CRADLE COAST AUTHORITY

Stronger Councils, Stronger Region

Economic Diversification and Investment Strategy

Submission to the consultation

21 August 2026

Acknowledgement of Country

We pay respect to the Traditional Owners of lutruwita/trouwerner (Tasmania), the Tasmanian Aboriginal people, and acknowledge their continued survival and connection with their land, sea and sky Country that spans millennia.

We acknowledge the many Nations of Tasmanian Aboriginal people, past and present, as the traditional and ongoing owners of their respective Countries within lutruwita/trouwerner and the islands.

We pay respect to those who have passed and acknowledge today's Aboriginal people who are the custodians of this land.

We acknowledge that all land, sea, and sky Country holds cultural values that provide strong and continuing significance to the Tasmanian Aboriginal people.

Contents

INTRODUCTION AND SUMMARY OF OUR POSITION 5

CRADLE COAST AUTHORITY (CCA) 6

CCA CORPORATE STRUCTURE 6

OVERVIEW OF OUR REGION'S EXISTING ECONOMIC STRENGTHS 7

SECTION 1 – FEEDBACK ON THE FULL STRATEGY, TRANSPARENCY AND KPIS 8

Governance, accountability and whole-of-government buy-in 8

Whole-of-government buy-in 8

Leveraging existing oversight 9

A formal role for regions 9

Defining regions and catchments 9

Trade-offs between regions 10

Remote communities 10

Population, retention and enabling infrastructure 11

Aligning major projects with community outcomes 12

SECTION 2 – FEEDBACK ON STRATEGIC PRIORITIES AND POTENTIAL INITIATIVES 13

Productivity reform should reach beyond technology adoption 13

Adopting AI and new technology at a measured pace 13

Data and information sharing 13

Growing existing businesses through partnerships and clusters 14

Sector and initiative opportunities 15

Enabling infrastructure and Government Business Enterprise capacity 15

Strategic economic planning that unlocks investment 16

King Island 17

Additional strategic opportunities 17

A clear set of infrastructure objectives 17

An innovation ecosystem built on an ageing population (medium term) 17

A future-focused technology and research economy 18

Knowledge economy is an opportunity for private investment 18

SECTION 3 – IMPLEMENTATION AND THE ECONOMIC FUTURE ACT 19

Turning the decision-making principles into practice 19

Concentrating effort: doing a few things well 19

A delivery architecture supporting collaboration and trade-offs 20

Strategic Priorities and resourcing 22

The Office of the Coordinator-General's role 22

Identifying comparative advantage: the economic complexity method 23

A Strategic Priority to begin now 24

What the initiative would do 24

Why this works as an initial Strategic Priority set 24

Incorporating Tasmanian Aboriginal knowledge and aspirations 25

The Economic Future Act - a vehicle for action and accountability 25

CONCLUSION 26

Introduction and summary of our position

The Cradle Coast Authority (CCA) welcomes the opportunity to respond to the consultation draft of the Economic Diversification and Investment Strategy (EDIS). We support the direction the draft sets out. The vision, the decision-making principles and the six strategic priorities give Tasmania a coherent economic agenda, and the emphasis on private investment, productivity and regional opportunity matches the challenges our region faces.

It is exciting to read such an ambitious document. The same ambition needs to be applied to other policy areas such as Land Use Planning and strategic infrastructure investment.

We offer this submission as a regional development organisation that works every day across councils, industry and community in Northwest and Western Tasmania. Our comments are constructive and are intended to strengthen the Strategy, not to question its objectives.

Cradle Coast Authority has reached out to all 9 councils for contributions and comments and enjoyed active participation and collaboration amongst 7 of these councils.

The Strategy can be a genuine leverage point for Tasmania's success. It will mean little, however, without decisions and delivery behind it. Investors value certainty. Certainty comes from data, from policy and from decisions. Guidelines, drafts and unambitious policies do not create certainty. Poorly resourced Government Business Enterprises that are disconnected from an overarching strategic economic direction will make implementation and accountability difficult. How can the Strategy unlock investment and detangle red tape without creating an additional layer of bureaucracy? Such an outcome would slow the very opportunities we are seeking to unlock.

To hold credibility with investors and communities, government needs to move from signalling to implementing.

With that in mind, our submission makes six primary points:

- The Strategy will only succeed with genuine buy-in from all Ministers and agencies, working together.
- Governance and accountability should be treated as a core component of the Strategy, not deferred entirely to implementation planning.
- Regions and sub-regions must be defined, including recognition of interconnectedness and that some communities function as distinct economies.
- Resourcing should be deliberate to ensure councils and regional organisations are able to play a dedicated role, rather than adopting a *side of the* desk style implementation. These roles must be formalised in decision-making, not only in consultation.
- The Strategy must point to implementation mechanisms that show how trade-offs within and between regions will be made.
- Land Activation: A single, concrete initiative should begin implementation now, bringing the priorities together in one place. We see more ambitious regional planning, rezoning, strategic infrastructure planning and improving cost sharing mechanisms for developments as the top priorities. These top priorities must also embrace wellbeing strategies such as the preventative health strategy and environmental stewardship such as the Cradle Coast NRM 2030 Strategy.

The fact that our regional discussions have focussed more on implementation rather than the quality of the strategy itself is evidence that this work has been well received. We strongly urge the Tasmanian Government to stay the course. Difficult decisions will need to be made and our region is ready.

Cradle Coast Authority (CCA)

Cradle Coast Authority has delivered projects for state, Federal and local governments since our establishment in 1999. We cover a diverse region spanning Northwest and Western Tasmania, representing an area of 23,065 km² with a population of 119,563 (2022 data).

CCA is jointly owned by the region's councils, with the purpose of building a stronger region. CCA has nine member councils, based on Tasmania's North-west and West coast. As part of our Corporate Strategic Plan 2024 – 2028 our three operating functions are Regional Economic Development, Natural Resource Management and Strategic Services (now Shared Services).

Our work is guided by the Representative's Letter of Expectation (LoE), the NRM Regional Strategy and the Regional Futures Plan. This highlights our ability to manage the needs of multiple strategic partners and stakeholders for the benefit of our region, as a whole.

Our Natural Resource Management business unit is one of 54 natural resource management (NRM) groups across Australia and one of three in Tasmania, along with NRM North and NRM South. These groups work to protect, sustainably manage, and improve natural resources for the overall benefit of the community, including environmental, cultural, social, and economic aspects.

Our Regional Economic Development and Strategic Services business unit is focused on delivering value through advocacy and collaboration to achieve regional outcomes. We work with various stakeholders, including local councils, businesses, and community groups, to align development efforts and address regional priorities.

CCA Corporate Structure

CCA's Board has an eight-member Board of Directors, appointed by the Representatives, and is responsible for strategic direction, financial management and other fiduciary duties. Membership is skills-based, alongside one Council General Manager and two Mayoral Representatives.

The Regional Economic Development Committee (REDC) is a sub-committee of the Board. Its role is to drive regional economic development by aligning CCA's strategic objectives with those of its member councils and the broader community, with a focus on renewables, agriculture and advanced manufacturing, alongside the region's health, housing and transport infrastructure.

The Cradle Coast Regional Natural Resource Management Committee is a subcommittee of the Cradle Coast Authority Board. Appointed under the Natural Resource Management Act (2002), our NRM Committee consists of ten members with expertise in environment, natural resource management, sustainable agriculture and conservation.

Beyond these formal committees, the region's Mayors and Council General Managers meet regularly. Together, the Board, the REDC and these standing Mayoral and General Manager forums give the region an established mechanism for coordination and oversight. We return to this below, because these functions can be leveraged for accountability under the Strategy rather than built anew.

Overview of our region's existing economic strengths

The Cradle Coast region is a powerhouse of the Tasmanian economy, leading the state in critical industries like advanced manufacturing and agriculture. It is home to a dynamic and growing advanced manufacturing sector that is recognised for its innovation and high-quality exports, which helps it stand out on a global stage. In the agricultural sector, the region is exceptionally productive; its agricultural output contributes to 41% of Tasmania's production on just 16% of Tasmania's farmland.

Our mining sector remains a defining feature of the Cradle Coast regional economy. In 2023/2024, the sector generated more than $2 billion in annual economic activity.

Building on this solid foundation, the region is now at the forefront of a renewable energy boom, with over $15 billion in projects currently in the pipeline. These natural attributes, which include world-class wind resources and rainfall, are attracting significant investment that will secure the region's long-term prosperity. By leveraging these strengths, the Cradle Coast can do more than just participate in the energy boom. We can also be positioned to become a national leader in future-focused, more complex and more efficient industries in an advanced carbon-zero economy.

There has never been a better time for the Tasmanian Government to invest in change and see a reward for that investment, on the Cradle Coast.

Section 1 – Feedback on the Full Strategy, Transparency and KPIs

Governance, accountability and whole-of-government buy-in

The draft Strategy names a range of actors and describes, in broad terms, the roles they play. The Tasmanian Government provides strategic direction, coordinates activity, facilitates investment, aligns policy, regulates, advocates and invests in enabling infrastructure. The private sector drives investment and growth. Councils, industry, regional organisations and the Australian Government are described as partners. This is a reasonable description of roles.

What the draft does not yet set out is who leads and who is accountable. The document does not state which agency leads each priority, which organisation is accountable for results, how State Government decisions will sit alongside regional decisions, or how conflicts between agencies, sectors or regions will be resolved. For a Strategy whose central themes are coordination and regional activation, that must be addressed.

We recognise a consultation draft need not contain a detailed implementation plan. It is harder to accept that it contains almost no discussion of governance. Given the Strategy's emphasis on regional activation and cross-agency coordination, governance should be considered a core component of the Strategy rather than deferred entirely to implementation planning. Treating governance as part of the strategy architecture, rather than an operational afterthought, would give investors and communities the certainty the Strategy is trying to create.

The role of the Strategy is to coordinate effort across a fragmented landscape, and that depends on a clear level of transparency about who is doing what and how progress is tracked.

Two practical additions would help. First, the final Strategy should set out where Strategic Priorities sit alongside other State policy and be accompanied by clear key performance indicators, so progress can be judged rather than assumed. Second, it should recognise the resourcing that regional and local government input requires. Current barriers make it difficult for councils to contribute, and delivery and resourcing need to sit within the regions if activation is to be real. Diversification metrics also belong here: the region has seen more consolidation than diversification in recent years.

Measures such as value-added product and changes in location quotients would let government judge whether the Strategy's goals are genuinely broadening the economy.

Whole-of-government buy-in

A Strategy of this reach depends on genuine buy-in from all Ministers and agencies, not only those with an obvious economic portfolio. The Strategy's final document needs to include quotes and contributions from all Ministers. This will serve to demonstrate genuine collaboration between portfolios. Education matters as much as infrastructure. As one example, the depth of collaboration the Strategy needs would see the Clean Energy Centre of Excellence and the Department for Education, Children and Young People working closely together. The skills pipeline must be built alongside the industries that will draw on it. Similar collaboration will be needed across many portfolios. Without it, the Strategy risks becoming another guideline rather than a shared plan that people act on.

Leveraging existing oversight

The Cradle Coast region already runs machinery that can support oversight and accountability. Our Board, our North West Regional Economic Development Committee, and the regular forums of the region's Mayors and Council General Managers give the Strategy a ready-made regional accountability function. Rather than create new structures, the Strategy can draw on these to monitor progress, surface regional issues early, and hold delivery to account.

A formal role for regions

Priority 4, Activating our regions, is one of six core priorities, yet it reads as lighter than Priorities 1 and 6. It focuses largely on data, partnerships, identification of strengths and land-use planning. Regions appear mainly as bodies to be consulted and partnered with, rather than as participants in decisions.

This matters because the regions carry genuine economic weight. The Northwest is the leading Tasmanian region for gross state product on a per capita basis[1], and the regions make a disproportionate contribution to the state's economy overall. This is not a case of welfare for the regions. The Northwest region already pulls its weight and could contribute more, with agriculture and fisheries important to future growth. The Cradle Coast is place where rich agricultural land, a globally connected advanced manufacturing sector and a long-standing mining industry come together. It is a region that converts natural advantage and local expertise into products that reach markets across Tasmania, the nation and the world."

The Strategy should recognise the significant and intrinsic economic strengths and value of the Cradle Coast region. Regional differentiation should be strengthened so that smaller municipalities are not overlooked in a statewide frame.

If regional activation is a core priority, regions should have a formal role in decision-making, prioritisation and delivery. We suggest:

- Regional organisations be given a formal role in the Strategy's governance. This is detailed in the *CCA Corporate Structure* section and demonstrates that the Cradle Coast is ready to respond promptly to a more ambitious Tasmanian Government Strategy.
- Regional investment priorities be developed jointly between State Government and regions.
- A mechanism be established for regional economic planning, infrastructure planning, enabling infrastructure planning and monitoring.

Defining regions and catchments

Defining the regions and sub-regions the Strategy will work with is a foundational task, and one the draft leaves open. We encourage government to define regional catchments through data analysis rather than by adopting existing land use planning boundaries, while retaining the sense of catchments as the places where people live, work and access services. Defined this way, catchments can be used to identify regional strengths, secure agreement from partners, and gain the support of the Office of the Coordinator-General.

Clear definition also helps the many separate pieces of work underway fit together. The Strategy would benefit from setting out how it integrates with the recently introduced Tasmanian Planning Policies, and whether regional land use strategies can be called on to give effect to it. Drawing on approaches used by

[1] This refers to northwest and west coast GSP per capital after the subtraction of principally government-funded industry sectors. This includes Health Care, Social Assistance, Public Administration & Safety.

other state governments, and securing reasonable standing for the Strategy across departments rather than resting on broad statements of intent, would strengthen this further.

A coordinated sub-regional and regional catchments can prioritise investment and ensure that diversification efforts are coherent, sequenced and mutually reinforcing. This should be explicitly designed to complement and augment federal funding, creating a single point of alignment that prevents fragmented initiatives and supports the convalescing of dialogue across jurisdictions. Establishing a shared position between the Tasmanian Government and the Australian Government is critical; without this alignment, investment signals become inconsistent and regional priorities are diluted. A unified approach enables all levels of government to operate from the same page, strengthening the state's ability to attract, negotiate and direct investment towards the outcomes that matter most for our regions.

Trade-offs between regions

The Strategy commits to making trade-offs transparently, which we welcome. It does not yet explain how this will be structured, how competing regional investments will be assessed and balanced, how infrastructure sequencing decisions will be made between regions, or how the benefits will be distributed. This matters a great deal to regions, and to investor confidence.

While regions naturally compete for growth, coordination is possible and worthwhile. The opportunity is to have a considered conversation about where particular activity works best, and to direct long-term investment to the areas of greatest importance. We encourage the Strategy to set out how regional investment priorities will be weighed against one another, using evidence and clear criteria, to deliver equity. Being explicit about this is essential.

There also needs to be a cultural shift where businesses see themselves as competitors in a global market rather than one region versus another region. Leadership is required in this space to support coopetition rather than competition.

Coopetition occurs when competing businesses collaborate for mutual benefits that neither could achieve alone.

Remote communities

Remoteness is not a fixed feature of geography. It is a product of where roads, infrastructure, services and investment have been directed over time. Hobart was once considered remote and the position as the state's capital has been built through sustained commitment to connectivity and enabling infrastructure. The same conditions can be created in the north west, west and King Island. What is required is a consistent State commitment to major projects, transport and connectivity. Without it, under-investment perpetuates remoteness and dilutes real economic potential through the absence of service.

Noting this, some communities within our region function as distinct economies, and the Strategy's decision-making principles should account for them. Remote and geographically isolated places such as King Island and parts of the West Coast carry significant economic opportunity and responsibilities and costs that a statewide or north-west average does not capture. Therefore, making it difficult to promote meaningful liveability opportunities and limiting prosperous potential for many of these regional economies moving forward.

Local responsibility should also not be confused with local capacity. The public value of council-owned enabling infrastructure often extends well beyond the owning council's accounts, while its cost is borne by a small local revenue base. The Strategy's assessment of value should reflect this.

We encourage three adjustments so that strategically important infrastructure and communities are not screened out by narrow commercial analysis:

- Broaden the decision-making principles to weigh asset responsibility, beneficiary distribution, local fiscal capacity, asset condition, renewal requirements and the consequences of infrastructure failure.
- Under Priority 4, allow remote islands and other geographically isolated economies to be treated as distinct functional regions where local conditions warrant, so they are not absorbed into a broader north-west regional average.
- Under Priority 6, recognise the sustainability, condition and renewal of existing council-owned enabling infrastructure as an economic priority, not only investment in new infrastructure.

Related to this, the Community Service Obligation (CSO) principle should be confirmed as ownership-neutral, applying to State Government businesses, local governments, council-owned entities and other publicly owned bodies that provide a non-commercial service or essential enabling infrastructure at an unavoidable net cost.

Population, retention and enabling infrastructure

For much of regional Tasmania, population is a fundamental economic issue. The draft acknowledges the state's ageing population and projected natural decline, but tends to approach this through skills, participation and migration settings. We encourage a more explicit focus on long-term population growth and retention, particularly across the regions. The value proposition should be reconsidered to grow and upskill the workforce, balance housing demand, and improve access to government services.

Population and retention connect directly to enabling infrastructure. People stay where they can live well, where there is housing, transport, health and community services. Community wellbeing is not separate from the economy; it supports the workers who support the economy. Infrastructure that lets people live close to jobs, training and services is therefore an economic enabler in its own right. Childcare deserves particular weight as a pillar of this, supported by numerous case studies, because attracting families supports longer-term retention in the region. Reliable telecommunications and data capacity belong within this enabling infrastructure. Much of the region has limited telecommunications service, and Tasmania faces real capacity constraints as the data requirements of business and community continue to grow.

Workforce pressures are already being felt. Businesses find it difficult to attract staff, particularly in tourism, and the region carries real seasonality. Rather than attracting additional seasonal workers, workforce participation is better addressed by identifying off-season workforce gaps and supporting them with housing, medical services and transport. We also note that renewable energy investment creates growth that current population projections are not designed to account for. By relying on historic data, projections understate the region's future needs and risks constraining the region's capacity to convert this once-in-a-generation opportunity into lasting prosperity.

Consideration could also be given to workforce development and reskilling opportunities for mature workers, particularly in the context of Tasmania's ageing population and the potential for people to remain economically active for longer.

A flexible mix of workforce solutions will also be important, including migration and visa settings that enable seasonal workers to move between industries and employers where appropriate, alongside the housing, health, childcare and other services needed to attract and retain families in regional areas.

Transport sits at the centre of this. We note the need for an updated Integrated Transport Strategy, so that transport planning is aligned with the economic priorities this Strategy sets, and so workers can reliably reach

the jobs and training the economy is creating. An integrated approach would connect land use, housing, workforce and infrastructure sequencing, exactly the connections Priority 4 sets out to make.

Consideration should extend beyond traditional public transport models to emerging or alternative solutions that improve access to employment and training, including opportunities to encourage private investment in shared or on-demand transport services.

One further structural option deserves consideration: decentralising some government departments and offices to regional Tasmania. This would grow and upskill regional populations, lower the average working age, balance housing demand and improve access to government services.

Aligning major projects with community outcomes

Regional connectivity is central to Tasmania's long-term success, and we support aligning major projects with broader community outcomes. When a major project is planned with the region around it in mind, rather than as a standalone development, investment delivers benefits well beyond the individual industry: local jobs, supply-chain participation and lasting community infrastructure. This builds on the community benefit arrangements the draft already notes for renewable energy investments, and we encourage the Strategy to apply that thinking more widely.

Community benefit sharing should be clarified as not limited to host communities. Communities beyond the host site, including those along connecting corridors, are also affected, and benefit sharing should extend to those hosting physical infrastructure as well as those hosting enabling and social infrastructure. It also reinforces the case for regions having a formal role in shaping how projects land on the ground.

Section 2 – Feedback on Strategic Priorities and Potential Initiatives

Productivity reform should reach beyond technology adoption

We note one qualification. The draft's productivity discussion leans toward technology adoption, digital skills and reduced red tape. While these matter, productivity reform should reach further, into management capability, firm scale, commercialisation, access to capital support for innovation, and the circular economy and market development. Much regional growth comes from existing firms growing and scaling, not only from attracting new entrants. The Strategy would be stronger for placing greater weight on growing further enabling existing Tasmanian businesses alongside attracting new investment.

We note that even the *red tape* troupe has in some ways become unproductive, in itself. Tasmania has the fastest planning approvals in the nation, so speeding up a planning permit process up by five days would make zero difference. Various initiatives have been started by the Tasmanian Government which are admirable goals, but efforts lack the depth of policy and systems knowledge to genuinely implement the intent. The one-stop start up permit could be really powerful in facilitating new businesses but relies on buy-in and alignment for various stakeholders for this to translate into results.

Adopting AI and new technology at a measured pace

Productivity is one of Tasmania's most significant challenges, as the draft rightly identifies. Artificial intelligence and related technologies offer real opportunity here, but the way they are adopted matters as much as the decision to adopt them. Our view is that the priority should be to introduce new, AI-based learning and tools while training the existing workforce gradually alongside them. Rushing implementation risks confusing the current workforce and causing a larger loss of productivity than it solves. A measured approach, supported by training and change management, builds confidence and prepares an improved future workforce. Investing in AI capability now, at a pace people can absorb, helps ready Tasmania's workforce for the years ahead without destabilising the productivity we already have.

A measured pace also depends on building broader community understanding of Tasmania's productivity challenge and the role AI and new technologies can play in addressing it. Without this context, there is a risk that increased emphasis on AI adoption will be interpreted primarily through the lens of job displacement. Clear communication should demonstrate how productivity improvements can create efficiencies, strengthen business viability and competitiveness, and ultimately support more secure and sustainable employment. This should sit alongside transparent acknowledgement of workforce reskilling and adjustment needs.

The same technology wave also presents an investment opportunity. AI growth infrastructure, including data centres, should be leveraged under Priority 2, drawing on Tasmania's energy position and cool climate.

We also encourage targeted research into the underlying causes of Tasmania's productivity challenge, so reform effort is directed where the evidence shows it will have the greatest effect. Productivity data can itself point to new technology solutions that Tasmania can apply locally and commercialise elsewhere, turning a challenge into a source of new value.

Data and information sharing

Currently the Tasmanian Government has different departments painting different views of the future of the Cradle Coast. On the one hand Treasury has highlighted the significant economic and employment

opportunities renewable energy investment will bring to our region. On the other hand, the Population Department is utilising past population data as a lever to justify unambitious investment in our region. This disjointed view can only benefit from ground truthing data in the region that will be impacted.

We support the Strategy's commitment to better use of public data and improved regional data under Priorities 3 and 4, and we encourage the government to go further and establish a Data and Information Sharing Framework.

Better data access and sharing helps businesses make more informed decisions, unlocks competition, and gives firms the insight to move closer to the productivity frontier. A shared framework with the regions would strengthen regional collaboration by giving businesses a clearer picture of market needs, capability gaps and opportunities to work together at scale. Key datasets belong in the investment prospectus, particularly water capacity and data connection, so investors can see what they can rely on.

Such a framework should be designed for long-term use, so it is maintained beyond the life of any single program, and built to support collaboration across departments, clusters and peak bodies, including bodies such as Mineral Resources Tasmania, the Department of State Growth, ReCFIT and Building Tasmania.

Growing existing businesses through partnerships and clusters

Under Priorities 2 and 4, government can do a great deal to lift the capacity, confidence and commercial sophistication of growing small and existing local businesses. Partnerships and clusters are an effective way to do this, strengthening existing firms while also creating the conditions that attract new ones. This supports the Strategy's aim of building new sources of value and activating regions, and it recognises that existing firms are the major economic engine in many regions. The focus on large private investment is welcome, but its benefit to the bulk of the regional economy, which is made up of small business, remains uncertain. The region should not become simply a cog in the operations of large multinationals. Being selective about the businesses we attract, and focusing on value-adding and economic complexity, is essential.

Working through the right regional mechanisms, government can support Cradle Coast Authority, Chambers of Commerce and other locally based organisations to:

- Support introductions between businesses that may not yet recognise the value of working together.
- Encourage networking and capability sharing, so firms can combine strengths and reach the scale required for major contracts.
- Provide guidance on partnership arrangements such as Memorandums of Understanding, Heads of Agreement and Term Sheets.
- Strengthen commercial capability through resources on contract development, risk allocation, insurance, and clear mechanisms for resolving issues and exiting partnerships.

Alongside individual firms, the Strategy should take an active role in strengthening and supporting regional industry clusters, both formal clusters such as TMEC and Advance West North West, and informal groups of firms that share strengths, such as the composites cluster in Penguin. High-performing regional value chains, including energy clusters, should be explicitly recognised in the Strategy. Strong clusters let firms coordinate investment, share market intelligence, align training needs and present a unified offer to major project developers. This shifts the dynamic from isolated firms competing for work to a coordinated regional ecosystem with the depth, reliability and critical mass needed to secure large-scale contracts.

Sector and initiative opportunities

Beyond the priorities as drafted, several specific opportunities were raised by councils that the Strategy could name and support.

- Aged care should be recognised as a growth domain under Priority 2. It is often viewed as a drain, yet it supports significant jobs, training and professions, with flow-on benefits across education, skills and other sectors.
- The visitor economy should be named under Priority 2 as a genuine and growing area of demand, with clear links back into agriculture.
- Under Priority 5, the Strategy should recognise the opportunity to attract health and allied health investment and service delivery to regional communities, including the case for a co-located health precinct in Ulverstone, rather than assuming health investment will concentrate in Hobart.
- Placemaking should be recognised for its role in attracting investment, with art and culture recognised as enabling infrastructure. The direct economic benefit of arts and culture must not be understated, especially in light of the recent report from Creative Tasmania which sets it at $618M across the state.
- Systematic engagement between Brand Tasmania, councils and regional organisations in place-based planning and placemaking initiatives would enable regions to better leverage Brand Tasmania's expertise and the strength of the Tasmanian brand, while retaining ownership of their individual identity, strengths and stories.

In particular, consideration should be given to improving reliable and regular access to specialist health services in regional Tasmania. While telehealth and visiting specialist models have an important role, they do not always provide the continuity or accessibility required, particularly given the ageing regional population. The need to travel to Launceston, Hobart or interstate to access specialist care also affects the attractiveness and liveability of regional communities and should therefore be considered as part of the broader population attraction and retention challenge.

Enabling infrastructure and Government Business Enterprise capacity

Enabling infrastructure is where several council contributions converged, and it is where the Strategy's credibility with investors will be tested. The key investment enablers are land use planning, water, power, transport and logistics.

TasWater and Tasmanian Government GBEs capacity, not only cost, needs urgent attention. In parts of Central Coast, the lack of TasWater supply capacity for industrial and domestic development is now past critical, with advice that anything larger than a two-lot subdivision in parts of Ulverstone will require additional storage at the developer's expense. This undermines residential infill and the industrial land expansion program. Investors also face little clarity or forecasting of infrastructure capacity in regional areas, which too often operates on a first-come, first-served basis or against undisclosed plans. Investors want to understand the capacity they can leverage. The experience from our region is that a lack of clarity drives away investment.

We therefore encourage:

- Specific, funded measures for energy, water and transport such as airport and ports.

- Funded, time-bound regional connectivity commitments where access remains patchy, along with attention to smaller but locally significant gaps such as electric vehicle infrastructure.
- A shift in infrastructure contributions away from a first-mover-pays model, so the approach can scale to larger projects and is supported by developer-ready land.
- Governance arrangements that require infrastructure providers to report available capacity transparently. Councils and regional organisations currently have little visibility of where spare capacity exists, which makes it harder to direct growth to underutilised areas or to build the case for federal infrastructure funding. While the detail of infrastructure sequencing may sit with the infrastructure strategy, this Strategy can set the expectation that providers report capacity consistently, so investment and planning decisions are made on a shared evidence base.

This connects directly to the concern, raised in our introduction, about poorly resourced Government Business Enterprises that are disconnected from the Strategy's economic direction.

Strategic economic planning that unlocks investment

Planning is an enabler, but its real value comes before the statutory process begins. Statutory planning sets the hard rules that let investment proceed; the greater community and economic value is created earlier, in the strategic economic planning that shapes opportunity before a development application is lodged. Effort should concentrate there, through council-nominated, regionally significant sites that direct investment to where regions have identified the best opportunities.

Regionally significant sites and precincts require enabling infrastructure to proceed. A single startup permit concept, while attractive in principle, is not universally supported: TasWater, for example, wishes to retain its existing permitting arrangements, reflecting a wider tension between simplifying processes and still requiring proponents to satisfy compliance obligations. This TasWater process has been identified by our councils as a significant impediment that must be addressed. The Strategy should be honest about that tension rather than assume it away.

Our precinct and regionally significant sites ambition should not be read narrowly. Precincts need not be confined to major centres. The Cradle Coast is proud of our remote and regional locations with distinct economic strengths, such as dairy production in Circular Head and mining on the West Coast. Through ambitious strategic economic planning we can enable a regional precinct approach. The intent is to connect these locations to the broader network of economic opportunity, not to apply a simplistic or one-size-fits-all interpretation.

The purpose of strategic economic planning is to anticipate potential and enable it, not react in response.

We need a structure that will support future investment and genuinely work through tensions between different entities. Councils have a grass roots understanding of the opportunities that are ready to be developed in their area. TasWater has competing priorities around the state and insufficient resources to meet all of their infrastructure upgrade requirements. TasNetworks and TasWater both assess connection on a case-by-case basis, rather than strategically planning with councils to maximise resource use, co-locate symbiotic enterprises and create precincts. This is a huge, missed opportunity and currently the Tasmanian Government does not have the levers in place to efficiently activate the potential of our land, energy and water resources.

We must work together to strategically plan for and activate the true potential of our limited resources.

Our councils have communicated a strong ambition to support the proactive development of land so that it is available and ready to capture future economic opportunities. We ask the Tasmanian Government to

show leadership and set up structures that will ensure progress can be made with key enabling infrastructure providers.

We note the importance of planning to ensure communities and our environment are considered and cared for. The balance should not tip so far that planning become guardians of commercial risk. Private investors should be able to take on economic risk, and private investment is curtailed where an alternate view prevails due to the interpretation of statutory policy, often connected to land rezoning and infrastructure investment.

Central to unlocking investment is clarity of expression around the conditions and policy that promotes and supports development, through a system that is agile enough to accommodate opportunities that have not been anticipated.

King Island

Two King Island proposals warrant specific mention as early, concrete actions under the Strategy.

First, government should develop and pilot a Strategic Community Recognition Framework, with King Island as the inaugural case study. Such a framework would identify communities whose strategic contribution, enabling infrastructure responsibilities and wider public value exceed their population-based revenue capacity, and would give the decision-making principles a practical way to recognise them.

Second, government should establish a State, Council and Australian Government process to develop a sustainable funding model for King Island Airport, as an early implementation action under the Strategy. The airport is essential enabling infrastructure for an isolated economy, and a durable, shared funding model would demonstrate the Strategy's principles in action.

Additional strategic opportunities

Beyond the priorities as drafted, we see several complementary opportunities that would strengthen Tasmania's long-term resilience. They are future-focused, and they build on foundations Tasmania already holds rather than pulling effort away from existing strengths.

A clear set of infrastructure objectives

Under Priority 6, we encourage the government to set out a clear, long-term set of statewide infrastructure objectives. Infrastructure needs to stay dynamic through a period of economic change, and Tasmania will benefit most from steady, ongoing investment, transparency about the pipeline, and continued improvement of the assets it already has, rather than starting from scratch. A published set of objectives, sequenced and reported on, would give investors and communities the certainty this submission returns to throughout, and would connect naturally to the land use, housing and workforce planning under Priority 4.

An innovation ecosystem built on an ageing population (medium term)

Tasmania has the oldest median age of any Australian state, which the draft treats mainly as a pressure. It is also an opportunity. By testing, using and investing in start-ups across healthcare, assistive living and age technology, Tasmania could become a proving ground for new products developed by local businesses

and entrepreneurs, with export potential and new state revenue. Where the state co-invests selectively in the most promising ideas, it can help build a portfolio in a genuinely new market.

The opportunity extends beyond healthcare and assistive living technologies to innovation that enables older people to remain independent and economically and socially connected for longer, particularly in regional communities. This could include trials of emerging transport solutions, including autonomous vehicles as the technology and regulatory environment develops, as well as AI and automation that reduce administrative demands on care and community service providers and allow limited human resources to be directed towards services requiring personal delivery.

There may also be a population attraction opportunity. Positioning Tasmania as a place where people can enjoy a regional lifestyle while remaining connected, mobile and independent as they age could strengthen the State's appeal to people in the later stages of their working lives. This cohort may bring skills, experience and investment while continuing to participate in the workforce in the years before they retire.

An innovation ecosystem built around ageing would give Tasmania a distinctive and defensible position: a real-world environment in which age technology can be developed, trialled and scaled, backed by the state's research institutions and health system. This is a substantial opportunity, and we would welcome the chance to explore how the Cradle Coast could contribute to it.

A future-focused technology and research economy

Over the longer term, Tasmania can strengthen its position in AI adoption, digital infrastructure and smart communities, provided this is pursued at the measured pace described earlier. Tasmania already holds significant research capability. Greater commercialisation of that research, expanded public and private partnership models, and broader application of research outcomes could lift economic returns, support knowledge-intensive industries and build a more sustainable, service-based economy. These directions complement the economic complexity and Priority Pathways methods set out in Section 3, which offer a disciplined way to choose where to place such bets.

Knowledge economy is an opportunity for private investment

Knowledge economy in this context refers to activities that rely on specialised skills, data, problem-solving, and professional services rather than traditional resource extraction or low-complexity production.

The growth of renewable energy and data infrastructure is expanding the region's technical, digital and organisational capabilities. This creates investible opportunities in knowledge-based industries, including professional services, data analytics, engineering support, digital operations, and specialised consulting. These sectors can build on existing strengths while enabling new forms of private enterprise that contribute to long-term regional economic diversity and resilience.

Section 3 – Implementation and the Economic Future Act

Turning the decision-making principles into practice

The Strategy's decision-making principles, comparative advantage, strategic resource use, transparent trade-offs, and outcomes over activity, are sound. Principles need two things behind them if they are to guide real decisions: a method for identifying where advantage genuinely lies, and a delivery structure that assigns responsibility and holds it. This section sets out both, and proposes a single initiative to begin now.

Transparent trade-offs, in particular, need a named place in which they are made. The Strategy's principles ask for trade-offs to be explicit, yet a principle cannot decide anything on its own.

Where regional priorities compete, or where a region's position differs from the State's, there should be a defined decision point and a clear escalation path

This will ensure the call is made openly and on the record rather than defaulting to wherever authority happens to concentrate. Naming that decision point, and giving the region a seat at it, ensures that the trade-offs principle is put into practice.

Concentrating effort: doing a few things well

The Strategy sets out a large number of potential actions across its six priorities. No government, at any scale, can deliver all of them well at once. Effort spread thinly across dozens of initiatives, against a finite budget and workforce, tends to produce steady activity rather than decisive advantage. Tasmania would be better served by doing a small number of things exceptionally well, enough to build a genuine and lasting edge, than by attempting many and delivering each only adequately. This is the discipline the decision-making principles already call for, and it asks government to choose where it will concentrate and to resource those choices properly. Put plainly, government needs to back a small number of winners.

Choosing well means maximising the advantages Tasmania already holds to maintain its desirability as a production base, rather than diluting limited resources against less achievable goals, some of which are better driven by Commonwealth regulation or initiatives in any case. It also means recognising that first-of-a-kind projects require innovation. A reflexive reluctance on the part of government and government-owned businesses to contemplate any deviation from established norms tends to produce sub-optimal outcomes at best and can stymie development altogether at worst. Realising the benefits of large-scale investment in emerging industries depends on significantly improved top-down coordination.

That coordination extends into ancillary areas, where government involvement is needed both to minimise impacts on existing communities and to maximise the benefits that flow to them. The North West is a clear illustration. The scale of development underway, spanning Marinus Link, new transmission, several wind farms and new clean industrial facilities, will place real pressure on the region's ability to accommodate and service the workforce needed to deliver it. Government has a role in ensuring this leaves a lasting positive legacy. That can be as straightforward as acquiring land for construction facilities that can later be repurposed to help meet the state's housing need once the work is complete. Coordinated at this level, the benefits of major investment are not diminished by a scatter of temporary solutions.

This is also the rationale for the delivery model that follows: a small number of Strategic Priorities, each properly resourced and clearly owned, chosen because they build genuine advantage rather than because they complete a list.

A delivery architecture supporting collaboration and trade-offs

A durable way to organise delivery of the Economic Diversification and Investment Strategy is to structure a model that can enable collaboration and resource sharing between every government portfolio. This can be assessed utilising three domains, and then group portfolios into categories based on the breadth of their focus.

The Strategy will require a consistent framework for defining and then governing the progress of Strategic Priorities over the long term. This structure recognises that most portfolios deliver across more than one domain, rather than sitting neatly within a single category.

The three domains are:

- **Wellbeing** covers the social outcomes that shape quality of life, including health, education, community connection, safety and access to services.
- **Economy** covers the drivers of regional prosperity, including employment, investment, productivity, skills and business growth.
- **Environment** covers the region's natural assets and their long-term stewardship, including biodiversity, land and water management, and resilience to climate risk.

The three domains are then categorised based on the breadth of their contribution across the domains. Grouping together areas that work across one, two or three domains distinguishes those that underpin regional outcomes broadly from those that drive specific opportunities or deliver against a targeted remit. We suggest the following categories to achieve this structured collaboration:

- **Universal Enablers** contribute across all three domains. They provide the foundational services and systems the region depends on, so their reach extends to wellbeing, economy and environment alike.
- **Activation of Potential** portfolios drive growth and opportunity, contributing across two domains, predominantly wellbeing and economy with selected environmental reach. They convert regional strengths into realised value.
- **Specialised Mandates** deliver against a focused remit, typically registering in a single domain. Their contribution is concentrated rather than broad, reflecting a defined area of responsibility.

The table below maps the current Government portfolios against the three domains and categories. It is offered as a worked example of the approach rather than a fixed allocation; the value lies in the discipline of assessing each portfolio's breadth of contribution, which in turn shows where coordination across portfolios is most needed.

Portfolio	Wellbeing	Economy	Environment
Universal Enablers			
Aboriginal Affairs	•	•	•
Communications	•	•	•
Environment	•	•	•
Health	•	•	•
Infrastructure	•	•	•
Local Government	•	•	•
Logistics	•	•	•

Portfolio	Wellbeing	Economy	Environment
Parks	•	•	•
Planning	•	•	•
Transport	•	•	•
Treasurer	•	•	•
Water	•	•	•
Activation of Potential			
Arts and Heritage	•	•	
Children and Youth	•	•	
Community Services	•	•	
Education	•	•	
Energy and Renewables	•	•	
Hospitality and Small Business	•	•	
Housing	•	•	
Mental Health and Wellbeing	•		•
Police, Fire and Emergency Management	•		•
Primary Industries		•	•
Innovation and Science		•	•
Skills and Training	•	•	
Specialised Mandates			
Business, Industry and Resources		•	
Consumer Affairs		•	
Corrections and Rehabilitation	•		
Disability Services	•		
Finance		•	
Digital Economy		•	
Racing		•	
Sport	•		
Events		•	
Trade and Major Investment		•	
Veterans' Affairs	•		
Women and the Prevention of Family Violence	•		

Each category must be represented by Tasmanians who are proactive and suitably qualified in their field of expertise.

Read together, the table makes two things visible. First, the Universal Enablers are where most cross-portfolio coordination is required, because their decisions shape outcomes everywhere. Second, portfolios that

appear in a single domain still depend on the enablers around them, which is why a whole-of-government approach, rather than a portfolio-by-portfolio one, is essential to delivery.

The three categories establish which State portfolios need to coordinate efforts and work together. They do not replace business as usual activities but rather support the progress of Strategic Priorities. The categories on their own, do not give the region a place in which to decide. Delivery that turns on regional activation needs a regional counterpart to sit alongside the categories, holding decision rights over the priorities that affect the region rather than receiving them once they are set. The Cradle Coast already has the machinery for this. The Authority's Board, the North West Regional Economic Development Committee (NWREDC), and the standing Mayors and General Managers forums together form an established mechanism for coordination and oversight. Recognising these bodies as the region's decision-making counterpart to the categories, rather than building something new, would give the architecture a regional seat and connect regional authority into the model from the outset.

Strategic Priorities and resourcing

Within this structure, each category nominates a small number of Strategic Priorities (also referred to in the EDIS as *Potential Initiatives*). This is the practical expression of the discipline described above: rather than spreading effort across every possible action, government concentrates on a few issues and resources them to succeed. Nominating Strategic Priorities at the category level ensures that trade-offs are made in a transparent way and also prevents the Strategic Priorities from being caught up in day-to-day pressures.

Each Strategic Initiative should be provided with:

- A set number of dedicated staff.
- A budget for expert support.
- A defined line of reporting.
- A clear key focus, with goals, milestones and deliverables, noting that deliverables may need to change as knowledge grows.
- A three-year window, unless goals are achieved sooner, at which point resources can be applied to another Strategic Priority.

Where a category is unable to agree on its Strategic Priority, resources revert to the regions for use towards regional priorities. This keeps the model moving rather than stalling on disagreement.

Strategic Priorities that fall within a region should not be settled by the category alone. Where a Strategic Priority lands in a region, that region's agreed priorities, expressed through its oversight bodies, should carry formal weight in the choice. This keeps the selection anchored to where the region has said the opportunity lies, rather than to a view formed only in Hobart, and it gives the region a genuine decision in the part of the model that determines where effort and resources go.

The Office of the Coordinator-General's role

The Office of the Coordinator-General is well placed to support this work, operating in a manner closer to an investment attraction and facilitation body than a regulator. Its role would be to attract businesses that fill strategic gaps in the regional economy, and to link new industry into the existing ecosystem.

In assessing new industry, the Office would ask what it will do for multi-cohort community uplift, innovation diffusion and economic complexity. Growing these is expected to deliver productivity as a by-product of

implementation, rather than pursuing productivity as an isolated target. The Office would report back to all three categories annually, against three key priorities nominated by each category, with each report linked to the overarching mandate of that priority. This keeps reporting focused on outcomes rather than process.

So that activation is directed by regional priorities rather than applied to a region, the Office should agree the strategic gaps it pursues with the region's oversight bodies before acting, and report back to those bodies alongside its annual reporting to the three categories. Closing the loop in this way keeps the Office's regional work accountable to the region as well as to the State, and helps ensure the businesses it attracts fill gaps the region itself has identified.

Identifying comparative advantage: the economic complexity method

To choose Strategic Priorities and fill gaps well, the categories and the Office of the Coordinator-General need an evidence base for where advantage genuinely lies. The Harvard Growth Lab's work on economic complexity offers a proven method, and this work leans on the Atlas of Economic Complexity.

Importantly, this work is about economic complexity and productivity together, not diversification alone. Economies grow when they combine many kinds of know-how to produce a wide range of goods that few others can make. More complex economies tend to be richer and to grow faster, because they have deeper capabilities to build from. The same capabilities that raise complexity also lift productivity, by moving firms toward higher-value activity and closer to the productivity frontier.

Three methods follow:

- **Mapping.** Catalogue what firms and regions already know how to do: their skills, processes, technologies, certifications, products and underutilised capacity, alongside their strategic direction and aspirations.
- **Navigating the Product Space.** Filter mapped capabilities to find nearby opportunities, industries close to what a region already does, through three lenses: proximity (how close the opportunity is to current capability), complexity (whether it builds deeper, higher-value capability) and opportunity gain (whether it opens pathways to more advanced industries).
- **Priority Pathways, also known as Strategic Bets.** Direct effort into a small number of adjacent, higher-value industries, chosen for high complexity and strong opportunity gain, and supported with coordinated capability building across infrastructure, workforce, supply chains, procurement and regulation.

Used together, these methods give government an evidence base for comparative advantage and a disciplined, transparent way to make trade-offs, which is exactly what the Strategy's principles require.

Mapping capabilities and choosing priority pathways are decisions, not neutral analysis, and they determine which industries a region backs. These choices should be made with the region and not for it. A region's strategic bets should be agreed through its oversight bodies and signed off jointly with the State, so that comparative-advantage calls carry regional authority and reflect the aspirations mapped alongside regional capability. This will ensure that regions are working with the departments and turbo-charging efforts, rather than duplicating resources.

A Strategic Priority to begin now

We encourage government to begin with a single, concrete initiative that starts implementation now and brings the priorities together in one place. We see more ambitious regional planning, rezoning, strategic infrastructure planning and improving cost-sharing mechanisms for development as the top priorities. These are the foundations most other investment depends on, and they are within the state's power to act on quickly. Concentrating effort here first, rather than spreading it across every action in the Strategy, is the discipline this section has argued for throughout.

What the initiative would do

The initiative would take a defined region, and we would nominate the Cradle Coast, and concentrate effort on the planning and infrastructure groundwork that unlocks investment across every priority. In practice this means:

- More ambitious regional planning that looks beyond current boundaries to where growth should go, aligned with the Tasmanian Planning Policies and the region's land use strategy.
- Rezoning of identified, regionally significant sites, so that investment-ready land is available where the region has agreed the opportunities lie.
- Strategic infrastructure planning that sequences water, power, transport and logistics around that land, with capacity forecast and published so investors know what they can rely on.
- Improved cost-sharing mechanisms for development, moving away from a first-mover-pays model so the approach can scale to larger projects.

This work would be well supported with a Cumulative Impact Assessment, which considers all economically significant pipeline projects and the impact they are expected to have on enabling infrastructure.

Consistent with the Strategic Priorities model, the initiative would be given a small dedicated team, a defined reporting line, a budget for expert support and a three-year window, and it would be judged by the outcomes it delivers rather than the activity it generates. With the planning and infrastructure foundations in place, the region can then use the economic complexity method described above to choose the higher-value industries it backs on that investment-ready land.

Why this works as an initial Strategic Priority set

This initiative brings the priorities together in one place. It unlocks private investment by making land and infrastructure ready (Priority 1). It accelerates growth and innovation by removing the delays that hold projects back (Priority 2). It lifts productivity by directing investment to where it compounds (Priority 3). It activates the region by giving regional planning genuine ambition and a formal role (Priority 4). It grows capability by aligning land and infrastructure decisions with workforce and skills planning (Priority 5). And it strengthens infrastructure directly, by sequencing enabling infrastructure around agreed priorities (Priority 6). Judged by the outcomes it delivers across wellbeing, economy and environment, it connects to strategies such as the Preventative Health Strategy and the Cradle Coast NRM 2030 Strategy, so that planning and infrastructure decisions are made with community wellbeing and natural capital in view. A single initiative that demonstrates the decision-making principles, the delivery architecture and disciplined focus working together would give the Strategy a strong and credible start on implementation.

Incorporating Tasmanian Aboriginal knowledge and aspirations

Aboriginal knowledge and aspirations should be embedded in the mapping process and throughout any regional activation work. This means mapping what Aboriginal organisations and businesses identify as their priorities for economic participation and care for Country, mapping their existing strengths and opportunities alongside other regional capabilities, and letting these insights guide which industries are considered viable next steps.

Caring for Country will be important as investment rolls out. Aboriginal organisations can be supported to take up these opportunities, noting that Aboriginal economic representation and benefit will be multi-faceted.

The Economic Future Act - a vehicle for action and accountability

The Economic Future Act proposed in the draft EDIS could give this structure legal standing and durability. Used this way, the Act would ensure that issues requiring complex collaboration and dedicated resources are supported within a structure aligned to the vision, goals and purpose of the EDIS.

The Act would provide a structure for three elements in particular:

- Upholding the vision, goals and purpose of the EDIS over time.
- The development and establishment of Strategic Priorities.
- Ongoing clarity, accountability and transparency, so that the focus of all stakeholders rests on performance rather than process.

This is the enabling environment in which agreement and more sophisticated multi-stakeholder and systemic progress can become possible.

By legislating the delivery architecture, and the Office of the Coordinator-General's reporting obligations, the Act would give investors and communities the certainty this submission returns to throughout, and would carry the Strategy beyond the life of any single program or government.

The Act should be enabling rather than overriding. It should sit alongside existing legislation as a coordination, innovation and decision-enabling framework, not subordinate to it. Its contribution is to provide the architecture around those channels so that EDIS Strategic Priorities are not competing for resources against business-as-usual department functions, securing the agreed regional priorities, decision rights, accountability, resourcing and information access on which coordinated delivery depends.

Drafted to support the resourcing of coordination across stakeholders, the Act gives the delivery architecture the standing it needs while keeping the legislative task proportionate and politically achievable. It would also make ongoing implementation of the EDIS more agile, and better able to respond to systemic issues and multi-faceted opportunities.

Conclusion

The Cradle Coast Authority supports the direction of the Economic Diversification and Investment Strategy and is committed to working collaboratively to help it succeed.

Our primary ask is that governance and accountability be treated as a core part of the Strategy. This can be done effectively by naming who leads and who is accountable, securing genuine buy-in from all Ministers and agencies, and giving regions and regional organisations a formal role in decisions and delivery.

We need to attract industry that complements and further diversifies our existing strengths. Utilising a Cumulative Impact Assessment, working with the regions and mapping regional strengths will support this work to create a more complex and productive economy. We emphasise that diversity and complexity is more valuable than attracting big business that competes with smaller businesses for skills, considering workplace skills shortages are already being experienced by local business.

We encourage the Strategy to define its regions and catchments, to recognise that some remote and isolated communities function as distinct economies, to explain how trade-offs between regions will be made, and to connect population and retention to enabling infrastructure including an updated Integrated Transport Strategy.

We also see real promise in a clear set of long-term planning and infrastructure objectives, and we would be glad to help develop both. This will support our regions capacity to attract and convert opportunities in the medium to long term.

Above all, we encourage the government to concentrate its effort. A single spearhead initiative, beginning with more ambitious regional planning, rezoning, strategic infrastructure planning and fairer cost-sharing for development, supported by a clear delivery architecture and the Economic Future Act, would bring the priorities together and give the Strategy a strong start on implementation.

The Strategy can be a real leverage point for Tasmania's success. It will be judged, by investors and communities alike, on whether it leads to decisions and delivery. We look forward to contributing to that work.