



5 Economic Development Strategy

This Strategy delivers a targeted and achievable set of actions to form an economic agenda for change in the Clarence Valley.

The economic development strategy was compiled within the context of four economic development themes or fundamental building blocks, including:

1. Building on Competitive Advantage;
2. Value Adding and Industry Extension;
3. Business Retention and Attraction; and
4. Planning and Facilitation.

The individual strategies supporting each of these core themes are outlined in the tables that follow. All of the strategies represent potential development alternatives and are based on the opportunities identified through Council, community, business and industry consultation.

A filter process was applied to the list of 30 individual strategies. The filter process was utilised to establish a core set of priority projects. These priority projects represent those to be progressed within the first 3-5 years of this Plan (shaded in the tables that follow).

Action Plans have been developed for the prioritised strategies and are presented in respective Action Planning Portfolios. However, all strategies included in Section 5 should be investigated where the opportunity presents.

A range of potential project partners have been identified through the consultation process. There are however opportunities for the addition of project partners as each strategy moves towards implementation. Clarence Valley Council will have an active role and make a significant contribution to the development, facilitation and implementation of the actions contained in the Plan.



5.1 Building on Competitive Advantage

Goal: Leverage the existing competitive advantage of the Clarence Valley to encourage and facilitate the latent economic development opportunities in the region.

Rationale: The Clarence Valley has a number of competitive advantages that are currently under utilised and in some cases not fully recognised. A critical component of sustained economic development is the ongoing support of activities and innovations that build on the strengths of both the natural and built environment.

No.	Strategy	Actions	Timeframe	Our Partners
A.1	Creative Industry Development	<p>Support the development of the Creative Industry sector by facilitating increased interaction and development of networks and infrastructure/ facilities/ spaces.</p> <ol style="list-style-type: none"> 1. Establish a creative industry development committee (CIDC) 2. Develop promotional publication and campaign 3. Develop virtual cluster to support creative industry capacity building 4. Review education and skills development 5. Support creative product development 6. Investigate opportunities to develop and promote indigenous creative outputs 7. Facilitate a business and marketing training program 8. Conduct feasibility of creative industry facility development 9. Facilitate the development and funding of creative industry facility/ precincts 	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 2</p> <p>Year 2</p> <p>Year 2</p> <p>Year 3</p>	<p>Arts Northern Rivers</p> <p>Clarence Coast Cultural Committee</p> <p>Grafton Regional Gallery</p> <p>Lower Clarence Arts & Crafts Association</p> <p>NRRDB</p> <p>DSRD</p> <p>CVC</p> <p>Screenworks</p> <p>Visual Arts Network</p> <p>NCEIA</p>
A.2.	Marine Industry Cluster	<p>Geographically concentrated marine industry precinct to facilitate greater interaction between businesses and facilitate import replacement and efficiency advantages.</p> <ol style="list-style-type: none"> 1. Identify support for a marine industry cluster in the Clarence Valley 2. Review supply chain analysis study 3. Undertake demand and needs assessment for a marine industry cluster in the Clarence Valley 4. Implement strategies to address constraints and capitalise on opportunities 5. Land acquisition & zoning 6. Develop investor brief 	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 2</p> <p>Year 2</p> <p>Year 3</p>	<p>DSRD</p> <p>NRRDB</p> <p>Industry Capability Network</p> <p>CVC</p> <p>Private sector</p>
A.3.	Image, Identity and Market Positioning	<p>Representative brand and promotional campaign to position the Clarence Valley, increase recognition of the region, form a cohesive community and define the Clarence Valley experience for the consumer, visitors, business and investment community.</p> <ol style="list-style-type: none"> 1. Form a Clarence Valley branding work group 2. Audit attitudes and values 3. Review existing logos and brand promise 4. Develop marketing strategy 5. Maintain and enhance Clarence Valley brand and position 	<p>Year 2</p> <p>Year 2</p> <p>Year 2</p> <p>Year 2</p> <p>Ongoing</p>	<p>DSRD</p> <p>NRRDB</p> <p>Clarence River Tourism</p> <p>Northern Rivers Tourism</p> <p>Tourism NSW</p> <p>CVC</p> <p>Chambers of Commerce</p>



A.4.	Innovation in Water Management	<p>Develop and implement a strategy to facilitate and support the implementation of the Regional Water Supply Scheme (RWSS) to ensure the efficient use of one of the region's most significant natural assets.</p> <ol style="list-style-type: none"> 1. Support the implementation of the RWSS 2. Examine the feasibility of commercial water product opportunities 		<p>CVC North Coast Water</p>
A.5.	Clarence Lifestyle	<p>Develop appropriate planning and promotional material to facilitate business development and skills attraction centred on the Clarence Valley's desirability as a lifestyle destination.</p> <ol style="list-style-type: none"> 1. Integrate the Clarence lifestyle and liveability values within Council's planning instruments 2. Promote lifestyle options and values in targeted campaign linked to skills and investment attraction programs 3. Encourage development of a range of quality visitor accommodation based on the natural assets and values of the region (ocean, river, hinterland, rural) 		<p>CVC DSRD Private investor</p>
A.6	Sports Development Program	<p>Facilitate the development of the Clarence Valley as a region of sporting excellence.</p> <ol style="list-style-type: none"> 1. Accommodation facilities to support the development of seasonal training camps and other sports coaching opportunities aligned with the key sporting strengths of the Clarence Valley (rowing, hockey, basketball, sailing, skiing, horse racing) 2. Develop a sports package of information to collectively showcase the Valley's sporting advantages and position as a sporting destination 		<p>DSRD NSW Dept Sport & Recreation Clarence Valley Sporting Associations Private investor CVC</p>
A.7.	Education and Experience Based Tourism	<p>Facilitation of an education and experienced based tourism industry closely affiliated with the "Clarence Experience" and lifestyle.</p> <ol style="list-style-type: none"> 1. Develop the reputation of the Clarence Valley as an educational and life experience region. Targeting schools, business and corporations for team building and farm based experiences 		<p>DSRD Education providers Private investor CVC</p>



5.2 Value Adding and Industry Extension

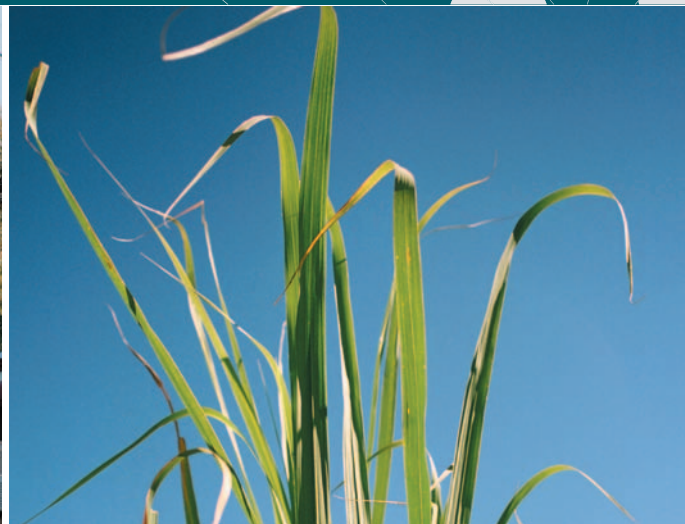
Goal: Encourage sustained business, industry and wider economic growth by enhancing existing and facilitating new industry through development and encouragement of value adding opportunities and building on existing resources.

Rationale: The Clarence Valley has a strong business and industry base, however it is not significantly diversified and relies on a relatively small number of core markets. Developing a wider industry base and range of products to utilise existing resources decreases risk and increases opportunities for cross efficiencies between market suppliers.

No.	Strategy	Actions	Timeframe	Our Partners
B.1	Wood Fibre Strategy	Facilitate the development of value adding uses for the current wood fibre (wood waste) within the Clarence Valley. 1. Establish a wood fibre working group 2. Baseline forest industry research 3. Conduct feasibility analysis of selected options 4. Investigate options for increasing hardwood/softwood plantations in the Northern NSW Region 5. Identify possible locations for a wood fibre value adding facility 6. Community engagement 7. Develop and promote investment brief	Year 1 Year 1 Year 1 Year 2 Year 2 Ongoing Year 3	Forestry industry NSW Department of Primary Industries Timber industry NSW Sugar Milling Cooperative NSW FPA DSRD NRPF CVC
B.2.	Aged Care Infrastructure & Services	Facilitation of adequate and affordable aged care provision in the Clarence Valley through the attraction of investment by aged care providers delivering the full continuum of aged care services to meet identified service levels and increasing the number of skilled workers in the industry. 1. Establish an aged care development work group 2. Lobby the Federal Government for additional government funded aged care places 3. Facilitate the development of aged care facilities 4. Attract investors / developers to Clarence Valley 5. Investigate the potential for affordable housing options in the Clarence Valley 6. Develop skilled aged care workforce	Year 1 Ongoing Year 2 Year 2 Year 2 Ongoing	DSRD DADHC DVA CVC



B.3.	Soy Bean Industry Development	<p>Facilitate the development of the soy bean industry by supporting industry expansion and investigating the development of a soy bean processing facility.</p> <ol style="list-style-type: none"> 1. Identify industry critical mass for processing facility 2. Develop investment brief and scoping documents to attract investor to the region 3. Grower education and information campaign 		<p>DSRD NSW Department of Primary Industries CVC</p>
B.4.	Value Adding Sawn & Raw Timber	<p>Explore options for the value adding of sawn and raw timber materials from the Clarence Valley.</p> <ol style="list-style-type: none"> 1. Identify potential raw and sawn timber value adding opportunities 2. Examine viability and suitability for the Clarence Valley region 3. Develop investment attraction brief 		<p>CVC Timber Industry</p>
B.5	Value Adding Commercial Fishing & Aquaculture	<p>Facilitate the value add to existing commercial fishing catch and aquaculture production to table ready and other high value products. Key requirements may include the identification of key markets, production processes, distribution and business planning.</p> <ol style="list-style-type: none"> 1. Identify potential fish and aquaculture value adding opportunities 2. Examine viability and suitability for the Clarence Valley region 3. Develop investment attraction brief 		<p>DSRD NSW Department of Primary Industries CRFC CVC</p>
B.6.	Collaborative Horticulture Arrangements	<p>Facilitate the development of horticulture production and value adding through increased information flow, collaboration, networking and marketing.</p> <ol style="list-style-type: none"> 1. Establish Horticulture Collaborative Working Group 2. Examine supply/ value chain 3. Develop and implement strategies to improve efficiencies, product quality and market access 		<p>Horticulture Australia Limited DSRD Austrade CVC</p>
B.7.	Forest Bio-Technology	<p>Support the further development of the Forests NSW Centre of Excellence for forest bio-technology research and development (Trenayr) and high value timber plantations.</p> <ol style="list-style-type: none"> 1. Establish and maintain regular communication channels 2. Facilitate assistance and support developments as required 		<p>DSRD Forests NSW NSW Department of Primary Industries AFFA CVC</p>



5.3 Business Retention and Attraction

Goal: Facilitate the retention and development of existing, and attraction and support of new business and industry to the Clarence Valley.

Rationale: Enhanced transport and communication services are decreasing the need for some business services in regional

areas. Also a significant number of businesses in the Clarence Valley have a short to medium life cycle. Provision and support of existing business and active attraction of new business will create a regional vitality and add to the sustainability of the regional business structure.

No.	Strategy	Actions	Timeframe	Our Partners
C.1	Regional Cuisine	Facilitate awareness, recognition and use of high quality existing regional produce with in the food and restaurant sector to brand the Clarence region as a cuisine destination and support sector growth. 1. Establish an food industry network group (FING) 2. Develop training to assist producers with value adding activities 3. Develop collaborative marketing operations 4. Develop marketing strategy and collateral for regional cuisine 5. Facilitate export and market readiness programs 6. Address the skills gap in service provision at cafés and restaurants 7. Incorporate regional cuisine into events and festivals 8. Integrate regional cuisine into tourism marketing campaigns	Year 1 Year 1 Year 1 Year 1 Year 1/2 Year 1 Year 2 Year 2	DSRD NRRDB Producers Restaurant industry Clarence River Tourism CVC
C.2.	Sugar Industry Investment Brief	Encourage alternative management regimes for existing farmland to ensure sufficient cane land remains to provide for a viable industry in the Clarence Valley. 1. Establish sugar industry network group (SING) 2. Gather industry data 3. Integrated industry training 4. Investigate sugar value adding opportunities and investment attraction 5. On farm assessment 6. Assist growers develop business plans, diversification &/or exit strategies 7. Implement and monitor business plans	Year 1 Year 1 Year 2 Year 3 Year 2 Year 3/4 Year 3/5	Clarence Canegrowers Association Sunshine Sugar CVC NSW Department of Primary Industries DAFF DoTARs
C.3.	Transport Hub	Develop a transport hub within the Clarence Valley to capitalise on road and rail infrastructure advantages. 1. Determine feasibility of transport hub 2. Rezone suitable land for transport hub 3. Develop investment attraction strategy 4. Market the transport hub	Year 1 Year 2/3 Year 2/3 Ongoing	DSRD RTA Private Sector CVC Chambers of Commerce



C.4.	Skilled Workforce	<p>Strengthen the linkages between industry and training providers to ensure the required training needs of industry are met and facilitated by providers.</p> <ol style="list-style-type: none"> 1. Establish training industry reference group (TIAG) 2. Prepare training demand and need assessments 3. Develop responsive training products and services 4. Develop a set of best practice examples 5. Raise awareness of training products and services 	<p>Year 1 Annual Ongoing Year 2 Year 1/2</p>	<p>DET DEST VET Sector Chambers of Commerce Business Enterprise Centres CVC</p>
C.5.	Stock Yard Utilisation	<p>Facilitate the development and increased use of the Regional Livestock Selling Centre in Grafton.</p> <ol style="list-style-type: none"> 1. Identify potential additional uses 2. Examine viability and suitability of proposed uses 3. Develop implementation program 		<p>Livestock industry Regional Livestock Selling Centre Steering Committee CVC Saleyards Operators Association of NSW</p>
C.6.	Business Culture & E-services	<p>Facilitate a positive corporate culture within Council that supports business development and attraction.</p> <ol style="list-style-type: none"> 1. Develop a protocol for negotiating Council support for projects 2. Maintain an effective information and enquiry support service on the internet 3. Develop a business and industry communication strategy 		CVC
C.7.	Business Attraction Strategy	<p>Develop a business attraction and development strategy to target and encourage investment (may involve the use of attraction incentives). This strategy would include the development of an investment/business referral system between DSRD and Clarence Valley Council.</p> <ol style="list-style-type: none"> 1. Identify/ design effective communication and referral framework 2. Implement and review 		CVC
C.8.	Sugar Value Adding	<p>Identify and investigate a range of potential sugar value adding activities and develop investor attraction brief.</p> <ol style="list-style-type: none"> 1. Identify potential sugar value adding opportunities 2. Examine viability and suitability for the Clarence Valley region 3. Develop investment attraction brief 		<p>Canegrowers Manildra NSW Sugar Milling Cooperative DSRD CVC Investor</p>



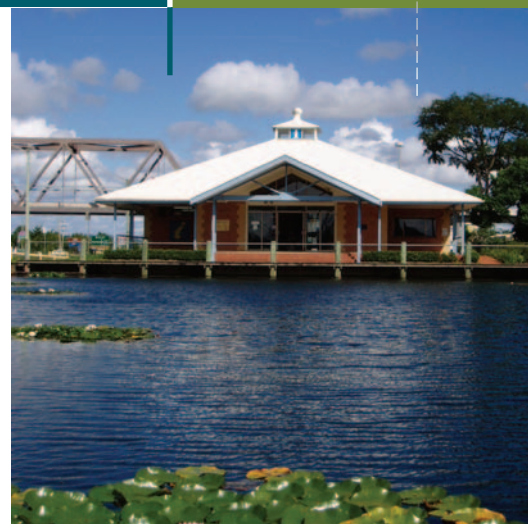
5.4 Planning and Facilitation

Goal: Provide adequate foundation and planning frameworks and activities to enable the continued economic development of the Clarence Valley region.

Rationale: The Clarence Valley is in a period of unprecedented change with the newly amalgamated council, the pacific highway

bypassing many townships and the increasing rate of demographic change. The provision of adequate planning and strategic/ tactical facilitation of developments will provide structure and context to future developments and ensure the continuation of the desired Clarence Valley lifestyle and "experience".

No.	Strategy	Actions	Timeframe	Our Partners
D.1	Clarence River Way	<p>Development of world-class infrastructure and facilities to support growth of tourism, community connectivity, social infrastructure and sporting excellence within the Clarence Valley. Clarence River Way would incorporate a number of townships within the Clarence Valley and will centre on anchor assets/precincts within the development nodes.</p> <ol style="list-style-type: none"> 1. Establish a Clarence Valley Way development advisory group 2. Identify potential development nodes and anchor facilities 3. Master planning 4. Funding and marketing 	<p>Year 1</p> <p>Year 1</p> <p>Year 1/2</p> <p>Ongoing</p>	<p>Dept of Planning</p> <p>NRRDB</p> <p>Clarence River Tourism</p> <p>Northern Rivers Tourism</p> <p>Chambers of Commerce</p> <p>Industry and Community</p> <p>CVC</p>
D.2.	Land Use Planning	<p>Undertake strategic planning studies to inform the development of a single LEP for the Clarence Valley. Studies are to ensure that there is integration of the competitive advantages of the Clarence Valley within Council forward planning processes.</p> <ol style="list-style-type: none"> 1. Undertake strategic plans 2. Use the strategic planning studies to inform the LEP 3. Introduce a integrated LEP for the entire Council area 	<p>Year 1</p> <p>Year 3</p> <p>Year 3</p>	<p>CVC</p> <p>Dept of Planning</p>
D.3.	Highway Bypass	<p>Planning to mitigate against and capitalise on the impacts of the Pacific Highway Bypass.</p> <ol style="list-style-type: none"> 1. Preferred highway bypass option 2. Zoning review along highway 3. Industry development strategy 4. Coordinated highway signage strategy 5. Visitor information services 6. Highway business transition program 	<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 3</p> <p>Year 3</p> <p>Year 3</p> <p>Year 5</p>	<p>RTA</p> <p>CVC</p> <p>Chambers of Commerce</p> <p>DSRD</p>
D.4.	Youth Development	<p>Plan for and facilitate the development of skills and employment opportunities for the youth of the region. Focus on the transition from school to work and the skills development of youth.</p> <ol style="list-style-type: none"> 1. Identify youth development requirements and opportunities 2. Undertake youth engagement and consultation process 3. Develop and implement strategies to mitigate against issues or capitalise on opportunities 		<p>DSRD</p> <p>NRRDB</p> <p>Education sector</p> <p>CVC</p>



D.5.	Learning Community & Innovation	<p>Foster a Clarence Valley community that embraces and supports continual learning and innovation.</p> <ol style="list-style-type: none"> 1. Strengthen formal linkages between tertiary education providers and Council 2. Create a culture within the community and industry that values continual learning and education participation 3. Value and support entrepreneurial skills development. Review available programs 4. Encourage the uptake of new technologies, research and development by industry 		<p>CVC Education Providers</p>
D.6	Developing Export Capacity	<p>Facilitate the development of value adding, market access and export opportunities for locally produced goods and services.</p> <ol style="list-style-type: none"> 1. Undertake export capability analysis in partnership with industry 2. Facilitate access to state and federal government information and support programs for export activities 3. Support economic alliances with international partners to strengthen export outcomes 		<p>CVC AusIndustry Austrade DSRD</p>
D.7	Monitoring the Economy	<p>Provide half yearly reports to business and industry on key economic indices to measure and monitor growth.</p> <ol style="list-style-type: none"> 1. Develop template for 6 monthly economic reporting 2. Undertake and disseminate half yearly 		<p>CVC</p>
D.8.	Clarence Valley Regional Airport	<p>Investigate the existing and future options for the development of the Clarence Valley Regional Airport to facilitate economic growth and development in the Clarence Valley.</p> <ol style="list-style-type: none"> 1. Identify potential Airport precinct opportunities 2. Examine viability and suitability for the Clarence Valley region 3. Develop investment attraction brief 		<p>DSRD NRRDB CVC</p>



5.5 Synergy Matrix

The synergy matrix identifies the interrelationship between the identified strategies. The Clarence River Way project provides a common theme through the majority of strategies, contained in this plan.

No.	Strategy	Creative Industry Development	Marine Industry Cluster	Image, Identity and Market Positioning	Innovation in Water Management	Clarence Lifestyle	Sports Development Program	Education & Experience Based Tourism	Wood Fibre Strategy	Aged Care Infrastructure & Services	Soy Bean Industry Development	Value Adding Sawm & Raw Timber	Value Adding Commercial Fishing & Aquaculture	Collaborative Horticulture Arrangements	Forest Bio-Technology	Regional Cuisine	Sugar Industry Investment Brief	Transport Hub	Skilled Workforce	Stock Yard Utilisation	Business Culture & E-Services	Business Attraction Strategy	Sugar Value Adding	Clarence River Way	Land Use Planning	Highway Bypass	Youth Development	Learning Community & Innovation	Developing Export Capacity	Monitoring the Economy	Clarence Valley Regional Airport
A.1.	Creative Industry Development																														
A.2.	Marine Industry Cluster																														
A.3.	Image, Identity and Market Positioning																														
A.4.	Innovation in Water Management																														
A.5.	Clarence Lifestyle																														
A.6.	Sports Development Program																														
A.7.	Education & Experience Based Tourism																														
B.1.	Wood Fibre Strategy																														
B.2.	Aged Care Infrastructure & Services																														
B.3.	Soy Bean Industry Development																														
B.4.	Value Adding Sawm & Raw Timber																														
B.5.	Value Adding Commercial Fishing & Aquaculture																														
B.6.	Collaborative Horticulture Arrangements																														
B.7.	Forest Bio-Technology																														
C.1.	Regional Cuisine																														
C.2.	Sugar Industry Investment Brief																														
C.3.	Transport Hub																														
C.4.	Skilled Workforce																														
C.5.	Stock Yard Utilisation																														
C.6.	Business Culture & E-Services																														
C.7.	Business Attraction Strategy																														
C.8.	Sugar Value Adding																														
D.1.	Clarence River Way																														
D.2.	Land Use Planning																														
D.3.	Highway Bypass																														
D.4.	Youth Development																														
D.5.	Learning Community & Innovation																														
D.6.	Developing Export Capacity																														
D.7.	Monitoring the Economy																														
D.8.	Clarence Valley Regional Airport																														

Source: AECgroup