



18 February 2014

Raoul Harper  
General Manager  
Flinders Council  
PO Box 40  
WHITEMARK TAS 7255

<b>FLINDERS COUNCIL</b>	
FILE NO.	
RECEIVED	21.2.14.
ACTION REPORT TO	
MENBERS	
G.M. / EA	Scanned
F.A.M.	
W.S.M	
A.M.	
MAYOR	

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Dear Raoul

### NORTHERN TASMANIA DEVELOPMENT – 3 YEAR FUNDING COMMITMENT

I write to request confirmation from Flinders Council of a three year funding commitment to commence on 1 July 2014. The financial commitment for Flinders Council for the 2014/15 financial year is \$6,137, a 3% increase on this year's commitment.

Our budget for the 2014/15 financial year is:

Council Contributions	412,000
Total Income	419,070
Total Administration Expenses	39,350
Staff & Services Contracts	337,730
Occupancy Expenses	19,932
Promotional Expenses	10,655
Total Expenses	407,667
Project Allocation	5,000
Net Budget Surplus/(Deficit)	6,403

It is noted that the funding arrangements for NTD may also involve requests for additional funds on a project-specific basis. Requests for such funding would be directed through the Local Government Committee and Council would be notified in advance of any additional project contributions.

I have attached the following documents to assist Council in considering this funding request:

- NTD Strategic Plan 2014-2017 and Action Plan
- Memorandum of Understanding covering the relationship between NTD and member Councils

We will be asking Mayors to sign the MOU and adopt the plans at our March 21 Local Government Committee meeting.

In the lead up to the Tasmanian Parliamentary elections, both major parties have now committed to the resumption of international shipping with Bell Bay the preferred option. These announcements are a direct reflection of NTD's capacity to collaborate with industry on key issues.

I look forward to your response as soon as practicable. As always, I would be very happy to talk with Council to discuss plans for the coming year and provide more advice on current activities.

Yours sincerely



Derek Le Marchant  
**EXECUTIVE OFFICER**



## About the Region

The Northern Tasmanian Region has a population of 143,270 (2011), comprising 28% of total state population. The Region produces approximately 25% of gross state product including 40% of Tasmania's agricultural output and 60% of the state's manufactured exports.

The distribution of employment by industry in Northern Tasmania broadly reflects state-wide patterns where the most significant industries are health care and social assistance, retail trade, manufacturing, education and training. The least significant employing industries in the Region are mining; information, media and telecommunications; rental, hiring and real estate services; and electricity, gas, water and waste services.

The Region has many core strengths including:

- Major regional airport plus associated higher-tier services that are an integral part of the principal air route network for south eastern Australia.
- Tasmania's largest industrial area at Bell Bay accessed by national and regional roads, electricity grid, gas network, rail and port infrastructure.
- Productive agriculture, horticulture, natural resources and processing opportunities.
- Significant education facilities including the University of Tasmania and Australian Maritime College.
- Major hospital and health care infrastructure.
- Banking, business and financial services.
- Recognition as a tourist destination and gateway.

However, the Northern economy faces many economic challenges stemming from recent industry restructuring, changing demographics and shifting global market conditions. The Region is currently grappling with an unemployment rate above the state average of 7.9% (January 2014) and the national rate of 5.9% (January 2014).

In real terms, the Region experienced a 40.2% increase in unemployment since 2007. Significant declines in employment between 2008 and 2012 were experienced in manufacturing, accommodation and food services, financial and insurance services, and agriculture, forestry and fishing.

Despite these challenges, the Region's Councils share a number of key aspirational goals to respond to these economic impacts including population and jobs growth, sustained economic development, enhancing skills and workforce capacity, and better infrastructure, connections and capacity.

Further investment in education and large scale irrigation infrastructure, the exploration of high value-adding industries and the resolution of a cost-effective international freight solutions further the competitive strengths of Northern Tasmania.



## About Northern Tasmania Development

Northern Tasmania Development (NTD) is a regional development organisation covering the north and north east of Tasmania. We are an incorporated association. Our members are the eight Councils of this Region. We have a core staff of 4 FTE and we are based in Launceston.



NTD began life in 1992 as the Northern Tasmanian Regional Development Board, with the primary focus being the promotion of regional economic development. In late 2012, changes were made to the corporate structure to enable NTD to move from an independent corporate model to a regional collaboration and co-ordination model.



NTD operates closely with other regional bodies including NRM North and Tourism Northern Tasmania.



### Our Vision for the Region

To strengthen the Region's capacity, position and role as one of Australia's most productive and liveable areas.

### Our Mission

To advance the interests and development of Northern Tasmania by facilitating and coordinating worthy economic and community initiatives in conjunction with the eight Northern Tasmanian Councils.

Core business for NTD is:

- regional planning and research;
- economic development and skills development initiatives;
- investment attraction for projects of regional significance;
- maximising Commonwealth and State funding for the Region.

### Governance

NTD is governed by the Local Government Committee which is comprised of representatives of the member Councils. Office Bearers for NTD are elected from the Local Government Committee.

- Chair - Albert van Zetten (Launceston City Council)
- Vice Chair – Craig Perkins (Meander Valley Council)
- Treasurer - Barry Easter (West Tamar Council)
- Secretary - Sarah Schmerl (Break O' Day Council)

## Operating Principles

The effectiveness, legitimacy and impact of NTD in the pursuit of regional development and advocacy is underpinned by a clear set of supporting values and principles to guide actions and behaviours.

Our core values are:

- **Integrity:** We will be outcome focused and we will do what we say we will do;
- **Efficiency:** We will provide targeted services in areas where we can make a difference. We will prioritise effort;
- **Value:** We will focus on shaping common agendas, and ensuring that our members and stakeholders have access to information about our progress;
- **Team Work:** Our efforts will focus on co-operation and co-production with our members and other important partners.

## Key Focus Areas

It is vital that regional development organisations such as NTD focus on areas of strategic importance as resources, particularly time and funds, are limited. During early 2013, NTD consulted with representatives of member Councils to develop key focus areas. Core business for NTD is:

- regional planning and research;
- economic development and skills development initiatives;
- investment attraction for regionally significant projects;
- maximising Commonwealth and State funding for the Region.

### *Driving economic transition and transformation*

The regional economy and workforce is changing to adapt to a globally competitive market place. The economic base of the Region must diversify further and build stronger links with the rest of Tasmania, mainland Australia and with international markets.

To assist with transition and change, NTD will:

- support the discussion, development and implementation of innovative and significant economic diversification projects;
- collate and disseminate information about relevant regional development ideas and research;

- support the Local Government Committee as a forum for Councils to collaborate on regional development and economic diversification initiatives.

### *Building on existing competitive advantage - Creating new advantage*

The Region has enviable comparative advantages including in its proximity to south east Australia and Asia. Our existing advantages also include productive land and agricultural resources, strong manufacturing base, skilled workforce and good transport linkages. However, further investments in other core infrastructure such as transport, health, energy, communications, education facilities and tourist product are critical to encourage economic activity to maximise existing advantage and to foster new competitive strengths.

NTD will assist to further develop regional advantage through activities that include:

- acting as a 'clearing house' for regionally significant projects that involve multiple stakeholders and multiple tiers of government;
- providing project management and coordination services for significant collaborative projects;
- encouraging and facilitating cooperative efforts between member Councils on significant projects related to regional and economic development

### *Enhance economic capacity through cooperation*

Northern Tasmania cannot operate in isolation. We need to forge stronger alliances that work to our advantage. Strengthening the role and capacity of the Region cannot be confined to looking inwards.

The region must focus on regional-scale development initiatives that integrate all levels of government and, where possible, include partnerships with the private sector so as to deliver on multiple fronts rather than on narrow, specific agendas.

Successful regions have a highly educated and trained workforce resulting from an integrated and planned working relationship between employers and education and training service providers.

Activities include:

- support the role of the Local Government Committee as a forum for member Councils to consider and set regional priorities;
- work collaboratively with other stakeholders to contribute to events and forums that encourage discussion of regional and economic development;



- encourage collaboration between Councils through the support of cross-municipal committees and working groups;
- working in partnership with member Councils to integrate local and regional plans and strategies;
- facilitate connections between the regional stakeholder groups through enhanced communications linkages enabled by innovative, technology-based platforms.

## Regional Indicators

NTD will monitoring key strategic measures to inform strategic decision making. Our priorities and actions will be guided by these measures to ensure we are focusing our efforts where they are needed most.

Measures will include (but are not limited to):

- Sustained population growth;
- Retention and attraction of skilled workers; persons seeking work, and participation levels in education and training;
- Employment growth with an emphasis on building the skills-base of the region; increased employment opportunities in rural areas and small towns; service provision undertaken within the region and the region's communities rather than relying on services delivered from outside of the region;
- Regional economic performance with an emphasis on increased levels of primary and manufactured production; higher value product; increased levels of freight and throughput at ports and the airport; increased passenger - tourist numbers at the airport and increased visitation at tourist attractions;
- Greater output in terms of building, construction and investment; with an emphasis on local construction jobs sustained through an ongoing investment in housing and commercial development; enhance services, facilities and planning for an ageing population; degree of accessibility to facilities and services; energy conservation; and increased levels of energy produced within the region from renewable sources;
- Levels of liveability and community wellbeing are difficult to measure. Indicators linked to statistics based on attraction and retention of new residents and retention of current population provides one measure. Other indicators such as strong levels of pride; high levels of community resilience; high levels of community participation in events and in

volunteerism; and in the capacity of the region to meet key needs in all communities are more qualitative.

Reports will be provided to the Local Government on a six monthly basis.

### Corporate Indicators

In addition to regional indicators, the operational efficiency and effectiveness of NTD needs to be measured. The mode of operation for the organisation will be one that reflects concentrated effort and value for money.

Quarterly measures will be:

- **Service Delivery:** timeliness, variance against budget, governance systems;
- **Communications:** web-page statistics, frequency of communication, review of key messages;
- **Effectiveness:** progress against objectives, financial sustainability, cost of services compared against outcomes.



# ANNUAL ACTION PLAN

## January 2014 - June 2015



Title	Project Category	Start Date	Due Date	Task Status	Description
<b>Housing Needs Study</b>	Strategic Planning	1/07/2013	30/03/2014	In Progress	Complete the housing needs study to inform the Regional Land Use Strategy. This study will guide future housing development across the region as well as guide infrastructure provision including transport and water treatment. Plan is to be finalised and then presented to Councils for endorsement and also to the TPC for integration into the RLLUS.
<b>Industrial Land Strategy - Stage 2</b>	Strategic Planning	1/01/2014	30/06/2014	In Progress	Following the completion of the Industrial Land Study (Audit), complete a Strategy to guide further investment in industrial sites. This project follows on from the development of the Regional Land Use Strategy, Greater Launceston Plan and Integrated Transport Study.
<b>Recreation and Open Space Strategy</b>	Strategic Planning	1/05/2014	1/12/2014	Not Started	Develop a regional system for open space and recreation. Scope is to be determined but it will include the identification of existing infrastructure, examination of a possible hierarchy of infrastructure plus the investigation of trends (Usage, funding, governance). Propose further work and investments.
<b>North Eastern Mountain Bike Project</b>	Priority Projects	1/07/2013	30/06/2014	In Progress	NTD will manage the Hollybank trail development as well as the NEMTB community engagement web-portal as part of the overall project consisting of 60km of mountain bike trails throughout the NE of Tasmania. Trails will assist in the rejuvenation of the economy and communities through visitation and recreation.

<b>Regional Transport Funding Priorities</b>	Priority Projects	30/06/2014	1/03/2015	In Progress	Following the release of the Integrated Transport Plan and the completion of the Industrial Strategy and Housing Needs Strategy, develop a Regional Transport Funding Priorities document with input from Council priorities. Develop an agreed methodology for prioritising regional transport projects.
<b>Bell Bay and Freight Advocacy</b>	Priority Projects	1/07/2013	30/06/2014	In Progress	Continue to advocate for the further development of the Bell Bay Precinct and Port facilities as key infrastructure for the Region and for the State. Work with the Tasmanian Exporters Group and other key stakeholders to progress a direct international service from Tasmania.
<b>Regional Planning Initiative - Project Management</b>	Priority Projects	1/07/2013	30/06/2015	Not Started	Support the completion of the RPI by providing project management and administrative support to the Councils. Completion of the initial stages of the project will occur with the declaration of interim schemes and revision of the Regional Land Use Strategy.
<b>Priority Projects</b>	Priority Projects	1/07/2013	30/06/2014	In Progress	Support key projects and collaborate with other project proponents to obtain funding. Priority projects are: Northern Tasmania Defence Initiative (including studies for Bell Bay Cluster esp. ship repair), NE Rail Trail, Scottsdale and Esk Irrigation Schemes, Northern Health Project (UTAS), Natural Gas Rollout, Flinders Island Airport Resurfacing and Launceston Rejuvenation Project (incl North Bank)
<b>Resource Sharing</b>	Priority Projects	1/07/2013	30/06/2014	In Progress	Facilitate discussions to identify areas for increased collaboration between Councils including procurement, process improvement and planning. Work with other stakeholders such as the Launceston Chamber of Commerce to progress practical improvements to Council processes related to Economic Development. 3 key focus areas for the coming 12 months: IT/telecommunications, Event coordination (In partnership with TNT), Reducing the regulatory burden:

<b>NE Rail Trail</b>	Priority Projects	1/10/2013	1/03/2014	In Progress	Complete detailed costs estimation for the construction of rail trail, signage and core infrastructure. Develop a basic marketing framework in conjunction with Tourism Northern Tasmania. Draft proposed governance arrangements for community and stakeholder consideration. Complete a draft risk Management plan
<b>C8 Summit</b>	Corporate Governance	1/07/2013	30/06/2014	In Progress	The C8 Summit is to be an annual event to bring together the Region's elected members to discuss a range of issues in a collaborative environment. All Councils will have an opportunity to present and be involved in the development of the agendas and related actions.
<b>Partnership Group</b>	Corporate Governance			In Progress	Further to the NTD restructuring and recently completed Communications Strategy, form a Partnership (Reference) Group to help inform the priorities for NTD and to enhance the connectivity of the Councils with important stakeholder groups.
<b>Corporate Services (Incl Secretariat)</b>	Corporate Governance			In Progress	Corporate support for Executive and Local Government Committees plus C8 groups. Coordination of NTD communications (web, newsletter, Facebook). Background support work for other committees and working groups.



# MEMORANDUM OF UNDERSTANDING

NORTHERN  
TASMANIA  
DEVELOPMENT



Dated \_\_\_\_\_ 2013

## MEMBERS AGREEMENT

BETWEEN

BREAK O' DAY COUNCIL, DORSET COUNCIL, FLINDERS COUNCIL,  
GEORGE TOWN COUNCIL, LAUNCESTON CITY COUNCIL, MEANDER VALLEY COUNCIL,  
NORTHERN MIDLANDS COUNCIL and WEST TAMAR COUNCIL  
("Councils")

-AND-

NORTHERN TASMANIAN REGIONAL DEVELOPMENT ASSOCIATION INCORPORATION

ABN 13 585 842 417

("Association")



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## 1. BACKGROUND

- a) The Councils and the Association wish to co-operate in enhancing the quality of life in Northern Tasmania through promoting and encouraging sustainable economic and community development.
- b) The Councils have agreed to provide Funds for the purpose of supporting sustainable economic and community development activities undertaken by the Association in Northern Tasmania.
- c) The Councils have agreed to make Funds available to the Association, and the Association has agreed to accept such Funds in accordance with the terms of this Agreement.

## 2. PURPOSE OF THE MEMORANDUM

### 2.1 The Purpose

The Purpose, including the obligations of the Parties, may be reasonably varied from time to time and at any time by, or with the approval in writing of the Councils, following consultation with the Association.

### 2.2 Interpretation of the Purpose

The Association is to see its primary role as being concerned with economic development, and, as its secondary role, community development and regional local government activities.

### 2.3 Payment of Funds

Unless the Councils otherwise agree, the Councils will make the Funds available to the Association by way of two equal instalments, on the 1<sup>st</sup> January and 1<sup>st</sup> July each year.

### 2.4 Adjustment of Funds

2.4.1 The Funds will be adjusted each year for the Consumer Price Index for Hobart for the previous year unless otherwise agreed.

(a) in the case of an increase less than the Consumer Price Index, by an absolute majority of the Councils; or

(b) in the case of an increase in excess of the Consumer Price Index unanimously by the Councils.

2.4.2 The Funds will also be adjusted each year to take into account any population changes within the geographical jurisdiction of each of the Councils which review will be in accordance with the latest available Regional Population Growth published by the Australian Bureau of Statistics.

## 2.5 Use of Other Funds

If the Association gains access to funds other than the Funds for or in relation to the Purpose it must report on the amount and the use of such funds in the Annual Report for the year or years in which such funding was received and/or used.

## 2.6 Basis for Calculating Contributions

The proposed model seeks to introduce a base membership fee with a variable component. A base fee ensures that all Councils pay a minimum contribution to the operations of NTD. The variable component then introduces a charge that reflects costs and benefits on a population basis. Under the proposed methodology, funding contributions would be:

Council	Population	Fixed \$	Variable \$	Total \$	%
Launceston City Council	64,620	16,000	143,588	159,588	39.9%
West Tamar Council	21,453	16,000	47,669	63,669	15.9%
Meander Valley Council	18,938	16,000	42,081	58,081	14.5%
Northern Midlands Council	12,505	16,000	27,786	43,786	10.9%
Dorset Council	7,253	8,000	16,116	24,116	6.0%
George Town Council	6,744	8,000	14,985	22,985	5.7%
Break O' Day Council	6,218	8,000	13,817	21,817	5.5%
Flinders Council	881	4,000	1,958	5,958	1.5%
<b>Total (ex GST)</b>	<b>138,612</b>	<b>92,000</b>	<b>308,000</b>	<b>400,000</b>	<b>100.0%</b>

Reference – NTD Restructure Plan v9.1 (2012)

The fixed amount is to be based on bands depending on municipal population:

Population of 0 - 5,000	\$ 4 000
Population of 5,001 - 10,000	\$ 8 000
Population of 10,001 +	\$16 000

## 3. PLANS

### 3.1 Strategic Plan

3.1.1 The Association must adopt and maintain a Strategic Plan covering a minimum of a prospective three year period, which:

- (a) contains strategies and priorities satisfactory to the Councils, for the future economic and community development of Northern Tasmania; and
- (b) ensure that the Association achieves the Purpose.

- 3.1.2** The Association must at least every twelve months through the term, review the Strategic Plan to ensure that it reflects any changed conditions or circumstances, new opportunities and any other factors which may influence Northern Tasmania.

A review under this Subclause must be conducted within a sufficient timeframe to enable such review to be adopted by the Association in respect of the forthcoming financial year and to meet the requirements of clause 3.3.1.

**3.2 Annual Action Plan**

- 3.2.1** By the 1<sup>st</sup> March the Association must prepare and adopt an Annual Action Plan in respect of the forthcoming financial year.

- 3.2.2** Each Annual Action Plan must specify the actions to be taken by the Association in furtherance of the Purpose and the Strategic Plan.

- 3.2.3** The Association must at least every twelve months review its performance in relation to the relevant Annual Action Plan.

**3.3 Further Commitment**

- 3.3.1** The review of the Strategic Plan and the Annual Action Plan must be provided by the Association to each Council prior to the commencement of the next financial year in order to allow each Council to consider its further commitment to the Association.

- 3.3.2** Each Council must prior to the commencement of the next financial year consider its further commitment to the Association and advise the Association in writing of the Funding it is prepared to provide to the Association for the year following the expiry of the current three-year term of this Agreement.

- 3.3.3** The parties acknowledge that when the Councils make these further commitments to the Association this procedure will have the effect of, and result in, a continuing term of three years for the operation of this Agreement.

- 3.3.4** In the event that one or more Councils decline to make further commitments to the Association other Councils will have a period of twelve months from receipt of notice by the Association that such further commitments have not been made within which to reconsider their further commitments to the Association.

**4. RESPONSIBILITIES OF NORTHERN TASMANIA DEVELOPMENT**

**4.1 General**

- 4.1.1** The Association will assist to facilitate and promote the co-ordination of all the Councils to achieve outputs identified.

**4.1.2** The Association will assist in achieving these outputs through such funding, partnership and support arrangements as it may from time to time be able to negotiate and secure for the Region.

**4.1.3** Observe communication protocols.

**4.2 Financial Delegations**

The Association must adopt and maintain a formal policy relating to delegated expenditure approval, setting out the upper limit of such expenditure and arrangements to apply where expenditure exceeds budgets limits.

**4.3 Financial Budgets**

The Association must prepare and adopt:

**4.3.1** The annual financial budget in respect of each financial year of the Term for its operations in accordance with the procedure outlined in the Schedule; and

**4.3.2** A supplementary budget to its annual financial budget at any time if an annual budget has been materially affected by unexpected or unusual income and expenditure flows and forthwith provide a copy, certified by the Association, to each of the Councils.

**4.4 Financial Statements**

The Association must prepare and adopt Financial Statements, including commitments, on a quarterly basis during the Term and provide each Council with the audited Financial Statements for each financial year.

**4.5 General Meetings**

The Association will conduct quarterly general meetings of its Members.

**4.6 Performance Criteria**

The Association will set appropriate performance criteria for its activities designed to promote the Purpose and shall conduct such reviews of the performance criteria as the Board shall from time to time determine.

**5. REPORTING**

**5.1 Strategic Plan and Annual Action Plan**

The Association must provide a copy of the Strategic Plan and the Annual Action Plan to members.

**5.1.1** To be approved by members through the Local Government Committee by the end of March each year, and endorsed by the Executive Committee.

**5.1.2** Strategic Plan and Annual Action Plan to be presented to the member Councils each calendar year.

## **5.2 Annual Report**

**5.2.1** The Association must prepare and adopt an Annual Report.

**5.2.2** Each Annual Report prepared must:

(a) be adopted by the Executive Committee in a meeting;

(b) be presented at the next annual general meeting of the Association after the financial year to which the Annual Report relates.

**5.2.3** The Association must provide a copy of the Annual Report to each of the Councils within twenty (20) business days of the date of the meeting.

## **6. DUE DILIGENCE**

**6.1** The Parties agree that an external review of the Association's operations will be commissioned and paid for by the Association, every three years to ensure the satisfaction of the Councils, and the Association:

**6.1.1** is complying with this Agreement; and

**6.1.2** has performed satisfactorily relative to the performance indicators contained in the Strategic Plan and the Annual Action Plan.

**6.2** The review is to be carried out by an expert in the field of regional development by the Councils or from a panel of such experts chosen by the Councils.

**6.3** A report of a review commissioned under this Clause must be forwarded to each of the Councils on a confidential basis.

## **7. RESPONSIBILITIES OF THE COUNCILS**

**7.1** Work in partnership with Northern Tasmania Development to achieve the Project Business Plan and the Strategic Plan.

**7.2** Observe communication protocols.

**7.3** Contribute their data and resources relevant to achieving the Strategic Plan and Annual Action Plan.

**7.4** Assist in co-ordinating and facilitating public input from constituents and the organisations in the Regional projects.

**EXECUTED as a Memorandum of Understanding**

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Signed for and on behalf of the **BREAK O'DAY COUNCIL:**

.....

**Mayor**

Sarah Schmerl

Date:

.....

Witness

**Title:**

Name:

Date:

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Signed for and on behalf of the **DORSET COUNCIL:**

.....

**Mayor**

Barry Jarvis

Date:

.....

Witness

**Title:**

Name:

Date:

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Signed for and on behalf of the **FLINDERS COUNCIL:**

.....

**Mayor**

Carol Cox

Date:

.....

Witness

**Title:**

Name:

Date:

Signed for and on behalf of the **GEORGE TOWN COUNCIL:**

.....  
**Mayor**  
Roger Broomhall

Date:

.....  
Witness  
**Title:**  
Name:

Date:

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Signed for and on behalf of the **LAUNCESTON CITY COUNCIL:**

.....  
**Mayor**  
Albert van Zetten

Date:

.....  
Witness  
**Title:**  
Name:

Date:

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Signed for and on behalf of the **MEANDER VALLEY COUNCIL:**

.....  
**Mayor**  
Craig Perkins

Date:

.....  
Witness  
**Title:**  
Name:

Date:

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Signed for and on behalf of the **NORTHERN MIDLANDS COUNCIL:**

.....  
**Mayor**  
Kim Polley

Date:

.....  
Witness  
**Title:**  
Name:

Date:

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Signed for and on behalf of the **WEST TAMAR COUNCIL:**

.....  
**Mayor**  
Barry Easter

Date:

.....  
Witness  
**Title:**  
Name:

Date:

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Signed for and on behalf of the **NORTHERN TASMANIA DEVELOPMENT:**

.....  
**Executive Officer**  
Derek Le Marchant

Date:

.....  
Witness  
**Title:**  
Name:

Date: