Excellence for Social Services delivery, including co-located emergency relief, counseling, medical, social services, commercial services, UTas research and traineeships. (City Mission)	\$8M

# PRIORITY REGIONAL PROGRAMS

Program	Description
NORTHERN TASMANIA CIRCULAR ECONOMY CENTRE	<p>Foster a world leading regional approach to recycling</p> <ul style="list-style-type: none"> <li>» ASPIRE regional recycling initiative</li> <li>» Utas Centre for Excellence</li> <li>» Advocate for State Recycling Policy (eg. Recycled rubber for asphalt)</li> <li>» Support North Tas Waste Management Grp</li> <li>» Support new Enviroinex programs</li> </ul>
INNOVATIVE REGIONS PROGRAM	<p>Foster an innovative, smart cities regional approach</p> <ul style="list-style-type: none"> <li>» Definium pilot projects (in Councils)</li> <li>» Establish Smart Cities Testing bed</li> <li>» Digital innovation test projects linked to significant infrastructure projects</li> <li>» Lifestylepreneurs small business attraction program</li> <li>» FermentTasmania's build of a fermentation hub</li> <li>» UNESCO Creative City of Gastronomy</li> <li>» Concierge Program</li> </ul>
POPULATION GROWTH PROGRAM	<p>Delivering programs to attract and retain working age population</p> <ul style="list-style-type: none"> <li>» Population Growth Program Manager</li> <li>» Settlement and employment support for skilled migrants</li> <li>» Social media for jobs, services and settlement locations</li> </ul>
REGIONAL EMPLOYMENT PROGRAM	<p>A suite of programs to optimise local employment</p> <ul style="list-style-type: none"> <li>» Regional Recovery Employment Coordinator (12mths)</li> <li>» Jobs Expo - 'Lets Get Working'</li> <li>» Mental Health and Resilience Sessions</li> <li>» Skills transition program from service industry to health, aged and disability care</li> <li>» Industry led training programs</li> <li>» Optimise local traineeships and employment associated with significant infrastructure projects</li> <li>» Support young people (18-34 yo) engagement</li> <li>» Sourcing seasonal (fruit picking, tree planting) employment</li> </ul>
PEOPLE AND PARTICIPATION	<p>Providing support and infrastructure to optimise employment participation</p> <ul style="list-style-type: none"> <li>» Northern Tasmanian Health Research and Innovation Centre</li> <li>» Aviation services (optimising service at Launceston Airport)</li> <li>» Launceston Social Services Precinct</li> </ul>

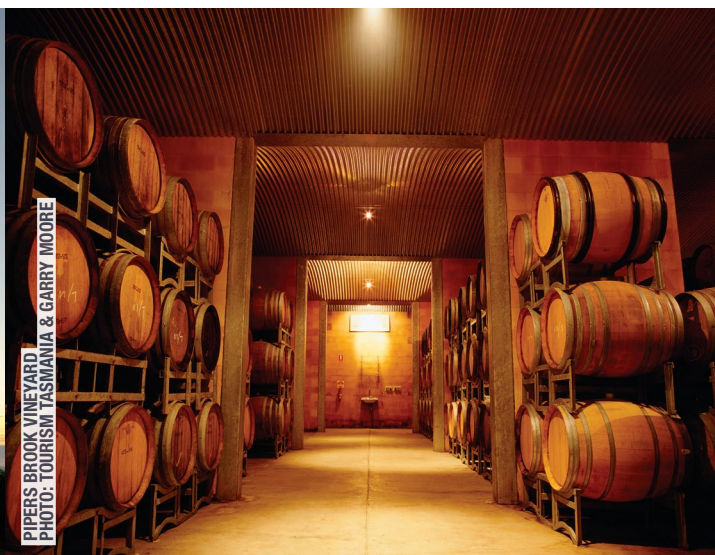


# COUNCIL PRIORITIES

**THE FOLLOWING CAPTURES  
NTDC MEMBER COUNCILS'  
INFRASTRUCTURE PRIORITIES**

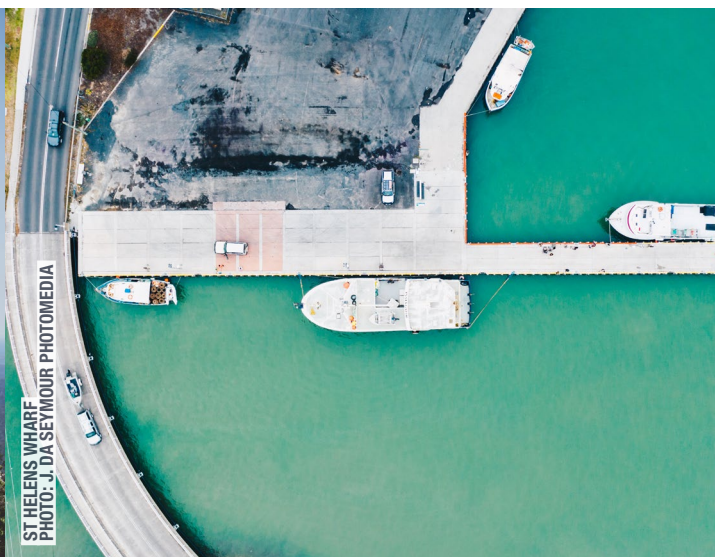
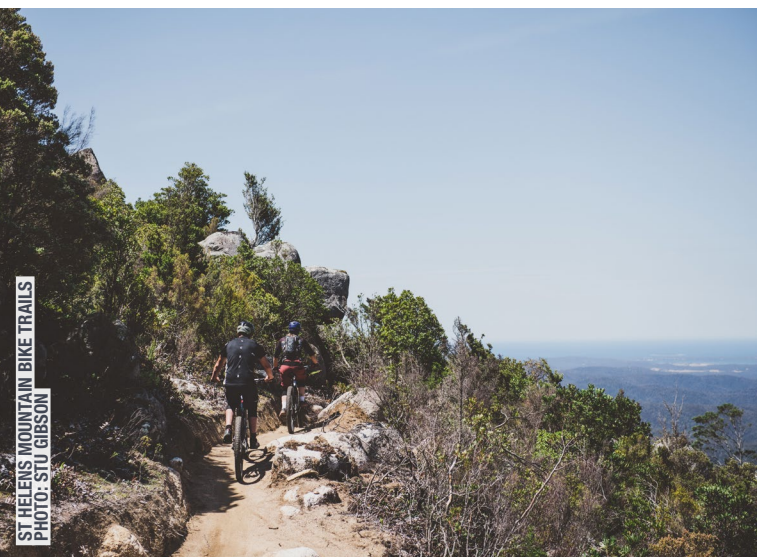
# GEORGE TOWN COUNCIL

Project	Project Description	Indicative Cost
GEORGE TOWN URBAN BIKE TRAILS	Linking town centre to trail head	\$400k
DALRYMPLE ROAD UPGRADE	To improve safety, performance and traveling comfort - Widen lane width, including total replacement of one bridge and upgrade of 2 bridges	\$4.2M
HILLWOOD FORESHORE SHARED TRAIL	Shared use recreational trail commencing at Hillwood Pontoon Picnic Ground to Egg Island Bridge	\$360k
GEORGE TOWN SPORTS COMPLEX UPGRADES	Upgrade landscaping, drainage, playground areas. Replace field lighting. Upgrade road and parking area.	\$680k



# BREAK O'DAY COUNCIL

Project	Project Description	Indicative Cost
SEALED ROAD FROM ST HELENS TO ANSONS BAY	A public road to provide access to proposed industry developments of significant value in North East Tasmania	\$111M
STIEGLITZ FORESHORE EROSION CONTROL & MULTI USER TRACK	Short run construction phase economic benefit with longer term place making, health and erosion mitigation benefits	\$1.8M
SWIMCART BEACH TO BINALONG BAY MULTI-USER PATH	Lifestyle infrastructure which promotes well-being and provides connectivity from the St Helens MTB Network	\$1M
ST HELENS MTB NETWORK - CAR PARKING & MTB SHUTTLE HUB	Enhancement of MTB experience through provision of MTB focal point in centre of St Helens incorporating car parking and shuttle service location	\$500K
BINALONG BAY TO ST HELENS MULTI USER PATH	Lifestyle infrastructure which promotes well-being and provides connectivity from the St Helens MTB Network	\$1.9M
BAY OF FIRES MTB TRAIL	Additional infrastructure and additional single track to achieve IMBA Epic Status	\$350k
ST HELENS MTB NETWORK - FLAGSTAFF TRAILHEAD	Additional facilities and road/parking enhancements	\$250k
SCAMANDER TO WINIFRED CURTIS MULTI USER PATH	Lifestyle infrastructure, community well-being and resilience	\$350k



# FLINDERS ISLAND COUNCIL

Project	Project Description	Indicative Cost
<b>PALANA RD (FLINDERS ISLAND) RECONSTRUCTION &amp; TRANSFER TO STATE GOVT</b>	A transfer of asset management responsibility. A critical economic infrastructure asset that Flinders Island Council does not have the capacity to maintain	\$4.8M
<b>FLINDERS ISLAND SPORTS &amp; RSL CLUB</b>	A Place Making investment opportunity which might trigger associated private investment. Suggest FC seeks binding pledge from private investors – ie that they will proceed if the public investment component goes ahead. If the pledge is secured then undertake more rigorous assessment of public investment component – similar approach to FIMASH. (This work would be a TIER 3 activity – that would be worth supporting if the pledge was forthcoming). Perhaps look at the project in its totality as a blended finance opportunity	\$4.5M
<b>FI MARINA AND SAFE HARBOUR LADY BARRON, FLINDERS ISLAND</b>	\$4.8M capex with approx. \$10M/year economic growth based on the data in Table 3(a) which identifies the opportunity cost (to the Tasmanian economy) of not proceeding with the project. Project has good economic configuration (EIRR>hurdle rate, positive NPV and BCR >1.0) – assessment is a good model for all project assessments	\$4.8M



AERIAL OF KILLIECRANKIE BAY, FLINDERS ISLAND  
PHOTO: LUKE TSCHARKE



MT STRZELECKI  
PHOTO: DIEIMAR KAHLES



FOTHERINGATE BAY, FLINDERS ISLAND  
PHOTO: LUKE TSCHARKE

# WEST TAMAR COUNCIL

Project	Project Description	Indicative Cost
WEST TAMAR HIGHWAY IMPROVEMENT PROJECTS	<ul style="list-style-type: none"> <li>» Acropolis Drive to Freshwater Point Rd (\$5M)</li> <li>» Rosevears Road to Gravelly Beach Road (\$3M)</li> <li>» Glen Ard Mohr Road Roundabout (\$0.8M)</li> <li>» Barnes Hill Riverside – Duplication</li> <li>» Muddy Creek Hill North – Stabilisation and Reconstruction</li> </ul>	\$10M
NORTHERN WEST TAMAR WATER SUPPLY	Essential to enable future developments in this area, currently preventing investment proposals	\$9M
RIVERSIDE AQUATIC CENTRE REPLACEMENT	This asset is past its design life and requires immediate upgrades to prevent closure	\$6M
LEGANA RECREATION PRECINCT	Place Making Investment potential to meet the growing demands of this community	\$12M
WEST TAMAR HIGHWAY AND FRANKFORD HIGHWAY ROUNDABOUT	The roundabout at the intersection of West Tamar Highway and Frankford Highway	\$1M



TASMANIAN FOOD AND WINE CONSERVATORY  
PHOTO: KELLY SLATER



TAMAR RIVER  
PHOTO: TOURISM TASMANIA AND ROB BURNETT



HOLM OAK VINEYARDS  
PHOTO: TOURISM TASMANIA & KATHRYN LEAHY

# NORTHERN MIDLANDS COUNCIL

Project	Project Description	Indicative Cost
<b>CAMPBELL TOWN STREETScape AND SAFETY PROJECT: BRIDGE STREET TO THE ESPLANADE</b>	Implementation of Stage One of the Campbell Town Main Street Urban Design and Traffic Management Strategy	\$13M
<b>TRANSLINK STORMWATER RENEWAL PROGRAM</b>	Implementation of the TRANSLink Stormwater Renewal Master Plan	\$5.5M
<b>PERTH TOWNSHIP MAIN STREET STREETScape AND SAFETY PROJECT – FREDERICK ST TO OLD BRIDGE ROAD</b>	Staged implementation of Perth Structure Plan	\$4M
<b>TRANSLINK PRECINCT GAS RETICULATION PROJECT</b>	Extension from Youngtown of the natural gas pipeline to Launceston Airport and the TRANSLink Precinct	\$2.2M
<b>PERTH RECREATION GROUND</b>	Implementation of 2030 Perth Recreation Ground Master Plan	\$2.1M
<b>BEN LOMOND SKI FIELD INFRASTRUCTURE PROJECT</b>	Investment in key utility and visitor facility infrastructure for Ben Lomond village	\$5M
<b>SOUTH ESK RIVER RESERVE PERTH</b>	Implementation of the South Esk River Parklands Master Plan	\$1.7M
<b>LONGFORD RECREATION GROUND EXPANSION PROJECT</b>	Development of a new training/junior sports ground	\$1.1M



# MEANDER VALLEY COUNCIL

Project	Project Description	Indicative Cost
BIOENERGY PLANT	Using local waste intake to create heat and energy for use at the Westbury Industrial Precinct	\$20M
VALLEY CENTRAL	Business Attraction for Industrial Estate. Development as Resource Recovery Precinct incl. Bioenergy Plant	
HADSPEN URBAN GROWTH	Residential (1000 lots) and Commercial precinct with Primary School	
WASTEWATER TREATMENT PLANT UPGRADES	This would enable Hadspen Urban Growth and Valley Central as prime industrial estate	\$18M



# CITY OF LAUNCESTON

Project	Project Description	Indicative Cost
RE-IMAGINING THE GORGE PROJECT	This is a State Tourism Infrastructure priority as it will greatly enhance the visitor experience and attraction for the region	\$3.2M
ALBERT HALL UPGRADE	A capital upgrade required to improve the facilities of this iconic building to allow it to be better utilised to provide additional convention, student and event functionality	\$7M
LAUNCESTON CITY DEAL - SMART CITY PROJECT	Helping make Launceston a Smart City by investing \$3.5 million in the Greater Launceston Transformation Project. The project includes development of five 3D digital city models, analysis of people movement around the city to support planning and other decision-making, and an intelligent digital city roadmap. This is in addition to delivering a new Low-Power Wide-Area Network (LoRaWAN) and a range of other 'smart city' and data related commitments, including the release of 34 Launceston datasets on data.gov.au, supporting city planning	\$2.4M
LAUNCESTON CITY DEAL – NORTHERN SUBURBS REVITALISATION PLAN	Consultation has commenced. (Including Proposed Northern Suburbs Community Hub). Delivering the Northern Suburbs Revitalisation Plan to provide an integrated approach to the region's planning, infrastructure, housing, and environmental needs. Although this is not a 'direct economic' project – it is a project aimed at reducing the level of disadvantage in the Northern Suburbs potentially by 'unlocking' the availability of working age people that are not currently employed (due to a lack of skills, generational unemployment and poverty, and other still to be defined issues) to facilitate improved lifestyle, social and economic outcomes for residents. NTDC are keen to ensure any learnings from this process are transferable to other socially disadvantaged areas such as George Town	\$15M
UTAS STADIUM	Implementation of Future Direction Plan for UTAS stadium which would involve the re-development of grandstands to accommodate an increase in capacity as well as a new indoor training facility which includes courts, amenities, training facilities, community facilities and commercial spaces	TBD
LAUNCESTON CITY DEAL - STAGE 2 'CITY HEART'	"The City Heart Project represents northern Tasmanians' vision for the future of Launceston's city centre. Stage 2 - Project works focus on pedestrian access and safety: social and physical connectivity improvements; traffic calming enhancements; and streetscape beautification including; the St John Street redevelopment project, currently in detailed design and the wayfinding signage project, currently moving to the tender phase. (1) St John Street (Brisbane to Paterson) - \$2.7M (2) St John Street (York to Brisbane) - \$3.5M (3) Cameron Street (George to St John) - \$3.0M (4) Cameron Street (Tamar to George) - \$3.0M (5) Paterson Street (St John to George) - \$4.0M (6) Paterson Street (Charles to St John) - \$5.0M	\$21.2M
REGIONAL SPORT AND RECREATIONAL UPGRADES	This plan (being led by State Govt) will allow councils in the Greater Launceston area to better define where facilities need to be located to service current and future residents. Supports liveability and amenity in the region. Opportunity for Commonwealth support – especially if supported by surrounding councils. Improved Soccer (Churchill Park - \$1.5M) & Netball facilities (undercover), Royal park (\$1.2M)	\$2.9M
DEFENCE FORCE CADET FACILITY	Developing a business case for facility in the Northern Suburbs	



# COMMUNITY SURVEY RESPONSES

**NTDC SOUGHT COMMUNITY  
FEEDBACK FOR RECOVERY  
INITIATIVES UNDER THE THEMES  
OF PROJECTS, PROGRAMS AND  
POLICY SUGGESTIONS.**

**WE RECEIVED THE FOLLOWING  
78 RESPONSES.**

# PROJECTS

Large scale public housing development. The building of quality, energy efficient (ideally self sufficient for energy) homes that are affordable. The expensive part of creating energy efficient housing is the design. The beauty of a large scale public housing initiative is that you do the design once then recreate it many time with varying aesthetic treatments to create variety. Affordable, well designed housing would attract people to the regions in which it is located. The design and construction creates much employment and economic stimulus. The fact that the housing is affordable and energy efficient means the residents will have a greater percentage of disposable income creating broader economic activity within the region and the state

Tebrukana plantation forest. This has been identified as a major opportunity for dairy and beef production as well as viniculture etc

The sealing and upgrade of the missing link from St.Helens to Bridport unsealed sections to promote tourism and to remove semi trailers etc from the passes

10 Hectare strawberry expansion planned/ on hold February 2021 \$3M investment /50 Jobs

Projects that replace oil or gas with locally generated renewables

Dorset Renewable Co-operative Limited and its project for a wood pellet manufacturing plant in Scottsdale

The development of the NE tourist railway from Launceston to Scottsdale would be another good project

Launceston Social Services Precinct (capital project Wellington\_Frederick Street)

Redevelopment of Avalon Centre, Killafaddy

Various recycling industry projects, Killafaddy Road

Redevelopment of Paterson st Car Park in Launceston

Relocation of Calvary Private Hospital to land adjacent LGH

Completion of UTAS relocation in Launceston

For regional Tas - focus on enabling agribusiness to reduce carbon footprint and increase energy efficiency

Exploring options with hydrogen and biogas projects in Northern Tasmania

Funding to tourism operators to create exceptional experiences to draw high end tourists.

Water development (sic pumped hydro?)

Investment in renewable energy stimulated by Tas Govt supporting power generated being able to move beyond the meter

Kings Wharf Restoration in Launceston

Good Guys Superstore in Launceston

Tafe College redevelopment in Launceston

Northern Prison in Westbury

FermentTasmania's build of a fermentation hub just south of Legana.

Need the university to ramp up its buildings and projects in Launceston

Develop a malting plant to malt our barley for our beer and whisky production in the State. Grow, malt, ferment, distill then we can do all within the State. Could be located next to new bio fuel project at Westbury where could access energy for the process. Boags could be a proponent

The MATS machine needs a home and a direction in Tasmania and in the North to further value add to our produce, perfect meal processing in this cover world!

Circular Economy Transition for Care and Recovery programs in Northern Tasmania. This has an emphasis on social enterprise opportunities, the construction and waste sectors (domestic and bio-waste) as value-adding opportunities to existing an new enterprise innovation. Digital platforms will assist market supply and demand and once the economy is more 'open' circular economy precincts will be demonstration sites for reuse, refurbish, recycle, maintain and repair operations within the region. This work is being led by the City of Launceston

Redevelopment on the base at Launceston airport, B 90 and B 85, potential cost of \$7/10 million

Farmgate Festival  
Still planning to go ahead in November for locals

Ferment Tasmania fermentation Hub

# PROJECTS

Collection and reprocessing of Tasmanian agricultural waste plastic films into pellets for reprocessing into 2nd life products that on end of design life use are again 100% recyclable

The manufacture of virgin or rUPVC road edge guide posts and safety rail delineators for Tasmanian roads

The reprocessing of Tasmanian waste bottles into pellets for a National Group building a product manufacturing plant at Bell Bay due to commence production this year

The production of permeable waste plastic grids for driveways, walkways, on grass parking, equine and cattle walkways and home garden use

The reprocessing of Tasmanian clean medical waste into products (for the Tasmanian and national medical fields) that are again 100% recyclable

All of these recycled plastic products will aid regional recovery by providing almost immediate additional full time employment opportunities, reduce Tasmanian reliance and cost of using interstate products and reduce the regional landfill volumes

Digital Online Infrastructure

Increase business relationship building using new improved digital infrastructure

Look to the Great Regional Cities Challenge. Loads of great ideas

Ship repair / Shop lift expansion on Northern Tasmania

Envorinex have three major projects which have had to be postponed until the economy picks up. These projects will supply jobs for 12 new employees, a statewide service and four containers per week being shipped out of the state. This total project is worth \$11.1m which will provide \$1,110,000 worth of GST back into the state per annum

Launceston Golf Club. Projects under consideration.

Energy efficiency upgrades of houses. This is an labour intensive activity and the general thermal efficiency of Tasmania's housing stock is very poor, so such a program would create jobs, add skills and make lasting improvements to our infrastructure

Other infrastructure programs could include building lots of bicycle paths/tracks



MONKEY IN CITY PARK  
PHOTO: ADAM GIBSON

# PROGRAMS

Run a program to review regional economic models and supply chains, in light of COVID19 constraints

To meet the aspirations of Tasmania's City Deals, run free training programs to upskill public & private sector professionals in the delivery of smart infrastructure & services

Launceston as a UNESCO Creative City of Gastronomy to bolster a range of industries that are involved in the food system, but also our sense of pride in a tangible identity for the city and region

Export recovery post-COVID19

Delivering various export oriented projects in the horticulture industry

Develop a model of Tasmania's mortgage market to analyse the market's performance, constraints and opportunities for improvements e.g. <https://www.urban.org/sites/default/files/publication/102225/the-mortgage-market-has-caught-the-virus.pdf>

City of Gastronomy

IT design competition - announce a problem and seek innovative solutions

The funding of programs to assist in affordable housing in Break O Day

Affordable housing in Launceston

Bell Bay Hydrogen Hub Development Program - see "Green Hydrogen - A Major Opportunity for Tasmania" submission

The Mish Alternate School commencement 2022

Inside Out 4 Kids Expansion (including development of online modules for national market)

Safe Spaces Launceston

Mission Health service expansion (Wellington St)

Installing PV on low income housing and civic buildings would be another program with a long tail of benefits

TasTAFE Courses Fees eliminated

Relocation of State or Federal Government Service to Launceston,

Competent/relevant business incubation hub

Australian government setting aggressive climate reduction targets. Eg. if halving transport related emissions (cars, trucks, trains, ferries, ships, planes) by 2030. This initiative would enable business confidence to invest in infrastructure and future fuels & tech to enable this goal to be achieved. It has sustainable ongoing jobs growth benefits and long-term economic and social benefits.

Exploring options with hydrogen and biogas projects

Manufacture of green steel onshore in Tas

There is a renewable boom going on and the small business sector should be able to participate by moving generated power beyond the meter where it is generated

Deliver full FermenTas program to help the agrifood industry be the best it can be

Through Seedlab look to export opportunities extracting more value out of our agribusinesses in the State before products are shipped offshore

The UTas business courses, the TICT/THA sponsored courses

Any business courses to help our micro and SMEs ensure they are on a solid footing going forward and help realise any untapped potential in their businesses to grow and innovate

Flinders Island and restrictions on what can be done and keep staff and patients safe, the unmet demand will be considerable and to meet this we will need additional staff/services

Emotional and social wellbeing and mental health will be needed, if we are to avoid adverse events, eg spike in suicides

IT training and literacy

Additional roadworks program by WTC

Deliver a Holiday local campaign

The Tasmanian trade strategy The Tasmanian F&V Industry Development

THE OTHER SIDE which is focusing on R&D for export market recovery

# PROGRAMS

The base programs required to jump start our region are all agricultural / manufacturing orientated as these provide immediate impetus and do not require lead-in design or planning as do infrastructure or educational or tourism (which especially will require motivational expenditure outside of Tasmania to redevelop tourist thirst)

Education program to use new digital infrastructure to search and match potential business partners

Educate more Tasmanians on finding new ways to team up together as small business owners so that they can survive and adapt

Investment attraction targeting business and industry that prioritises low carbon footprint

Skilled migration will be more necessary than ever, but that also means we need to do what we can to create a welcoming city

A public and private partnership to build group apprenticeships in Infrastructure/ Construction/ Technology

With our borders closed for some time I feel that the public need to be encouraged to support our local tourist operators, caravan parks, motels, wineries, cafes, etc and these organisations need to claw back their recovery by supporting the local public who have also suffered during these times with money not as freely flowing

Business models will need to be agile and flexible because the pathway forward will be uncertain for some time. There will be a significant lack of information around market demand supply and logistics. Firms will need mentoring through these transitions. How can we help and what would that look like. For example, with the Circular Economy it might begin with a question: what would your business model look like if you saw it as a circular model rather than a linear (get, use and waste) model? Where do you need to save resources and capital to respond to the changing market?



DELOIRNE FOLK MUSEUM  
PHOTO: CHRIS GREER

# POLICY

Cutting out red tape as its a major impediment

Remove payroll tax/ stamp duty

State Policy : Hypothecation of annual dividends from Hydro Tasmania and TasNetworks for specific reinvestment in wind energy and hydrogen hub projects. Commonwealth Policy : Designation of Bell Bay as one of 3 key national hydrogen hubs

We need to value community resilience and activities that increase it much more highly. This will inevitably put more emphasis on sustainability

Functioning Regional Recovery Committee maintaining register of recovery projects and programs assessed and weighted which determines agreed priority

Aggressive emissions reduction targets. Price on carbon. Replacement of natural gas with green gas

Being able to move generated power beyond the meter where it is generated

Drop Payroll tax immediately Waive vehicle Stamp Duty to Rental companies for purchasing new cars in 2020. From July 1 to December 30th

no stamp duty on houses instead have a land tax - this would encourage people to move and change houses more frequently to suit their changing needs and free up houses for new migrants

Digitalisation of export documentation

Policy ideas will change very quickly as circumstances change. This make planning and strategies difficult to develop. Data should inform decision-making and it needs to be real-time data. Evidence will be the one policy tool still available that will be reliable but not certain. Tasmania must understand what it can and cannot influence. There will be more shocks to come. Where are the significant gaps in our own island economy? It is so small and the socio-economic profile of the State makes it very vulnerable in terms of generating sufficient exchanges to support industry and house-holds. 60% of the businesses are non-employing and combined with the 1-19 employees (small business) that amounts to over 90%. Whatever ideas are suggested these realities must be understood: how will this policy aid these enterprises?

Not rely on big investments alone, have a good spread of infrastructure and social capital investments, remembering rural and remote areas and other areas of disadvantage imbed positive outcomes, eg tele health

The expansion of the State Government interest free SME loan to expedite new project start-ups

Definitely government decentralisation

Policy settings that embrace a low carbon future and renewable energy industries

10% of GST receipts be set aside for a future fund to bolster economic security during downturns



RED BRIDGE  
PHOTO: TOURISM TASMANIA & ROB BURNETT

# PRIORITY INITIATIVES FROM REDS

**AS PART OF THE 2017 LAUNCESTON CITY DEAL, NTDC WAS ASSIGNED RESPONSIBILITY TO DEVELOP A REGIONAL ECONOMIC DEVELOPMENT STRATEGY TO SET OUT A VISION FOR THE NORTHERN TASMANIA REGION AND IDENTIFY WHERE FUTURE ECONOMIC GROWTH AND EMPLOYMENT IS LIKELY TO COME FROM.**

## EXPORTS

Focus on developing growth opportunities in Food Systems as a priority regional competitive strength

Leverage the work of Tourism Tasmania and Tourism Northern Tasmania to attract higher-value visitors, to increase off-peak demand and encourage regional dispersal of visitors

Provide a range of targeted and accessible business support services that enable increased rates of entrepreneurship, small business survival and growth of established businesses

Leverage off the growth in key export opportunity industries and the research capacity of local institutions to build export business

Grow the quantity of high-value, low-volume niche products and services

Work with UTAS, TasTAFE and other educational institutions to attract (and retain) more international and interstate students

Encourage businesses to collaborate to develop solutions to trade challenges and increase their global access, and competitiveness

Promote professional, scientific and technical services to locate in Northern Tasmania

Build a strong health industry network to ensure local health needs are met, and are strong drivers of research and innovation that enables economic growth

To improve the capabilities and market access capacity of local agriculture businesses enabling them to substantially increase exports value

Support businesses in developing and adopting new agritech allowing them to boost production and diversify into new product and service lines

## POPULATION

Implement the Population Strategy developed by the Population Taskforce with a particular focus on increasing the working age population

Attract a working age population to meet the skills and jobs required for Northern Tasmania

Attract and retain more local, interstate and international students

Develop a Welcoming Region Program to support and retain interstate and international migrants

Plan for growth ensuring essential infrastructure and appropriate housing is available

Work with UTAS, TasTAFE and other institutions to retain (& attract) more international and interstate students

## INNOVATION

Build a regional innovation ecosystem (including a start-up ecosystem) to support businesses to access information, networks and processes to better apply innovation

Enhance the skills required to succeed in innovative, competitive and productive businesses, such as digital literacy, cyber security and Industry 4.0 applications in business

Leverage opportunities for innovation and productivity improvements from investments in enabling infrastructure, such as the NBN, the LoRa Network and the Launceston Institute of Applied Science and Design

Continue to support defence operations in the region in order to grow regional capabilities and take advantage of future defence industry growth

Utilise defence research and manufacturing capabilities to value-add to other regional industries, such as food systems, ICT, health

## INVESTMENT

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Promote strategic incentives to attract more investment from existing and new businesses

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Advocate at a regional level for investment in priority public infrastructure projects that enable economic growth

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Continue to support the investment taskforce and consider how to deliver improved investment outcomes

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An agreed pipeline of investment opportunities so economic growth and competitiveness is maintained

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Continue to develop and promote priority infrastructure list for Northern Tasmania region, creating a clear framework for prioritising infrastructure investment opportunities

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A clear framework for targeting likely investors at a state, national and international level

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Promote Northern Tasmania region as prime location for renewable energy production

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Optimise Northern prison investment opportunity for Northern Tasmania Region

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## INFRASTRUCTURE

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Manage infrastructure development in a way that maintains or enhances the region's liveability, while also promoting economic growth

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Place-making and regional land use planning initiatives considers the ongoing provision of infrastructure and community amenities for current and future residents

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Identify opportunities for Northern Tasmania to leverage the region's ICT assets and capability

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Maintain a pipeline of major private and public infrastructure projects to better assist with workforce planning and development

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Advocate in the lead up to elections for Regional Priority Projects (and for LGA based projects where appropriate) to maximise infrastructure investment in the region

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Prioritise planning and development in Launceston's CBD to support a critical mass needed for retail and hospitality growth

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Better integrate regional transport and land use planning to ensure efficient supply chain connections throughout the region, and inter-regionally

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Leverage road, rail and air infrastructure investment to grow freight and warehousing related business development

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## PARTICIPATION & PRODUCTIVITY

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Support programs to strengthen transitions to vocational training or higher education linked to the workforce, and deliver the skills and qualifications needed for a growing economy

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Advocate for trials, opportunities and pathways, for disadvantaged cohorts

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Seek opportunities to collaborate on relevant education and health programs to advance the regional economy

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Enable the transition of business and workers into the new growth industries to maintain diversity and ensure economic resilience

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Share knowledge and capabilities with settlement service providers to ensure all migrants, irrespective of visa types, feel welcome and supported to participate in the economic, community and social life

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# REGIONAL ECONOMIC DEVELOPMENT STRATEGY (REDS) PERSPECTIVE

In December 2019, all 7 NTDC Member Councils, the State and Federal Government endorsed NTDC's Regional Economic Development Strategy (REDS) for the Northern Tasmania Region.

The REDS provides a shared understanding of where Northern Tasmania's future economic growth will emerge and provides a vision for economic development in the region:

**BY 2031, LAUNCESTON AND NORTHERN TASMANIA WILL BE AUSTRALIA'S MOST LIVEABLE AND INNOVATIVE REGION, WITH GROWING INCOMES AND FALLING LEVELS OF DISADVANTAGE.**

The REDS considers key areas of advantage in our regional economy including food and agribusiness, tourism, competitive manufacturing, health and social assistance, education, entrepreneurship and innovation.

It identifies six strategic priority areas to focus efforts in order to deliver maximum economic impact in the region:

1. **Exports** – Creating a strong market-based economy that optimises regional attributes
2. **Population** - Attracting and retaining a highly skilled working population
3. **Innovation** – R&D aligned with the region's competitive strengths and developing an innovation culture focused on adding greater value to regional goods and services.
4. **Investment** – Businesses and people with great ideas and skills have access to investment funds to support growth and prosperity.
5. **Infrastructure** - Develop a sustainable pipeline of public and private infrastructure projects that support our regional community and economy.
6. **Participation and Productivity** – Our people are diverse, educated, healthy, and happy. There is more equality and improved access to higher paid jobs.

As we seek to recover from the economic impacts of the covid19 pandemic, NTDC is proposing a suite of economic development initiatives that build on Northern Tasmania's key strategic priorities and that focus on effectively supporting our regional economy.



# STRATEGIC ALIGNMENT TO REDS & PESRAC

## REDS STRATEGY

## VALUE ASPECTS

Project	EXPORTS	POPULATION	INNOVATION	INVESTMENT	INFRASTRUCTURE	PARTICIPATION & PRODUCTIVITY	SMALL BUSINESS SUPPORT	VALUE-ADD TO PRODUCT	TOURISM	SUPPORT INNOVATIVE REGION	'MOST LIVEABLE REGIONAL CITY'	ACCESS NEW EXPORT PATHWAYS	SKILLS GROWTH	BOOST PRODUCTIVITY	BOOST PARTICIPATION	CONSTRUCTION INDUSTRY SUPPORT	FACILITATING PRIVATE INVESTMENT	REGIONAL HEALTH & WELFARE	JOB	MIGRANT SUPPORT	Link to PESRAC's Recommendations	Timeframe
Green Hydrogen Hub at Bell Bay																					14, 17-28, 41, 42, 45-49	Medium (3-5 years)
Northern Regional Prison																					9-13, 14, 17-28, 40-49	Medium (3-5 years)
Launceston Airport																					36, 38, 53	Short (1-3 years)
Launceston Community Precinct																					6, 7, 17, 52, 53, 57, 58, 61	Short (1-3 years)
Health Research & Innovation Hub																					47-49, 53	Short (1-3 years)
Royal Flying Doctors Service																					7, 52, 52, 53	Short (1-3 years)
Kings Wharf Restoration																					52, 53	Medium (3-5 years)
Population Growth Program																					38, 40-49	Short (1-3 years)
Migrant Participation																					17, 38, 40-51, 54	Short (1-3 years)
Concierge Program																					38, 40-49	Short (1-3 years)
Mental Health and Resilience																					7, 29, 54, 57, 58, 61	Short (1-3 years)
Let's Get Working Expo																					7, 14, 40-51, 54	Short (1-3 years)
Health, Aged & Disability Care																					7, 14, 15, 17, 29, 40-51, 54	Short (1-3 years)
Youth Engagement																					7, 14, 15, 17, 40-51, 54, 61	Short (1-3 years)
Circular Economy Centre																					21, 52, 53	Short (1-3 years)
ASPIRE – Circular Economy Platform																					21, 54	Short (1-3 years)
FermenTasmania																					17, 52, 53, 62	Short (1-3 years)
Unesco Creative City (Gastronomy)																					21, 62	Medium (3-5 years)
Definium Innovation Partnership																					21, 54, 55	Short (1-3 years)



#### FRONT PAGE PHOTOS (LEFT TO RIGHT)

LOW HEAD | PHOTO: TOURISM TASMANIA AND ROB BURNETT  
 FOTHERINGATE BAY | PHOTO: DIETMAR KAHLES  
 HOLM OAK VINEYARDS | PHOTO: TOURISM TASMANIA & KATHRYN LEAHY  
 JACOBS LADDER | PHOTO: SIMON STURZAKER  
 LOW HEAD LIGHTHOUSE | PHOTO: CHRIS CRERAR  
 BEN LOMOND SUMMIT | PHOTO: SIMON STURZAKER  
 LAUNCESTON SEAPORT BOARDWALK | PHOTO: TOURISM TASMANIA AND ROB BURNETT  
 PIPERS BROOK VINEYARD | PHOTO: TOURISM TASMANIA & GARRY MOORE  
 SUNRISE OVER GEORGES BAY | PHOTO: TOURISM TASMANIA & ROB BURNETT  
 TASMANIAN AGRICULTURE  
 CASTLE ROCK, FLINDERS ISLAND | PHOTO: ROB MULALLY  
 LIFFEY RIVER | PHOTO: SAMUEL SHELLEY  
 NATIONAL PENNY FARTHING CHAMPIONSHIPS AND EVANDALE VILLAGE FAIR | PHOTO: ROB BURNETT  
 VIEW OF LAUNCESTON  
 TASMANIAN FOOD AND WINE CONSERVATORY | PHOTO: KELLY SLATER

#### END PAGE PHOTOS (LEFT TO RIGHT)

CANOLA FIELDS, PERTH | PHOTO: CHRIS CRERAR  
 ST HELENS MOUNTAIN BIKE TRAILS | PHOTO: STU GIBSON  
 ALBERT HALL | PHOTO: LUSY PRODUCTIONS  
 AERIAL OF COASTLINE NEAR KILLIEKRANKIE, FLINDERS ISLAND | PHOTO: LUKE TSCHARKE  
 SINAPIUS VINEYARD | PHOTO: ADAM GIBSON  
 WESTBURY GINGERBREAD COTTAGES | PHOTO: CHRIS CRERAR  
 ALPINE VILLAGE - BEN LOMOND NATIONAL PARK | PHOTO: SIMON STURZAKER  
 VELO WINES | PHOTO: KELLY SLATER  
 ST HELENS MOUNTAIN BIKE TRAILS | PHOTO: STU GIBSON  
 DESIGN TASMANIA  
 FLINDERS ISLAND COASTLINE | PHOTO: TOURISM AUSTRALIA & GRAHAM FREEMAN  
 DELAMERE VINEYARDS | PHOTO: ADAM GIBSON  
 LIFFEY RIVER | PHOTO: SAMUEL SHELLEY  
 BRICKENDON ESTATE | PHOTO: TOURISM TASMANIA AND HEATH HOLDEN  
 TIMBRE KITCHEN | PHOTO: KELLY SLATER

