

COMMUNITY SPACES & SERVICES

ATTACHMENT A

**REGIONAL ECONOMIC DEVELOPMENT
STRATEGY (REDS)**

ORDINARY MEETING

28 NOVEMBER 2018

MidCoast

REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2018–2022



VISION

The MidCoast Region will have sustainable economic growth, founded on the Region's natural assets, amenity and location, while offering a healthy lifestyle and community connection.

It will be regarded as a desirable place to establish and grow a business while living an enviable lifestyle and be a premium location to visit, raise a family, settle and retire.

The Region will particularly appeal to:

- › businesses seeking an affordable and supportive business environment with proximity and connection to major centres
- › skilled workers seeking a sea-change and tree-change lifestyle while maintaining good connections to Sydney, Newcastle and beyond
- › self-funded retirees seeking a highly desirable but affordable coastal location with proximity to Sydney and Newcastle
- › visitors wishing to escape the cities and enjoy the natural attractions of the area
- › people (including those with care needs) seeking a supportive environment to live, work and visit.

Preface

The NSW Government has assisted local councils and their communities to develop 37 Regional Economic Development Strategies across regional NSW. Each strategy is designed around one or more local government area that form a functional economic region as defined by economic data and community input. While the strategies have been developed using consistent methodology, each is a product of detailed data analysis and local community consultation to ensure ownership through a 'bottom-up' process: it sets out a vision for the Region, the Strategies, and early stage actions required to achieve the vision.

Regional Economic Development Strategies articulate a framework for identifying actions crucial to achieving the regional vision. Projects listed within this Strategy should therefore be viewed as example projects that have emerged from the initial application of the framework. Adoption of these and future projects would be subject to further evaluative processes.

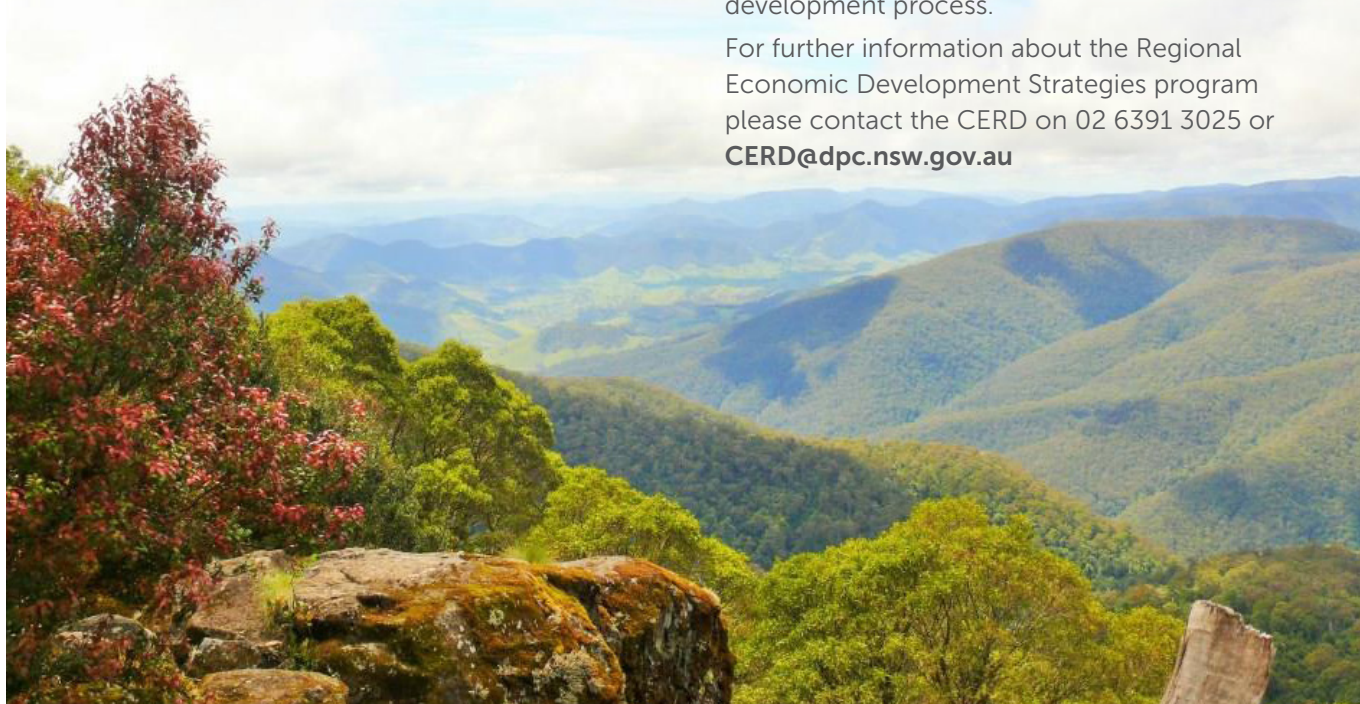
The power of the Strategy is its ability to be used on an on-going basis to identify additional high value projects over time. By complementing existing funding processes, these strategies present new opportunities to strengthen and increase investment in regional development across NSW.

Importantly, the Strategy should be viewed as the first stage of a process that will assist those with an interest in the economic development of the Region, particularly councils, communities and local businesses, in planning their future economic activities. It provides a vehicle for engaging the community in a 'conversation' about regional needs and priorities, and assists in bringing together key stakeholders and mobilising resources. In so doing, it can facilitate faster access to dedicated NSW Government funding, such as the Growing Local Economies Fund, as well as help to capitalise upon other economic opportunities.

This Strategy, prepared by Balmoral Group Australia Pty Ltd on behalf of the region, was formed in collaboration with key stakeholders and the broader regional community, and benefited from economic-analytical assistance provided by the NSW Government's Centre for Economic and Regional Development (CERD).

It is presented in two documents, *MidCoast Regional Economic Development Strategy 2018–2022* which allows the reader to quickly and easily determine key content, while the accompanying *MidCoast Regional Economic Development Strategy – Supporting Analysis 2018–2022* details the Strategy methodology, evidence and the strategy development process.

For further information about the Regional Economic Development Strategies program please contact the CERD on 02 6391 3025 or CERD@dpc.nsw.gov.au



Introduction

The *MidCoast Regional Economic Development Strategy 2018–2022* (the Strategy) sets out a long term economic vision and associated Strategy for the MidCoast local government area (LGA). Economic research suggests that regions are becoming increasingly specialised in the key industries that drive the regional economies and the Region's relative strengths (endowments) play a key role in determining these specialisations.¹

The Strategy is timely as the MidCoast LGA (see Figure 1) was recently formed — by proclamation on the 12th May 2016 as an amalgamation of the former Greater Taree City, Great Lakes and Gloucester Shire LGAs.

This Strategy is based on industry specialisations and opportunities that leverage the Region's key endowments — relating to land and water, location and infrastructure, and lifestyle and amenity — to guide investment and other actions over the period 2018 to 2022.

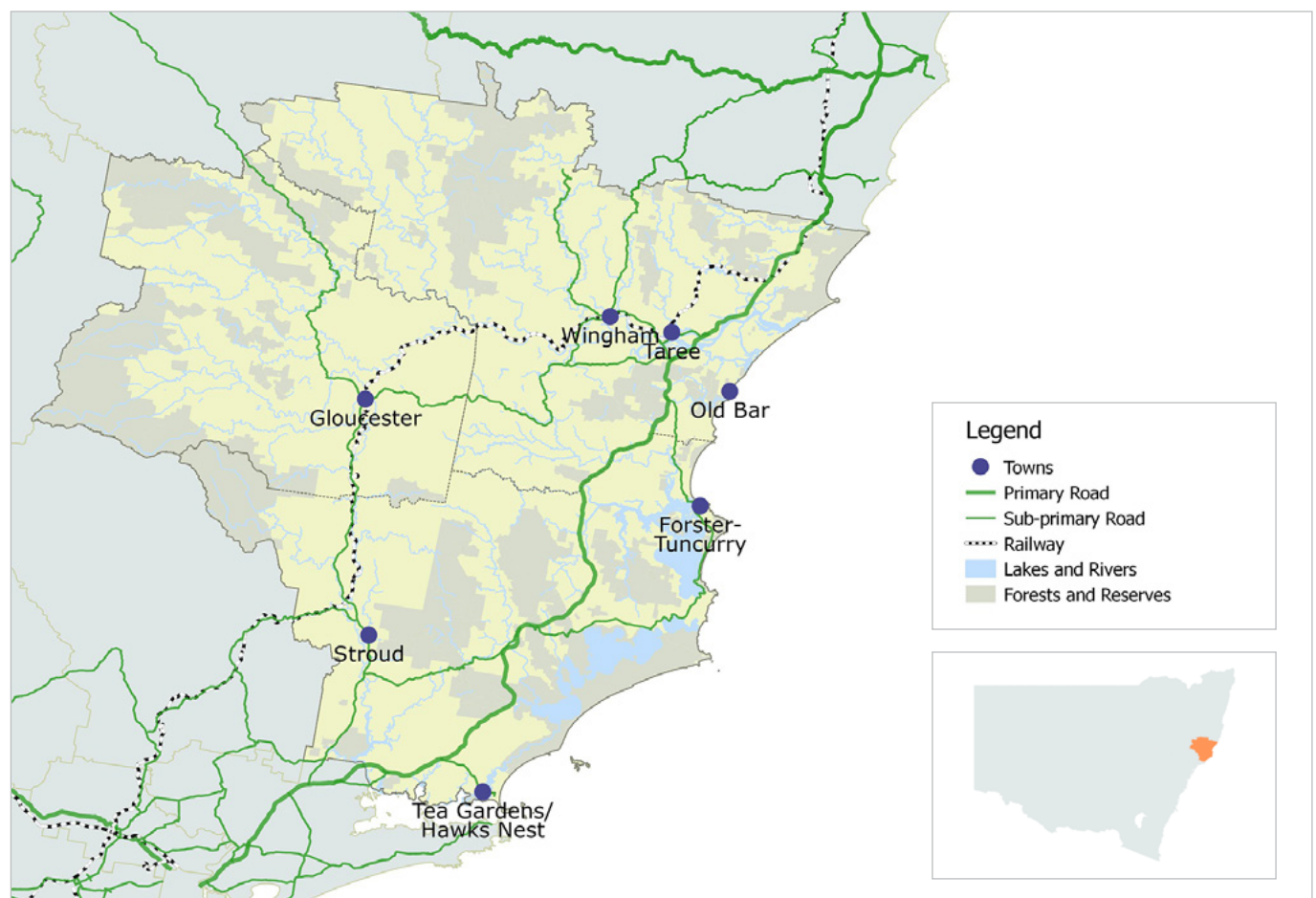
The Strategy also takes account of regional risks and how they might be addressed.

Three core strategies have been identified to capture the opportunities, manage risks and deliver on the vision for the MidCoast Region are:

- A** Strengthening the Region as a location of choice
- B** Creating a supportive environment for businesses to invest and grow, and
- C** Marketing the MidCoast Region.

¹ *Regional Economic Growth Enablers Report (2017)*, Centre for Economic and Regional Development.

Figure 1: The MidCoast LGA



Background

The MidCoast Region has an estimated resident population of 91,958 people,² with an average growth rate over the last 10 years of 0.84 per cent per annum. It is comprised of a number of significant population centres including (in order of population) Taree, Forster-Tuncurry, Wingham, Old Bar, Tea Gardens-Hawks Nest, Gloucester, and Stroud.

The MidCoast Region is a largely self-contained region — the vast majority of workers in the Region also reside in the Region. The Region is diverse. It extends from the coastline, west to the escarpment of the Great Dividing Range. It includes the Manning River Valley in the north, the Wallis, Smiths and Myall Lakes systems, the northern foreshore of Port Stephens, the agricultural hinterland and the rugged, forested ranges of the Barrington Tops, Woko and Tapin Tops National Parks.

A large proportion of the Region is National Park, State Forest and nature reserves. Much of the rural area is used for timber production and livestock farming (primarily dairy and beef cattle, with a growing poultry industry). Coal mining occurs in the Gloucester coal basin. Oyster farming and fishing are also important industries in coastal locations.

² Based on the Australian Bureau of Statistics (ABS) Estimated Resident Population (ERP).

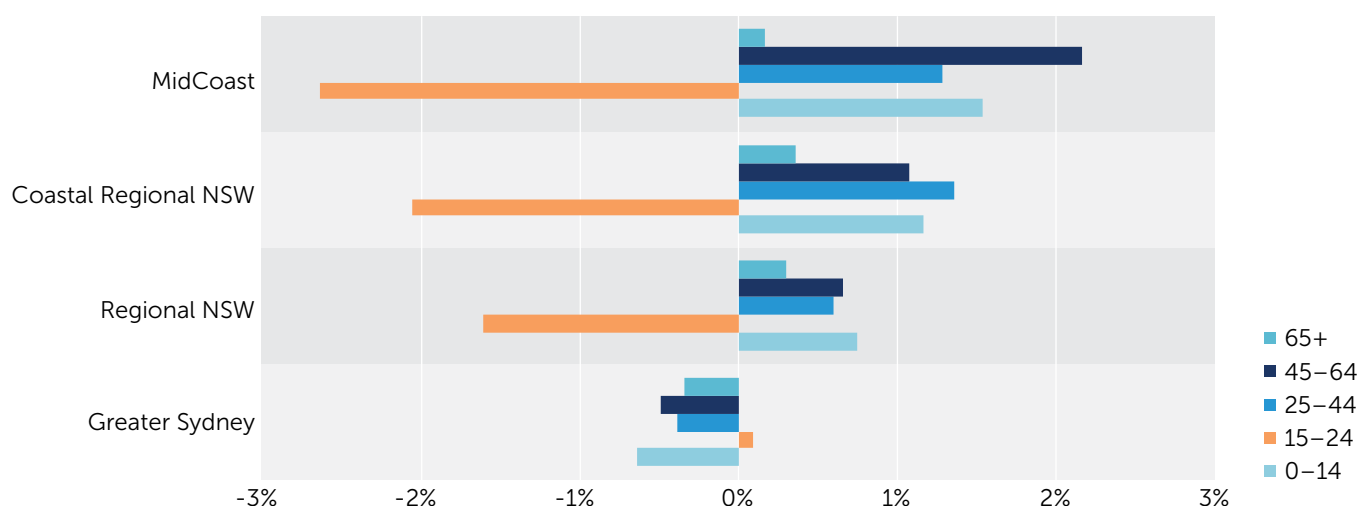
The economic conditions vary across the Region, with conditions in the Greater Taree area being more depressed than in Great Lakes and Gloucester areas. A key concern is that there is significant intergenerational unemployment.

The Region is a key holiday destination. During the summer months the population swells with tourists from Sydney, Newcastle and other destinations coming to enjoy the Region's pristine coastline and beaches, coastal lakes, lagoons and other environmental attractions. Popular year round attractions include the Barrington Tops National Park and other National Parks and reserves, the Manning River and Ellenborough Falls.

The MidCoast Region is also a popular location for retirement, with the Region having a large, and growing aged care sector. People aged 65+ years currently represent around 30 per cent of the Region's total population, making it one of the highest concentrations of an ageing population in NSW. The migration of people in and out of the Region helps to explain the change in population.

As illustrated in Figure 2, there is a large shift of people aged 45+ to the Region. As reflected in the movement of people aged 0–14, many families are relocating to the MidCoast Region. These trends are consistent with, but are more pronounced than, in other coastal regions of NSW.

Figure 2: Net regional internal migration (% of population) annual average 2011–12 to 2015–16



Source: ABS Migration Australia (Cat. No. 3412.0)

Endowments

Endowments are strengths that a regional economy possesses and can capitalise on.

Economic principles suggest that endowments play a key role in the economic development of regions. The CERD in its *Regional Economic Growth Enablers Report (2017)* found that:

The future of individual regional economies is inexorably linked to their natural endowments and attempts to retain or establish industries without an underpinning endowment are unlikely to succeed.³

A region seeking to encourage economic development should therefore concentrate on factors that enable the growth of endowment-based industries. It must also build local leadership, and institutional capacity and capabilities, to facilitate businesses, public agencies and services to capitalise on the opportunities that a region's endowments present. Endowments can lead to opportunities from which commercial and industrial interests may leverage and develop specialisations.

The MidCoast Region is diverse and consequently its endowments vary in part by location within the Region. These endowments of the Region identified through analysis and community consultation are listed below.

Land, water and related assets

The Region has good agricultural land and reliable rainfall which produces pastures that are highly suitable for dairy and beef production. The land is suitable for other agricultural industries including poultry farming. There are hardwood and softwood forests located in the western sections of the Region which provide the basis of the forestry industry.

The MidCoast Region has several estuaries highly suitable for aquaculture. These include areas around the Manning River, Wallis Lake, Karuah River and Port Stephens.

The Gloucester coal basin, located in the west of the Region extending from Gloucester to Stroud, provides the foundation for the coal mining industry and was identified as a source of coal-seam gas.

There are a number of key industry specific assets that are used for processing product from the land and from water industries. These include the beef abattoir located in Wingham (which is export licensed), private seafood processing, saw milling facilities and mining infrastructure.

Infrastructure and location

The use of natural resources for productive purposes is supported by good transport infrastructure for delivering product to market. The Pacific Highway and other regional roads are key assets which enable agriculture, forestry and fishing products to be delivered to markets outside the Region. The rail-line is an important endowment for the coal mining industry.

The main population centres in the MidCoast Region are all within a short distance to the Pacific Highway. This provides direct access to the Sydney market (3–4 hours) and to the Port of Newcastle and Newcastle Airport (~2 hours). The Region (via Gloucester, Wingham and Taree) has rail services (via North Coast line) and local air services from Taree airport that fly direct to Sydney. Connectivity to other markets is enhanced by the NBN which has been rolled-out in key townships in the Region.

Taree's location (adjacent to the Pacific Highway) renders it a convenient location for freight and transport operations. This advantage will increase with the introduction of the Northern Gateway transport and logistics hub which is in development. The hub is expected to result in significantly reduced freight transport costs in and out of the Region.

Gloucester is also conveniently located and has a rural setting. It has good access to key markets to the South (less than 3.5 hours to Sydney and 1.5 hours to Newcastle Airport) and is a gateway from the coast to the New England North West Region.

³ Regional Economic Growth Enablers Report (2017), Centre for Economic and Regional Development.

The availability and affordability of land (for employment and non-employment uses) is a key positive for the Region, particularly for industry wishing to establish in Gloucester and Taree.

Lifestyle, institutions and amenity

The MidCoast Region has significant endowments from a lifestyle and an amenity perspective that underpin a range of people-based industries.

The Region has 192 kilometres of coastline, with key features including the Manning and Myall Rivers, Wallis, Smiths and Myall Lakes. The twin towns of Forster-Tuncurry are high profile, popular destinations. The coastal waters, lakes and rivers have multiple uses including marine park tourism, whale watching, recreational fishing and recreational boating. In addition to tourism the coastal locations are popular for retirees and others seeking a sea-change lifestyle. The Manning River is an important asset that could be further leveraged in the development of Taree for tourism and lifestyle benefits.

The inland region including the township of Gloucester offers an attractive tree-change lifestyle, with good accessibility to the regional centres of Taree and Newcastle. Inland notable natural features include Barrington Tops World Heritage National Park which is a popular destination during summer and winter. There are many other natural assets including National Parks, State Forests and Nature Reserves. The Region's natural assets are highly accessible with good road and tourist infrastructure.

For tourism, the Region is accessible as a day trip destination from the Lower Hunter and as a short break destination from Sydney, Central Coast, Hunter, Tamworth and Armidale Regions. Gloucester's location on Thunderbolts Way is an advantage in leveraging vehicle traffic travelling between the New England North West Region and Newcastle, Sydney and the Mid Coast.

Relative to other coastal Regions to the North (e.g. Port Macquarie and Coffs Harbour), the MidCoast has a significant advantage in its proximity to Sydney and Newcastle. Relative to coastal Regions to the South (around the Central Coast and Lake Macquarie), land in the MidCoast is more affordable and less congested.

The Region has good services and a number of strong institutions. Taree is an important regional asset as a key regional centre that includes a large regional public hospital, other health facilities in addition to the direct rail access and a local airport. The Region has good accessibility to higher education (which helps build human capital) with TAFE NSW having good facilities in Taree and Tuncurry and university campuses in nearby cities of Port Macquarie and Newcastle. The Region has developed a reputation as being supportive of people with care needs with good services for the aged and people with disabilities and employment opportunities for people with disabilities.

The Region's appeal as a destination to get-away and relocate to has led to a significant community of semi-retired and retired professionals who are active in supporting the Region. Such experience is valuable in supporting the development and growth of local businesses.



Specialisations

A simple form of analysis that can be used to gain an understanding of a region's competitive advantages⁴ is the Location Quotient (LQ) which measures the employment concentration in industry sectors within a regional economy, compared with the same sectors across NSW. The higher the LQ, the more specialised a region is in that industry relative to the rest of NSW. For the purpose of this analysis, specialisations as defined by LQs, are in turn used as a proxy measure for those sectors and industries that represent a region's true competitive advantages.

Importantly, while LQs are used in this document for that purpose, they are only a partial measure of those competitive advantages. Hence, they have been considered alongside additional qualitative evaluations and data analysis, such as Input-Output analysis, to arrive at the findings for the MidCoast Region REDS.

4. A region's competitive advantage for an industry includes its ability to produce goods and services at a lower cost or differentiate its products from other regions, along with access to external factors which enhance business and operations/ minimize risk (Stimson, Stough and Roberts, 2006).

Figure 3 charts selected industries in the regional economy in 2016, where:

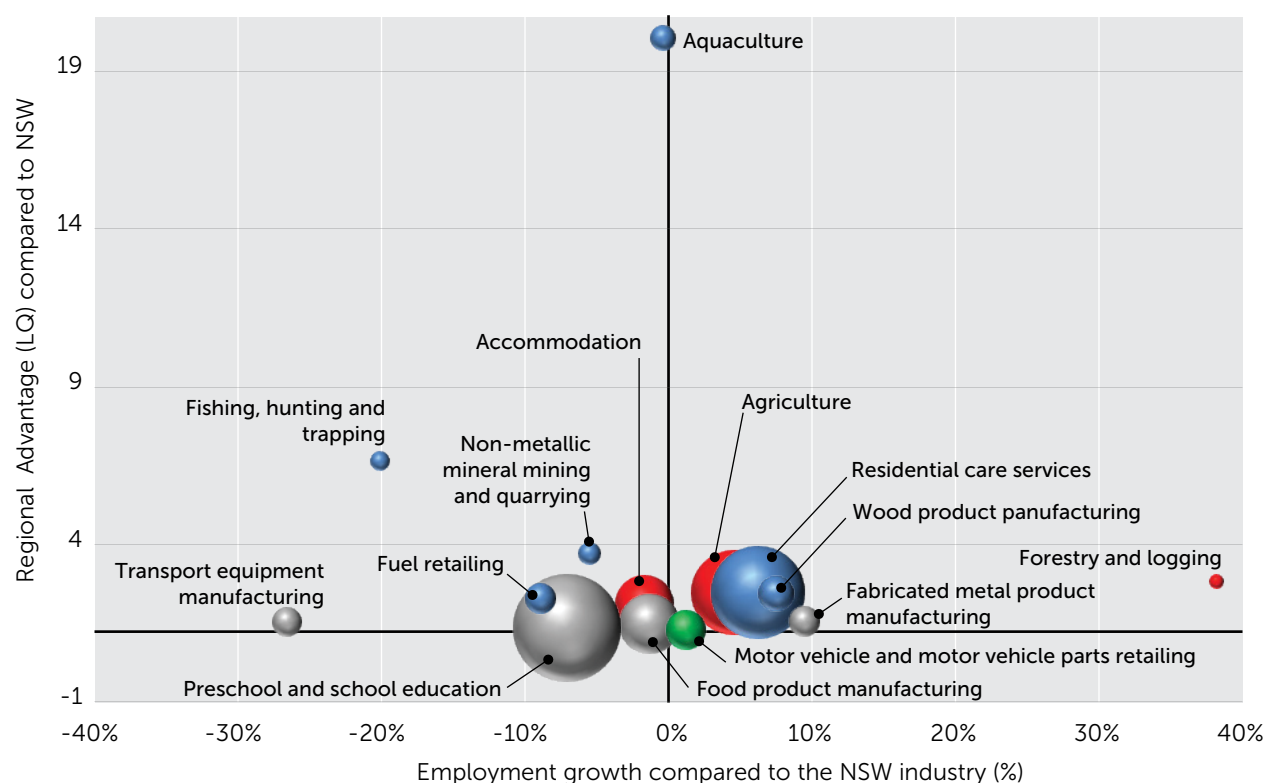
- industries with a larger 'bubble' employed more people; and,
- industries further above the horizontal line are more specialised when compared to NSW (LQ greater than 1.25⁵), industries below the line are less specialised when compared to NSW.

Industries to the right of the vertical line grew faster between 2011 and 2016 than comparable industries across NSW, industries on the left grew more slowly.

The top five specializations in the MidCoast based on LQ analysis are Aquaculture (LQ of 19.5); Fishing, Trapping and Hunting (LQ of 6.6); and, Non-Metallic Mineral Mining and Quarrying (LQ of 3.7); Forestry and Logging (2.9); and, Agriculture (2.5).

5. A LQ of 1.25 is identified in the literature as denoting a specialisation.

Figure 3: Location Quotients and Employment Growth for Industries in the Region



Source: Census 2011, 2016. See the Supporting Analysis for notes regarding the analysis.

The Agriculture, Forestry, Fishing & Related Processing (7.3% of GVA); Aged Care and Social Assistance (5.3%); and Accommodation and Food Services (4.6%) industries are some of the economic strengths that play a key role in the MidCoast Region's economic development Strategy.

The top 5 Input Output Industry Groups which generated value added in the Region were Retail Trade (\$257 million or 7.0% of Gross Regional Product); Health Care Services (\$203 million or 5.5% of Gross Regional Product); Residential Care and Social Assistance Services (\$175 million or 4.8% of Gross Regional Product); Non-Residential Property Operators and Real Estate Services (\$165 million or 4.5% of Gross Regional Product); and, Primary and Secondary Education Services (incl Pre-Schools and Special Schools) (\$147 million or 4.0% of Gross Regional Product).

The Wallis Lakes area is by far the largest producer of Sydney Rock Oysters in NSW, accounting for 29 per cent of production in NSW in 2015–16.⁶

The Forestry industry is a significant industry in the Region generating work in harvesting, transportation and saw milling. Employment in the Agriculture and Forestry industries has grown at a faster pace than the NSW average.

The Region also has specialisations in a number of people-based industries, reflecting its strength as an attractive location for people to reside and visit the Region. As shown in the figure, the MidCoast Region has a relatively high concentration of people employed in Accommodation and Food Services (a proxy for tourism) and Aged Care (a proxy for the retiree sector). People coming to the Region can contribute to economic growth by spending accumulated wealth, bringing established businesses and capabilities that generate income, and other income sources. Accommodation and Food Services contributed \$153 million in Gross Value Added to the Region in 2015–16.

Visitors to the MidCoast spent an estimated \$505 million in 2016 making 'tourism' the largest export industry in the MidCoast region.

The Region is an attractive destination for sea and tree changers — those who are seeking to exit the city in search of a better lifestyle — while staying within a reasonable distance of Sydney and the rapidly

growing market of Newcastle. Retirees (and others) moving to the Region are an increasingly significant source of income for the Region. Retirees bring personal wealth, pension income and Government expenditure (e.g. on health services). There is a net annual migration of more than 500 people aged 45+ to the Region. There is strong potential for further growth as the NSW population grows and housing pressures in major cities increases.

Based on LQ analysis alone, the Region does not have a specialisation in Mining, Manufacturing and freight (reflected in Transport, Postal and Warehousing); however, it is clear that the MidCoast Region has niche specialities in each of these sectors.

Coal mining is an important industry near Gloucester. It is a small employer but contributes significantly to the Region's exports. The MidCoast Region's location makes it attractive to light industrial and freight/logistic industries. It is home to a number of niche manufacturing businesses, primarily located in Taree and Gloucester.

These industries should grow with the development of the Northern Gateway project which will likely make Taree a hub for freight and logistics and should significantly reduce freight costs in and out of the Region.

Going forward there are opportunities to strengthen and grow key industry sectors. These include boosting output in agriculture through improved land-use planning and greater use of technology and innovation, growing the local aquaculture industry, leveraging advantages for freight and logistics and building the people-based industries by growing the Region's strength and reputation as an attractive location for people to reside and visit.



6. Source: NSW Department of Primary Industries (2017) Aquaculture Production Report 2015–2016.

Strategy

The three Strategy elements for the MidCoast Region link directly to the opportunities presented by the Region's endowments, specialisations and core competencies and also aim to address some key regional risks.

The Strategy elements were derived from an analysis of the endowments that underpin the Region's strengths, followed by examination of current industry specialisations and emerging specialisations, identified in consultation with the community and councils.

Each element is accompanied by a set of early actions, which should be interpreted simply as example actions derived from the preliminary application of the Strategy framework. It is therefore expected that there will be other actions capable of contributing to the attainment of the Region's vision that are yet to be identified. Consequently, an action's alignment with the Strategy is the primary strategic consideration, rather than it being listed in this document, and all proposed actions will be subject to further qualitative and quantitative evaluative processes.



The three elements of the Strategies

Opportunities

Leveraging:

Land and water

- Agricultural, aquaculture, forestry and mining

Infrastructure and location

- Freight and logistics, niche manufacturing

Lifestyle and amenity

- Tourism, retirees and sea/tree changers

Strategies

A

Strengthening the Region
as a location of choice

B

Creating a supportive environment
for businesses to invest and grow

C

Marketing the MidCoast Region



A. Strengthening the Region as a location of choice

Realising many of the Region's economic opportunities depends on its attractiveness to businesses, residents and visitors. While the Region has strong existing endowments, further work and investment is required to maximise its potential. This includes improvements to core infrastructure (e.g. road and telecommunications) that are important for each of the key industry sectors and industry-specific assets (e.g. tourism assets).

The key initiatives identified in this Strategy include:

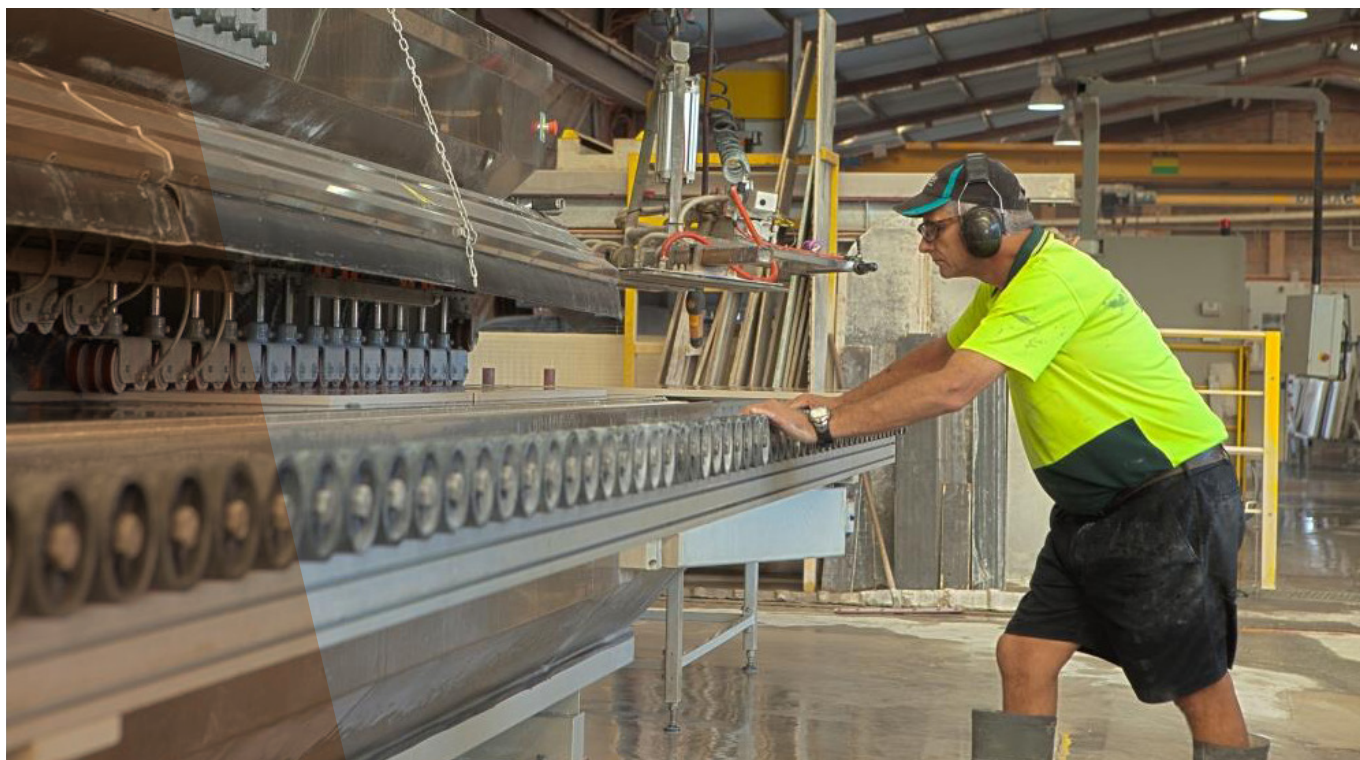
- improve the core foundation infrastructure, in particular the roads and bridges but also other infrastructure relating to telecommunications and water;
- enhance and expand business infrastructure that will be drivers for growth, in particular the Northern Gateway project and other employment lands for commercial and light industrial uses;
- directly invest in key tourism assets to increase visitation, particularly in the off-season⁷; and,

- encourage other lifestyle and tourist developments that will increase the Region's attractiveness to sea/tree change professionals and other skilled workers.

There are multiple infrastructure requirements associated with this Strategy. These include:

- road infrastructure – in particular key routes for development (Bucketts Way, Thunderbolt's Way and The Lakes Way);
- provision of adequate and well serviced employment lands;
- infrastructure to support Northern Gateway development;
- renewal of maritime facilities, particularly in Forster-Tuncurry;
- tourism assets – in particular key destination assets (e.g. Lakes2Ocean and Great Lakes iconic coastal walk);
- mobile telephone infrastructure – to address coverage issues in rural area; and,
- water infrastructure – improving water security.

⁷ The greatest benefit to the Region will come from growth in tourism outside of the peak travel periods. During the summer months the coastal towns (in particular) are at capacity and there is congestion in key towns such as Forster-Tuncurry, to the detriment of the local community.



B. Creating a supportive environment for businesses to invest and grow

Growing the local economy is dependent on the strength of local businesses to leverage their Region's endowments. Local businesses face barriers, such as uncertainty over land-use, that can be potentially reduced and/or removed. Actions can also be put in place to proactively support businesses to develop and grow.

A supportive environment is particularly important for professional services and light industrial businesses. As reflected in the results of a survey conducted for the project, key issues facing businesses include dealing with regulation (at all levels) and accessing skilled and unskilled labour.

Key initiatives/actions under this theme include:

- identify and reduce/remove barriers that hinder business growth (including ensuring policies, procedures and charges are appropriate to support economic development consistent with the vision);
- resolving potential land-use conflicts through completion of a land-use strategy;

- support development of the Region's workforce
- encourage partnerships to enable businesses to leverage each other and other groups;
- actively support new and existing businesses with advice and other services; and,
- provide targeted support (detailed in the action plan) to key sectors including investments that will stimulate growth.

There are no significant hard infrastructure priorities for this Strategic theme (in addition to those in Strategy A). However, initiatives under this Strategy may lead to identification of additional infrastructure priorities.

C. Marketing the MidCoast Region

Growing the MidCoast Regional economy depends significantly on attracting people and investment to the Region. A significant risk is that the growth potential is not achieved due to a lack of awareness and appreciation of the Region's endowments (e.g. proximity to key markets and lifestyle options) and opportunities. A focus on marketing the MidCoast Region is important to addressing this risk.

Marketing the MidCoast Region will be critical to build awareness of the Regions strengths as a location of choice for businesses and community.

Similarly it will be important to ensure further developments in the Region's assets and improvements in the business environment are communicated to stakeholders in and outside of the Region.

Due to a virtuous visitation cycle, marketing can be particularly effective in driving growth in the Region's people-based industries. People who visit are more likely to set-up businesses and retire in the Region. Through their connections, those who visit and relocate to the Region, encourage visitation and interest in the Region by others.

Marketing is also important in supporting the industries that are based on infrastructure and location. This is achieved by increasing awareness of the accessibility of the Region and the opportunities that the Northern Gateway project will bring.

Marketing to the community is also important to help ensure the Region delivers on the vision.

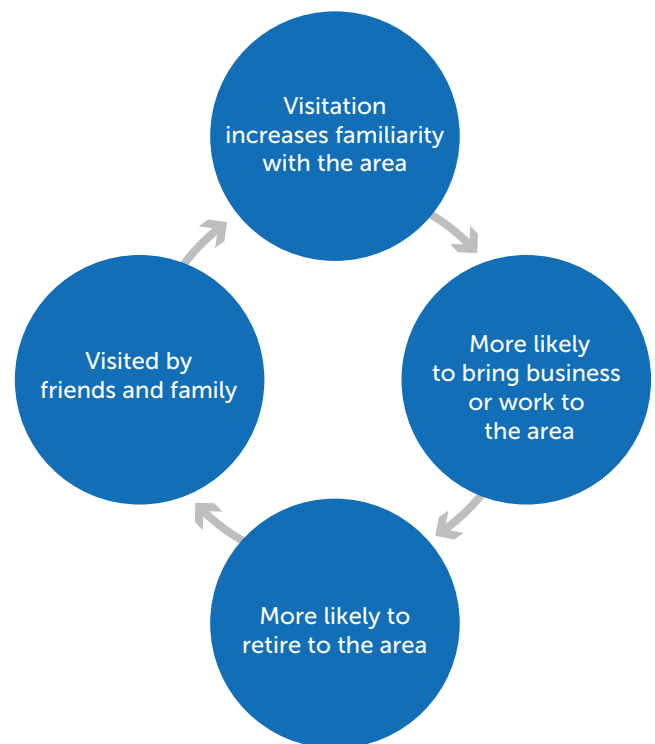
The first action under this Strategy is to establish a coordinated marketing strategy. Marketing would then be undertaken to:

- business owners and skilled workers who may relocate to the Region;
- potential visitors to ensure that they are aware of the region's attractions;
- local residents to encourage them to 'play in their own backyard' and recommend the area to friends and relatives; and,
- the MidCoast Region labour force and community to encourage them to deliver on the vision.

There are no hard infrastructure priorities under this strategic theme; however, investment will be required in marketing assets.



Figure 4: The visitation cycle



Strategies and actions				
Strategies and enablers		Key sectors/industry specialisations		
		Leveraging land and water (Agriculture, Aquaculture, Mining)	Leveraging lifestyle and amenity (Tourism, retiree, sea/tree change professionals)	Leveraging Infrastructure and location (Road freight, Manufacturing)
A. Strengthening the Region as a location of choice	Core Infrastructure	<ul style="list-style-type: none"> Road infrastructure in particular key routes for development (Bucketts Way, Thunderbolt's Way and The Lakes Way) Invest in water and sewerage assets (Nabiac water security, Gloucester water supply) Investigate addressing mobile black spots Investigate power infrastructure in industrial areas 		
	Sector specific investments		<ul style="list-style-type: none"> Renewal of maritime facilities, particularly in Forster-Tuncurry Implement destination management plan and directly invest in key tourism assets to increase yield and visitation, particularly in the off-season Encourage other lifestyle and tourist developments that will increase the Region's attractiveness to sea/tree change professionals and skilled workers Progress Manning Health-Taree CBD development precinct plan Invest in/encourage lifestyle developments 	<ul style="list-style-type: none"> Develop the Northern Gateway project Develop employment lands for commercial and light industrial

Strategies and actions				
Strategies and enablers		Key sectors/industry specialisations		
		Leveraging land and water (Agriculture, Aquaculture, Mining)	Leveraging lifestyle and amenity (Tourism, retiree, sea/tree change professionals)	Leveraging Infrastructure and location (Road freight, Manufacturing)
B. Creating a supportive environment for businesses to invest and grow	Land use	<ul style="list-style-type: none">Complete rural opportunities and land-use strategy	<ul style="list-style-type: none">Encourage partnerships to enable businesses to leverage each other and other groupsActively support new and existing businesses with advice and other services	
	Regulation	<ul style="list-style-type: none">Ensure that policies, procedures and charges are appropriate to support economic development consistent with the visionIdentify and reduce/remove regulatory barriers that hinder business growth		
	Services			<ul style="list-style-type: none">Review charges and payment options for development to ensure they are cost reflective
	People and skills	<ul style="list-style-type: none">Support development of Region’s workforce		
C. Marketing the MidCoast Region	General	<ul style="list-style-type: none">Targeted marketing to business owners and skilled workers who may relocate to the RegionThe MidCoast Region labour force and community to encourage them to deliver on the vision		
	Sector specific		<ul style="list-style-type: none">Marketing to local residents to encourage them to ‘play in their own backyard’ and recommend the area to friends and relativesMarketing to potential targeted visitor sector to ensure that they are aware of the Region’s attractions	

Implementation

**A detailed action plan is included in the Supporting Analysis.
MidCoast Council is a key institution in respect to implementing this strategy.**

Council will work closely with the business community and other private, public and community stakeholders to ensure the successful implementation of this strategy.

Responsibility to implement actions within this strategy does not lie with Council alone and requires other key organisations to drive specific actions.

Consistent with this vision:

- Council will be known as welcoming and supportive of businesses;
- the business community will work collaboratively with Council and each other in addressing common issues and opportunities;
- the local labour force will support the region's vision by establishing a reputation for quality of service; and,
- the local community will embrace growth and innovation that is consistent with the community's vision for the economy.

This action plan includes an action for the Council with the business community for managing business environment in a collaborative manner to foster positive outcomes.

The strategy is a living document. Council will work closely with other stakeholders to review the action plan and, by applying the strategy's framework, identify new actions that progress towards the vision. Toward the end of the period of the strategy, the Council will begin the process of updating or refreshing the Strategy.



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