

clarence river way masterplan

TOURISM INVESTMENT & INFRASTRUCTURE PLAN





MAYOR'S FOREWORD

The Clarence River Way Masterplan is definitely not just another plan. This groundbreaking work has been undertaken over a 12 month period, involving extensive consultation and engagement with the Clarence community, business, industry and agency stakeholders. The Clarence will become a touring region, not a touring route, based around five core themes that represent and present the Clarence way of life:

- continuous culture
- productive landscape
- life for the river
- creative community; and
- history of play.

Products, infrastructure, attractions, investment and marketing will be linked to one or more of the five themes, providing flexibility of choice for visitors but also simplifying options and adding value through critical mass.

Underpinning the Clarence River Way has been the quadruple bottom line of building upon, and delivering environmental, social, economic and cultural outcomes to the region in accord with Council's sustainability framework.

Allied to this is a fundamental understanding of where we have come from, and a commitment to the future well being of the Clarence Valley.

It is with pleasure that I pen this foreword, and it is with enthusiasm and confidence that we set out on this journey together.

Richie Williamson

Mayor
Clarence Valley Council
February 2009



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1. CLARENCE VALLEY - LIFE ON A RIVER

The Clarence Valley is positioned on a big, wild and working river which extends 380 kilometers from Yamba to the Queensland border districts.

The Clarence is at the centre of three major highways, benefits from existing rail links, air and sea port infrastructure, and offers space to grow.

The Clarence River Way was foreshadowed in various regional and local planning initiatives, and adopted as a priority project in the Clarence Valley Economic Development Strategic Plan.

Development of the masterplan commenced in January 2008 and is the culmination of market research, industry reviews, stakeholder consultation, public exhibition processes, strategic planning and destination analysis.

The relatively high economic importance of tourism in the Clarence Valley increases the need for the region to take a proactive approach to destination development opportunities and be responsive to changing consumer expectations and industry trends.

The study catchment is the Clarence Valley Council local government area (LGA) which is 10,440 km² in size or 51% of the total land mass of the northern rivers region of New South Wales. Proclaimed in 2004, Clarence Valley is one of the largest and newest Council's in the state.

The Clarence region is on the move with an ambitious set of infrastructure programs, retail precinct developments, investment attraction plans and getting runs on the board with social, cultural, affordable housing and economic development initiatives. Clarence River Way is a significant component of Valley's growth and development agenda.

2. ABOUT CLARENCE RIVER WAY

Clarence River Way is an integrated, market driven, destination development initiative. The masterplan sets new development and infrastructure goals for the region, establishes a single vision, aims to re-focus resources to achieve maximum economic and community outcomes and seeks to position the Clarence as **one of the nation's great river experiences**.

An intervention of this scope and scale is rare, and represents a new era in regional development. Importantly it also demonstrates a level of innovation and entrepreneurial spirit that is as big and bold as the Clarence River itself.

The masterplan responds to what are challenging operating conditions by playing to the region's strengths and natural competitive advantages with a clear focus on:

- delivering real experiences to identified markets
- locking onto population growth in nearby south-east Queensland
- establishing Yamba, Iluka, Maclean, Ulmarra and Grafton as key visitor zones supported by a wilderness arc in the rural areas; and
- providing solutions for the integration of multiple touring modes fuelled by a commitment to sustainability.

Given the scale of the Valley catchment, it has been necessary to prioritise capital works in localities where there will be greatest economic outcome and benefit for the Clarence region over time.

2.1 Research and Development Process

The Clarence River Way masterplan has been developed in five key stages:

1 Project Initiation

- Review of existing studies, relevant background research, papers and reports
- Site visit and inception meeting with the project management group

2 Data Collection

- Visitor market profiling
- Industry survey
- Primary visitor research
- Stakeholder consultation workshop
- Aboriginal peoples workshop

3. VISION FOR THE REGION

- Mapping of resources, assessment of regional issues and infrastructure gaps
- Stakeholder interviews
- Site visits

3 Draft Masterplan Preparation

Preliminary masterplan compiled from the outcomes of the data collection, site assessment and consultation phases of the project. Presentation of the preliminary masterplan to stakeholders and agencies and testing of strategic intent informed the draft masterplan report.

- Destination development framework and assessment
- Touring route review
- Stakeholder presentations
- Indigenous peoples presentations
- Draft Masterplan

4 Public Exhibition of Draft Masterplan

Masterplan (draft) placed on public exhibition for comment.

5 Final Masterplan

Review of community, stakeholder and agency comment and finalisation of the masterplan.

2.2 Technical Papers

There are five technical papers containing the detailed findings of each phase of the project, these are available for download from the project web site www.clarence.nsw.gov.au

1. Market Profile Review
2. Destination Development Report
3. Consultation Outcomes and Gap Analysis Report
4. Touring Route Review Report
5. Public Exhibition Review

2.3 Project Management Group

The masterplan process has been assisted by a project management group with representation from NSW Tourism, NSW Department of Lands, NSW Department of State and Regional Development, Arts Northern Rivers, Northern Rivers Regional Development Board, Clarence River Tourism Association and Clarence Valley Council.

2.4 Project Funding

This is an initiative supported by funding from the Australian Government under the Australian Tourism Development Programme and Clarence Valley Council.

"There is a river in the north, a river with a familiar past but with qualities which promise a rich, sustainable future without equal.

It streams free and wild off the Range, gathering direction through the foothills to flow wide and deep across the valley's fertile plain. A majestic river, silently guarding the refuge of a hundred islands and flooded wetlands, before surging to life over the bar as it rushes to join the swell of the ocean, to curl around headlands or pound beaches along an unhurried coast.

The waters of the Clarence bind together the life and landscape of its catchment, entire and uncompromised. Long a working waterway serving its productive hinterland, its value to both man and nature ensure that it will thrive as an environment of rare balance – valley and towns where new enterprise, produce, recreation, and scenic beauty respect place and reinforce heritage.

Still an unbroken source of ancient dreaming, this valley has new vitality as a place for sharing stories, fuelling fresh imagination and attracting creative spirits. And at its heart flows the mighty river, pride of its people and their cherished emblem.

To travel the Clarence River Way is to open up to the many moods of the river, understand its landscape treasures and engage with its diverse cultures and attractions; to journey with the luxury of time and independence as the River Way brings rewards and pleasure today, as well as keen anticipation of the next visit."

4. REGIONAL THEMES

The Clarence River Way will provide visitors with holiday fun and memorable experiences, it may also take visitors on differing journeys of wide exploration or deeper local understanding. Along the way and behind the scenes, there will be a framework of management, guidance and interpretation based on the character and history of the region. These story lines or themes are critical not only because they succinctly encapsulate the Valley's past, but may also hint at its future direction.

Continuous Culture

Spanning from the Dreamtime to today's realities of rapid social change and development, the story of the Aborigines of the Clarence tells of a proud and resilient people. Their culture and understanding of country continue unbroken, revealed through their sites, tales and art; their dedication to the values of the Valley, and to playing a unique part in its future are seen in their confidence and commitment to fresh opportunity.

Productive Landscape

All along the river, across the flood plain, around lakes and into the foothills, the Valley landscape produces crops, supports grazing, fishing, mining and logging. This story has a rich human dimension from Aboriginal land management to contemporary mechanised farming. It is a theme full of character and conflicts which extends into technology, culture, economics and cuisine and demonstrates the continuing challenge to maintain environmental balance and sustainability.

Life From the River

As the centre piece of the region's ecology the Clarence River is inextricably linked to every facet of the catchments natural environment, and beyond. The story of the varied landscapes, habitats and native animals, as well as critical relationships with introduced species and the modified environment, extends out in waves from the river to the Community and returns back. Both highly aesthetic and deeply scientific, this theme will be a major vehicle for extending appreciation of the river systems values.

Creative Community

Responding to the practical needs of early settlers to equip and entertain themselves or record their experiences, through to the artistic expression of today's diverse multicultural community, shows the people of the Clarence to be creative and constructive. Encouraging and interpreting this spirit will extend into field installations, performances, major events and interpretive programs.

History of Play

In a landscape full of physical challenge and natural opportunity for fun, there has been a strong tradition of sport and games in all the communities that have lived or worked across the catchment. Many conventional sports and events continue, now with the added significance of heritage. Other contemporary recreation additions, some expensively equipped, some relying on personal endurance, bring new appreciation of the catchment and coast's potential.

4.1 Core Values

This value set underpins the Clarence River Way brand and together with the themes, guide product development, service delivery and communications. The values are based on industry and stakeholder consultation, visitor feedback and destination research. They reflect what is special about the Clarence, why people live, work and play in the Clarence, why visitors continue to come back to the Clarence and the community's hopes for the future.

The core values are:

- Family, friends, community
- Real experiences
- Value for money
- Quality; and
- Sustainable.

5. TARGET MARKETS

Research phases of the project indicate the Clarence should focus on attracting two key emerging target markets being:

- Experience Seeker (as defined by Tourism Australia); and
- Local/regional community.

Who are the Experience Seeker's?

Experience Seekers are being targeted by Tourism Australia as the "ideal tourist for Australia". They share a unique set of values, attributes and motivations that are beyond holiday behaviour, category of travel or a particular age group. Experience Seekers have slightly different characteristics dependent on whether they are domestic or international visitors but share a similar mindset.

Experience Seekers tend to be well educated, interesting, open-minded, happy, positive people who actively enjoy their lives. They are motivated by opportunities for personal growth and self-fulfilment, they are 'Doers' and Opinion leaders, demanding and discerning and critical of value for money. Experience Seekers are searching for new, unique and diverse experiences they can 'brag' about, they want to learn something new and seek adventure and challenge. Experience seekers want to participate and experience culture and lifestyle, they want to engage with locals.

Why Locals?

An approach that focuses on developing opportunities and products that attract local people will ensure the integrity of the tourism offering with the identified themes and values and assist the long-term sustainability of the industry as it is locals that will continue to visit when external factors such as increased competition, economic decline, climate impacts and seasonal downturns negatively affect tourist visitation. It is also locals that will encourage visitation by their friends and family (a very important motivator of current visitation to the Clarence) if they too enjoy and are proud of what is on offer in the region.

Finally, visitors, particularly experience seekers want to engage with local people and immerse themselves in local activity. Engaging with local people is part of a destinations appeal, it's part of what makes a place fun, interesting and new, it's what makes the visit an 'experience' to be remembered.

Consolidate Existing Markets

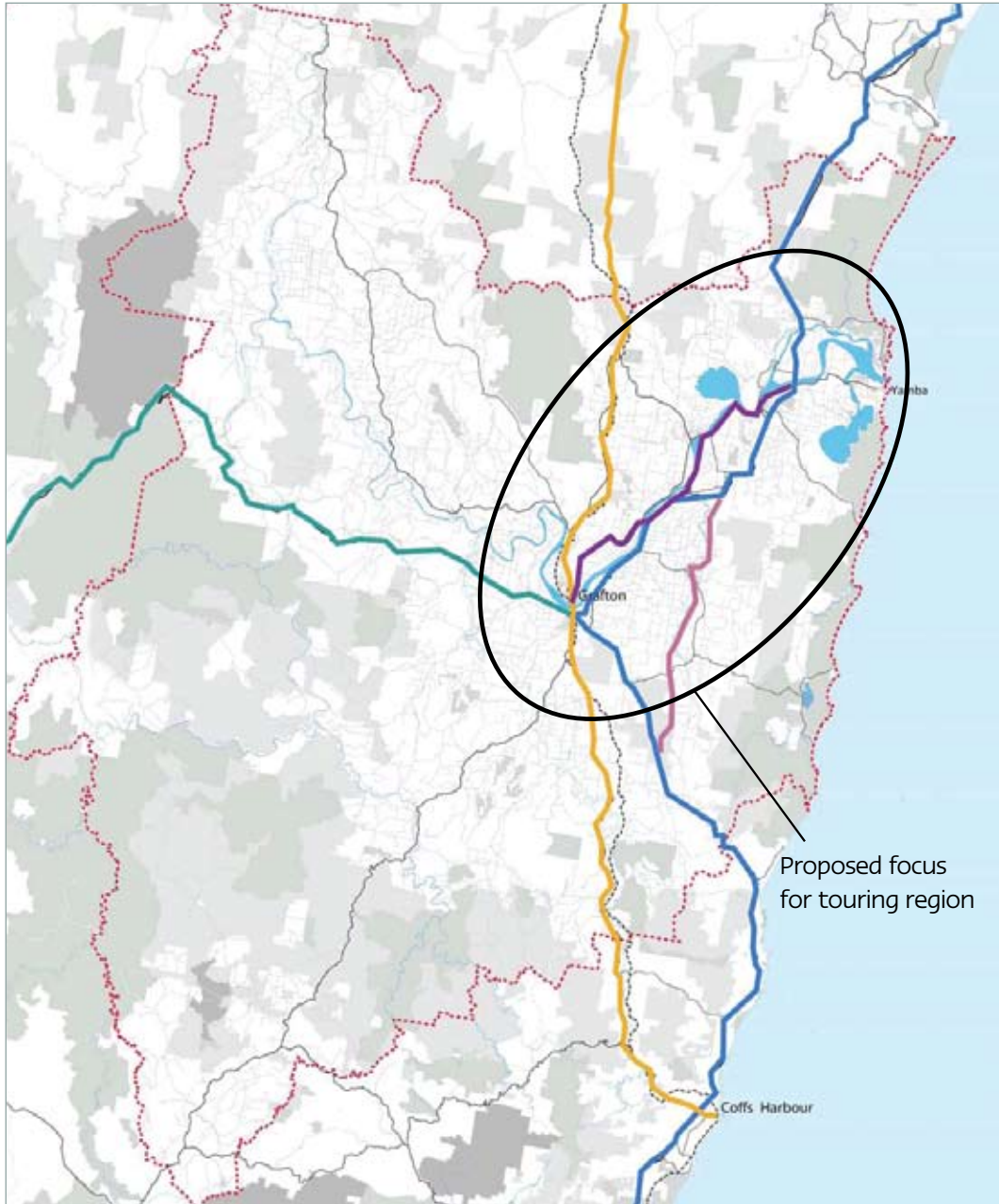
Preliminary market research undertaken for the masterplan indicates that the Clarence Valley currently attracts two key markets: Touring traveller (Wanderers) and Family traveller (Compatriots) as defined by the Roy Morgan Australian Tourism Segments and adopted by Tourism NSW. The Clarence River Way will seek to consolidate and increase market share and yield in these existing markets. Existing markets are likely to continue to provide a visitation support base for the destination. They also make up a large proportion of the domestic travel market as a whole, are comparatively stable and likely to make repeat visits provided the experience and supportive infrastructure offered cater for their needs.

6. TOURING REGION NOT TOURING ROUTE



An assessment of touring route options in the Valley revealed that there is a plethora of existing touring routes, almost to the point of route overload.

The idea of the touring region is to have a much smaller area for touring that provides a flexible approach for visitors. The proposed touring region is focused on the lower reaches of the Clarence River and its associated attractions at townships in the region from Grafton to Yamba/Iluka, capitalising on the proximity of the Pacific Highway to the river and the scenic qualities of route 22. The intent here is to identify the range of attractions in the region and to provide visitors with opportunities to select, mix and match their own itineraries and routes.



- | | |
|--|---|
| — Pacific Highway Touring Route | — Maclean to Grafton - RTA Tourist Drive 22 |
| — Summerland Way | — Old Glen Innes Road - 4WD Trail |
| — World Heritage Way | — North Coast Railway |
| — Country to Coast - RTA Tourist Drive 20 | |

Not shown: Aboriginal touring route, bird touring routes, Clarence Valley Touring Routes. Note: Waterfall Way is just out of this catchment map. Australia's Country Way (New England Highway) is inland to the left.

Map Source: © DEPARTMENT OF LANDS Panorama Avenue, Bathurst 2795 www.lands.nsw.gov.au

7. STRATEGIC INTENT

The masterplan is not one single thing but the combination of many interrelated actions spread over a large geographic area. This section summarises the strategic intent of Clarence River Way, broadly grouping all the strategies, actions and objectives conveyed in the plan.

Key:



1. Refocus upon the Clarence River for destination development.

Establish the Clarence River as the primary driver of destination development.



2. Develop the township hubs along the lower reaches.

Build upon the strong assets between Grafton and Yamba and develop a series of tourist hubs supporting land and river based activity.



3. Promote Yamba as the gateway port to the Clarence.

Promote Yamba as a port. Capitalise upon existing tourism potential, infrastructure and market awareness.



4. Reposition Grafton as a “River City” tourist destination.

Reposition Grafton as a tourist hub around the concept of a ‘River City.’



5. Develop a Clarence River Way touring region.

Simplify touring routes down to a single “touring region” focused around the core tourism hubs, delivering on CRW themes.



6. Capitalise upon visitors using the Pacific Highway Touring Route.

Capitalise upon the Pacific Highway Touring Route and develop east west connections and partnerships.



7. Develop the upper reaches of the Clarence.

Develop the upper reaches through the provision of greater visitor access and infrastructure.



8. Develop opportunities in the Wilderness Arc.

Develop opportunities in the Wilderness Arc surrounding the Valley that value add to the Clarence River Way.



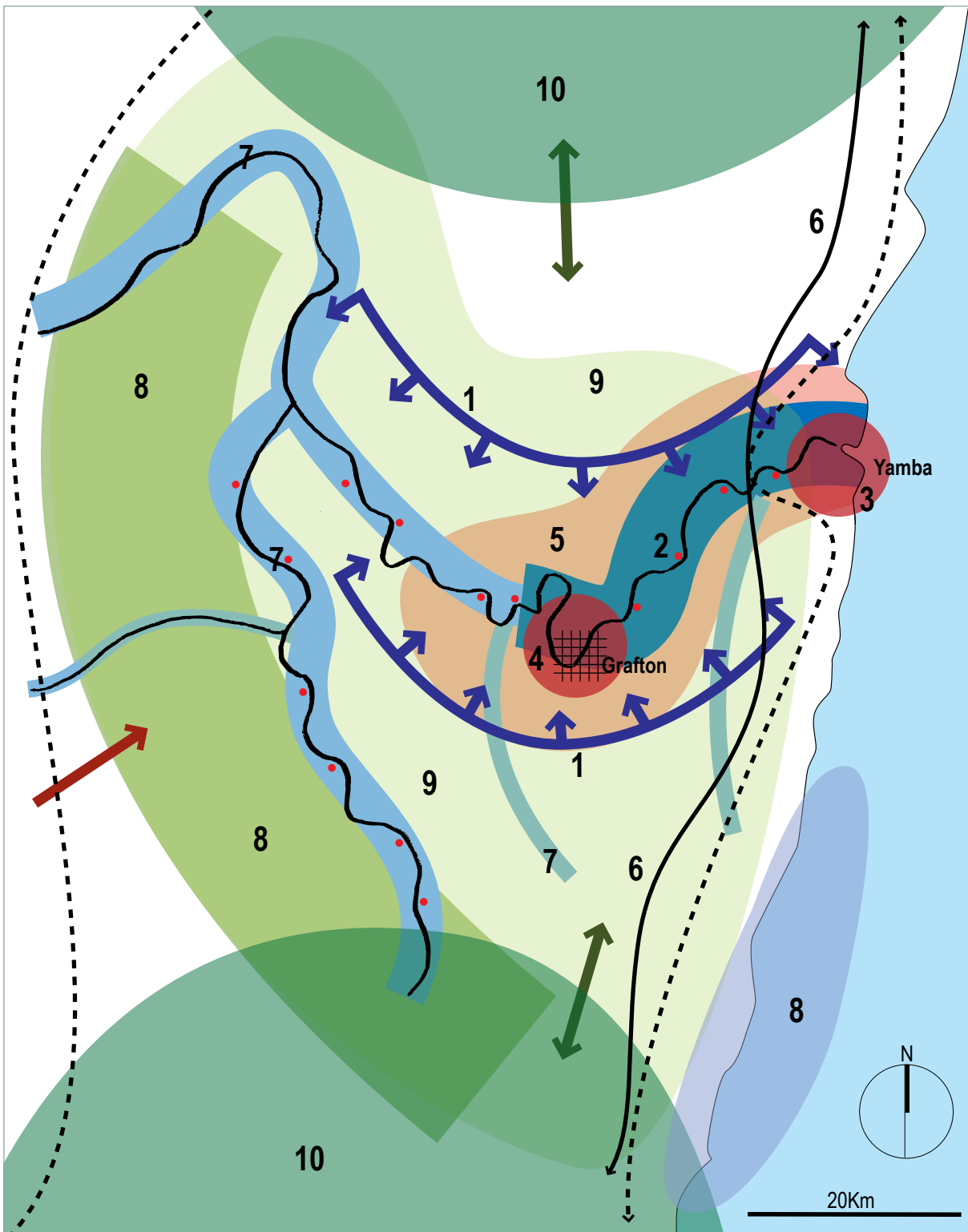
9. Create linkages from the hinterland to the Clarence.

Create linkages between the river and core industry sectors, facilitating access and infrastructure investment in key nodes.



10. Promotion and regional linkages.

Promote the Clarence River Way and build upon regional links with the Green Cauldron, Rainforest Way and Waterfall Way.



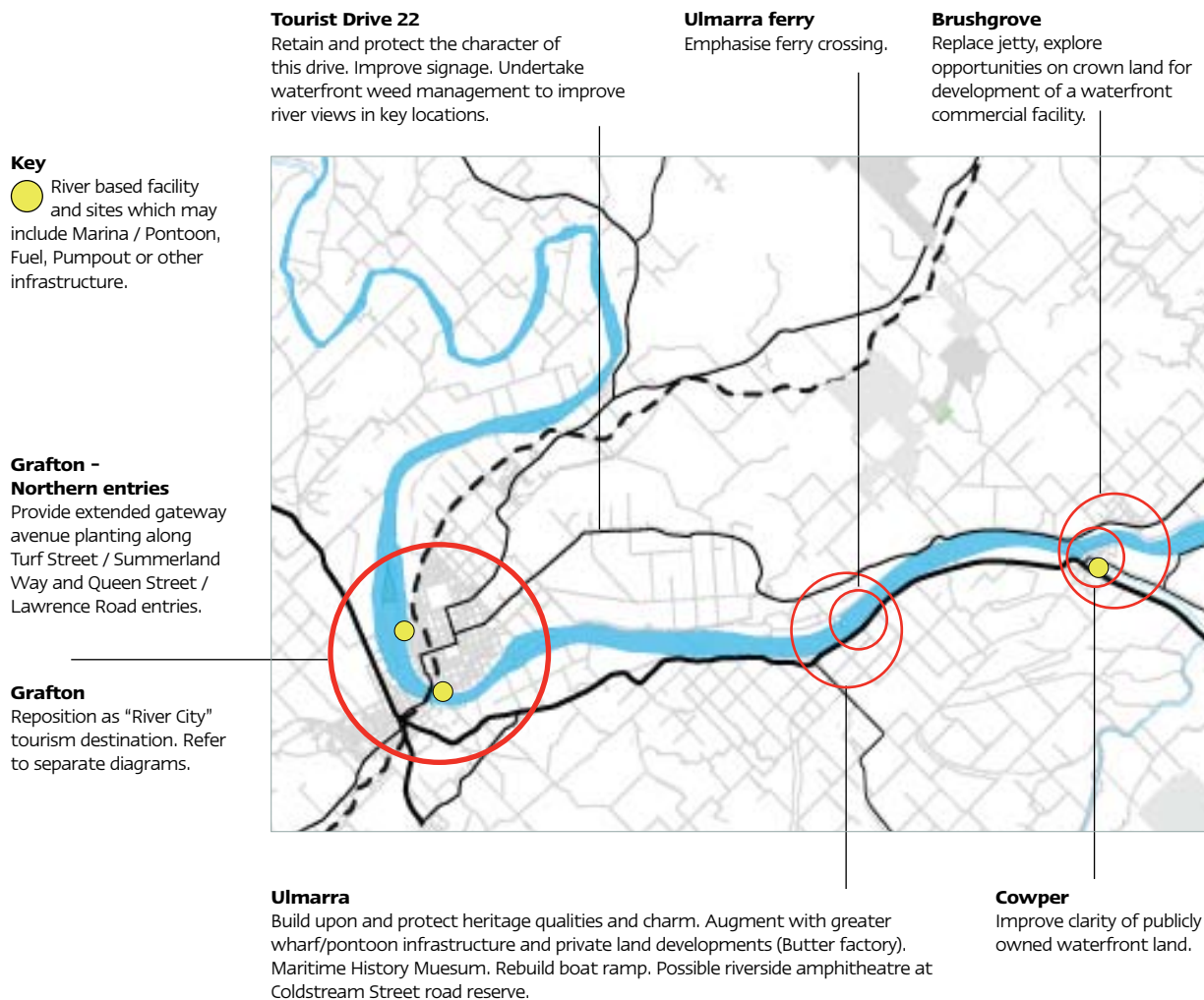
7.1 Refocus Upon the Clarence River for Destination Development

Establish the Clarence River as the primary driver of destination development.

The Clarence River is a highly valuable natural resource and represents the region's key competitive advantage, but one that is undervalued and has unrealised tourism potential.

In some instances the river has been ignored as development has turned its back on the river. The River also crosses the responsibility and interest of many government agencies. Therefore it is essential that this valuable resource be firstly protected and managed well – without it, all other initiatives will have limited impact. Given that there are so many government agencies involved it is essential that a co-ordinated and integrated approach be taken to planning and management of the river.

As part of this refocused approach, the community and industry need to be engaged as well as fostering and encouraging public and private sector investment.



7.2 Develop the Township Hubs Along the Lower Reaches

The townships of Ulmarra, Maclean and Iluka are valuable waterfront assets and provide many of the attractions in the lower reaches of the Clarence River. Geographically they create a river linkage between the two anchor destinations of Yamba and Grafton. The opportunities here are to develop the townships as integrated, land and water based tourism and transport hubs.

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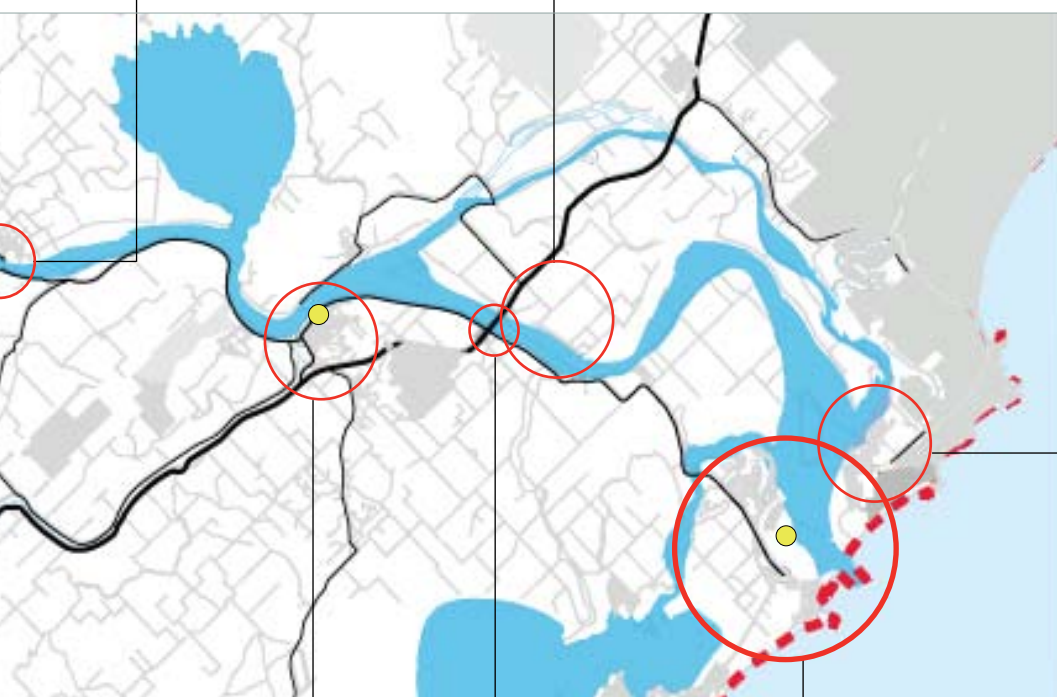
1. Focus on substantially increasing water based access as a priority.
2. Provide a range of land/water interface access points along the river allied to the main townships and tourist nodes between Yamba and Grafton.
3. Develop a network of river based hubs that integrate land based attractions with river front access.
4. Investigate options for additional commercially managed riverside fuel stops at Grafton, Brushgrove and Maclean.
5. Facilitate investment in a range of accommodation, food, beverage and entertainment options in key visitor hubs aligned to CRW market expectations.
6. Develop pedestrian linkages and access to the water.

Lawrence

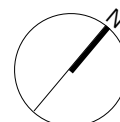
Emphasise ferry crossing. Provide bird hide / interpretation of wetland from adjacent road reserve. Improve public accessibility of waterfront road reserves.

Harwood

Develop opportunities to interpret and tell the sugar cane story. Improve water front parkland.



5km



Iluka

Protect the bushland entry quality. Open up vista to water at end of Owen Street through selective tree removal/pruning and earthworks to provide a visual gateway for arrival into Iluka. Make road reserve waterfront parkland more identifiably public. Improve public domain setting to the marina precinct.

Yamba

Promote as the gateway port to the Clarence. - See separate diagram.

Maclean

Expand options for pedestrian river access. Consider additional pontoons, provision of caravan parking and facilitate investment in waterfront oriented development and marina. Improve lookout.

Harwood bridge interchange

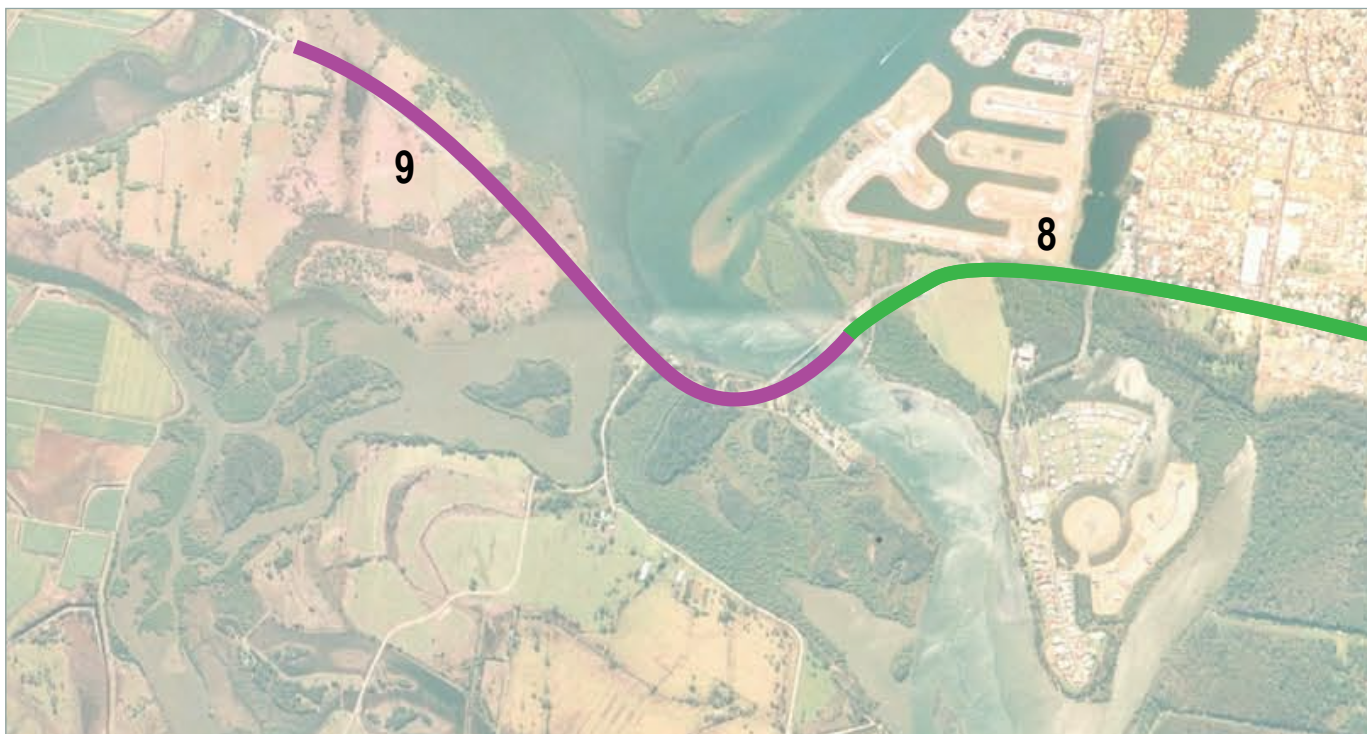
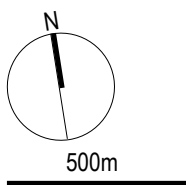
Investigate potential planted gateway in RTA land.

Map Source: © DEPARTMENT OF LANDS Panorama Avenue, Bathurst 2795 www.lands.nsw.gov.au

7.3 Promote Yamba as the Gateway Port to the Clarence

While the beaches at Yamba are one of the main tourism attractions of the region, Yamba as the gateway to the Clarence River already has an established marina and port. As part of a eastern seaboard regional harbour network, it has the potential to attract regional boating. In further developing Yamba, there are also generic issues of identity, presentation and waterfront access that should be addressed. The intention is to promote Yamba as a port and capitalise upon existing tourism potential, infrastructure and market awareness.

1. Provide additional water based jetty / pontoon access to the town centre, River Street and Yamba Road.
2. Aim to provide continuous pedestrian and cycle waterfront pathways.
3. Promote and develop the port facilities as part of a regional harbour network. Maintain the port as a deepwater anchorage and working port.
4. Provide opportunities for the mini cruise market and develop the port to facilitate regional and international boats with immigration /customs facilities.
5. Expand regional shipbuilding and repair facilities at Yamba by facilitating investment, and promoting the development of a marine industry based cluster.



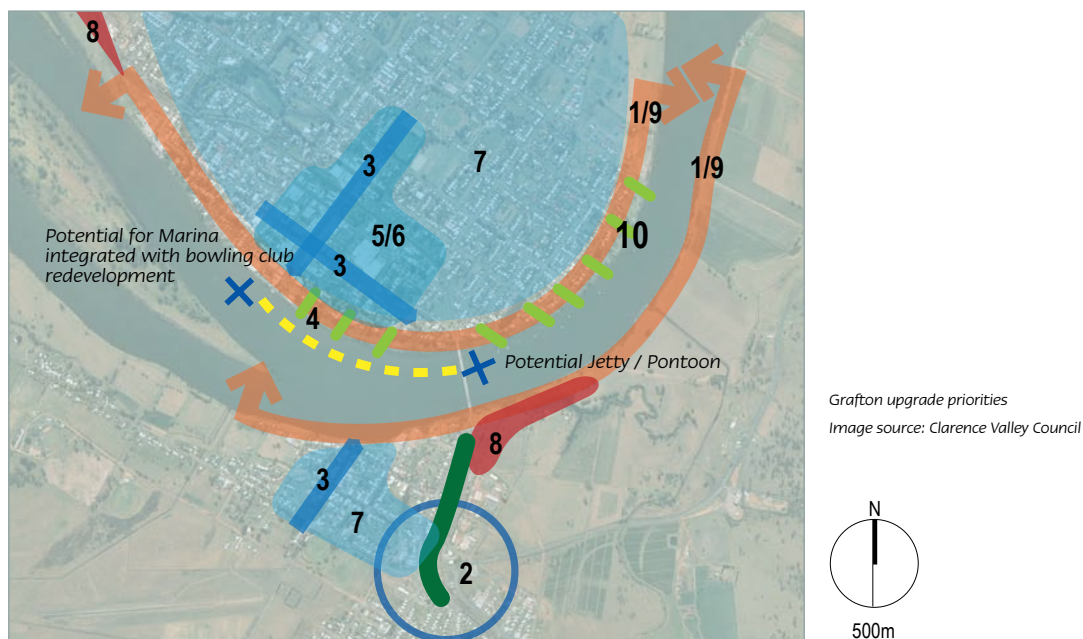
Map image source: Clarence Valley Council

6. Expand the marina to include mixed use commercial and retail opportunities.
7. Maximise visibility of the water from entry roads and the town centre along the visual corridors formed by road reserves down to the waters edge.
8. Improve sense of arrival into town through DCP controls and street tree planting on Yamba Road from Osprey Drive to the CBD.
9. Retain and protect the natural saltmarsh, wetlands and mangroves which form a spectacular natural gateway into Yamba from Palmers Island.
10. Build upon the presentation of the shops and businesses in town for maximum returns from key visitor markets.
11. Undertake a streetscape upgrade program for CBD mainstreets.
12. Promote events that raise awareness of and celebrate the port and the river.



7.4 Reposition Grafton as a “River City” Tourist Destination

Grafton is a key potential tourism hub, but has a poor identity as a tourist destination. As the original trading capital of the river, it is strategically placed centrally within the catchment and virtually all roads lead to and from Grafton. This provides an ideal starting point for visitor journeys and many of the key events for the region are based in Grafton. While reasonably well known as the Jacaranda city, few visitors are aware of its prime waterfront address to the Clarence River. While the Jacarandas are at their best only in November, the river is an all year asset and one that is poorly capitalised upon, with virtually no tourism assets on the river front. The city has good quality architecture and facilities. The intention is to reposition Grafton as a tourist hub around the concept of a 'River City', building upon its assets as an alternate destination to the beach/port experience of Yamba.



1. Re orient the city to the river, including both Grafton and South Grafton.
2. Simplify decision making and create a sense of arrival, gateway statement and enhance first impressions of Grafton from the pacific highway.
3. Improve the cityscape through investment in a mainstreet programme for the CBD, but primarily Prince Street for its waterfront linkage and Fitzroy Street for its gateway arrival first impressions.
4. Promote the development of a waterfront precinct adjacent the town centre. Focus on the redevelopment and vitalisation of the core river edge from Queen Street to under the Grafton bridge.
5. Improve the presentation of retail and commercial areas for tourism.
6. Encourage extended trading hours for restaurants and cafes.
7. Facilitate investment in new infrastructure and improve accommodation presentation levels to meet expectations of target markets.
8. Investigate options for development of the State Rail Authority land on the rivers edge on both sides of the river as public parkland.
9. Through negotiation with private land holders investigate options to provide safe public waterfront access or easements that respects privacy and security.
10. Improve public access to the waterfront through existing public open space.

7.5 Develop a Clarence River Way Touring Region

The drive tourism market is important but there are a number of inherent difficulties in making touring routes in the Clarence work. Given the way touring routes are used, the intent is to not have a single route or line, but provide a touring region that identifies the range of attractions in the region and allow visitors flexibility to choose their own itineraries and routes.

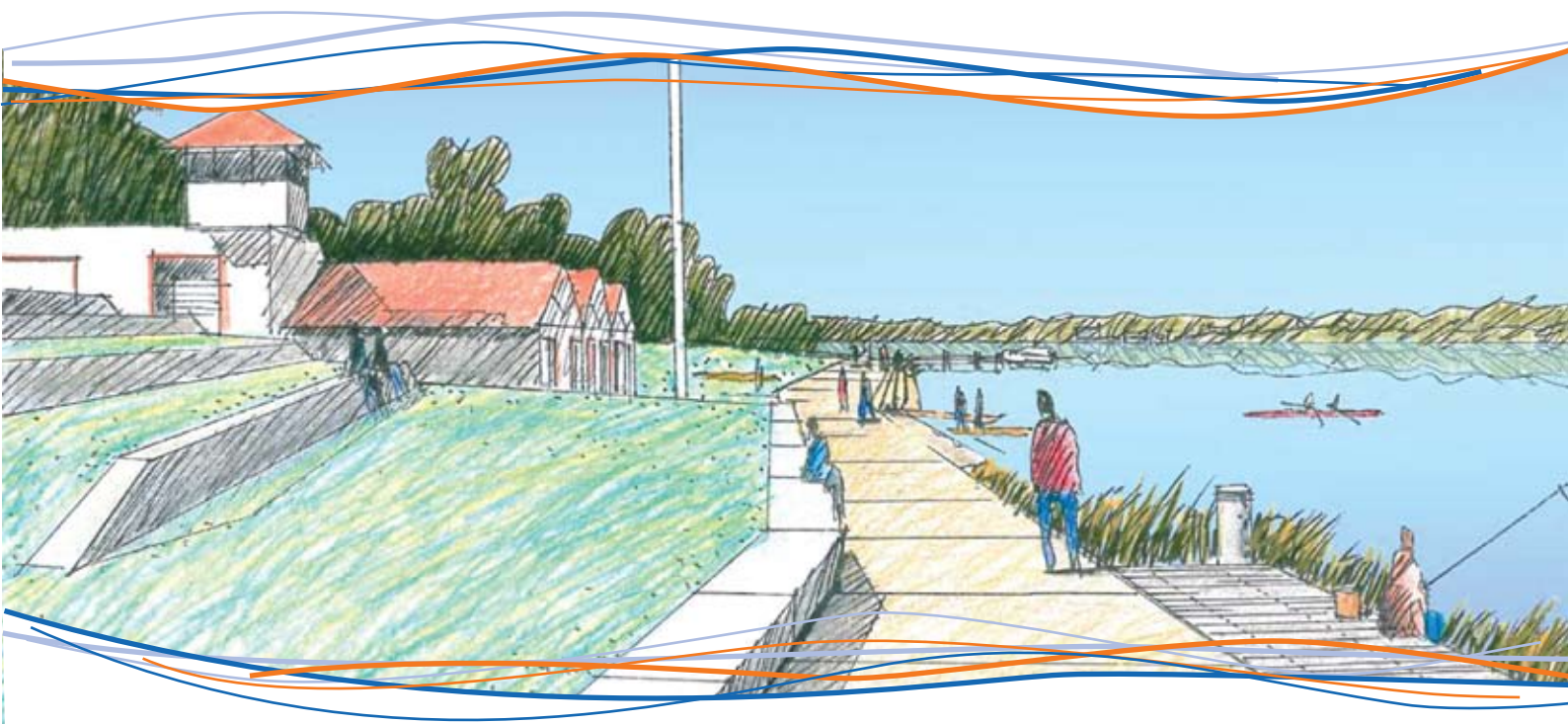
The proposed touring region is focused around the Clarence River and its associated core attractions at townships in the region from Grafton to Yamba/Iluka. This region is well serviced by the Pacific Highway and route 22 on land, and the Clarence River by water.

7.6 Capitalise Upon Visitors Using the Pacific Highway Touring Route

Road travel is the primary way that visitors arrive in the Clarence Valley. Visitor research indicates that 80% of visitors arrive via the Pacific Highway. While 20% of visitors surveyed identified that the Clarence was their primary destination, there are a number of passing visitors who decide to stop in the region or see it as a convenient stop on their journey.

The Pacific Coast Touring Route is to be developed by Tourism NSW as an internationally ready product. The benefit for the Clarence is that there will be considerable marketing energy placed towards this outcome. The destination development actions outlined in the masterplan position the Valley to capitalise and capture part of this market.

Artists Impression: Grafton Riverfront Walk



7.7 Develop the Upper Reaches of the Clarence

The upper reaches of the Clarence and its tributaries have beautiful wild rivers in spectacular country that offer premier white water and still water canoeing. From the challenging man made course at Goolang Creek, through to white water rafting and canoeing along the entire length of the Nymboida / Mann / Clarence Rivers. One of the key issues is the availability of identifiable access points on and off the rivers and tributaries as well as legal camping sites. The development of the upper reaches through the provision of greater visitor access and infrastructure is central to the vision for CRW.

7.8 Develop Opportunities in the Wilderness Arc

Surrounding the Clarence Valley and forming the edge of its catchment is an arc of National Parks, World heritage areas, wilderness, and on the ocean side a Marine Park and islands. This wilderness region has limited accessibility, could deliver a very different experience with opportunities that add value to the Clarence River Way product offer.

7.9 Create Linkages from the Hinterland to the River

The hinterland of the Clarence is not only valuable for its scenic qualities, but it supports a range of primary industries including, prawning, sugar cane, and timber production. These also have the opportunity to contribute to the CRW through the development of a gate to plate regional produce program. Regional industry sustainability and work practices can impact the health of the river and by default the appeal of the river for tourism, but also provide opportunities for the development of new attractions and experiences.

There are opportunities to further develop and enhance intra-regional linkages with core industry sectors that directly and indirectly support the values and objectives of the CRW.

7.10 Promotion and Regional Linkages

The Clarence is an immature destination. The purpose of this masterplan is to provide direction to the development of the region. While promotion is important, there needs to be something to promote to avoid disappointment. There are two components - immediate improvements to the existing marketing collateral and a future re-branding exercise to fully promote the Clarence River Way. The priorities for the CRW are to plan, implement/construct and then promote.

In building the destination there are opportunities to support and gain leverage from other regional allied attractions such as the Mt Warning volcano caldera or "Green Cauldron", Rainforest Way and Waterfall Way.



8. THE MASTERPLAN

The Clarence River Way masterplan has been framed around five components using a visitor based approach that examines the issues facing the Clarence, and proposes objectives, strategies and actions for each.

A. Clarence River Identity

How is the Clarence Valley perceived, how do visitors find out about the Valley and how does it fit within an extremely busy and competitive regional tourism marketplace?

B. Attractions and Destination Development

What is there to do in the Clarence Valley that attracts visitors? This includes natural resources such as the river, coast and mountains, cultural assets, events calendar, activities and experiences available.

C. Getting Around

How easy is it to get to the Clarence Valley and once here, how easy is it to find your way around and how accessible are its attractions including the river?

D. Quality of Experience

What is on offer to the visitor by way of accommodation, infrastructure and support facilities, service delivery, and what do visitors learn or take away from the experience? Will they come back again and tell their friends?

E. Management, Administration and Regional Linkages

The integration of the river as a tourism resource involves the integration of a number of industries, as well as government agencies and needs to be holistically managed at a catchment level.

A - CLARENCE RIVER IDENTITY

	Objective	Strategies	Actions
1	To establish the Clarence River and its catchment as a distinctive place on the northern coast of NSW and Australia.	Promote the identity of the Clarence River as the place for a "Great River Experience".	<p>Develop and promote all of the key river activities of the Clarence River to position it as the place for:</p> <ul style="list-style-type: none"> World class white water rafting, canoeing and still water canoeing/kayaking. Competitive rowing. Premier waterskiing and wakeboarding. River fishing. Riverside activities, dining events and festivals. River sailing and cruising. House boating; and Unique river based tours and activities. <p>Promote allied activities including surfing and scuba diving.</p>
2		Develop Yamba as the port hub and entry gateway of the Clarence River.	As the gateway to the river, and with an established port, Yamba provides one anchor end to the townships between it and Grafton (see Section B).
3		To develop the appeal of Grafton as a core tourist destination 'River City'.	Grafton as the traditional hub of the region is also well placed to become a tourism hub (see Section B).
4		Encourage tourism operators to package local experiences through, networking and linking, information provision and incentives.	<p>Networking and linking of like products and complimentary services.</p> <p>Encourage businesses and VICs to provide package deals on accommodation, recreation and tourism options.</p> <p>Promote cross selling and investigate options for package incentives.</p>
5		Improve regional co-operation/cross-selling at airports, visitor information centres, highway stops and strategic gateways including the Gold Coast and Brisbane.	<p>Develop highway rest stop information booths and maps.</p> <p>Introduce airport terminal information packages.</p> <p>Introduce information packages in key VIC's in Brisbane and the Gold Coast.</p>
6	Increase market awareness of the Clarence.	Develop and apply a clear and consistent brand for the Clarence, focused on the 'river'.	<p>Develop a single brand based on the areas foundation assets, identified values and themes.</p> <p>Prepare a communications strategy to develop CRW awareness and to coordinate use of the brand.</p> <p>Undertake ongoing brand management for long-term maintenance/brand integrity.</p> <p>Develop a marketing plan to sell CRW experiences.</p> <p>Develop quality marketing collateral tailored to identified visitor markets and linked to the CRW themes.</p> <p>Co-ordinate the naming terminology and branding of the Clarence in partnership with TNSW, CRTA and NRT.</p> <p>Develop a resource and training package for tourism industry operators.</p>

	Objective	Strategies	Actions
7		Simplify the selection and reduce the volume of material at the VIC.	Reduce the volume and improve the quality of VIC material, ensuring consistency with CRW themes and values. Reiterate the value of the river in marketing material and in graphics within the VICs.
8		Develop the Clarence River Way as a domestic/ international market ready product.	Work with Regional, Local Tourism Associations and the PCTR to establish efficient membership, industry development and marketing systems. Leverage off the PCTR and the Green Cauldron projects through joint marketing and promotion. Leverage off Angourie and Yamba as established destinations with market awareness and growing profile.
9		Adopt a long term sustainable approach to planning and destination management for the region.	Focus planning, development and management effort and resources on the key tourism hubs of Yamba/ Iluka, Maclean, Grafton and Ulmarra, to build on existing strengths and drive significant competitive improvement, positioning and visitation to the Valley. Underpin by investment in strategic infrastructure, re-allocation of budgets to support CRW objectives and facilitation of private sector buy-in for the region.

B - ATTRACTIONS AND DESTINATION DEVELOPMENT

	Objective	Strategies	Actions
1	Establish the river as the foundation asset in the Clarence Valley.	Protect the resource. Conservation of natural systems/ catchments.	Protect the resource and the health of the river by adopting a holistic approach to the river management and its competing uses through integrated catchment management.
2		Establish feasibility of identified river related product investment opportunities.	Assess the viability of the following investment and product development options: <ul style="list-style-type: none"> ■ River based hotel/pub tours (Grafton Ulmarra, Maclean, Brushgrove, Lawrence, Yamba return). ■ Mixed use commercial opportunities - restaurants / bars/ cafes/ retail. ■ Riverside golf tourism packages. ■ River taxi. ■ River ferry service. ■ River cruise and/or paddle steamer tours (possible restored or replica industrial heritage boat). ■ Float plane. ■ High end safari camping. ■ Emission friendly transport in the region including rental cycling options. ■ Specialist cruise boats. ■ Historic timber boats / boat building facilities; and ■ Boat-hire.

	Objective	Strategies	Actions
3		Encourage use and appreciation of the river.	<p>Develop resident awareness, ownership and stewardship through community river festival and arts projects.</p> <p>Encourage water based activities from boating through to fishing and link to a healthy lifestyle, recreational and relocation programmes.</p> <p>Promote interpretive opportunities that tell the stories of the river through the proposed themes.</p>
4	Build upon the whole catchment including mountains, hinterland and coast.	Work with NPWS to improve access to National Parks and remote areas.	<p>A range of actions are required to maximise potential including:</p> <ul style="list-style-type: none"> ■ Identify "must see and do natural attractions" particularly in the upper catchment, that have market appeal and act as a draw card into upper catchment. ■ Develop opportunities to extend the existing range of walks within National Parks and Reserves. Provide opportunities that cater for short walks, day walks and overnight walks. In line with visitation targets for 2016, promote provision of accessible short walks that have wider appeal than specialised long treks. ■ Work with NPWS to improve access to existing parkland that is presently limited or has locked access. ■ Improve visitor facilities including picnic tables, toilets, lookouts, boardwalks, signage and interpretation in key National Parks and regionally significant sites. ■ Improve visitor information systems and monitoring. ■ Facilitate the development of commercial nature based tourism operations within National Parks. Operations should be low impact, low scale and not rely on extensive infrastructure assets to operate. ■ Develop a series of 'iconic' mountain bike tracks linked to visitor infrastructure hubs and accommodation. ■ Encourage assessment of establishing low impact, low key, high yielding, commercially run nature based tours in World Heritage and National Park areas. ■ Build upon the existing Historic train attraction at Glenreagh. ■ Develop and promote the bird watching potential of the Valley. ■ Promote the recreational fishing potential of the River and upper reaches. ■ Promote the "wilderness arc" surrounding the Valley through awareness and greater access. ■ Investigate the options for viewing and interpreting the Platypus population on the upper reaches of the river. ■ Provide additional riverside access facilities for the upper reaches (see section C); and ■ Promote the region as the premier still water and white water rafting, canoeing and kayaking destination in Australia.

	Objective	Strategies	Actions
5		Improve the relationship and understanding of the mountain, hinterland and coast to the River Valley.	Linking to the river through experiences and stories using the themes for interpretation and information. For example timber from the hinterland played an important part in the rivers development from ship building to wharfs.
6		Reinforce Yamba as the port entry to the Clarence River.	Identify and promote Yamba as the gateway to the River.
7	Cultural tourism that links to the river and reflects a sense of place.	Develop an events strategy.	<p>Investigate opportunities to:</p> <ul style="list-style-type: none"> Develop and promote a Festival that celebrates the river. Review major events and the yearly calendar to streamline and maximise the regional value and leverage provided by events. Consolidate smaller events. Include a river based activity on the programme for all events to provide a link to the river and reinforce the Clarence Valley as a river destination; and Develop appropriate events outdoors that make use of the climate including an outdoor cinema.
8		Coordinate heritage and conservation management of heritage assets throughout the Clarence Valley.	<p>Manage the historic timber bridges as a regional tourism asset and have these retained as attractions as they come up for replacement.</p> <p>Identify, document and manage cultural landscapes within the Valley, from significant to local importance.</p> <p>Review heritage and value of local sheds.</p> <p>Manage the quality of historic townships such as Ulmarra and Maclean through appropriate planning controls. Development should be sympathetic to the character of place.</p> <p>Manage and enhance built fabric assets in Grafton, through a main street programme.</p> <p>Manage and protect the ferry crossings for their local and tourist value.</p>
9		Encourage sports tourism but focused and in harmony with the river.	<p>Ensure that sporting events have some element of the programme that reinforces the River thematic.</p> <p>Manage user conflicts and environmental conflicts through balanced planning and management.</p>
10		Support the creative sector to grow a vibrant local community and sense of place.	<p>Investigate the feasibility of implementing a river sculpture programme.</p> <p>Examine the feasibility of a river stage.</p> <p>Implement Clarence Creative programme to support creative commercial practitioners viability and establish the Clarence as a creative hub.</p>
11	Build upon Indigenous cultural tourism.	Develop Indigenous cultural tourism as a continuous culture related to the river.	<p>This could include:</p> <ul style="list-style-type: none"> Promotion of river with 100 islands idea. Options around Ulgundahi Island and market garden. Caring for country – protection of significant sites. Weed and site control / management. Training through TAFE for interpretation delivery. Examine feasibility of mission camps / safari camps, integrated tours with a bush tucker meal food options.

	Objective	Strategies	Actions
12		Ensure Indigenous culture is a vehicle for community and economic development.	Investigate feasibility of carbon trading reforestation projects focused on the river. Liaise with local Indigenous communities to promote arts, interpretation and storytelling of the river.
13	Establish Grafton, Maclean, Ulmarra and Yamba/Iluka as river towns that are the key tourism and service hubs for the Clarence River Way.	Yamba	<p>Establish Yamba as the coastal and port hub for the Clarence River Way, key tourism precinct and a major marketing link.</p> <p>River edge revitalisation</p> <ul style="list-style-type: none"> Provide additional water based jetty / pontoon infrastructure within close proximity of the town centre, River Street and Yamba Street. Aim to provide continuous pedestrian waterfront pathways. Promote events that raise awareness of the port and the river. <p>Industry development / marine cluster</p> <ul style="list-style-type: none"> Promote and develop the port facilities as part of a regional harbour network. Maintain the port as a deepwater anchorage and working port. Provide opportunities for the development of the mini cruise market. Promote regional shipbuilding and repair facilities at Yamba as part of a marine industry cluster. Expand the marina to include mixed use commercial and retail opportunities. <p>First impressions / gateway improvements</p> <ul style="list-style-type: none"> Improve sense of arrival into town through DCP controls and street tree planting on Yamba Road from Osprey Drive to the CBD. Retain and protect the scenic qualities of the natural saltmarsh, wetlands and mangroves which form a beautiful arrival approach into Yamba from Palmers Island. Maximise visibility of the water from local roads. Develop water based access from road reserves. <p>Improvements in standard of product and service delivery</p> <ul style="list-style-type: none"> Building upon the presentation of the shops and businesses in town. Undertake a streetscape upgrade program in line with previous recommendations to enhance pedestrian accessibility, between the river beaches and accommodation and CBD. Promote water based recreation options and packages. Promote the cafe culture of Yamba and Angourie. <p>Work with the private sector to establish new Marina and portside precinct, between Whiting Beach and Yamba marina, including but not limited to:</p> <ul style="list-style-type: none"> Mixed use commercial - restaurants/bars/cafes/retail. Accommodation. Marina, boating and passive water sports infrastructure; and Public open space, wet and dry play and family areas. Cycle/walkways/boardwalks - linked where possible Yamba Port to Angourie Beach. Examine the feasibility of permanent outdoor and river based events infrastructure within Ford Park. Install public art and interpretation to tell stories of the river and links to the coast.

	Objective	Strategies	Actions
			<ul style="list-style-type: none"> Investigate the feasibility of establishing a biennial outdoor public art and sculpture festival. Possible locations (Yamba to Angourie Beach, Yamba to Maclean). Support the continued development of the Surfing the Coldstream with the aim of establishing it as a premier Northern Rivers Fringe Event. Work with local surfing industry to identify culturally appropriate opportunities for tourism development around the Angourie National Surfing Reserve.
14		Grafton	<p>Reposition Grafton as the "River City" – a tourism destination in its own right.</p> <p>River edge revitalisation</p> <ul style="list-style-type: none"> Re-orient the city to the river, including both Grafton and South Grafton. Focus upon the redevelopment and vitalisation of the core river edge from Queen Street to under the Grafton bridge. Opportunities here are to provide a continuous public footpath along the waters edge. Provide access points to physically get to the water at regular points along the riverside walkway. Redevelop the bowling club as a "river centre" mixed use development with a small marina. Provide a small pontoon facility down stream of the Grafton bridge on the northern side, to facilitate easy short term embarking /disembarking access for several boats to encourage visitation to Grafton attractions. Provide safe and convenient pedestrian links to Prince Street and also the CBD. Manage for short term stays to maximise potential. Look at options for development of the State Rail Authority land on the rivers edge as public parkland. Examine options for Susan Island trips/ walks. Consider also bat colony watching/ interpretive opportunities. <p>Subject to findings of further market research, feasibility and planning analysis, the staged development of a major new Rivers Edge/ Waterfront Precinct in Grafton to facilitate community, tourism and commercial use of the river including but not limited to the establishment of:</p> <ul style="list-style-type: none"> Mixed use commercial - restaurants/bars/cafes/retail Accommodation – holiday and residential Marina, boating and passive water sports infrastructure Foreshore public waterfront walkway Public open space, wet and dry play and family areas Cycle/walkways/boardwalks Outdoor and river based events infrastructure, and Public art and interpretation to tell stories of the industrial river and Grafton's role in the region's development. <p>Investigate opportunities to integrate civic, public, education and religious institution building infrastructure to facilitate public use of waterfront.</p> <p>Strongly link through landscape work, signage and traffic management Grafton CBD to the River's Edge Precinct. Co-ordinate with associated open spaces and urban streetscape work.</p>

	Objective	Strategies	Actions
			<p>Cultural revitalisation</p> <ul style="list-style-type: none"> Establish Grafton as the heritage, arts and cultural hub of the Clarence. Investigate feasibility of establishing new arts, cultural and entertainment centre in Grafton. Investigate higher end use options for the park/ waterfront council chambers building. Consider options to co-locate the arts / cultural hub within the water's edge precinct. Consider options to integrate community and visitor infrastructure with proposed new precinct. <p>Streetscape revitalisation</p> <ul style="list-style-type: none"> Develop a mainstreet programme to build upon the city's strong heritage architectural fabric. Simplify and rationalise streetscape elements – reduce clutter, reduce shrub planting and embrace simple materials. Primary focus should be Prince Street and Fitzroy Street. Develop a street tree planting programme for city gateway streets. <p>First impressions / gateway improvements</p> <ul style="list-style-type: none"> Improve the arrival gateway confusion into Grafton. Extend street tree avenue planting to main town entries. Consider options for a new entry location into town along the river levee when the design options for the new bridge are considered that provides a rural tree lined approach to the bridge. This concept would use the lead up avenue drive and bridge as a significant gateway to the city. In the short term, pending review of heritage constraints examine the feasibility to improve visibility across the bridge from road level to improve its gateway quality by removing masonry components and extending the lattice metal work. <p>Promote outdoor dining through streetside and riverside cafes</p> <ul style="list-style-type: none"> Extended opening hours to meet visitor expectations. Improved levels of service and business presentation through training and awareness. <p>Grafton and surrounds</p> <ul style="list-style-type: none"> Investigate feasibility of establishing active Watersports Precinct at Seelands to build and facilitate the establishment of Grafton as a major active watersports destination (ie waterskiing, wake boarding). Work with Grafton Racing Club to build on and promote the Racing Carnival as the premier Northern NSW Regional Racing Carnival. Work with the Jacaranda Festival Organising Committee to look at options to add river based activities to the program of events.
15		Maclean	<p>Establish Maclean as a "must see" river town – a destination in its own right.</p> <p>Facilities development / River edge revitalisation</p> <p>Subject to findings of further market research, feasibility and planning analysis, the staged development of a new Fisherman's Wharf at Maclean to facilitate community, tourism and commercial use of the river including but not limited to the establishment of:</p> <ul style="list-style-type: none"> Mixed use commercial - restaurants/bars/cafes/retail.

	Objective	Strategies	Actions
			<ul style="list-style-type: none"> Marina, boating and passive water sports/activities infrastructure. Public open space, wet and dry play and family areas. Cycle/walkways/boardwalks. Outdoor and river based events infrastructure. Public art and interpretation to tell stories of the industrial river and Maclean. Develop walking/biking infrastructure. Provide additional public access, open space and visitor amenities on the waterfront. Develop 'must see' lookout at Maclean to include viewing and covered visitor infrastructure, amenities and interpretation that tells the story of the Clarence River. Improve links and orientation of the CBD to the river. <p>First impressions / gateway improvements</p> <ul style="list-style-type: none"> Retain and conserve Macfarlane Bridge as a gateway entry point to Maclean. Undertake gateway street tree planting on the northern approach to Maclean. Improve links between the Pacific Highway and Brushgrove / Lawrence through improved signage. <p>Cultural heritage</p> <ul style="list-style-type: none"> Maintain and enhance heritage character through DCP and other planning framework.
16		Ulmarra	<p>Establish Ulmarra as a specialised tourism destination that provides an insight into a vibrant river village.</p> <p>Cultural / heritage development</p> <ul style="list-style-type: none"> Work with the Ulmarra community to help establish a tourism vision for Ulmarra that supports locally driven, sustainable heritage tourism. Investigate feasibility of establishing a new maritime heritage museum. Consider options to co-locate with maritime business located in the old Butter Factory. Capitalise on "living and interactive" content opportunities. Consider associated cafe/ restaurant. Upgrade Ulmarra Wharf to accommodate motorised and non-motorised boats, passive watersports (ie canoeing, kayaking) and land based activities including fishing. Establish an Ulmarra heritage trail and walk. Establish planning instruments to protect heritage character of township and facilitates appropriate private sector investment and development and accommodation. Encourage further private sector investment in tourism retail product including antiques, clothes boutiques, fine arts and craft, giftware, and fine food emporiums. Encourage private sector investment in high quality and family orientated food and beverage. Improve signage to increase its visibility, provide interpretation and explore options to enhance visitor experience on the Ulmarra Car Ferry. Consider safe options to allow pedestrians and cyclists and allow passengers to move out of their vehicles.

	Objective	Strategies	Actions
17		Iluka	<p>River edge revitalisation</p> <ul style="list-style-type: none"> Upgrade the public domain and setting to the existing marina. Investigate opportunities for marina development linking working fishing port, fishermans co-operative and commercial related uses and an improved quality of setting to the precinct. Further develop the coastal walk from the ferry terminus to Moriarties Wall. <p>Streetscape revitalisation</p> <ul style="list-style-type: none"> Undertake a street tree planting programme. Promote development in a manner that reflects local character and scale. <p>First impressions / gateway improvements</p> <ul style="list-style-type: none"> Protect the quality of the bushland arrival drive into Iluka. Open up the vista to the water at the end of Owen Street through limited strategic canopy lifting or tree removal. Upgrade the road reserve public open space that forms the end of Owen Street.

C - GETTING AROUND

	Objective	Strategies	Actions
1	Improve regional access to the Valley.	Bring visitors off the main north/south highways into the Valley.	<p>Ensure that there is clear signage off the Pacific Highway to advise visitors of entry and exit points.</p> <p>Investigate options to utilise the large open space at the Harwood Bridge for a planted gateway. Ensure there is clear signage identifying the Clarence River on the Harwood Bridge.</p> <p>Work with the RTA to continue to improve link roads to the New England Highway and Grafton.</p> <p>Work with the RTA to ensure that any future Pacific Highway upgrades have the appropriate turn offs to the region's towns and villages.</p>
2		Improve ability for arrivals via air, rail and water.	Continue to work with regional airports and airlines to ensure adequate air capacity both into the region and into Grafton.
3			Work with Rail Authorities to promote regional access and tourism through train arrivals where there is strategic campaign fit with target markets for CRW.
4		Promote and develop the Yamba port as part of a regional harbour network.	<p>Work with TNSW and other State government agencies to promote and develop Yamba as a key part of the Regional harbour network for the east coast.</p> <p>Provide and develop physical facilities that facilitate this goal.</p> <p>Explore feasibility of infrastructure to support the mini cruise market.</p> <p>Maintain the port as a working port.</p>
5		Upgrade existing waterfront and other road reserves to be more clearly identified as public open space.	<p>Provide public waterfront access through road reserves, by maintaining vistas and improved pathways, access points and parkland facilities.</p> <p>Make water front reserve land more visibly "public" with management, signage, and physical works such as access stairs and ramps down to the waters edge.</p>

	Objective	Strategies	Actions
6		Aim to provide continuous pedestrian and cycle waterfront pathways.	<p>Aim to provide public waterfront walkways where ever possible and link to facilities and access points.</p> <p>Where waterfront land is re-developed, aim to have continuous water front access provided as part of development consent, through DCP controls and other measures and incentives.</p> <p>Look at opportunities to link key public open spaces with river side boardwalks.</p> <p>Review opportunities to purchase strategic riverfront land for public use.</p>
7		Greatly extend the range of river access points along the river.	<p>Achieved through development of:</p> <ul style="list-style-type: none"> ■ Pull-in rest stop bays with water views. ■ Pull in bay with rest stop/picnic facility. ■ Boat ramps / car parking. Existing difficult sites such as Ulmarra should be re-located or upgraded. ■ Soft launching sites for canoes / kayaks facilitating easy access for launch and recovery associated with picnic facilities and parkland in the lower reaches. ■ Clearly identifiable publicly accessible canoe / kayak launch and recovery points in the upper reaches with good road access and parking. ■ Clearly identifiable soft launching/landing sites for canoes / kayaks in the upper reaches with managed primitive camping facilities. These could be sited on public land such as road reserves or by agreement with private landholders. Progressively develop sites along the river. Primitive camping sites might include kayak storage areas, camp sites, fire pits and pit or composting toilets. ■ Encourage development of a limited number of higher end permanent tented sites on the upper reaches for guided kayak day/camping tours. ■ Day moorings. Consideration given to a limited number of day moorings, although preference should be for identifying suitable anchorage areas. ■ Access wharfs and pontoons. Developed to provide easy short term access for people to embark/disembark from boats to encourage visitation to land based facilities and attractions. They should be with in easy walking distance of key land based attractions and should not have water and power that encourage long stays. Ideally sited where there are easy anchorage points, with no submarine cables and difficult currents. ■ Consider removing or locking the power and water access from the Maclean public mooring to limit overstays that limit use.
8		Encourage marina development.	To provide the greatest flexibility to boating river users, encourage development of small marinas where appropriate. Possible locations include Grafton and Maclean. Specialised facilities such as fuel, pump outs, water and electricity should be provided at marinas where they can be supervised, and managed. Marinas should be encouraged to provide short term mooring and drop off facilities and tender services for busy periods.
9		Develop integrated river hub stops.	Develop integrated river hub stops by co-locating water based access with, or very close to land based attractions where possible. Larger and more complex facilities such as pontoons, wharfs, and marinas should be located as close to the town centres as possible to encourage patronage of town facilities and improve security. Hub stops should provide places for parking vessels, cars, bikes, and be accessible on public footpaths.

	Objective	Strategies	Actions
10		Improve the visual connection to the river.	<p>For road reserves that lead to the water consider opening up vistas to the river at the waterfront end of the reservation. This should be applied where opportunities exist through selective and limited tree removal and under pruning, not wholesale tree removal.</p> <p>Provide roadside rest stops with river views.</p> <p>Undertake a weed management programme to remove weeds that block views to the waterfront. Particularly along the Pacific Highway between Grafton and Yamba.</p>
11		<p>Improve information about the river.</p> <p>Provision for equitable access.</p>	<p>Develop interpretive programmes that tell the story of the river through the proposed CRW themes.</p> <p>Develop interpretive training for operators and service providers to deliver quality interpretation and experiences.</p> <p>In developing infrastructure and access to facilities, consideration shall be given to provision of universal access to improve access for people of all abilities.</p>
12		Consider sea level rise / flooding.	<p>Consider potential impacts of predicted long term sea level rise on fixed level waterside infrastructure with a lifespan of greater than 50 years.</p> <p>Ensure riverside infrastructure, particularly those at or near the river level, is robust and designed for periodic flooding.</p>
13	Improve Clarence Valley “movements”.	Make it easier to navigate and wayfind.	<p>Simplify the number of drive route choices removing current confusion.</p> <p>Provide clear and simple tourism signage for key destinations.</p> <p>Investigate future GPS based options.</p> <p>Focus the key touring region on the corridor between Yamba and Grafton.</p>
14		Improve non car-based trails, access and movement corridors.	<p>Focus upon pedestrian linkages that provide access to key attractions and/or create critical linkages.</p> <p>Develop cycle-based touring options including examining the feasibility of a commercial cycle system, similar to those currently in use in Amsterdam, Copenhagen and Paris.</p> <p>Work with relevant bike touring peak bodies and road management agencies to establish requirements and needs for guided and self guided bike touring along key tourist routes.</p> <p>Encourage private investment in a series of bike hire, pick-up and drop off points at key attractions, townships and activity hubs.</p>
15		Embrace and integrate the concept of the Clarence as a touring region in all planning frameworks, structure plans and infrastructure decisions.	<p>Develop the core touring region as outlined in the strategic intent summary.</p> <p>Develop simple maps and material that identifies main roads, and key township villages and attractions. Group like attractions to simplify the mapping through application of CRW themes. Regularly update printed material.</p> <p>Upgrade street signage to ensure key turn offs and roads are clearly named and signposted.</p>

	Objective	Strategies	Actions
16		Provision for safe navigation on the river.	<p>Where currents and conditions allow, provide additional navigation marks.</p> <p>Investigate safe navigation issues for entry into Yamba around Dart Island.</p> <p>As recreational boating use increases, consider placing limited identification /name signage visible from the water for towns and villages, jetties and pontoons for those cruising the river.</p> <p>Ensure Harwood bridge upgrades allow for continued navigation of masted boats up river of the bridge.</p>

D - QUALITY OF EXPERIENCE

	Objective	Strategies	Actions
1	Improve the presentation of the destination (Including physical presentation, service standards, through training).	Improve the sense of arrival into all townships and villages.	<p>Develop gateway signage to all townships and villages in key node areas.</p> <p>Undertake an extensive program of street tree planting and gateway planting to enhance overall amenity of built up areas.</p> <p>Reduce impact of industrial lands, bulky goods stores and other commercial activities adjacent to main roads and tourism routes.</p>
2		Improve the presentation of retail and commercial areas for tourism and the broader community.	Develop training, excellence awards and incentive program to encourage commercial/retail investment in presentation.
3		Improve service delivery and standards through education and training.	Develop and run a series training packages for continued professional development of tourism operators and businesses aimed at service delivery and presentation.
4	Manage development 'in keeping' with current qualities/target market expectations.	Review development control plans to reflect tourism priorities.	<p>Ensure suitable controls on height and character of development to maintain local character and environmental values.</p> <p>Include river re-focus such that buildings / development facing the river are encouraged within the Valley's broader planning framework.</p> <p>Include provision in development controls for new development to provide for public foreshore access to the river front.</p>
5	Extend and develop range of accommodation, food, beverage and entertainment.	Encourage development of both budget and 4-5 star accommodation.	<p>Develop medium scale eco-lodge/eco retreats/day spa-wellness retreats in locations making best use of spectacular hinterland bushland and river based settings.</p> <p>Develop medium quality and lower cost accommodation for family/ events market (particularly in Grafton and Yamba).</p> <p>Provide backpacker accommodation initially at Yamba and in Grafton as more product gains momentum.</p> <p>Examine possibilities of longer term development of conference facilities with accommodation.</p> <p>Encourage private sector investment in house boating as water side facilities and infrastructure are developed.</p> <p>Develop or formalise camp grounds and van parking options along the river edge, particularly in the upper reaches.</p>

	Objective	Strategies	Actions
6		<p>Ensure a co-ordinated approach to holiday letting.</p> <p>Work with local hospitality industry to improve the local produce content and quality of local restaurants/cafes.</p>	<p>Work with private holiday letting providers to improve market accessibility and market awareness to make it easier for visitors to find accommodation on line or through an agency.</p> <p>Develop networks and linkages between local growers and sellers.</p> <p>Working with producers to improve consistency of supply.</p> <p>Ensure the providence of local produce is integrated in Restaurant/Café service delivery.</p> <p>Work with local education providers to develop industry training and incentive packages to improve quality and service standards.</p>
7	Integrate interpretation and storytelling into tourism products.	Develop an integrated approach to interpretation throughout the region through Placemaking.	<p>Prepare a co-ordinated interpretive strategy based upon the CRW themes. A range of interpretive methods should be utilised to gain maximum exposure to target markets. These might include:</p> <ul style="list-style-type: none"> ■ Interpretive signage. ■ Interpretive tours. ■ Self guided interpretation. ■ Maps / brochures / satellite navigation / audio tours. ■ Events. ■ Tour operator training.
8		Encourage businesses to have an experience focus in delivery to visitors.	<p>Develop industry toolkits to assist business to understand and implement experience based product development.</p> <p>Undertake professional development series to build capacity of the industry to deliver interpretation aligned with the CRW core appeals and themes.</p> <p>Work with individual businesses to improve and develop interpretation within their operations.</p> <p>Actively support the establishment of new experience based businesses.</p>

E – MANAGEMENT, ADMINISTRATION AND REGIONAL LINKAGES

	Objective	Strategies	Actions
1	Foster community and regional industry engagement, information, understanding and appreciation of the Clarence River values.	Provide a supportive and enabling environment for community and regional industry engagement, information understanding and appreciation of Clarence River values.	<p>Establish an industry wide research framework to capture market focused information related to purchase decisions, emerging trends and associated product for key target markets.</p> <p>Work with regional and local tourism associations to ensure market information is distributed and understood by stakeholders.</p> <p>Ensure Local Tourism Association database accurately reflects the depth of the tourism industry.</p>
2		In partnership with key stakeholders, establish land management, finance and planning systems to support the tourism industry in developing infrastructure and product that meet evolving consumer demand.	<p>Ensure the LEP facilitates nature based tourism development in upper catchment.</p> <p>Manage development in keeping with scale and character through appropriate planning controls.</p> <p>Increase awareness and understanding of the outcomes of CRW Masterplan amongst key finance and government funding partners, with the aim of establishing finance and funding options responsive to Clarence Valley Investor needs.</p> <p>Identify appropriate representative bodies for allied industries linked to the river (food producers and agriculture, fisheries, forestry), build networks and assist these groups to maximise their potential and contribution to CRW.</p>

	Objective	Strategies	Actions
3		Work with regional industry towards sustainable outcomes.	<p>Work with regional industry including timber, sugarcane, commercial fishing, and farming to promote tourism outcomes, and the health of the river.</p> <p>This may include farmstays, gate to plate and local produce opportunities, sustainable urban growth, sustainable fishing, farming and land management practices.</p>
4	Provide a co-ordinated and integrated approach to planning and management of the river.	Establish an integrated and co-ordinated approach to information planning and management across agencies in the catchment.	<p>Co-ordinate policy and management issues to achieve balanced solutions. For example blanket riparian zones are often in direct conflict with many of the recommendations in the masterplan for waterfront pedestrian access and uses.</p> <p>Consider and balance the impact or potential opportunities for the Clarence River Way of catchment wide issues from natural resource management to sustainable urban growth, flood plain management, riparian and estuarine ecosystems, to sustainable fishing and farming practices.</p> <p>Work to resolve use and accessibility of waterfront lands.</p> <p>Undertake mapping of all publicly owned assets resources for review of their potential in the CRW.</p>
5		Develop a centralised point of management for river based activities. The suggested approach here is to establish a CRW interagency chaired by CVC.	<p>Ideally the CRW will have a dedicated co-ordinator and advocate to elevate the River's profile in all management decisions and related development throughout the region.</p> <p>The position of River Way co-ordinator will be a high visibility, advocacy role establishing a 'Minder' or 'Go To' identity for the River. Employing entrepreneurial strategies along with coordination of all existing agencies, always adopting the most effective means for achieving the CRW Program's vision and objectives.</p> <p>The aim is to encourage responsibility from across the public, private and academic sectors and promote partnerships between all river-related interest groups.</p>
6	Foster and encourage private and public investment.	Engagement of the private and public sector in development of river related tourism.	<p>Develop investment prospectus and packages that identify key infrastructure gaps and opportunities, identifies pathways for investment, possible incentives and partnership opportunities to test viability.</p> <p>Develop linkages and partnerships with tourism related industries to ensure sound communication and shared understanding of CRW core appeals, brand and market development needs.</p> <p>Encourage private investment in new business and investment opportunities for the private sector – health resorts/ day spas wellness centre, possible 5 star safari tented accommodation, farmstays and Bed and Breakfast, restaurants, cafes and bistros, farm gates.</p> <p>Work with local food and beverage producers to establish feasibility of a Clarence Valley Food Brand.</p> <p>Identify possible options and encourage private sector investment in specific Clarence River branded product that has national and international distribution potential.</p> <p>Encourage financial and management support for Indigenous business enterprises and cultural development through all available sources.</p> <p>Provide support to existing businesses in developing tourism product through training and other opportunities.</p>

9. IMPLEMENTATION PRIORITIES

A set of guiding principles have been developed to assist frame and act as decision filters for the masterplan, it's strategies, actions and implementation plan.

The masterplan takes:

- a long-term and sustainable approach to destination development
- focuses on key tourism precincts/clusters and associated touring opportunities
- builds on existing strengths and leverages off established product; and
- drives significant competitive improvement, positioning and visitation.

In redressing the focus of the river as a tourism asset, the sequence of investment needs to follow key priorities.

Priority 1 – Planning, Management and Coordination

The first priority is management, to both co-ordinate and facilitate development of the Clarence River Way and implement the masterplan.

Priority 2 – Infrastructure, Access and Training

In order to build the destination, investment is required in infrastructure to provide the catalyst for private development / entrepreneur investment. This includes river-based assets and physical construction such as boardwalks, jetties, launching areas and places to see the water. Allied to this is investment in training for the tourism industry to meet target market expectation. Infrastructure works should be prioritised starting at the river / land interface followed by works beyond the river.

Priority 3 – Promotion

After the physical infrastructure is in place and training is underway then it is time to consolidate by promotion through marketing and brand development. This will ensure that the destination meets the expectations reflected in its marketing promise. While the strategies and actions are the Clarence River Way Masterplan, a suggested priority action plan that is staged over a 10 year planning horizon is included. This is presented geographically in the strategic intent chapter.

10. NEXT STEPS

The Clarence region, and related agencies, stakeholders and groups need to work closely together to attract investment in multiple infrastructure projects, build visitation yield and enhance community outcomes.

Given the need for a whole-of-government approach, implementation of the masterplan will be coordinated by Clarence Valley Council as Chair of an inter-agency project management group with representation from Local and State Government agencies reporting to stakeholders, regional groups, associations and the community in accord with the Clarence River Way communication plan.

DISCLAIMER – Clarence Valley Council makes no claim as to the accuracy of the information contained in the Clarence River Way Masterplan. The document contains information that is general and broad in nature and is not an investment prospectus. The document, and/or the Clarence River Way technical papers should not be relied upon as the basis for financial, business, investment or related decisions.

PARTNER AGENCIES

ANR	Arts Northern Rivers	DSRD	NSW Department State and Regional Development
CGA	Clarence Canegrowers Association	GRG	Grafton Regional Gallery
CMA	Catchment Management Authority (NSW)	LCACA	Lower Clarence Arts and Craft Association
COC	Local Chambers of Commerce	LD	NSW Department of Lands
CRFC	Clarence River Fisherman's Co-operative	LGSA	Local Government and Shires Association
CRTA	Clarence River Tourism	MARITIME	NSW Maritime
CVAAC	Clarence Valley Aboriginal Advisory Committee	MGNSW	Museums and Galleries NSW
CVC	Clarence Valley Council (*Includes all relevant committees/departments)	NORPA	Northern Rivers Performing Arts Inc
DASR	NSW Department of the Arts, Sport and Recreation	NPWS	NSW National Parks and Wildlife Service
DECC	NSW Department of Environment and Climate Change	NRDB	Northern Rivers Regional Development Board
DECC MPA	NSW Department of Environment and Climate Change – Marine Parks Authority	NRT	Northern Rivers Tourism
DEWHA	Department of the Environment, Water, Heritage and the Arts	PA	Progress associations
DITRDLG	Department of Infrastructure, Transport, Regional Development and Local Government	RA	NSW Regional Arts NSW
DOP	NSW Department of Planning	RC	Rail Corp
DPC	Premiers Department NSW	REX	REX airlines
DPI	NSW Department of Primary Industries	RLPB	Rural Lands Protection Board (NSW)
DPI AG	Agriculture	RTA	NSW Roads and Traffic Authority
DPI FISH	NSW Fisheries	SMC	NSW Sugar Milling Cooperative
DPI SF	State Forests NSW	TAFE	TAFE NSW
		TO	Tourism operators
		TOURISM	Tourism NSW
		VIC	Visitor Information Centres





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