



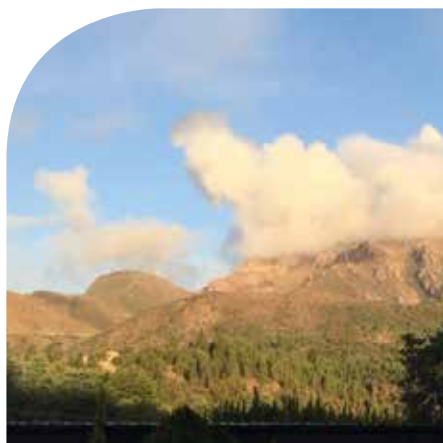
2025 WEST COAST COMMUNITY PLAN

smart decisions.
strong partnerships.
stronger communities.



With Funding support from Australian
Government through Primary Health

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from the
Mayor & General Manager

our future

It is with great pride that we present the West Coast Community Plan 2025, a vision for the West Coast which will guide the Region over the next 10 years and beyond.

West Coast's Community Plan provides an opportunity to strategically plan a future that the community, Council, government, non-government organisations, businesses and stakeholders can work towards together.

The Community Plan has been developed by the West Coast community, for the community. More than 2,000 people were involved in some way in the development of this plan, and it is the culmination of the ideas, vision, and concerns of our community.

The Plan is built on partnerships. We recognise that many of the concerns and opportunities identified as part of the engagement process are not in the control of Council to deliver. Council will however strive to influence and be the voice of the community for those issues and opportunities such as community safety, health, affordable housing and even better public transport. We will strengthen our role in delivering better outcomes through establishing partnerships, advocating and by providing information and support to those looking to enhance outcomes on the West Coast.

Many individuals, government agencies, community organisations and community groups have been part of our extensive journey in the development of this plan.

We look forward to continuing these valued partnerships and connections, as the community moves forward with a whole-of-community response to the vision provided for the West Coast.

The community embraced the opportunity to be part of a vision for the Region, and that is reflected through the engagement process and reflected in the Plan. West Coast Council would like to sincerely thank the community for their enthusiasm and responsiveness to the West Coast Community Plan engagement process. The visions, suggestions, and comments provided by the community have resulted in the development of the first West Coast Community Plan 2015-2025.

The Community Plan recognises that others in our community whether as individuals, community groups and organisation, businesses or governments and agencies will also need to contribute to help ensure we achieve our strategies and sustainable future outcomes.

Our commitment to our community is to implement the West Coast Community Plan 2025 with strong leadership, integrity, transparency, enthusiasm and respect and to continue to engage with our community during the delivery of our shared plan.

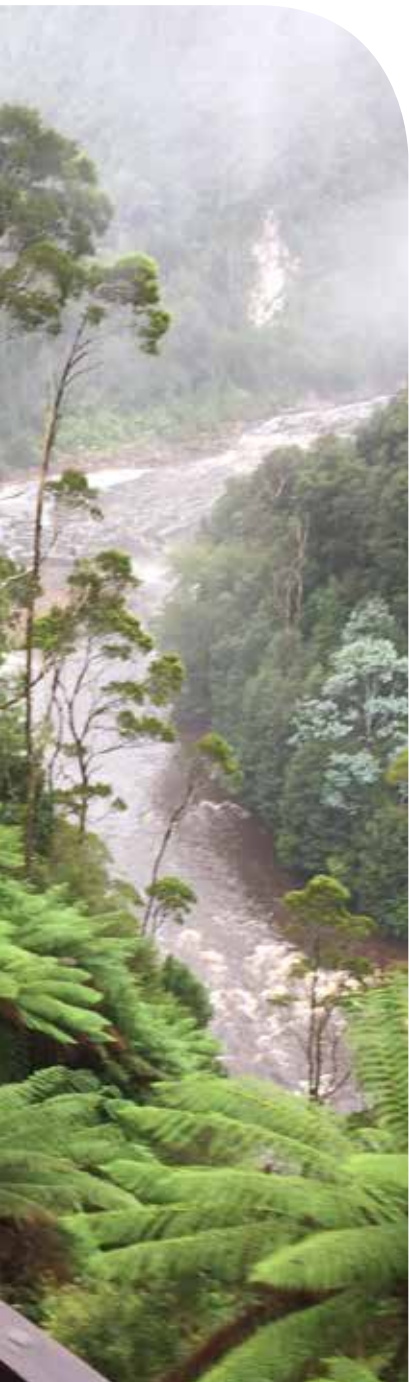
To the elected members and staff of the West Coast Council, who have worked tirelessly to ensure comprehensive community engagement was at the core of this process, thank you.

Phil Vickers | Mayor
Dirk Dowling | General Manager



West Coast Region
'here and now'

our place our lifestyle



Our region covers an area of 9575 square kilometres and is characterised by an old-world, outdoor, charismatic lifestyle complemented by spectacular scenery with its wild rivers, rugged mountains and flourishing rainforests home to the renowned Tasmanian Wilderness World Heritage Area. Our Local Government area is located in Western Tasmania and is bounded by the Southern Ocean in the West and our Regional Centres to the North. To the East and South vast tracts of natural bush and rainforest are transversed by the Lyell Highway leading to the State's capital City Hobart.

The West Coast region is rich in minerals, balanced by a significant portion of land located within the Tasmanian Wilderness World Heritage Area. The region has a maritime climate that features temperatures that have low variability and that are moderated by proximity to the sea.

We have a rich mining heritage and are home to an emerging arts and cultural community. We have a strong sense of community and recognise our people are our greatest strength.

There are currently two day care centres, offering services on the West Coast. Our Region is home to four schools offering Kindergarten to Grade 6. Two schools offer Kindergarten to Grade 10 with these two schools offering limited Year 11 and 12.

The West Coast is also home to many valued community and recreational facilities including the West Coast Community Hub, libraries, pools, sporting grounds and museums.

West Coast District Hospital at Queenstown and the Rosebery Community Hospital both provide emergency care. There are ambulance services based in Queenstown, Rosebery, Zeehan, Strahan and Tullah supported by both volunteer crews and qualified, employed paramedics.

MMG Mine at Rosebery provides a significant financial contribution to the Rosebery Community Hospital to enable it to operate 24 hours per day. Located within the Queenstown facility is a 15 bed residential care unit and 1 respite bed. General practices are privately operated in Queenstown, Strahan, Zeehan and Rosebery.

"Our Region includes the townships and localities of Gormanston, Granville Harbour, Linda, Rosebery, Strahan, Trial Harbour, Tullah, Queenstown and Zeehan."



our people

39Average
Age

1.8

Children
per family

2.2

People per
Family

1,209

Families

With a population of 4,527 people in the West Coast, we have:

- A median weekly household income of \$966
- A median monthly mortgage repayments of \$769
- A median weekly rent of \$125
- An average of motor vehicles of 1.6 per dwelling
- Children aged 0 - 14 years make up 20.6% of the population
- People aged 65 years and over made up 13.8% of the population
- Over 43% married
- Of the population employed at working age, 59.8% are employed full time and 25.0% are employed part-time. 10.04% are unemployed
- People mostly employed as Machinery Operators And Drivers (21.4%), Technicians and Trades Workers (17.3%), Labourers (16.2%) and Community and Personal Service Workers (10.3%)
- Only 0.4% travelling by bus to work with car being the predominant method (60%)
- The majority of West Coast employment is comprised of West Coast residents (75%) and there is only a small number of residents working in areas outside of the West Coast

References: ABS: Census 2011
ABS: ERP by LGA 2014

our industry pillars



The total output generated by the West Coast economy is estimated at \$1,230 million. The mining sector having the highest contribution of \$865.6 million (70%), manufacturing (\$63.8 million,) construction \$53 million and tourism (\$53.8 million) (Economic Impact Analysis Tourism in Tasmania's West: 2013).

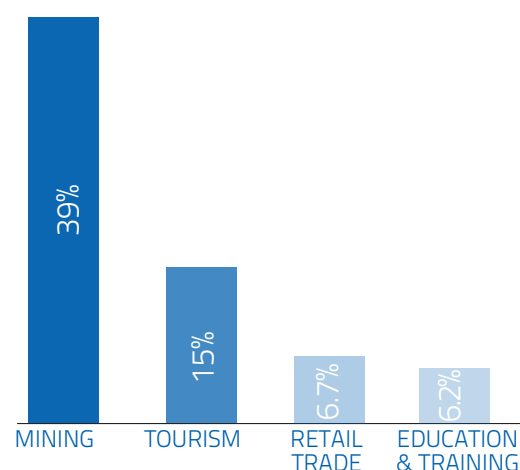
Mining and tourism are two sectors of the West Coast Economy in terms of output and employment. While mining accounts for only 1.3% (3 500 people) of all employment for Tasmania, for our community it represents 39% (2 310 people) of the total workforce.

Tourism is a significant driver of the economy making up 15% of all west coast employment compared with 2.5% of all tourism sector employment in Tasmania. Total tourism output is estimated to be \$53.8 million, of which \$38.8 million (72.1%) is attributable to the 'Accommodation & Food Services' sector. The other top tourism related sectors in the West Coast are 'Ownership of Dwellings', 'Transport, Postal & Warehousing', which combined represent \$10.8 million (20.2%) of total tourism output.

Together, mining and tourism directly provides jobs for 54% of all employed persons in the West Coast – or approximately one job in every two. A large proportion of other jobs in the region could be expected to be supported by these two sectors (indirect employment).

TOP INDUSTRY EMPLOYERS

(ABS: Census 2011)



ECONOMIC IMPACT OF VISITOR ECONOMY ON WEST COAST

(Adapted from Cradle Coast Destination Management Plan 2014)

TOTAL EMPLOYMENT	2,286
TOTAL VISITOR ECONOMY JOBS	337
DIRECT ECONOMIC IMPACT \$	538million
JOBS AS % TOTAL WORKFORCE	15%
CHANGE IN EMPLOYMENT 2010/11 - 11/12	No Change

key issues facing our region

The engagement process to develop the community plan has demonstrated the passion of our West Coast residents, businesses and other stakeholders in creating a vibrant region that acknowledges the issues and strategically plans to turn these into opportunities to achieve the community's vision. It is important to retain what we love and value about the West Coast, while embracing beneficial change and opportunities that come as our region strives to grow.

We have seen a decline in our population base and with a greater number of people aged over 65 years there will be increased pressure on physical infrastructure, health, education, housing, employment, transport, aged care, waste and recreation.

There is a heavy reliance on the mining and tourism industry sectors and there is an identified need to be proactive and creative to diversify the industry base of the area and to support the education opportunities for our community that will contribute to the economic viability of the Region.

There is a lot of work to be done to overcome these issues and challenges. Strong partnerships and collaboration between all levels of government, business, educational institutions, community groups and individuals will help deliver the best possible outcomes for our community.



lack of employment opportunities

The Department of Employment's June 2014 estimate for the unemployment rate in the West Coast local government area was 10.4%, as compared to 7.7% for Tasmania and 5.9% nationally.

lack of industry diversification

Together, mining and tourism directly provides jobs for 54% of all employed persons in the West Coast – or approximately one job in every two. This leaves the West Coast vulnerable to the mining sector and its cyclical nature and therefore influenced by commercial decisions made outside of Tasmania.

lack of transport options

Moving in and around the West Coast communities can be challenging due to the lack of available public transport.

lack of education & training opportunities

lack of availability of education and training opportunities on the West Coast including college, VET and university studies.

declining population

The total population of the West Coast municipality is estimated at around 4 527 spread over five townships and several villages. From June 2013 to June 2014, the West Coast had the greatest decline in population in Tasmania down 3.0 per cent.

According to Tasmanian State Government estimates, the West Coast is projected to experience the greatest population decline in number of persons and percentage terms from 2013 to 2037, with a projected decline of 1 075 persons (down one per cent per year). There needs to be a focus on growth.

RELEVANT AREA	DETAILS
Rosebery	6% decline (2001 – 2011)
	11% decline (2006 – 2011)
Strahan	13% decline (2001 – 2006)
	3% increase (2006-2011)
Queenstown	22% decline (2001 – 2006)
	1% decline (2006 – 2011)
Zeehan	6% decline (2001 – 2006)
	14% decline (2006 - 2011)

The West Coast Region is relatively disadvantaged ranked 2 in the ABS Index of Relative Socio Economic Disadvantage. The problems of unemployment, low per capita GDP, population aging and low levels of educational attainment are evident on the West Coast.

A scenic landscape photograph of a tropical valley. In the foreground, there are lush green ferns and trees. A river flows through the middle ground, surrounded by dense forest. In the background, there are mountains under a blue sky with some clouds. The title 'Our Community Plan' is overlaid in white text.

Our Community Plan

what is the plan about?

The West Coast Community Plan 2025 has been developed by the community of the West Coast for the community. The Community Strategic Plan represents the partnership between Council and the people of the West Coast, and captures our shared vision for the Region.

It is a 'whole of community' plan that is not just about what local government can do for its community, but what can be achieved through working in unison with a wide range of stakeholders and all levels of government.

"It is a 'whole of community' plan that is not just about what local government can do for its community, but what can be achieved through working in unison with a wide range of stakeholders and all levels of government."

why is the plan important?

The West Coast Community Plan 2025 provides the foundation to help guide policies, strategies and actions that relate to the West Coast and our community. The success of the Plan depends entirely on the collective actions and collaboration of those concerned, including the residents, businesses, workers, visitors, community organisations and all levels of government.

The purpose of this plan is to:

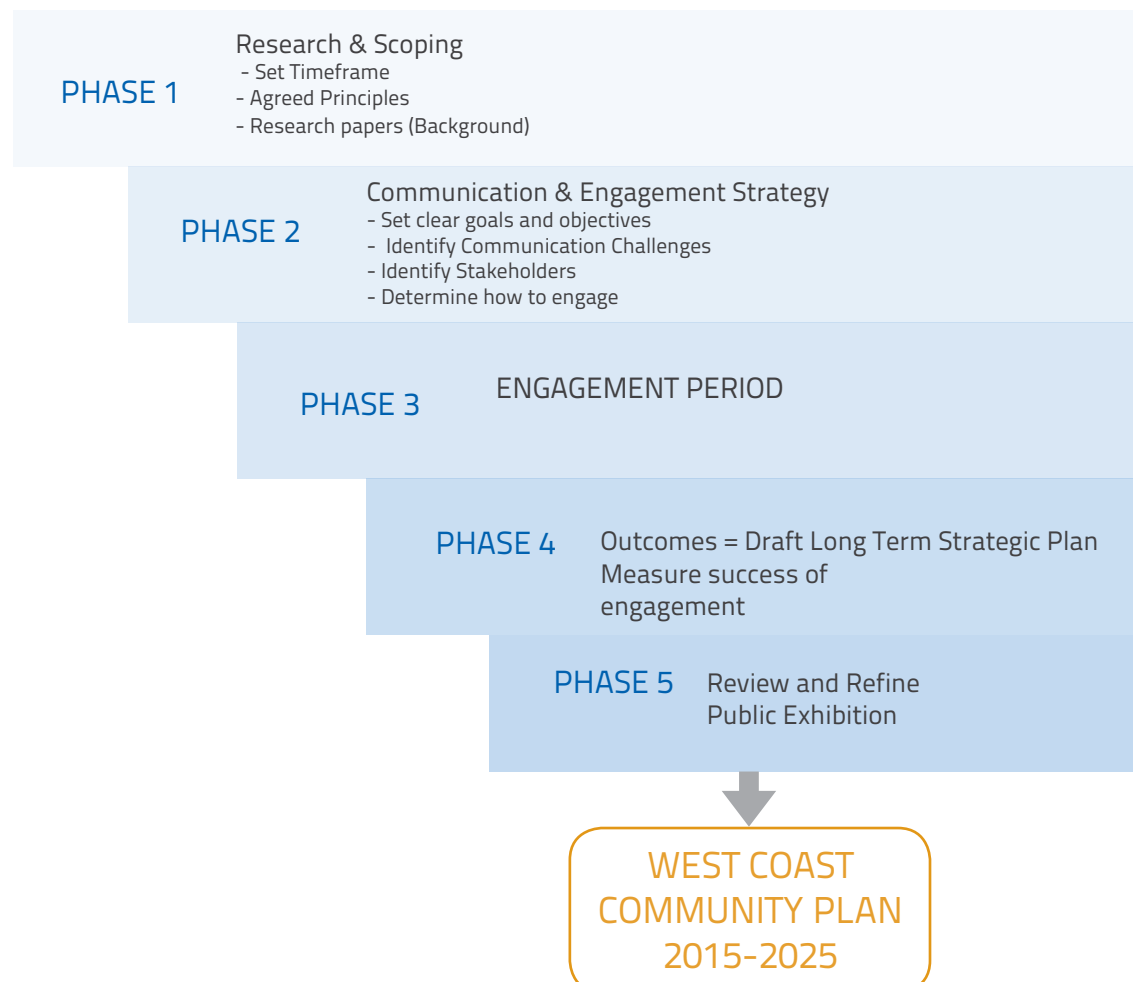
- Set a unified direction for the community for the next 10 years and help it to achieve its priorities and aspirations;
- Begin a process of continual improvement in engagement by the Council that will make for more robust and informed decision making;
- Guide the development of the Council's Integrated Planning Framework (including its Corporate Business Plan and Annual Plan) to shape Council's priorities and operations over the next 10 years; and
- Complement, guide and inform the Council's other strategic planning systems and decision making.



how was the plan put together?

Community members, business representatives, youth, organisations and groups, visitors and government stakeholders provided extensive input into the Community Strategic Plan 2025 through a variety of engagement processes. This input has been crucial in capturing the aspirations and priorities of our community and developing strategies that will best address them.

The development of the West Coast Community Plan 2025 encompassed a number of phases:





40% West Coast population participated in the development of the Plan

There is no doubt that the community is passionate about the West Coast and its future as a place to live, work, and visit. An overwhelming 22% of the community participated in the community survey and over 800 people attended a workshop, forum or community information stand. It is estimated that over 40% of West Coasts residents participated in the involvement of the plan.

“Smart Decisions. Strong Partnerships. Stronger Communities” was a multi-faceted, inclusive and innovative community engagement process, which involved holding over 18 community engagement activities across the West Coast Region.

Key forums were held with representatives from various industry sectors including business owners, government departments, sport and recreation organisations, community service organisations, cultural and arts organisations, non-government organisations and noted community members.

We recognised that an important part of the engagement process was input from the Region’s youth, those that live here and those that live away.

Council also consulted with other stakeholders at a regional and state level and a specific survey targeting the opinions of visitors was distributed and over 150 responses received.

Through the implementation of the Community Engagement Strategy a range of tools and techniques were utilised including the establishment of a designated online information portal www.westcoast2025.com.au and social media tools Facebook and Twitter.



22%

Survey Return

5 Information Stands

6 Industry Forums

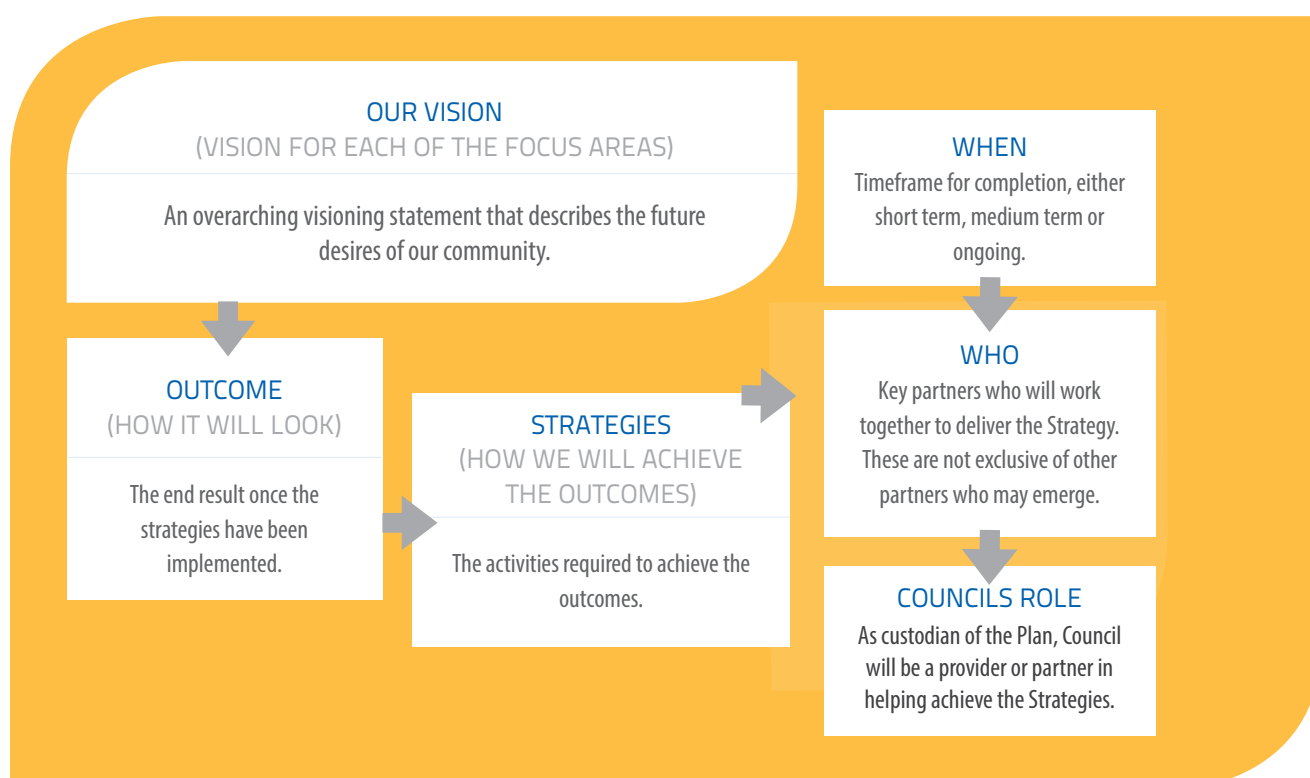
7 Community Forums

1992 Unique Visitors to Website

how is the plan structured?

The plan is structured around five key focus areas identified by the community as part of the community visioning process. Each focus area identifies the outcome, strategies, timing, identifies the partners involved and Council's role in helping achieve the desired outcomes.

The Plan outlines the vision, objectives and strategies for the achievement of a more sustainable West Coast – socially, economically and environmentally



our focus areas

Throughout the engagement process the West Coast asked the community what matters most to them, the critical issues that may be faced in the future and key features of their vision for the Region. From the thousands of responses, ideas and comments received, several recurring themes emerged and provided the foundation for the six key focus areas:

- Our People / Our Community
- Our Economy
- Our Infrastructure
- Our Environment
- Our Partnerships / Our Leadership

west coast community plan 2025 focus areas

OUR PEOPLE OUR COMMUNITY	OUR ECONOMY	OUR INFRASTRUCTURE	OUR ENVIRONMENT	OUR PARTNERSHIPS OUR LEADERSHIPS
Social Wellbeing Arts & Culture Community Health Education & Training Sport & Recreation	Economic Development Tourism and Events Branding / Promotion / Marketing / Profile Business Technology	Built Environment Community Facilities & Infrastructure Transport & Road Networks	Natural Resource Management Waste Management Water Management	Alliances & Partnerships Governance

how will the plan be delivered

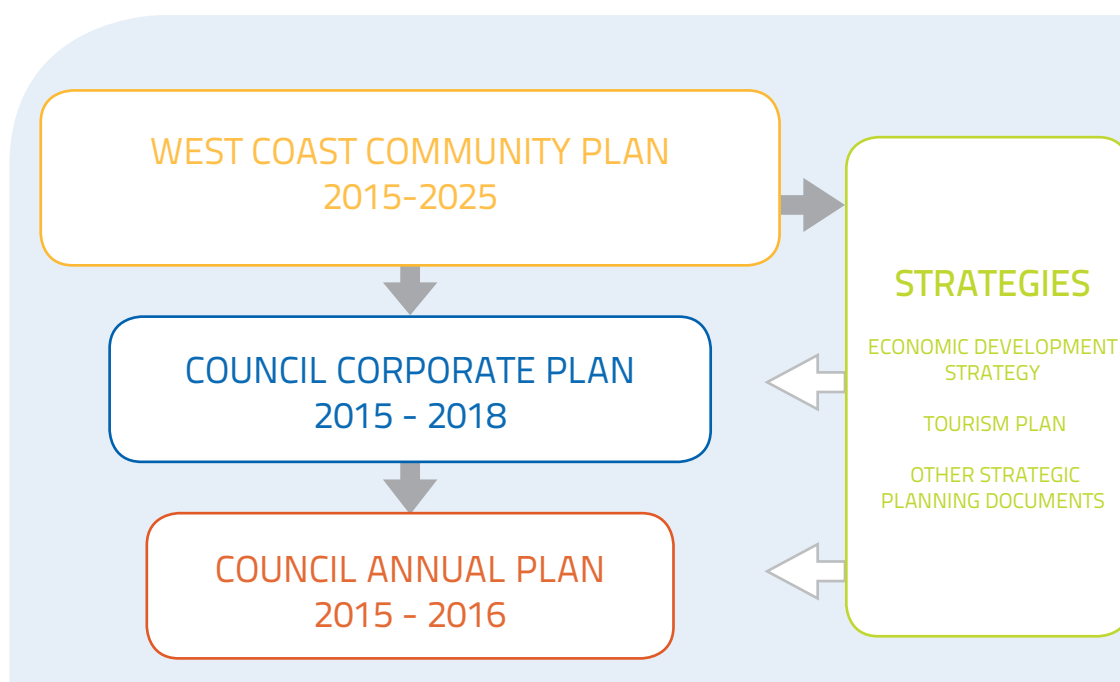
We recognise that to implement the West Coast Community Plan 2025, our vision, an integrated approach is required. In many cases Council will assist in the facilitation of the goals. However to achieve the full community vision it will involve many stakeholders including residents, businesses government departments and agencies. Together we will strengthen our Region, guide our future and achieve our vision for the West Coast.

As part of its commitment to the community, Council will outline their capacity to help deliver the West Coast Community Plan 2025 as part of an Integrated Planning Framework which includes a Corporate (Business) Plan derived from the imperatives outlined in the Community Plan and an Annual Plan that sets specific deliverables

mapped against budget availability.

Council will also develop and implement a detailed 10 Year Financial Management Plan and a full suite of Asset Management Planning documents.

Council's first Operational Corporate Plan 2015-2018, will detail the specific actions Council will take to match priorities emerging from the implementation of the Community Strategic Plan in the coming years. The Corporate Plan (and Annual Operational Plan) will also detail the performance measures Council will use to track our progress and our achievements and ensure full accountability to our community.



We will inform the community of our progress against these measures through our regular quarterly and annual reporting processes. In accordance with Council's Integrated Planning and Reporting, the Delivery Program progress will be reviewed annually and a new Operational Plan developed for the coming year.

This allows Council to plan effectively for the diverse and growing needs of the West Coast, and deliver the best possible outcomes for our community over the life of the Community Strategic Plan.

Our Plan has been prepared to meet the requirement for all Council's in Tasmania to develop a 10 Year Strategic Plan on behalf of the Local Government Area, identifying the key priorities and aspirations for the future.

will the plan be monitored & reviewed?

Our community and Council recognises that the plan is a living document, guiding our future. The Plan can be amended when and if circumstances change so it will remain relevant for our West Coast Community. Council under the Integrated Planning and Reporting Framework will conduct a review of the Community Plan every two years as a minimum.

"The West Coast Community Plan 2025 is a living document guiding our future. It is about our vision, where we want to be in ten years time."

A wide-angle photograph of a large-scale aquaculture operation, likely salmon farming, in a coastal area. Several large, rectangular metal cages are suspended in the water, connected by a network of wooden pilings and walkways. The water is a deep blue, and the sky is a clear, pale blue with a few wispy clouds on the horizon. In the foreground, the back of a group of people is visible as they stand on the deck of a boat, looking out at the farm. The overall scene conveys a sense of scale and modern agricultural practice in a natural setting.

Our Future Directions

our vision

We are a proud community. One that is connected, enjoys our lifestyle surrounded by our unique natural heritage and works together for the benefit of the residents, business owners and visitors to our stunning Region.

our mission

We will work together in partnership to provide and continually improve the facilities, services and infrastructure that will serve the needs of our communities.

responsiveness

leadership

unity of purpose

partnership

respect & trust

consistency

our values

Our Vision is supported by a number of values that underpin the way we work together to achieve the West Coast Community Plan 2025.

our strategic goals

To achieve our Vision, five broad focus areas have been identified. Each Focus Area is interlinked and interdependent upon others. Each Focus area has a vision – described as ‘Our Vision’.

Distinct outcomes are identified under each focus area and the strategies are outlined in order to achieve them. It is important that we as a community remember the Plan is not about individual ‘actions’ as these will be defined (and expanded upon) in Councils operational and annual plans and other partners’ strategic action plans.

west coast community plan 2025 focus areas & desired outcomes

OUR PEOPLE OUR COMMUNITY

Residents & visitors feel safe, healthy and connected to their community through access to appropriate and relevant services, activities and facilities.

OUR ECONOMY

We have a strong and diversified economic base and are recognised as a leading regional centre in Tasmania to live, work and visit.

OUR INFRASTRUCTURE

We have a sustainable asset and infrastructure base to meet the lifestyle and business needs for residents, visitors and industry.

OUR ENVIRONMENT

Our natural assets are protected and enhanced for future generations through environmental leadership.

OUR PARTNERSHIPS OUR LEADERSHIP

We welcome and foster partnerships. Our Council demonstrates sound leadership, transparency and inclusive decision making processes and delivers outcomes that best meet the needs of the West Coast

- PROMOTION / PERCEPTION / MARKETING (MAPPING) INTERPRETATIVE) OF W.C.
- DEVELOPMENT OF Y.I.C.
- DIVERSITY / INNOVATION - HISTORICAL (DEVELOPMENT)
 - MINING
 - ADVENTURE
 - TRAILS (WHISKEY) UNIQUE
 - TARKINE
 - SAILING
 - WINTER
- WATERFRONT DEVELOPMENT / HARBOUR ACTIVITIES
- ENCOURAGE ECO. DEVELOPMENT / NEW BUSINESS (COMPLEMENTARY)
- AMBASSADORS - PAID
 - VOLUNTEERS
- CLOUD SEEDING / WEATHER (+ HEALTH)
- COMMUNICATIONS
- BEAUTIFICATION OF TOWNS
- SIGNAGE / FIRST IMPRESSIONS
- COLLABORATION / PARTNERSHIPS - INSIDE + OUTSIDE W.C.
- EDUCATION (REGIONAL STRENGTHS)
- ACCESS TO WEST COAST - AIRPORT
 - RAIL
 - ROAD
 - WATER

What We Said

our town priorities

During our community engagement we asked residents of each of our towns and localities what they loved about their towns and what they saw as the biggest opportunities. The community responses were aggregated from over 1000 surveys received and almost 800 people attending an industry summit, community workshop or information stand.

gormanston
linda

WE LOVE...

Our Location & Scenery
Our Safety
Our Serenity

OUR FOCUS

Increased Tourism
Through Opportunities
Associated with Lake
Burbury

OUR OPPORTUNITIES...

Increased Tourism
Beautification of Our Town
More Events and Festivals

granville harbour

WE LOVE...

Our Lifestyle
Our People
Our Location

OUR FOCUS

Renewable Energy
Opportunities & Natural
Resource Management

OUR OPPORTUNITIES...

Increased Employment
Opportunities, for example
through Development of
Renewable Energy
Beautification of Our Town

queenstown

WE LOVE...

Our Sense of Community
Our People
Our Location & Scenery

OUR FOCUS

Build Economic Diversity
with Less Reliance on the
Mining Sector.

OUR OPPORTUNITIES...

Diversify Industry
Increase Tourism
Increase Employment
Opportunities

rosebery

WE LOVE...

Our Sense of Community
Our Scenery
Our People

OUR FOCUS

Business Attraction

OUR OPPORTUNITIES...

Beautification of our Town
More Shops
Adventure Tourism

strahan

WE LOVE...

Our Sense of Community
Our People
Our Location & Scenery

OUR FOCUS

Innovation in Tourism and
Product Development

OUR OPPORTUNITIES

Health & Education
Coordination and Services
Regional Airport
Strengthen Aquaculture
Sector

tullah

WE LOVE...

Our Natural Environment
Our People
Our Location

OUR FOCUS

Tourism Opportunities:
Becoming the Gateway for
the West Coast

OUR OPPORTUNITIES...

Tourism Opportunities
Improved Communications
Mining Opportunities

trial harbour

WE LOVE...

Our People
Our Sense of Community
Our Location

OUR FOCUS

Marketing (including
signage) & Brand
Development

OUR OPPORTUNITIES...

Marketing & Brand
Development
Health Programs &
Services
Tourism Opportunities

zeehan

WE LOVE...

Our Sense of Community
Quietness
Our People

OUR FOCUS

Increased Tourism
Opportunities

OUR OPPORTUNITIES...

Increased Tourism
More Employment
Opportunities
Strengthen Mining Industry

Our ideas

Our community raised so many different ideas during the engagement process, many similar across each of the industry forums and community workshops. Here is a small snapshot of some of the feedback. These ideas are addressed broadly in the 'Plan of Action' section of the West Coast Community Plan. Many of these ideas will be further explored during the development of more specific strategies and plans such as the Economic Development Strategy and Tourism Plan.

Specific activities our community wants to pursue

Council to work together to provide community leadership for the good of the West Coast	Remove derelict buildings
Explore renewable energy sources	Implement a shop local campaign
Build a weather structure over the pool to increase usage of the pool	Explore opportunities associated with Strahan Airport
Establish a 'centre of excellence' for mining-related tertiary studies and training courses	Improved public transport
Improve health care services and provide specialists such as dentist, pediatric care	Activate a 'healthy lifestyle' campaign
Provide more aged care and respite care facilities and services to respond to increasing demand	Investigate more recreational activities for youth
Provide hospitality and customer service training for business	Explore youth group in Strahan
Provide clear and welcoming community messages on town entrances	Build coordinated partnerships between industry, providers, government & community
Implement an image and marketing program to promote the Region and what it has to offer	Explore online education opportunities
Investigate opportunities for niche manufacturing industry	Investigate and promote resource sharing (schools, regions, facilities)
Explore opportunities with adventure tourism	Raise awareness of pathways available for students and teachers
Gorse control	Investigate extending primary to years 7 & 8 in private schools
Develop and promote opportunities associated with walkways and nature reserves	Investigate training opportunities for available jobs
Explore cloud seeding affects	Investigate industry training focus (mining, aquaculture, tourism)
Advocate for appropriate National Broadband Network for the Region	More family friendly festivals and events
Explore further retail opportunities for communities	Explore opportunities for covered playgrounds
Develop a beautification program for the Region	Coordination between towns
Diversify economy	Explore dedicated visitors centre in Queenstown
Engagement with all support agencies to provide a more holistic service for patients	Explore technology innovation across industry
Advocate for disability transport	Explore and maximise external funding opportunities
Local community engages university for research and development with sustainable industries on the West Coast	Explore opportunities for apprenticeships and traineeships for the Region's youth
Improve access and affordability to West Coast	Health promotional activities
Develop Ambassador Program for the West Coast	

...thriving aquacultural industry in Macquarie Harbour, as well as strong mining prospects. beautiful white wind farms stretched across the coast. superfast NBN throughout local towns

...Tourism boost, industries booming, regional airport in Strahan, support and funding for community services in each town

...optimistically more people employed in public services such as health, libraries (full time), public transport operators, more people employed in businesses not just in tourism and mining. Renewable energy projects advanced

...increased diversity in community and economy, moving toward improved arts, culture, heritage and tourism whilst continuing traditional industry e.g. mining but also being willing to allow it to die or decline if necessary. History, heritage, eco tourism, outdoor activities and creativity and education will be encouraged and supported

...maintain its unique, friendly atmosphere, where there still exists a fair go for its inhabitants, inclusive of newcomers, open to suggestions, continually moving forward, enhancing the arts/tourist culture, welcoming, respectful, positive. Jobs training/thinking outside the square, community working bees, possibly another festival, i.e. a smaller scale the people and their health and happiness are a priority through availability of employment, social interaction, medical services, affordable housing

...by 2025 I think the west coast will be relying more on tourism to bring people in. The aquaculture industry has enlarged and hopefully will bring more work. Rosebery's entrance looks lovely, all towns should consider improving entrances to towns, their aesthetic appearance encourages tourists to stop.

HOW DO YOU THINK THE WEST COAST WILL CHANGE BY THE YEAR 2025?

The West Coast will have a strong brand that is recognised globally. Tourism Numbers after our branding/marketing (which I might add we have decided to go it alone) have exceeded all expectations. We are innovative and all Australian States now "look up to us" as a leader on the World Stage. The opening of the Strahan Airport, the development of a World Class Golf Course along with our World Heritage Areas make us a world leader and we have now surpassed Port Arthur and Mona as "the place to visit". Numerous walking tracks/bike tracks have been opened with a direct walking track from Cradle Mt, to Tullah, to Rosebery, Lake Margaret, Kelly Basin and then to Strahan and onto Zeehan, then looping back being a high light. People from other areas and all trying to move to the West Coast as our facilities for residents are now the best in the State

...a 'special place' that attracts visitors from all over the world to enjoy a taste of the lifestyle, and the freedom to enjoy a pristine environment

...with improved health, education and transport, more community involvement in events drawing more creative and involved residents and increasing publicity of positive aspects

...streets bustling with happy faces, children playing, no empty buildings/shops/houses, a feeling of ownership in our communities

...A community that has knuckled down to address their local issues and showing strong economic and population growth

...Tidy streetscapes, increased population resulting in more services. Facilities for social opportunities in all weather conditions to improve mental and physical health in the region

...a large variety of outdoor activities that utilise the beautiful environment with a boosted tourism population that connects the whole west coast. rock climbing, kayaking, cycle paths and improved family activities and connections facilities to support active lifestyle despite the rain. a connected community that has a strong sense of well being and support and most of all pride in the beauty of the west coast.

...a fantastic region to live in with strong employment opportunities for all ages/genders with ample services and new/exciting ventures operating in all towns

...The population will have stabilised and young people will be looking to engage in employment here in a variety of industries from tourism, aquaculture, mining, renewable energy, arts. It will be a place that people come to not just travel through. These changes will only happen if the communities can work together.

...transport and easy access to the West Coast better education system has attracted more families

Our Plan for Action



Our People Our Community

What we said

Our residents share a strong sense of place. We value the character and natural beauty of the area, its stories and history and see opportunity in ensuring these are reflected in the 'look' and 'feel' of the Region. As a community we said we wanted enhanced community wellbeing and quality of life for the people who live and work in our communities on the West Coast. Our health care services are vitally important and retaining our youth through education provision and employment and training opportunities is of critical importance to our Region.

Our Vision

Residents & visitors feel safe, healthy and connected to their community through access to appropriate and relevant services, activities and facilities.

Outcome	No.	Strategy	By When	Who	Councils Role
1. 1 The West Coast, communities are accessible and safe for residents and visitors to the Region.	1.1.1	Create and maintain community spaces and infrastructure.	Ongoing	Council Community Private Sector	Provider/ Partner
	1.1.2	Maximise community safety through safe urban design.	Ongoing	Council Tas Government	Provider/ Partner
	1.1.3	Develop and implement a best practice Emergency Management Framework in partnership with relevant organisations.	Short Term	Council Police SES Relevant Gov. Organisations	Partner
	1.1.4	Ensure appropriate levels of public transport to and from each of the communities.	Medium	Council Tasmanian Government Private Sector Schools	Partner
	1.1.5	Investigate the case for developing and expanding major airport infrastructure for Strahan Airport	Short Term	Council Tasmanian Government Federal Government Private Sector	Provider/ Partner
1.2. More connected and inclusive communities.	1.2.1	Support and create opportunities for inter-community participation	Ongoing	Tourism Operators Event Organisers Community Groups & Organisations Council	Partner
	1.2.2	Improve access to cultural activities	Ongoing	Community Groups & Organisations Council Tasmanian Government	Provider / Partner
	1.2.3	Support initiatives for the Regions youth	Ongoing	Council Relevant Gov Organisations PCYC Education Providers	Provider/ Partner
	1.2.4	Encourage and recognise volunteering which supports a range of community safety, recreational, sporting and cultural activities.	Ongoing	Community Groups & Organisations Council Tasmanian Government	Partner
	1.2.5	Develop and implement a West Coast Beautification Program and associated Signage Strategy for the Region.	Short Term	Community Groups & Organisations Industry Council Tasmanian Government	Provider/ Partner
	1.2.6	Actively support the development of arts and cultural heritage in the Region	Ongoing	Community Groups & Organisations Industry Council Tasmanian Government	Partner

Outcome	No.	Strategy	By When	Who	Councils Role
1.3 Active participation in sport, recreation and leisure opportunities.	1.3.1	Continually develop the Sport & Recreation plans for the Region to promote efficient use of existing sporting facilities and identify future sporting facility requirements.	Short Term	Council Health agencies Tasmanian Government Community Groups & Organisations	Provider/ Partner
	1.3.2	Encourage and support 'Active Lifestyle' initiatives and programs.	Ongoing	Council Health agencies Tasmanian Government Community Groups & Organisations	Partner
	1.3.3	Improved access is available to recreation facilities for young people.	Ongoing	Council Health agencies Sporting Clubs & Associations	Provider/ Partner
	1.3.4	Passive and active recreational open space is available to, and used by, the community.	Ongoing	Council Tasmanian Government Sporting Clubs & Associations	Provider/ Partner
1.4 The health and welfare of the community is maintained through effective medical care.	1.4.1	Undertake a gap analysis of health service provision in the Region.	Short Term	Health agencies UTAS Industry Council sectors	Provider/ Partner
	1.4.2	Encourage best practice collaboration amongst health care providers, UTAS, industry sectors and suppliers inside and outside of the West Coast.	Ongoing	Health agencies UTAS Industry Council sectors	Partner
	1.4.3	Provide educational opportunities for multiskilling for health care professionals	Ongoing	Health agencies UTAS / Education Providers Industry Council Tasmanian Government	Partner
	1.4.4	Assess and support E-health and new technologies, systems and processes in the health care industry.	Ongoing	Health agencies UTAS / Education Providers Industry Council Tasmanian Government Federal Government	Partner
	1.4.5	Encourage and facilitate greater service provision based on the needs of the region.	Short Term/ Ongoing	Health agencies UTAS / Education Providers Industry Council Tasmanian Government	Partner
	1.4.6	Assess and improve transport opportunities for the disabled and socially disadvantaged in the Region.	Ongoing	Health agencies Council Tasmanian Government	Partner
	1.4.7	Partnerships fostered to coordinate approach to promote the Region to attract skilled medical professionals to the Region.	Ongoing	Health agencies Council Tasmanian Government	Partner
1.5 The communities social needs are supported through the provision of a range of essential social and community services.	1.5.1	Provide adequate services for the ageing in the community.	Ongoing	Health agencies Industry Council Tasmanian Government	Partner
	1.5.2	The high standard of library facilities and services to the community is maintained to meet the educational, recreational and informational needs of the community.	Ongoing	Council Educational Providers Tasmanian Government	Partner
	1.5.3	Ensure the provision of and promote online learning opportunities.	Ongoing	Educational Providers Tasmanian Government Council	Partner
	1.5.4	Coordinate and promote the education opportunities available on the West Coast.	Ongoing	Educational Providers Tasmanian Government Council	Partner
	1.5.5	Foster the development of innovative practices in the education sector.	Ongoing	Educational Providers Tasmanian Government Council	Partner

Outcome	No.	Strategy	By When	Who	Councils Role
1.6 Innovative educational provision that meets the needs of the Region.	1.6.1	Continue to investigate implementation opportunities for the sustainable extension of educational provision to Years 11 & 12 in the region.	Short/medium term	Educational Providers Tasmanian Government Council	Partner
	1.6.2	Facilitate resource sharing and maximise the use of existing educational facilities (private and public).	Ongoing	Educational Providers Tasmanian Government Council	Partner
	1.6.3	Support initiatives that promote students awareness of localised employment and career opportunities.	Short Term	Educational Providers Tasmanian Government Council Private Sector	Partner

Our Economy

What we said

The creation of employment opportunities is viewed as the top priority for the West Coast by our community who recognise a strong diverse economic base is a key element that will ensure the future sustainability of the Region. We recognise the two key drivers of our economy are mining and tourism and the benefits they have provided to our community in the past and will continue to provide into the future. We also recognise that the Region needs to strengthen and harness its competitive advantages and diversify its industry sectors by harnessing key emerging and developing industry sectors to ensure a sustainable foundation for future growth. Raising the profile and increasing awareness of the Region's offering will assist in attracting new residents, and investment.

Our Vision

We have a strong and diversified economic base and are recognised as a leading regional centre in Tasmania to live, work and visit.

Outcome	No.	Strategy	By When	Who	Councils Role
2.1 A strong and diversified economic base.	2.1.2	Facilitate the development and implementation of key regional economic development strategies and associated Action Plans.	Short Term	Council Government Agencies Business Sector Community Tas Government	Provider/ Partner
	2.1.3	Promote and support local industry development initiatives.	Ongoing	Council Government Agencies Business Sector Community	Provider/ Partner
	2.1.3	Enhance and expand business and information networks that increase the exchange of knowledge and encourage partnerships between businesses.	Short Term/ Ongoing	Council Government Agencies Business Sector Community	Provider/ Partner
	2.1.4	Ensure the provision of serviced commercial, industrial and residential land through appropriate land use planning strategies.	Ongoing	Council Relevant Government Organisations	Provider/ Partner
	2.1.5	Promote and market the benefits of working and living in the West Coast through the development & implementation of a specific Branding Strategy for the Region.	Ongoing	Council Government Agencies Business Sector Community Tasmanian Government	Provider/ Partner
2.2 A sustainable, dynamic and resilient business sector.	2.2.1	Build and foster partnerships to foster innovation, knowledge management and collaboration between all industry sector	Ongoing	Industry Sectors Industry Agencies & Associations Business Sector Tasmanian Government Council	Partner
	2.2.2	Identify opportunities to improve access to broadband and wireless technologies for business.	Short Term/ Ongoing	Industry Sectors Industry Agencies & Associations Business Sector Tasmanian Government Council	Partner
	2.2.3	Advocate for increased resources for business development.	Ongoing	Council Private Sector Tasmanian Government	Partner
	2.2.4	Provision of training opportunities and apprenticeship programs to employ local youth	Ongoing	Council Education Providers Private Sector Tasmanian Government	Partner
	2.2.5	Investigate potential for a 'Centre of Excellence' which provides training for engineering, mining and other key local industries to locate on the West Coast.	Short Term/ Ongoing	Council Education Providers Private Sector Tasmanian Government	Partner

Outcome	No.	Strategy	By When	Who	Councils Role
2.2 A sustainable, dynamic and resilient business sector (continued).	2.2.6	Investigate and attract investors to capitalise on local business and product development opportunities.	Ongoing	Private sector State Growth Council Tas Government	Partner
	2.2.7	Encourage open dialogue with local industry and key employers to attract an increased draw on the local population for employment.	Short Term/ Ongoing	Private sector State Growth Council Tasmanian Government	Provider/ Partner
	2.2.8	Encourage new and existing businesses to incorporate environmentally sustainable practices that minimise environmental impacts and adhere to best practice initiatives.	Ongoing	Council Private Sector Tasmanian Government Environmental Agencies & Groups	Partner
2.3 A resilient and strong tourism sector.	2.3.1	Investigate the potential to develop a Tourism Destination Management Plan, to support the Regions Economic Development initiatives, that positions the West Coast as a desirable visitor destination that increases the value of the tourism industry as a key economic driver.	Short Term	Tourism Operators Business Sector Cradle Coast Tourism Tourism Tasmania Council State Growth Community	Provider/ Partner
	2.3.2	Plan and provide appropriate infrastructure and services to support tourism.	Ongoing	Private sector Transport operators Council Tasmanian Government	Provider/ Partner
	2.3.3	Identify product gaps and opportunities to diversify and strengthen the tourism offerings of the West Coast Region.	Short Term	Tourism Operators Business Sector Cradle Coast Tourism Tourism Tasmania Council State Growth Community	Partner
	2.3.4	Foster and support partnerships and collaboration between Tourism operators within the Region and regional tourism organisations.	Ongoing	Tourism Operators Business Sector Cradle Coast Tourism Tourism Tasmania Council State Growth Community	Provider/ Partner
2.4 Resilient Mining & Aquaculture sectors.	2.4.1	Investigate, with State Government and the Federal Government, potential incentives (not necessarily financial) for people to move to and stay in the West Coast for work, with the long term aim of increasing the number of people who live here long term and support other local services and retail.	Short Term/ Ongoing	Council Government Agencies Federal Government Community Private sector	Partner
	2.4.2	Advocate on behalf of the community on issues such as fly-in fly-out and drive-in drive-out worker impacts and resource boom and bust effects on mining communities.	Short Term/ Ongoing	Council Government Agencies Federal Government State Government Business Sector Community Mining companies	Partner
	2.4.3	Ensure local employment opportunities for local residents are maximised through industry training programs.	Short Term/ Ongoing	Council Government Agencies Federal Government Business Sector Community	Partner
	2.4.4	Support the future development of the Aquaculture Hub and the industry generally.	Short Term/ Ongoing	Council Government Agencies Federal Government Business Sector Community	Partner
	2.4.5	Identify and create a vision for future development of the Waterfront area to lay a foundation for future investment and eventual job creation in this critical precinct	Short Term	Council State Growth Tasports	Provider/ Partner

Our Infrastructure

What we said

The provision of infrastructure such as public transport, roads, walking and bike paths, communications and digital networks that enables access for all in our community is highly regarded by our community. As the West Coast is geographically isolated, access to and around the Region is vitally important. The declining population is seen as a real threat to the ongoing sustainability of the Region and the provision of community infrastructure is critical to attracting new residents and businesses to the Region.

Our Vision

We have a sustainable asset and infrastructure base to meet the lifestyle and business needs for residents, visitors and industry.

Outcome	No.	Strategy	By When	Who	Councils Role
3.1 Well planned and resourced assets and infrastructure.	3.1.1	Coordinate and sequence plan for provision of new infrastructure in the region with a long-term strategic perspective.	Ongoing	Council Tasmanian Government Agencies Business Sector Community	Provider/ Partner
	3.1.2	State and Federal Governments commit to improvements to State and Federal road and rail facilities / infrastructure.	Ongoing	Council Tasmanian Government Federal Government Agencies Business Sector Community	Provider/ Partner
	3.1.3	Create and continually improve Council asset management (AM) plans and systems to manage and maintain all assets in a sustainable manner.	Short Term/ Ongoing	Council Relevant Government Organisations	Provider/ Partner
	3.1.4	Plan accordingly for Council buildings and facilities to meet community needs.	Ongoing	Council Government Agencies Business Sector Community	Provider/ Partner
3.2 A safe and reliable transport system to and around the Region.	3.2.1	Identify options for improved public transport in and between towns and villages and accessibility to and from the region generally.	Medium Term	Transport Operators Private Sector Council State Growth Community Education Providers	Provider/ Partner
	3.2.2	Road users within the Region demonstrate a high level of road safety awareness.	Ongoing	Community Council	Partner
	3.2.3	The rural road network meets the economic and social needs of the community.	Ongoing	Private sector Transport operators Council Tasmanian Government Federal Government	Provider/ Partner
	3.2.4	Identify and protect investment in existing and planned major infrastructure corridors and sites against encroachment and threat to operation from other land uses and from natural hazards.	Ongoing	Private sector Transport operators Council Tasmanian Government	Partner
	3.2.5	Ensure ongoing provision of direct international shipping service to and from Tasmania.	Ongoing	Private sector Transport operators Council Tasmanian Government	Partner
	3.2.6	Develop a business case for the development of Strahan Airport as a potential visitor and freight gateway to the Region.	Short Term	Private sector Council Tasmanian Government	Partner
	3.2.7	The public transport system facilitates the mobility of residents and visitors to and around the communities of the West Coast and meets the requirements of the Disability Discrimination Act.	Ongoing	Transport Providers Council Tasmanian Government	Partner

Outcome	No.	Strategy	By When	Who	Councils Role
3.3 Appropriate levels of infrastructure to meet the needs of the Aged in our community.	3.3.1	Ensure the provision of aged care residential developments that will satisfy the needs of our ageing community.	Medium Term	Council Private sector Tasmanian Government	Partner
	3.4.1	The community has access to a sewerage system that has sufficient capacity for current and future growth requirements.	Ongoing	Taswater Council	Partner
	3.4.2	Sewerage treatment and effluent disposal is managed in accordance with the principles of Ecologically Sustainable Development.	Ongoing	Taswater Council	Partner
3.4 Environmentally sensitive development to achieve sustainability in water and waste management.	3.4.3	An ongoing programme of capital works augmentation is implemented to improve water supply to the Towns.	Short Term	Taswater Council	Partner
	3.4.4	Water conservation is demonstrated by consumers and encouraged by pricing policies.	Ongoing	Taswater Council	Partner
	3.4.5	Development of a Waste Management Strategy for the Region and implemented for domestic recycling, greenwaste collection, processing and industry waste reduction plans.	Medium Term	Taswater Council	Provider
	3.4.6	Waste depots comply with standards and regulations relating to pollution control and climate change.	Ongoing	Council	Provider

Our Environment

What we said

We recognise and value our natural assets, which contribute to the lifestyle attributes of the West Coast.

Our Vision

Our natural assets are protected and enhanced for future generations through environmental leadership.

Outcome	No.	Strategy	By When	Who	Councils Role
4.1 The Regions Environmental assets are maintained and preserved for future generations.	4.1.1	Utilise and protect our natural resources, water and energy.	Ongoing	Council Community Utility Providers Tasmanian Government	Advocate
	4.1.2	Support community based environmental protection initiatives.	Ongoing	Council Community Environmental Organisations Tasmanian Government	Facilitator Implementer
	4.1.3	Be responsive to environmental issues effecting the Region.	Short Term	Council Relevant Government Organisations Community Industry Environmental Organisations	Provider/ Partner
	4.1.4	Develop realistic and sustainable land use strategies for the Region within state and national frameworks and in consultation with the community.	Ongoing	Council Tasmanian Government Developers	Provider/ Partner
	4.1.5	Protect and enhance the Natural Wilderness areas on the West Coast.	Ongoing	Council Community Environmental Organisations Tasmanian Government	Partner
4.2 A preserved, unique and significant historical and cultural heritage of the West Coast.	4.2.1	Support the identification and preservation of the cultural heritage of the West Coast.	Ongoing	Council Community History Organisations Community Business Sector Tasmanian Government	Partner
4.3 Adaptation to the impacts of climate change.	4.3.1	Support community awareness programs on efficient energy management practices.	Ongoing	Council Community Businesses Environmental Organisations Tasmanian Government	Provider/ Partner
	4.3.2	Assess, plan for and respond to the impacts of climate change.	Ongoing	Council Community Businesses Environmental Organisations Tasmanian Government	Provider/ Partner
	4.3.3	Advocate for the establishment of renewable energy sources where appropriate.	Ongoing	Council Community Businesses Environmental Organisations Tasmanian Government	Provider/ Partner

Our Partnerships Our Leadership

What we said

As a community we recognised that the Plan is about the West Coast's future, a positive step in the right direction. We recognise our past frustrations as a community, however support and acknowledge that the Plan will be achieved through a strong network of partnerships and by fostering relationships. Every individual has a stake in the future of the West Coast. Working together as individuals, groups with all tiers of Government, we all contribute to achieving that future. Our Council is important to the people of the West Coast with the majority of our residents (70%) against amalgamations and view the development of a long term plan for the Region as demonstrated proactive leadership in the best interest of the community.

Our Vision

We welcome and foster partnerships. Our Council demonstrates sound leadership, transparency and inclusive decision making processes and delivering outcomes that best meets the needs of the West Coast.

Outcome	No.	Strategy	By When	Who	Councils Role
5.1 Strong and sound partnerships are developed and sustained with other Government stakeholders and organisations (including industry).	5.1.1	Advocate, represent and promote for the community and businesses on the West Coast by active participation in forums that have outcomes for the West Coast.	Ongoing	Council Community Businesses State Government Departments	Provider/ Partner
	5.1.2	Foster and initiate partnerships between Council and key sector businesses (including mining, tourism and aquaculture).	Ongoing	Cradle Coast Tourism Regional Organisations Business Community Tourism Operators Council Tasmanian Government	Partner
5.2 Connected and Collaborating inter community partnerships.	5.2.1	Foster strong Community Engagement through the development of a Council community engagement strategy and associated policy.	Short Term	Council	Provider
	5.2.2	Assess and promote project collaboration with other Councils on a local and regional level.	Ongoing	Council, regional Councils State Government Departments	Provider/ Partner
	5.2.3	The outcomes and strategies of the West Coast Community Plan 2025 are implemented through Council's adopted Corporate (Business) Plan and Operational Plans.	Short Term / Ongoing	Council	Provider
	5.2.4	Foster and support participation in community organisations that benefit and promote inter community cooperation.	Ongoing	Residents Business Sector Council	Partner
5.3 Sound management of Council resources is undertaken.	5.3.1	The Council meets all statutory requirements.	Ongoing	Council	Provider
	5.3.2	A skilled and motivated workforce is maintained through the development of appropriate workforce strategies.		Council	Provider
	5.3.3	Revenue from grants and other income sources is maximised.	Short Term/ Ongoing	Council	Provider/ Partner
	5.3.4	Assess and engage in resource sharing options for the region to avoid duplication and inefficiencies and to create sustainable infrastructure into the future.	Ongoing	Council Surrounding Councils	Partner
	5.3.5	Council is recognised as a relevant, well managed, cost effective, and operationally efficient and customer focused organisation that connects with all of its stakeholders.	Ongoing	Council	Provider
	5.3.6	Develop and maintain long term financial planning, management and reporting to ensure resources are provided to deliver services and manage Council's assets.	Ongoing	Council	Provider

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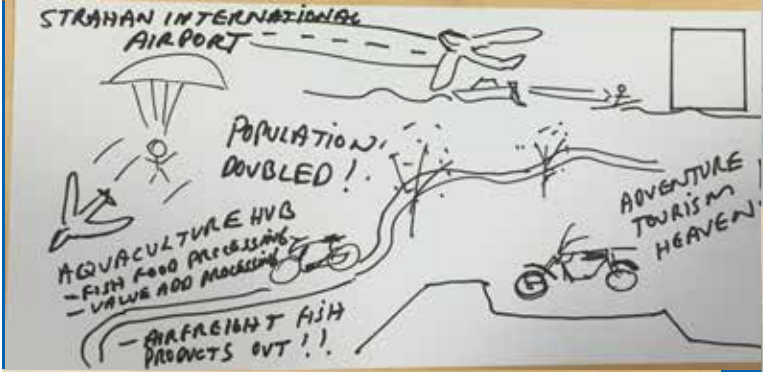
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Hi, Tony
 ITS ABOUT TIME YOU MADE YOUR WAY BACK DOWN THIS WAY. IT IS TOTALLY DIFFERENT TO WHAT IT WAS WHEN YOU WERE HERE LAST WITH THE CONTINUAL DEVELOPMENT OF THE MINING INDUSTRY AND EMPLOYMENT INITIATIVE WORK CAPABILITY ARE AT A PREMIUM.
 OUR MAIN ROAD OUT OF THE WEST ARE NOW DOUBLE LANES AND AS CONVENIENT AS ANY IN TASMANIA. THIS SHIP TOURIST ARE NOW FASCINATED TO CANO ALONGSIDE OF BEAUTIFUL LAKES AND OTHER TOURISTS OPPORTUNITIES.
 OUR WEST COAST TOWN NOW LOOK AS PROGRESS AS THEY WERE IN THEIR HEADS.
 LOOK FORWARD TO SEEING YOU SOON.



Tullock beautiful gateway to west coast excellent walking track to Lake Herbert, trout fishing, excellent boat ramp at Macintosh lake. aluminum seatings been set up at Lake Rosebery, on the old tip road for the swimming club and a sandy beach has been established there.
 Beautiful foot paths for children to walk to school bus.



Dear Kenz,
 Im back visiting our old home town Zeekon. Things have certainly changed. Once a quiet town in now booming. Zeekon is the eco-tourism hub of Zeekon lots of bike trails and walks its so beautiful the town has such a welcoming vibe, very clean, tidy, and lots of friendly people. I enjoyed the museum, indoor pool, nature walks etc. Will have to take you here.
 Mikarla

Wow! This community is everything of the hidden gem you spoke of - but its vibrant, exciting and intoxicating. People are proud of where they live, but all are doing their bit to make the community thrive. We had a look at the jobs on offer while visiting, because maybe we will leave.
 What a magical place.

Hi,
 Well, what a different place from the last time I was here just 10 years ago. This community has certainly become a more impressive place, although the people themselves are still welcoming & friendly. It's the change in the atmosphere of the people, there seems to be more people in the town, more population. In fact, all communities seem to be more vibrant all buildings are occupied most having been occupied, there are many more attractions to visit, what a wonderful change I have experienced it has you for you to come & visit, you never know you may wish to stay like I did.

In 10 years time



Dear Cynthia,
 Dreams do come true. Zeekon is thriving, we now have shops all along main st. The Central Hotel is now the first part of the Temenos Project of accommodation for people in non-urgent.

Hi, Mikarla
 On our visit back to Zeekon, what are great little towns, beautiful entrance, great tourism opportunities for the town. Serves a fantastic great indoor pool. Can't wait to revisit.
 To Cynthia from
 Enigad Gallogher



If you would like more information or would like to submit feedback on the West Coast Community Plan 2025 please send your comments to the General Manager, West Coast Council:

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