

# Summary

**ECONOMIC DEVELOPMENT STRATEGY  
FOR GLOUCESTER LOCAL GOVERNMENT AREA**

## **Report 3: Economic Development Strategy**

**November 2010**



## Executive Summary

This report is the economic strategy for Gloucester Shire. It provides an analysis of the strategic directions for Gloucester Shire outlines specific opportunities in each key sector and sets priorities for action.

### The Region

The main industries in the Shire include: agribusiness (beef, dairy); retail and services; coal mining; light manufacturing; and tourism. Gloucester town is the major centre of population and local industry, with retail, commercial, light industrial, government (Council and other agencies), Gloucester Hospital and the main schools.

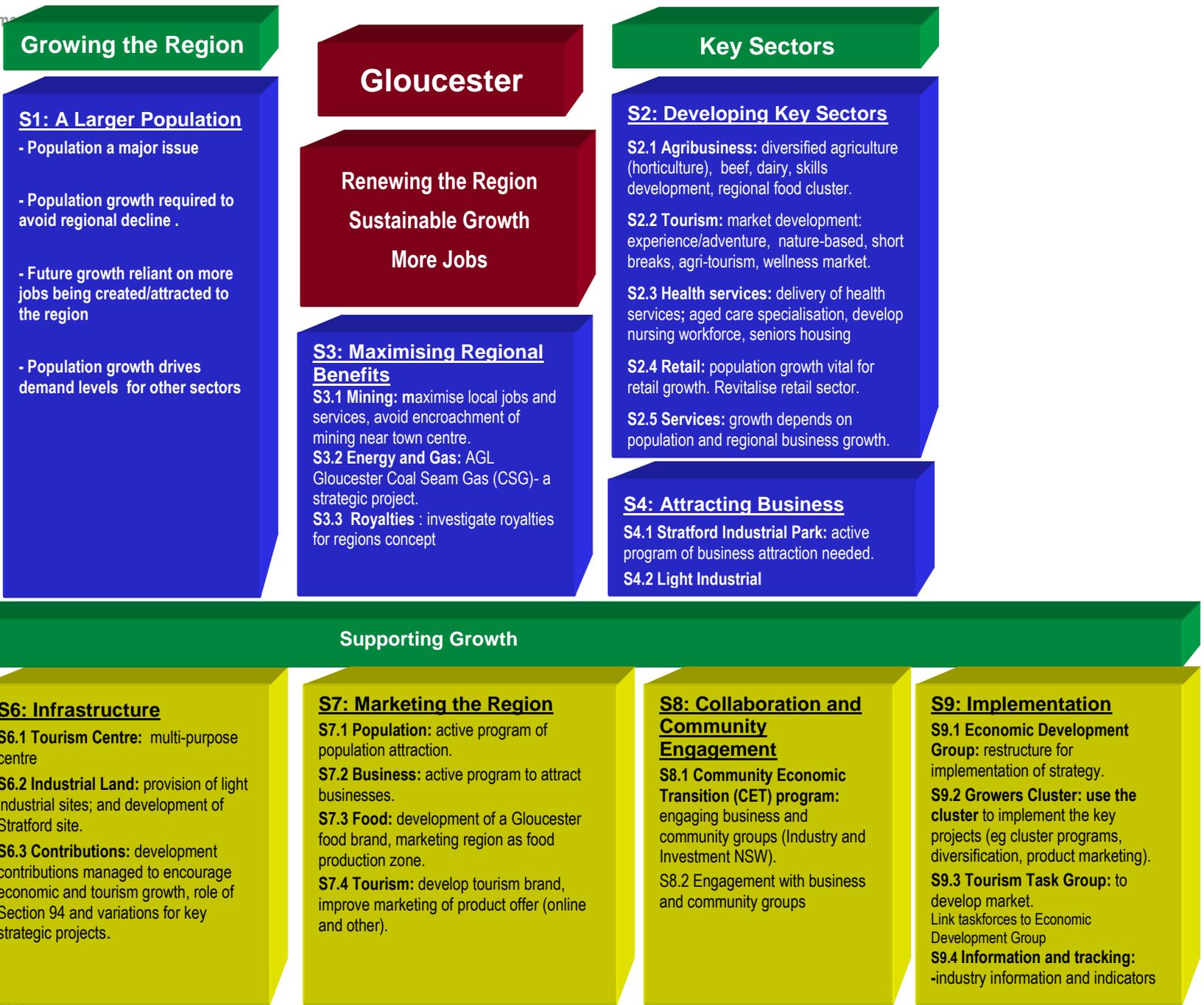
### Strategic Directions

The key directions for the economic development strategy are focused on renewal of the region and its economy. This involves:

- Increasing the regional population – a larger population is needed to counter the impacts of an ageing population on the regional economy. A larger population will drive the demand for retail, local services and light industrial activity servicing the regional market. It will support local businesses and create new business opportunities.
- The requirements for a larger population are: attraction of new residents (including families); increasing the number of local jobs (to provide employment opportunities); encouraging more mine workers to live in the local region; improve attractiveness of town centre.
- Strengthening and renewing existing industry sectors – this includes developing agribusiness (traditional sectors – dairy and beef and new sectors – horticulture).Development of a food industry cluster.
- Developing a larger and more sustainable tourist sector.
- Strengthening retail activity in the town centre and developing the services sector.
- Maximising regional returns from mining and energy industries, through employment, providing support services and broader regional consideration of royalties for local regional economic development projects.
- Maintaining health services and developing aged services
- Attracting new businesses into the region - this covers the development of the Stratford Industrial Park and other initiatives to attract tourism operators, agribusiness operators and other businesses.
- Improving the Gloucester town centre, for both residents and for tourist visitors.

All of these are directed at providing for a long term future for the region, with a sustainable industry base that is built on local strengths. In the absence of growth in population, the current industry structure and local jobs are vulnerable. The focus is on pursuing the identified market opportunities, which have been reviewed and assessed in the detailed opportunities report. The overall objectives are: to renew the region; to generate sustainable growth; and create more local jobs.

Securing the identified opportunities will require: implementation of local sector strategies; regional industry collaboration; active involvement of local businesses and the Council; and securing support from relevant New South Wales Government programs (along with support from relevant Australian Government programs).



### Growing the Region

**S1: A Larger Population**

- Population a major issue
- Population growth required to avoid regional decline .
- Future growth reliant on more jobs being created/attracted to the region
- Population growth drives demand levels for other sectors

### Gloucester

### Renewing the Region

### Sustainable Growth

### More Jobs

**S3: Maximising Regional Benefits**

**S3.1 Mining:** maximise local jobs and services, avoid encroachment of mining near town centre.

**S3.2 Energy and Gas:** AGL Gloucester Coal Seam Gas (CSG)- a strategic project.

**S3.3 Royalties :** investigate royalties for regions concept

### Key Sectors

**S2: Developing Key Sectors**

**S2.1 Agribusiness:** diversified agriculture (horticulture), beef, dairy, skills development, regional food cluster.

**S2.2 Tourism:** market development: experience/adventure, nature-based, short breaks, agri-tourism, wellness market.

**S2.3 Health services:** delivery of health services; aged care specialisation, develop nursing workforce, seniors housing

**S2.4 Retail:** population growth vital for retail growth. Revitalise retail sector.

**S2.5 Services:** growth depends on population and regional business growth.

**S4: Attracting Business**

**S4.1 Stratford Industrial Park:** active program of business attraction needed.

**S4.2 Light Industrial**

### Supporting Growth

**S5: Improving the Town Centre**

**S5.1 Creating a Vibrant Town Centre:** increase densities around town centre, improve public domain, developing more cafes and restaurants; lengthen opening hours, develop tourist friendly environment.

**S6: Infrastructure**

**S6.1 Tourism Centre:** multi-purpose centre

**S6.2 Industrial Land:** provision of light industrial sites; and development of Stratford site.

**S6.3 Contributions:** development contributions managed to encourage economic and tourism growth, role of Section 94 and variations for key strategic projects.

**S7: Marketing the Region**

**S7.1 Population:** active program of population attraction.

**S7.2 Business:** active program to attract businesses.

**S7.3 Food:** development of a Gloucester food brand, marketing region as food production zone.

**S7.4 Tourism:** develop tourism brand, improve marketing of product offer (online and other).

**S8: Collaboration and Community Engagement**

**S8.1 Community Economic Transition (CET) program:** engaging business and community groups (Industry and Investment NSW).

**S8.2 Engagement with business and community groups**

**S9: Implementation**

**S9.1 Economic Development Group:** restructure for implementation of strategy.

**S9.2 Growers Cluster: use the cluster** to implement the key projects (eg cluster programs, diversification, product marketing).

**S9.3 Tourism Task Group:** to develop market. Link taskforces to Economic Development Group

**S9.4 Information and tracking:** -industry information and indicators

## Key Sectors

### Agribusiness

The Gloucester Region has a history in beef and dairy and is diversifying into some emerging areas. Some of the major issues affecting commercial agriculture in the area include both local factors and broader industry wide issues: competing uses for some rural lands in the region associated with the extension of mining leases; recent pressure on land prices arising from purchasing of properties as lifestyle blocks and hobby farms; farm gate prices remaining static (or with minimal growth), while the cost of all farm inputs have increased; and pressures associated with change in the food processing sector, with closures of some processing plants or meatworks and consolidation of this segment into larger and more distant (from Gloucester) plants.

The work of the Gloucester Project has also contributed to wider awareness of the potential for new specialist areas of food and horticulture production. This diversified agriculture is linked to both production of fresh product, specialty processed products and the establishment of agri-tourism in the region. As part of this development, the Gloucester Farmers Market was established in February 2010.

The directions for development of the agribusiness sector and these include: action to support the beef sector in the region and maintaining an efficient dairy sector.

Major new directions are outlined and this includes developing the Gloucester food cluster and a regional brand and creating market channels for new products.

From the work of the Gloucester project the potential for developing the horticulture market, including specialist vegetables has been identified. These opportunities need to be further evaluated through the assessment of land suitability and availability; and the conduct of commercial level trials. There is potential to target the attraction of vegetable producers, who are being displaced from sites in the Sydney Basin.

The Gloucester Growers Cluster has been successful in securing development funding from the NSW Government. The activities are focused on developing the food sector, as well building agri-tourism and a food trail in the region. The Poachers Way in the Canberra Region provides an example of linkages to agri-tourism, through a food trail and farm experiences.

### Tourism

A major issue is that the tourism sector and key attractions, accommodation, infrastructure and tourism product are under-developed relative to other areas in the Hunter Region and in other locations.

Some of the major issues in the tourism sector are: to increase visitor numbers to the region; to improve the regional tourism product; to improve overall standard in the sector; and to ensure that the Gloucester Town Centre captures an increased number of visitors. There are several market segments that have been identified as providing the basis for development of the tourism market in Gloucester. These are: adventure/experience tourism; nature based tourism; wellness and lifestyle; agri-tourism; and short breaks.

There are also infrastructure issues: the Gloucester Town Centre needs to be developed as an attractive *village experience* for visitors; and *there* is a need to develop *the entry point* into the town with the proposed *multi-use tourism facility* which would integrate tourism information, the national parks experience, a café, tourist bus facility, and parking. The building would also be used as a local community centre (for meetings, events, community cinema etc).

### Health and Age Services

The major future issues for the health sector are: the maintenance of the hospital in Gloucester, in the light of changes in the structure of health networks. A scaling back of services at the hospital would have a major negative impact on Gloucester due to the importance of health sector jobs for the region; and future support services required for an ageing population, including low care and high care places.

Key issues for the future of Gloucester are the maintenance of health services and the development of aged care services to provide for an ageing population and for a larger population. The Gloucester Local Environmental Plan 2010 also allows for greater variety of housing in the region, which includes development of seniors housing in and around the town centre.

### Retail

There is potential to secure significant retail growth and a strengthening of the town centre as a retail area. The major drivers of future growth in the sector will include: population growth and the associated increased retail spending; improvements in the town centre and its retail mix; and increased in visitors to the area. Increased competition in the retail sector will reduce prices and is likely to reduce some of the retail leakage from the area. It provides the potential to revitalise retail activity in Gloucester.

### Services

Services are important part of the local economy. The demand for services is driven by two factors – the size of the local population and business activity in the region, Population size and growth mainly impacts on retail level services, government services and some professional services). Business activity has an impact on professional, technical and other business services.

The major constraints on developing the services sector are: the size of the local population and scale of businesses in the area; competition from service providers in other larger centres; and pressures from the regionalisation of services by banks and other national organisations and the regionalisation of government services.

The major opportunities for growth are: strengthening local services through stronger linkages to agribusiness, mining and other sectors in the region; developing new service businesses that have broader regional markets; encouragement of professionals seeking a lifestyle change and who can operate their businesses from Gloucester; encouragement of new businesses; linking/clustering of micro-businesses, including assessing the potential for a business incubator/serviced office for micro-businesses; accessing government business programs and delivering them through the Business Chamber..

### Mining

Mining activity is a component of the local economy, and coal and gas will remain important in the region. Relative to other areas of the Upper Hunter Region, mining is much more limited in Gloucester.

The key regional response needs to be to maximise the regional benefits from mining activity. Expansion is occurring in existing mine areas, and there are leases held over wider areas.

There is a need to preserve the balance and avoid encroachment of mines into areas around the town centre or in view corridors. Encroachment will negatively affect other sectors of the regional economy such as tourism and agri-tourism.

Maximising benefits involves more local employees and service suppliers to the mine and coal project. There is a need to secure funding for the diversification of the economy for the post- coal period. There are several dimensions to this: establishing other activities (eg. in the Stratford Industrial Park); and securing funding for strategic infrastructure to support diversification (this could be under a share of royalties program – like the *Royalties for Regions* program in Western Australia). This issue of royalties will be considered in the broader study of the Upper Hunter Region and its diversification.<sup>1</sup>

### Stratford Industrial Park

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<sup>1</sup> This project involves the NSW government and 6 LGAs in the region, including Gloucester Shire. The study is being undertaken by Buchan Consulting and will report in February 2011..

The Industry Park offers the opportunity to attract major industries to the region. This is one of the major development opportunities for the Shire. There is a need to stage the development of the site and have an active program of business attraction, in partnership with Gloucester Coal.

Future demand for light industrial land will be driven by population growth and industrial demand from mining, agribusiness and other industry sectors. A static population or a major decline in agribusiness would negatively impact on the light industrial sector (eg. engineering and servicing).

### **Gloucester Town Centre**

Major issues in creating a more vibrant town centre are: improvements in the public domain to make the village more attractive; development of cafes and restaurants; retail competition to improve prices and reduce leakage; extension of retail trading hours during holiday periods and week ends; and increased residential densities around the town centre.

The key town infrastructure to assist development are: a the development of a multi-purpose Gateway Centre as an active tourism and community hub; the continued provision of industrial land for light industrial and support activities adjacent to the town; and changes to Section 94 contributions in relation to strategic development projects in sectors including tourism, retail, health and aged care and seniors living.

### **Supporting Growth**

There are a number of elements to support sustainable growth and a revitalisation of the Gloucester region. These supports underpin the programs and initiatives outlined in this report and include marketing the region (S7) ; active collaboration and community engagement (S8), including the Community Economic Transition Program; and arrangements (Economic Development Group and special task groups ) for implementation of the strategy. There is also a need to improve the range of industry information that is available on industry sectors, including tourism, retail and mining. This information is needed to assess the impact of specific sectors and provide information for use in business attraction.

The strategy identifies major priorities for sustainable development of Gloucester and outlined the role to be played by Council in leading and facilitating growth.

## Priorities for Action

The following tables indicate the priority levels in the strategy and the role that Council would play in its implementation.

### Strategies and Actions

Strategies & Actions		Objectives R= Retain E = Expand D= Develop S= Support	Priority 1	Priority 2	Priority 3	Council Role	Timing
<b>S1 A Larger Population</b>							
<b>Population</b>	<b>Actions</b>						
Increase population	A1. Resident Attraction	E	▲			Strategy/Attraction	2011-15
	A2 Employment Growth	E	▲			Strategy/attraction/facilitation	2011-15
	A3. Improve town centre	D	▲			Planning/facilitation	2011-15
<b>S2 Developing Key Sectors</b>							
<b>S2.1 Agribusiness</b>							
<b>Emerging Agribusiness</b>	<b>Actions</b>						
Vegetable Production	A1 Assess potential through commercial trials.	E	▲			Advocacy	2011
	A2. Target growers from other regions.	E	▲			Strategy/attraction/facilitation	2010-11
	A3 Identification of land suitable for growing.	E	▲			Facilitation	2011-12
	A4 Market development through the Industry cluster.		▲			Leadership/Facilitation	2011-15
<b>Gloucester Food Cluster</b>	A 1 Develop the cluster		▲			Leadership/Facilitation	
	A2 Develop products and market channels	E	▲			Leadership/Facilitation	2011-16
	A3 Investigate feasibility of a food centre (old dairy factory)	E		▲		Facilitation	2011
	A4 Secure ongoing support from government programs	E	▲			Leadership/Facilitation	2011-2012
<b>Existing Agribusiness</b>	<b>Actions</b>						
Beef Cattle	A1 Encourage strengthening of sector, including consolidation	R		▲		Planning/regulation Advocacy	2011-12
	A2 Assess future development options	R		▲		Strategy/facilitation	2012
	A3 Involve sector in food cluster	E	▲			Attraction/ facilitation	2011
	A4 Leverage regional branding options	E		▲		Facilitation	2011-12
Dairy	A1 Encourage strengthening of sector, including consolidation	R		▲		Planning/regulation Advocacy	2011-12
	A2 Assess land availability for expansion	R		▲		Planning/regulation Advocacy	2011-12
	A3 Transitioning of smaller farmers into diversification options	S		▲		Facilitation	2011-12
<b>Skills</b>							
Skills for farmers	A1 Develop training programs for small operators and hobby farmers	D			▲	Strategy/facilitation	2012
Farm workers programs	A2 Identification of skill needs and delivery of programs	D	▲			Strategy/facilitation	2011
Food sector programs	A3. Develop training for food cluster members – production, product development, marketing, business planning.	D	▲			Strategy/facilitation	2011

**Strategies and Actions**

Strategies & Actions		Objectives R= Retain E = Expand D= Develop S= Support	Priority 1	Priority 2	Priority 3	Council Role	Timing
<b>S2 Developing Key Sectors</b>							
<b>S2.2 Tourism Build on existing base</b>							
<b>Develop new segments</b>							
<b>Existing Markets</b>	<b>Actions</b>						
Market 1 Experience /Adventure Tourism	A1 Develop a market segment tourism plan	D	▲			Strategy/facilitation	2011
	A2 Improve product offer – accommodation and experience	D	▲			Strategy/facilitation	2011-12
	A3 Improve marketing and provider coordination	D	▲			Strategy/facilitation	2011-12
	A4 Drive market development through Tourism Task Group	D	▲			Strategy/facilitation	2011-12
Market 2 Nature Based Tourism	A1 Develop a market segment tourism plan	D	▲			Strategy/facilitation	2011
	A2 Improve product offer – accommodation and experience	D	▲			Strategy/facilitation	2011-12
	A3 Improve marketing and provider coordination	D	▲			Strategy/facilitation	2011-12
	A4 Drive market development through Tourism Task Group	D	▲			Strategy/facilitation	2011-12
<b>Emerging Markets</b>	<b>Actions</b>						
Market 3 –Agri-tourism	A1 Develop linked attractions	D	▲			Strategy/facilitation	2011-12
	A2 Develop and link food and wine sector	D	▲			Strategy/facilitation	2011-12
	A3 Develop regional identity	D	▲			Strategy/facilitation	2011-12
	A4 Develop market via the Growers Cluster	D	▲			Strategy/facilitation	2011-12
	A5 Secure development funding via government programs and industry contributions	D	▲			Strategy/facilitation	2011-12
Market 4 Short Break	A1 Improve product offer	D	▲			Strategy/facilitation	2011-12
	A2 Position Gloucester as destination	D	▲			Strategy/facilitation	2011-12
	A3 Improve Gloucester town centre as a visitor destination	D	▲			Strategy/facilitation	2011-12
Market 5 - Wellness	A1 Develop local product offer – niche market	D			▲	Strategy/facilitation	2012-13
	A2 Link wellness to experience offer	D			▲	Strategy/facilitation	2012-13
Regional Coordination	A1 Participate in regional marketing activities	D		▲		Strategy/facilitation	2011-2015
	A2 Examine opportunities to market regional experience with adjacent areas (eg. Dungog)	D		▲		Strategy/facilitation	2012

**Strategies and Actions**

Strategies & Actions		Objectives R= Retain E = Expand D= Develop S= Support	Priority 1	Priority 2	Priority 3	Council Role	Timing
	<b>Actions</b>						
<b>S2 Developing Key Sectors</b>	<b>S2.3 Health Services-Retaining and expanding services</b>						
Health Services	A1 Need to retain health services – to attract residents and support ageing population.	R	▲			Advocacy	2011
	A2 Encourage expansion in day surgery	E		▲		Advocacy	2011-12
Aged Services	A1 Encourage retention of aged beds in Gloucester	R	▲			Advocacy	2011
	A2 Develop business case for expanded aged care facilities (on Council land)	D		▲		Strategy/facilitation	2011
	A3 Develop business case for seniors housing	D		▲		Strategy	2011
	A4 Develop seniors housing adjacent to town centre.	D		▲		Planning/regulation, Attraction/ facilitation	2011-13
Health workforce	A1 Develop plan for up-skilling the workforce.	S		▲		Advocacy	2011-12
Health Age Care	A2 Attract new entrants including younger people and mature workers	S		▲		Advocacy	2011-12
	A3. Secure funding support for health and aged care training	S		▲		Advocacy	2011-12
	<b>Actions</b>						
<b>S2 Developing Key Sectors</b>	<b>S2.4 Retail - Expansion and revitalisation</b>						
Retail	S1 Revitalise retail sector	D	▲			Strategy Attraction/facilitation Infrastructure	2011-12
	S2 Extend services and opening hours	D	▲			Strategy/Advocacy	2011-12
	S3 Improve town centre	D	▲			Planning/investment	2011-12
	S4 Develop cafes and restaurants	D	▲			Facilitation	2011-12
	S5 Secure government support for retail improvements	D		▲		Facilitation	2011-12
	S6. Develop employee skills through training programs	D		▲		Facilitation	2011-12
<b>S2 Developing Key Sectors</b>	<b>S2.5 Services - Expansion of sector</b>						
	A1 Encourage business use of local service providers	S		▲		Advocacy	2011-12
	A2 Encourage clustering of small service businesses	S		▲		Strategy /facilitation	2011-12
	A3 Provide support services through the Business Chamber	S		▲		Strategy /facilitation	2011-12
	A4 Assess potential for a business centre for micro-businesses	S			▲	Strategy /facilitation	2012

**Strategies and Actions**

Strategies & Actions		Objectives R= Retain E = Expand D= Develop S= Support	Priority 1	Priority 2	Priority 3	Council Role	Timing
<b>S3 Maximising Regional Benefits</b>	<b>Actions</b>						
<b>S3 Maximising Regional Benefits</b>	<b>S3.1 Mining Maximise returns</b>						
Coal Mining	A1 Seek to maximise local employment in the sector	S		▲		/Advocacy	2011-12
	A2 Increase local businesses servicing the sector	S		▲		/Advocacy/facilitation	2011-12
	A3 Avoid encroachment on town area	S	▲			Advocacy/Planning	2011-2015
	A4 At a broader regional level explore opportunities for funding infrastructure/diversification under a royalties for regions type program.	S		▲		Advocacy/Planning	2011-2012
	A5 Develop Stratford Industrial Park	D	▲			Facilitation/Planning	2011-15
<b>S3 Maximising Regional Benefits</b>	<b>S3.2 Energy &amp; Gas</b>						
Coal Seam Gas	A1 Assess potential for linked activities at the Stratford site	D	▲			Facilitation/Planning	2011-15
	A 2 Identify opportunities for local service providers	D	▲			Facilitation/	2011-15
	A3 Encourage workers to locate in the Shire.	D		▲		Facilitation/	2011-15
<b>S4 Attracting Businesses</b>	Attract new businesses to the region						
<b>S4.1</b>	<b>Stratford Industrial Park</b>						
	A1 Complete technical assessment of potential industries	E	▲			Attraction/facilitation Planning/regulation	2011
	A2 Identification and targeting of potential businesses	E	▲			Attraction/facilitation	2011-15
	A3. Coordinate business attraction with Gloucester Coal.	E	▲			Attraction/facilitation	2011-15
	A4 Facilitate new businesses set up, including State Government incentives	E	▲			Attraction/facilitation	2011-15
<b>S4.2</b>	<b>Light Industrial Businesses</b>						
	A1 Maintain industrial areas adjacent to town centre	D		▲		Strategy/Planning	2011-2015
	A 2 Assess future demand for sites	D		▲		Strategy/Planning	2011-12
	A3 Target attraction of businesses	D		▲		Attraction/facilitation	2011-2015

**Strategies and Actions**

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<b>Supporting Growth</b>							
<b>S5 Improving the Town Centre</b>	<b>Revitalising Gloucester</b>						
	A1 Increase residential densities	D		▲		Strategy/Planning	2011-15
	A2 Improve public domain areas	D		▲		Strategy/Planning/investment	2011-15
	A3 Improve retail competition and mix	D		▲		Strategy/Planning/facilitation	2011-15
<b>S6 Infrastructure</b>							
<b>S6.1 Gateway Centre</b>							
	A1 Develop the multi-use tourism /community facility	D	▲			Strategy/Investment	2011-13
	A2 Update building cost assessment.	D	▲			Strategy/facilitation	2011
	A3 Update business plan	D	▲			Strategy/facilitation	2011
	A4 Assess funding sources for the facilities	D	▲			Strategy/facilitation	2011-2012
<b>S6.2 Industrial Land</b>							
	A1 Need to assess future requirements of specific industries at Gloucester and Stratford.	D		▲		Assessment	2011-2012
	A2 Need to be responsive to business targets	D		▲		Attraction/facilitation	2011-2015
<b>S6.3 Developer Contributions</b>							
	A1 Need to develop a new policy that recognises strategic development projects (eg. tourism, retail, seniors living	D	▲			Strategy/planning	2011
<b>S7 Marketing the Region</b>	<b>Active marketing of the region – living, business , visiting</b>						
<b>S7.1 Population -lifestyle</b>							
	A1 Active program of resident attraction	E		▲		Attraction/facilitation	2011-2015
	A2 Update Shire information	S		▲		Attraction/facilitation	2011
<b>S7.2 Business Attraction - targeted approach</b>							
	A1 Target program of attraction of businesses – industrial, tourism, services	E	▲			Attraction/facilitation	2011-2015
	A2 Development of tailored materials for business inquiries	S	▲			Attraction/facilitation	2011
<b>S7.3 Food Sector</b>							
	A1 Development of Gloucester Food Cluster	D	▲			Strategy/implement	2011-2015
	A2 Development and use of the Gloucester food brand	D	▲			Strategy/implement	2011-2012
	A3 Development of channels to market	D	▲			Strategy/implement	2011-2015
<b>S7.4 Tourism – developing key markets</b>							
	A1 Develop 3 year tourism strategy and annual marketing plan	D	▲			Strategy/implement	2011
	A2 Positioning in existing and new markets	D	▲			Strategy/implement	2011-2013
	A3 Development of online content	D	▲			Strategy/implement	2011-2012
	A4 Coordination with broader regional marketing (eg. Hunter Region)	D	▲			Strategy/implement	2011-2013

**Strategies and Actions**

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<b>S8 Collaboration &amp; Community Engagement</b>							
<b>S8.1</b>	<b>CET Program</b>						
	A1 Continued engagement through the CET Program	D	▲			Strategy/Implement	2011-2013
<b>S8.2</b>	<b>Other Engagement</b>						
	A1 Engagement with key groups on strategy implementation -: eg. Gloucester Project, Business Chamber, Gloucester Growers	D	▲			Strategy/Implement	2011-2013
<b>S9 Implementation : More effective advisory groups</b>							
<b>S9.1</b>	<b>Economic Development Group (EDG)</b>						
	A1 Restructure Group – membership and role	D	▲			Strategy/Implement	2011
<b>S9.2</b>	<b>Growers Cluster</b>						
	A1 Utilise as key group for agribusiness	D	▲			Strategy/Implement	2011-2013
	A2 Have it report to EDG	D	▲			Strategy/Implement	2011-2013
<b>S9.3</b>	<b>Tourism Task Group</b>						
	<b>A1 Establish group</b>	D					
	<b>A2 Link task group to EDG</b>	D					
<b>S9.4</b>	<b>Information and Tracking</b>						
	A1 Develop local industry information on key sectors (agribusiness, tourism, retail)	D	▲			Strategy/Implement	2011-2013
	A2 Collect other planning information	D	▲			Strategy/Implement	2011-2012
	A3 Utilise economic impact assessments	D	▲			Strategy/Implement	2011-2015
	A4 Develop a regional indicators report	D	▲			Strategy/Implement	<b>2011</b>