

**Clarence Valley Council
Local Strategic
Planning
Statement
July 2020**



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Citation

Clarence Valley Council Local Strategic Planning Statement 2020 – 2040

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Acknowledgement of Country

Clarence Valley Council acknowledges the Traditional Custodians of the land, the Bundjalung, Gumbaingirr and Yaegl nations, and pays respect to Elders past, present and emerging.



1. VISION

Clarence Valley, a community of opportunity

The Clarence Valley encourages ecologically sustainable development which supports a growing population, the creation of meaningful and sustainable job opportunities and maintains the character of our places and lifestyle that make the Clarence Valley such a great place. The Clarence Valley is part of the best region in Australia to live healthy and well connected lives.

Our natural environment, surfing beaches, and coastal villages are rare gems that Council have responsibility to care for. We manage one of the largest Council areas on the NSW coast, with rich biodiversity, the largest river system on the east coast of NSW, and a diverse community.

Ecologically sustainable and innovative industry and businesses will continue to be supported and welcomed here. Growth in manufacturing and other industries, freight and logistics, health and aged care, education, justice, food and hospitality, all underpinned by an important agricultural sector and government services, will be planned for.

The Clarence River weaves through our landscape and communities from the tablelands to the sea. Embracing our riverside and waterfront setting will be encouraged. Our stunning beaches and clean, green environment provide a playground for all sorts of activities and support rich biodiversity and essential ecosystems that support us and need to be managed, protected and enhanced.

Grafton will continue to be recognised as the first city on the north coast, with plans to build a vibrant buzz of activity and job opportunities. Maclean, Yamba, Iluka and our many other unique places will continue to provide for the needs of our community and attract visitors and investment. Retaining the charm and local character of our villages and towns is important. We need to retain the enviable lifestyle for those that choose to live here in the way we welcome new residents, business and investment.

Providing for a choice of homes across the valley is needed for families, an ageing population and all needs in well planned communities to support a growing population. Strategic planning is needed to ensure new developments and buildings acknowledge our sub tropical climate, are built in locations that are resilient to natural hazards, and provide for a low carbon sustainable future.

An increasing range of festivals and events will entertain and attract locals and visitors to our stunning Clarence Valley, while supporting local farmers, artisans and producers.

Our growing communities, including First Nations People, will work together with all tiers of government, to promote a regenerative culture of custodianship, to care for each other and care for country.

2. SUMMARY

Our Local Strategic Planning Statement (LSPS) sets the direction for land use planning in the Clarence Valley for the next 20 years. It includes Priorities to manage growth and development, protect our environment and the character of our spaces and places, and Actions that Council will work on with the community to achieve our vision.

The LSPS needs to implement the North Coast Regional Plan helps to implement our Community Strategic Plan – *Our Clarence 2027*, along with a wide range of other Council strategies and plans.

The Local Strategic Planning Statement includes the same vision as the Community Strategic Plan, for the Clarence Valley to be:

a community of opportunities.

The main priorities for Council that intersect with land use planning are summarised below, and explained in more detail under the Priorities and Actions of this LSPS.

Projects	Timing*
Contribute to a Resilience Strategy for the Clarence Valley Support the development of a strategy to help identify projects and actions for community resilience, to better inform land use and infrastructure planning.	<i>Immediate</i>
Improve relationships with and opportunities for First Nations People Involve our three nations in strategic planning and caring for country in the Clarence valley. Work across Council and with DPIE and LALC's on development opportunities.	<i>Short term</i>
Audit of Employment (Industrial) land and progress rezoning as required Although the supply of zoned land appears to meet expected demand for the foreseeable future, this is not always available due to various constraints or land ownership. Taking a more proactive approach to understand industry potential and job creation opportunities, and to progress investigations, planning and zoning for land around the Airport, (including revisit the Airport Masterplan), Koolkhan, South Grafton, and across the lower Clarence as needed.	<i>Immediate</i>
Support the Grafton CBD and other centres Develop a Precinct Plan and Car Parking & Transport Study for Grafton,	<i>Immediate</i>

<p>focussed on Prince Street and links to the waterfront and other place making initiatives.</p> <p>Ensure Grafton, Maclean and Yamba enable appropriate urban development sympathetic to existing character, support jobs growth and community needs.</p>	
<p>Promote Ecologically Sustainable Development</p> <p>Implement Biodiversity Strategy, promote more sustainable housing design, update DCP's and mapping layers, ensure future strategic land use decisions and DA's consider cumulative impacts on the environment.</p>	<i>Immediate</i>
<p>Prepare a Local Growth Management Strategy (LGMS)</p> <p>A range of studies, strategic planning and community engagement is needed to update where and how urban development should occur, particularly in response to Council priorities to promote population growth, growing pressure for affordable housing, need to provide job opportunities and ensure infrastructure is provided efficiently and effectively.</p> <p>A housing demand and supply assessment; employment land analysis; natural hazard and environmental considerations; sustainability, and other critical inputs will inform the LGMS.</p>	<i>Short term</i>
<p>Revise the CVC Development Contributions Plan</p> <p>Update the CVC Contributions Plan, in line with expected guidance from DPIE.</p>	<i>Immediate</i>
<p>Prepare an Integrated Freight Transport Strategy</p> <p>Work with Transport for NSW (TfNSW) and others to map and protect corridors, support freight and logistics, investigate freight hubs and distribution, and inform future planning decisions.</p>	<i>Short term</i>
<p>Prepare an Active Transport Strategy</p> <p>Review Pedestrian Access and Mobility Plans (PAMPs) with TfNSW and other stakeholders to integrate 'placemaking' and transport strategies, including identifying funding opportunities.</p>	<i>Short term</i>
<p>Work with emergency management and relevant agencies (SES, RFS etc.) to update our natural hazard management approach, particularly:</p> <p>Evacuation planning for Grafton.</p> <p>Review bush fire management plans and update mapping of bush fire prone land.</p> <p>Ensure decision making reflects exposure to risks (flooding, bushfire, coastal erosion etc.).</p>	<i>Immediate</i>
<p>Support and grow the agricultural sector</p> <p>Protect important agricultural land and facilitate improvements in the supply chain to support economic growth, food security primary producers and the agri-food sector.</p>	<i>Short term</i>
<p>Develop Local Character Statements/narratives for smaller settlements, particularly coastal villages</p> <p>Complete Heritage / Character studies and community engagement for coastal villages, in order of priority and make subsequent changes to LEP/DCP's.</p>	<i>Short term</i>
<p>Reinstate Grafton as a Regional City</p> <p>Work with DPIE to recognise Grafton as a Regional City as part of the review of the North Coast Regional Plan.</p>	<i>Immediate</i>

Other ongoing tasks

LEP 'health check' to follow LGMS process. Rezoning proposals, DAs and other priorities informed by LSPS.

Short term

*Timing: Immediate = 0 - 2 years; short term = 2 - 5 years.



3. CONTEXT

A path to prosperity

The Clarence Valley encourages ecologically sustainable development which supports a growing population, the creation of meaningful and sustainable job opportunities and maintains the character of our places and lifestyle that make the Clarence Valley such a great place. The Clarence Valley is part of the best region in Australia to live healthy and well connected lives.

Through coordinated actions and collective effort from Council and our community, we will create opportunities and support a growing population, beyond current trends.

Our growth industries are identified in the Regional Economic Development Strategy (REDS) as Tourism, Agriculture and Manufacturing, with sub industry specialisations providing opportunities for our community, particularly justice and aged care

The new M1 will transform the ease with which people and goods can move around the North Coast region, and to south-east Queensland and beyond. The shorter, safer drive from the Gold Coast and Brisbane now puts places like Yamba, Wooli, our stunning hinterland and charming villages within easy reach for visitors and even remote workers.

This growth needs to be harnessed and managed sustainably to retain the best things we love about living in the Clarence Valley.



A growing population

According to the ABS, Australia's population is growing towards 53 million people by 2100 (using a medium growth rate). Sustained growth in South East Queensland and across the NSW North Coast, coupled with the continued attraction to our stunning environment and economic development in our area is expected to see a growing population in the Clarence over the longer term.

The Clarence has residential land zoned to accommodate an additional 10,000 -15,000 people, and will work to make more land available for employment growth and areas available for potential growth over the term of this LSPS. As outlined below, there are a number of factors that could come together to unlock the potential of the Clarence Valley to support a sustainable growing population and commensurate services and facilities for our community.

The socio-economic changes that will see an upward trend in the long term prospects for the Clarence Valley communities include:

- **Significant population growth in south-east Queensland and across the north coast**
- **Population growth and new industries within the Clarence Valley**
- **The new M1 Pacific Motorway, improving accessibility across the region and further afield**
- **Infrastructure projects such as the new Grafton bridge, Sportsman's Creek bridge at Lawrence and others**
- **Learning, sharing and opportunities for our First Nations People**
- **Demand for affordable employment land and transport logistics to support industrial development**
- **Internet and telecommunications connectivity and options to work and learn remotely**
- **Growing health and aged care sector, including the Grafton health precinct**
- **Justice, including the new Clarence Correctional Centre at Lavadia, 12.5km south-east of Grafton**
- **The number of visitors attracted to our healthy and sustainable region**
- **Primary production and the agri-food economy and demand for locally sourced, healthy and sustainable food**

Recovery and resilience

Drought, bushfires, flood and the COVID 19 Pandemic have all impacted our community, and Council is focussed on supporting various sectors of the community and ensuring that we are all in this together.

Council is supporting recovery and future resilience through the creation of a new Recovery and Resilience team, along with continuing efforts regarding economic development and working with industry, community services and assisting with recovery and community resilience, managing environmental impacts, more resilient asset management and substantial spending on road and bridge repairs, along with a wide range of other parts of Council working with the community and state and federal government. Strategic Planning also focusses on making informed decisions about land use with regard to resilient communities and avoiding natural hazards.

Between July 2019 and January 2020 approximately half of our Council area has been burnt (548,698 ha out of a total 1,044,996 ha). This has come on top of severe drought, and followed by some flooding and further damage. This has caused significant impacts to individuals, families and communities across the valley, particularly farmers, small business and the communities of Nymboida, Rappville, Ewingar and many, many areas across the Clarence Valley.

Improving our resilience to future disasters, including bushfire, flood and other natural hazards requires a strategic approach to land use planning, and collaborating with the community and all relevant agencies.



Figure 2 – Bushfire recovery, Nymboida (Credit: Anne Leadbeater)

Our place in our region

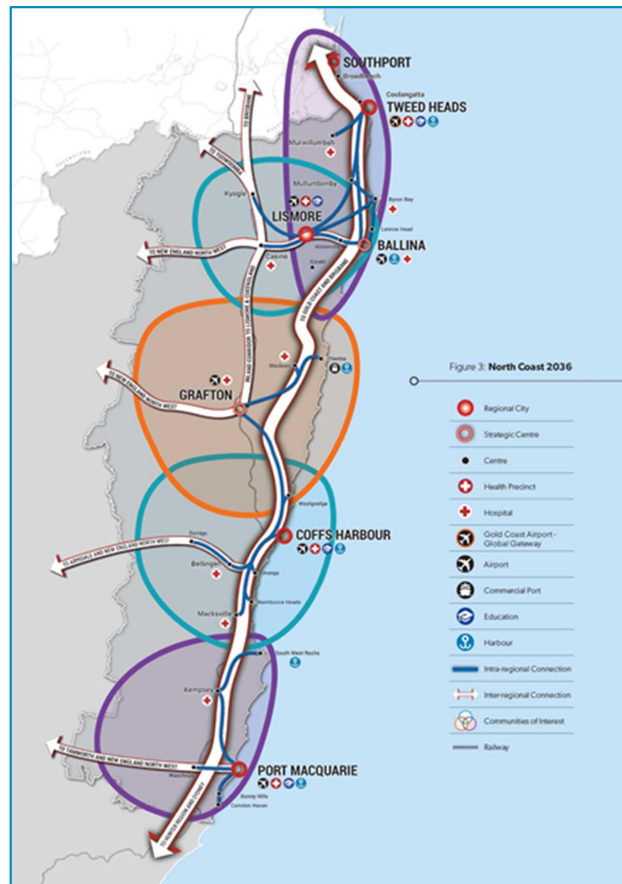
Clarence Valley Council is the largest local government area on the North Coast. We currently have a population of more than 52,000 people.

Grafton was the first city on the North Coast and this historic centre is the hub of services and opportunities for people of the Clarence Valley, supported by Maclean, Yamba and many other notable places that service the coastal and rural hinterland.

We have strong links across the sub-regions of northern NSW and into Qld. Our strong links with Coffs Harbour will also be fostered to grow our economy and leverage off the growth and demand for employment land in Coffs Harbour. New connections, via our Airport, the Pacific highway upgrade and digitally, will be explored and actions in this plan will be a catalyst to support an outward looking economy and create a community full of opportunities.

Grafton will continue to sit within the stopover travel window for freight and passenger trips between Sydney and Brisbane. Together with rail links, affordable industrial land and strategic freight connections we are perfectly positioned to build on our existing transport and freight logistics expertise, providing jobs and opportunities.

Aboriginal communities have lived in this rich valley, enjoying food and natural resources for thousands of years. Since the mid 1800's, the Clarence Valley's wealth has relied on our natural resources - rich alluvial soil, a great climate and demand for produce like timber, beef, milk, sugar and seafood as key economic drivers. A focus on continuing to support and nurture our agricultural industry in all forms is critical to our prosperity.



North Coast Regional Plan 2036

The North Coast Regional Plan is a 20-year blueprint for the future of the North Coast. The NSW Government's vision for the North Coast is to create:

the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities.

To achieve this vision the Government has set four goals for the region:

- ***The most stunning environment in NSW***
- ***A thriving, interconnected economy***
- ***Vibrant and engaged communities***
- ***Great housing choice and lifestyle options.***

This draft Local Strategic Planning Statement will help to implement those goals, along with the Directions and 54 Actions of the North Coast Regional Plan.



A growing recognition of the stunning natural environment, our important agricultural economy, and enviable lifestyle, make the Clarence a great place to live. The ability to work remotely away from major cities, and the opportunity to participate in an active and inclusive community in the Clarence, will see our population grow beyond current trends.

Positive developments such as a growing health and aged care sector, country universities centre, and industrial marine precinct, with opportunities for significant growth around Clarence Regional Airport and other employment land, will all contribute to attracting employees looking for affordable housing and an enviable lifestyle.

The calendar of events in the Clarence will continue to attract more visitors and also improve the reputation and reasons for choosing to live here.

Grafton is the main commercial centre for the area, and is a hub for regional branches of government and business. This is reflected in journey to work data for the Clarence Valley showing that 93% of residents live and work within the area. Yamba and Maclean are also important service centres to support the local community and as destinations for locals and visitors.

Growth and development will be concentrated in our larger existing centres, providing housing choice and supporting vibrant centres to lift our main streets and villages and provide great places to visit and do business. Development will be encouraged where it provides for a resilient and sustainable future, safe from natural hazards and contributes to the character and charm of the Clarence Valley.

More than 50% of our land area is part of National Park or State Forest, including the UNESCO World Heritage-listed Iluka Nature Reserve. National Parks and natural bushland have shaped the Clarence Valley that exists today. Environmental assets provide a wealth of ecological, cultural and health and well-being benefits that are crucial to our identity and future, and a major draw-card for people to live, work and visit the area. Looking after our natural areas, and managing natural hazards, is essential for sustainable prosperity.

Our people

Planning is all about people and communities, and the Clarence valleys prospects for growth are underpinned by its ongoing success in attracting new residents and supporting those that are here already.

Our population increased by 5 percent in the years 2006 - 2016 and are projected to continue to grow through until 2026. While longer term projections indicate a steady population, other driving forces and initiatives will continue to provide opportunities for growth. An ageing population in the Clarence means we need to continue to provide an enviable lifestyle and job opportunities to attract new residents. We are planning for a growing population and jobs growth, providing housing, community infrastructure and an attractive environment for families. Our current demographic trends indicate we need to continue our current work to support our population through the whole lifecycle, particularly our ageing population.

Population Projections provide an indication of how the population may change in the future and are primarily driven by demographic change. There are three things that impact on population growth: **Births, Deaths and Migration**. Given our current demographics in the Clarence, the main way to significantly increase our population is through inward migration. According to demographic experts there are two things that impact migration: **Jobs and Housing Affordability**. Lifestyle can also be added to that, but only if the first two are taken care of. In order to grow our population we need a more strategic approach to facilitate an increase in employment opportunities (including developable and serviced employment land), along with ensuring the market is providing affordable housing, in an ecologically sustainable way. The projections can also be influenced by other factors such as infrastructure investment and changing preferences of the housing market. This means projections will continue to change over time.

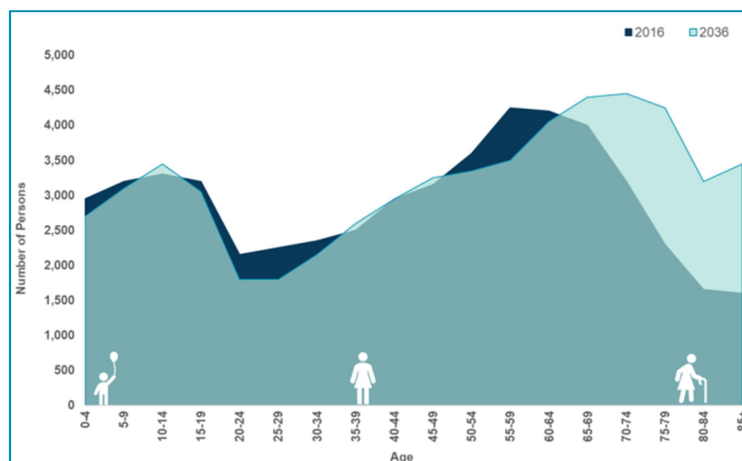


Figure 3 – Potential demographic change over time. Source: Department of Planning, Industry and Environment. (Based on 2016 census analysis)

PLANNING FOR THE CLARENCE VALLEY

Fundamental components in land use planning processes include consideration about how land is used, where communities are located and what community and political expectations are in terms of conservation and development. Effective land use planning for new developments in areas that are potentially subject to natural hazards can significantly reduce disaster risk and enhance the resilience of existing and future communities.

This plan provides a vision, framework and work programme to guide more strategic land use planning.

The Clarence Valley Local Strategic Planning Statement (LSPS) builds on and responds to community aspirations, regional and sub-regional connections and global megatrends. In doing so it supports how we will move forward over the next 20 years and beyond.

The development of this draft LSPS has been built on previous community engagement activities, particularly Community Strategic Plan 'The Clarence 2027'. The graphic below illustrates some of the key documents that have informed the LSPS, however there are around 27 different local plans and strategies that have been reviewed and informed the preparation of the draft LSPS, in addition to regional and state plans and national and international instruments.

In developing the Community Strategic Plan the community's most desired attribute for the Clarence was to be 'safe', together with creating more inclusive communities, employment opportunities and for Council to engage. Keeping the community 'safe' can come in many forms, including crime prevention through environmental design, avoiding natural disaster, and providing job opportunities and economic growth to underpin a happy and prosperous society. The LSPS reflects the desired outcomes in the adopted Community Strategic Plan.

The bar graph at Figure 1 addresses the broad question explored through consultation to develop Clarence 2027 "where do you want the Clarence Valley to be 10 years from now?"



Figure 3 – "Where do you want the Clarence Valley to be 10 years from now?"

LSPS Consultation

A public information drop in session and a workshop about the LSPS process was held in September 2019, and this informed the preparation of the draft LSPS, along with extensive engagement within Council and with state government agencies. Analysis of our IP & R framework, Community Strategic Plan - *The Clarence 2027* and all relevant plans and strategies across Council informed the preparation of the draft LSPS. There are a wide range of Actions that link with our other strategic plans, including our Regional Economic Development Strategy (REDS), Biodiversity Strategy, Clarence River Way Masterplan and many others.

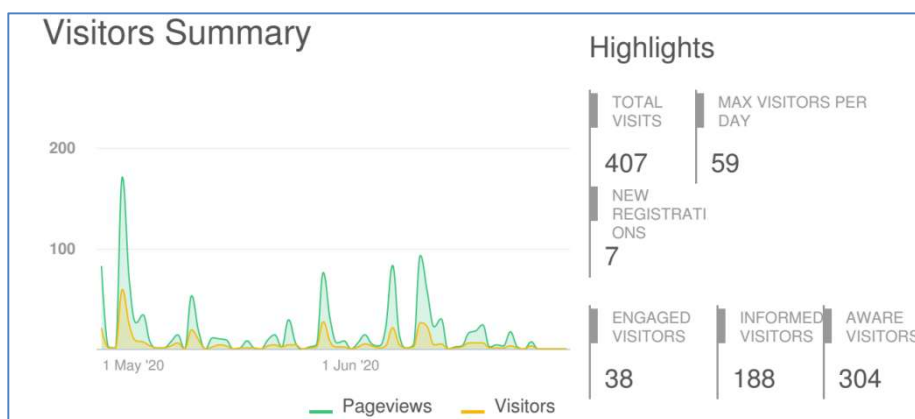
The Draft Local Strategic Planning Statement (LSPS) was placed on public exhibition from 24 April to 5 June 2020, and the deadline for submissions was also extended to accommodate requests to make a submission after the 5th June.

Timelines set by state government meant that unfortunately public consultation coincided with COVID19 lockdowns, and public meetings drop in sessions and proactive face to face engagement that would normally happen could not. While extra effort was made to make information available online and to proactively email and call organisations and groups across the Clarence, most groups or residents were understandably preoccupied with the global pandemic and keeping businesses afloat, meeting family commitments, home schooling and other priorities.

Given the circumstances, further ongoing involvement with affected communities is recommended when implementing Actions of the LSPS. There is scope, and indeed statutory requirements, to work with our community in relation to policy setting and local growth management and land use decision making.

There were a total of 31 written submissions received, 38 people completed surveys and there were more than 400 visits to the dedicated draft LSPS website. This generated around 240 pages of written submissions to inform the final LSPS.

State government agencies such as SES, RFS, DPIE, TfNSW and many others that have responsibility with regard to land use planning were contacted and asked to make a submission on the draft LSPS.



Strategic Planning

In March 2018, amendments to the Environmental Planning and Assessment Act 1979 (EP&A Act) introduced new requirements for councils to prepare a Local Strategic Planning Statement (LSPS). The Act recognises the critical role of councils in strategic planning for their local area.

Spatial planning is designed to “bring together and integrate policies for the development and use of land with other policies and programmes which influence the nature of places and how they function”.

Spatial planning goes beyond traditional land-use planning. It facilitates and promotes sustainable and inclusive patterns of urban and rural development.

Rather than operating through a narrow technical perspective, spatial planning should actively involve all members of society because everyone has a stake in the places in which they live, work and play - University College London & Deloitte, 2007

Each council is preparing an LSPS to set out the 20-year vision for land-use for their local area. This LSPS outlines how actions in the North Coast Regional Plan and our own priorities in the Community Strategic Plan and other plans, strategies and community aspirations will be implemented through the planning process.

The LSPS will shape how the development controls in the Local Environmental Plan (LEP) evolve over time to meet the community's needs, with the LEP the main tool to deliver the council and community's plan.

The Regional Plan sits alongside Infrastructure NSW's State Infrastructure Strategy and Transport for NSW's Future Transport 2056 which now means that all levels of Government must coordinate implementation and align infrastructure with growth and provides opportunities for up-front strategic planning.

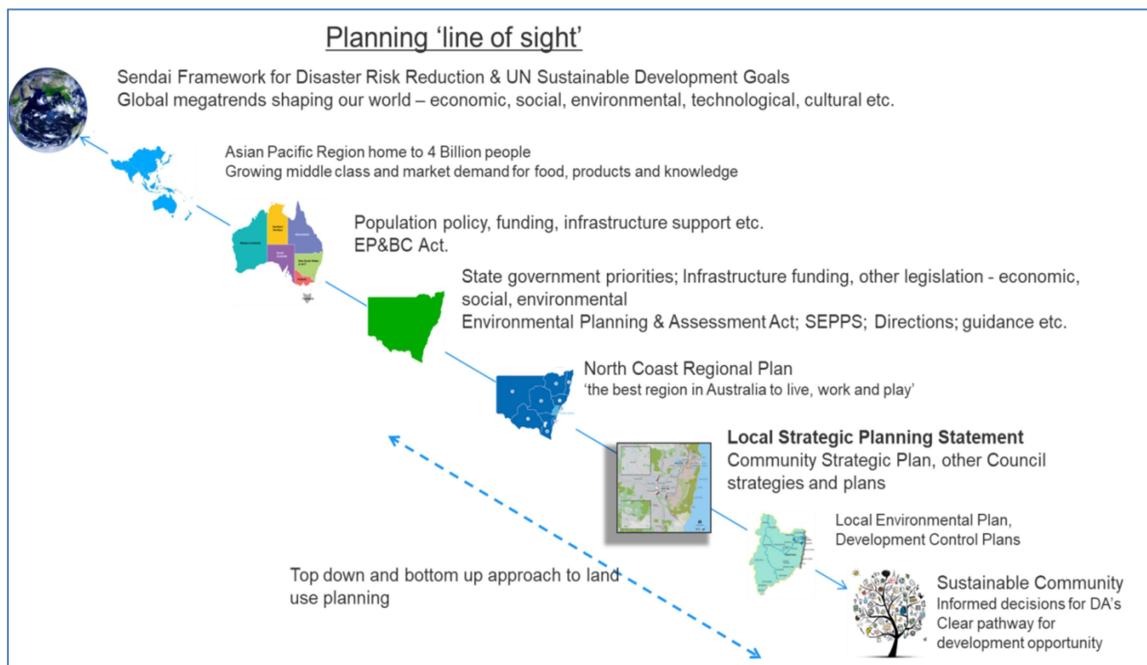


Figure 4 - the 'line of sight' through the planning framework

The Local Strategic Planning Statement sits within the planning 'hierarchy' of state, regional and local plans. The LSPS is the final piece of the puzzle that captures how the North Coast Regional Plan applies in the Clarence Valley to suit our unique community and environment.

The LSPS and work programme to implement the Actions will work together with our other plans and strategies for the Clarence Valley and the wider region.

In particular the Actions of the LSPS and its funding and implementation tie together with our Community Strategic Plan and the Integrated Planning and Reporting Framework (IP&R), especially where these interact with land use, and where land use planning has a role in facilitating better outcomes or specific Actions for the Councils Operational Plan.



Figure 5 - Delivering the Clarence Valley Council Operational plan

Working together for collective impact

Council cannot act alone to make the Clarence Valley a community full of opportunity. It will require a wide range of people in the community and the public and private sector working together, actively and with purpose, to get the best outcomes.

Collective impact, where stakeholders collaborate across sectors to address complex issues, is a problem-solving. Through working together, with a wide range of people and sectors contributing, it enables solutions to emerge. Preparing strategic plans or providing solutions for 'wicked' or complex problems - like creating more resilient communities - often have no single solutions and they require input and knowledge from a range of people across different sectors. The outcomes of various interrelated interventions are often unpredictable at the start of the process, but if we work together the outcomes will be more positive than if we have no plan at all.

Council has in the recent past engaged in regional, national and globally recognised best practice in collaborative planning, design and development, for example the Regional Water Efficiency Strategic Plan (1996 and 2006 to present); Clarence Valley Settlement Strategy (1999); The Iluka Sewerage & Waste Water Management Strategy and Yamba Wastewater management Strategy (DWOOS process) (2000-2014), and current recovery and resilience work has been recognised with state awards. These types of 'whole of community/government/stakeholder' engagement in strategic and development planning, infrastructure provision, natural resource and local area planning sets a standard for the way we do things in the Clarence.

Figure 6 illustrates the five conditions for effective collective impact, which should be applied when implementing the actions of this LSPS, along with other work programmes across Council and with other agencies and the community.

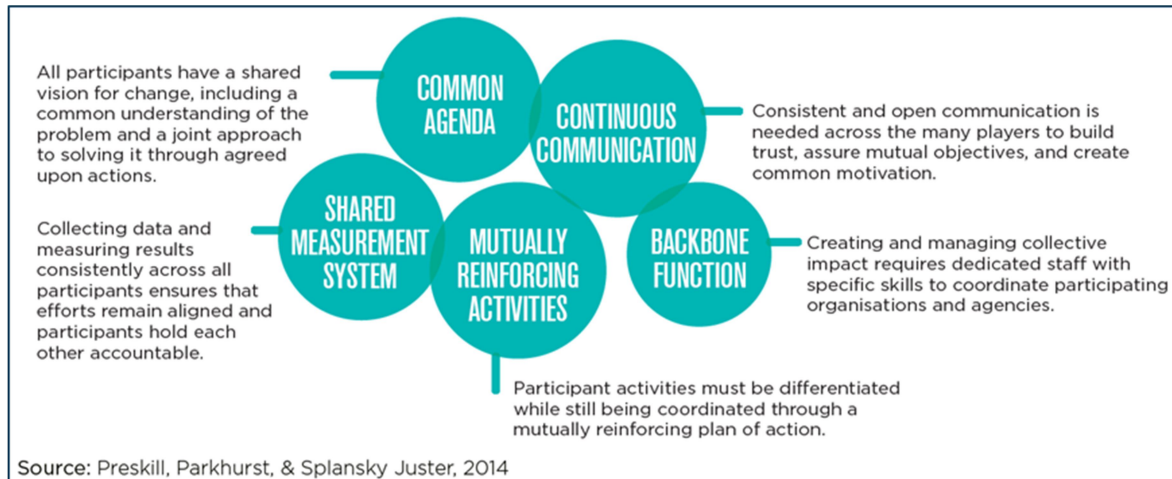
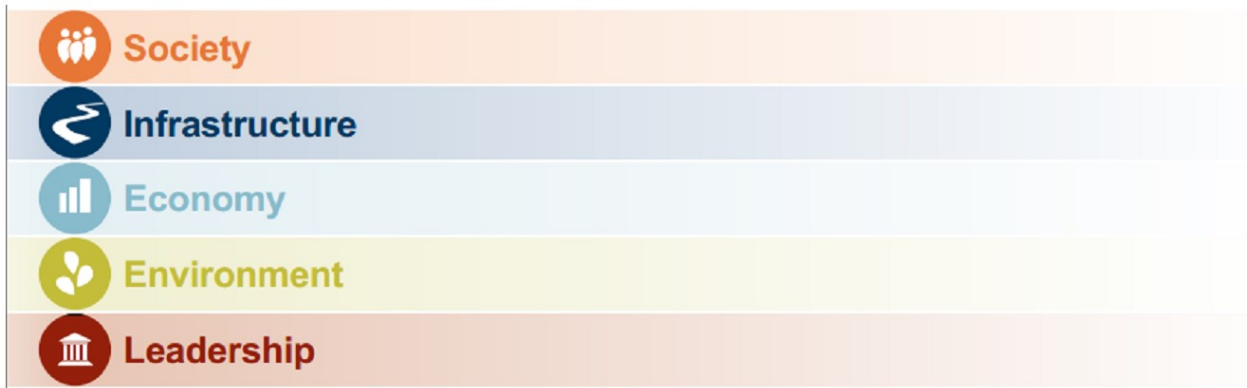


Figure 6 - Conditions for effective collaboration and collective impact

4. PLANNING PRIORITIES

Themes

The planning priorities outlined in this draft LSPS have been grouped under the following themes, in order to align with our Community Strategic Plan, *the Clarence 2027*, which in turn developed them from the Clarence Valley Sustainability Framework.



Actions

The Actions to help achieve our Priorities have been given a timeframe to ensure their implementation, using the following code consistent with the North Coast Regional Plan:

Timeframes	
Immediate	0 - 2 years
Short term	3 - 5 years
Medium term	5 -10 years
Long term	10+ years

SOCIETY

Land use planning decisions will help to create safe places and spaces where people have the opportunity to live a healthy lifestyle, with places for community interaction and connection. Our community will live in harmony with the natural and built environment, respecting natural hazards, and we will endeavour to create great homes and resilient communities.

Priority 1 – Take a proactive ‘place making’ approach to create great places suitable to our climate, culture and aspirations.

The Clarence Valley’s rich tapestry of coastal and hinterland communities provides our residents with great urban, rural and natural places to call home and amazing places to visit. Grafton city, the towns of Maclean and Yamba, and all settlements across our diverse landscape provide places and spaces for us to enjoy an enviable lifestyle

A ‘place making’ approach aims to capitalise on our existing local community assets, inspiration, and potential, with the intention of creating great places and spaces that promote people’s health, happiness, and well being. Place making is about delivering at least one, but perhaps all three, of the following objectives: place character, community participation and economic revitalisation. There is a role for everyone to participate in making our Clarence valley a great place to live, work and play.

Planning has an important role, but so to do a wide range of other interests which need to be able to progress on their own without interference from regulation. It is about making places function for positive social, economic and environmental outcomes, which is intertwined but different to just aesthetics or urban design.

The Clarence Valley has distinct places within a varied landscape, climate and physical characteristics. Grafton is approximately 50km inland from the coast and thus can generally experience hotter summer days, cooler winter nights and different wind patterns to the coast. This affects whether people enjoy visiting the Grafton CBD and thus the success of hospitality, retail and business.

Yamba has been declared by the CSIRO and Stanford University to have the best climate in the world for people (along with Bunbury, WA and San Diego, California). In summer the nor’easter sea breeze cools off the town better than any air conditioner, not reaching Grafton until late afternoon.

The Christ Church Cathedral in Grafton, completed in 1884, is reported to include the first attempt in any public building in Australia to alleviate the problem of heat. John Hunt designed adjustable and fixed wooden louvers instead of glass in the cathedral, a 'passive' technology that is being 'rediscovered' in building design today.



The design of our public buildings, subdivisions and individual buildings needs to consider state guidance regarding sustainable design. But we can do better to provide attractive, enjoyable places to live, to work, to shop and to play, and to be more efficient with resources and using more economic means of staying cool or warm in this sub-tropical climate. We want to encourage design excellence that creatively responds to and enhances the Clarence Valley's existing built character, heritage assets, landscape and community values in line with our climate and environmental values.

New communities in urban release areas like Clarenza, Junction Hill, Gulmarrad, James Creek and West Yamba should be designed to balance the needs for new housing, avoid natural hazards (such as flooding and bushfire risks) and retain biodiversity and trees to regulate temperatures among other considerations. A strategic approach to creating great communities means living in harmony with the natural environment, the landscape and protecting areas of High Environmental Value (HEV). We need to consider these issues at the earliest opportunity when determining where new urban release areas are located, and how to design new communities, facilities, services and infrastructure.

Wider road corridors with extensive tree planting could make new subdivisions more resilient to heat than current designs and encourage more outdoor healthy active lifestyles. Larger back gardens would also enable tree planting and shadier, cooler microclimates for people to enjoy, and places for wildlife.

A place making approach driving the development process will capitalise on the communities existing assets, utilising collaborative processes and aiming to create places and spaces that promote peoples health and wellbeing, creating places that everyone can enjoy, including children, families, the elderly and men and women.

By being deliberate about creating safer communities and places where people have the opportunity to interact, we can create more resilient places. This will help realise other social, cultural and economic benefits over the long term, rather than just meeting numerical housing targets.

If our places are enjoyable to be in, this will in turn attract further development and population growth - in a region where lifestyle, job opportunities and other attractors that could otherwise outcompete what the Clarence has to offer.

Council, the community and the development industry need to keep pace with contemporary place making approaches being offered in other Council areas to ensure we create a prosperous community full of opportunities here. A high level of amenity and functionality makes places even more attractive to visitors and investors. Attractive areas are usually worth more because people demand and visit these areas in preference to other areas.

We need to ensure guidelines produced by NSW Health and the NSW Government Architect is used to inform planning decisions. These include "Better Placed", "Greener Places", "Urban Design for Regional NSW" and the "Healthy Urban Development Checklist", especially when planning new neighbourhoods and infrastructure assets, and to implement the objectives and details of our Residential Zones DCP, to promote:

- Good design and amenity in the built environment
- Sustainable management of built and cultural heritage (including Aboriginal heritage)
- The proper construction and maintenance of buildings, including the protection of the health and safety of their occupants.

Council will look to collaborate with community members and residents who use places and spaces that set good examples of place making.



Priority 1 - Take a proactive place making approach to create great places to live, work and play, suitable to our climate, culture and social aspirations

Actions	Timeframe	Partner
<p>1.1 Prepare a Local Growth Management Strategy for the Clarence Valley.</p> <p>A range of studies, strategic planning and community engagement is needed to update where and how urban development should occur, particularly in response to Council priorities to promote population growth, growing pressure for affordable housing, need to provide job opportunities and ensure infrastructure is provided</p>	Short term	DPIE and state government agencies, the whole community, developers, others.

Priority 1 - Take a proactive place making approach to create great places to live, work and play, suitable to our climate, culture and social aspirations

efficiently and effectively.

A housing demand and supply assessment; rural residential strategy, employment land audit and analysis; natural hazard and environmental considerations; and other critical inputs will inform the LGMS to inform ecologically sustainable development, with consideration of the following:

- Promoting the long term liveability, health and resilience of the community, and supporting economic, social and cultural improvement
- Protecting and enhancing terrestrial and aquatic biodiversity and our natural environment
- A regenerative landscape planning approach that includes listening to First Nations People and caring for country
- A hierarchy of avoiding, mitigating and managing natural hazards, as well as considering environmental constraints to be used in planning and design
- Ensuring a collaborative approach to place making, that engages those who can contribute to making the Clarence Valley a community full of opportunities
- North Coast Settlement Planning Guidelines 2019

1.2 Work with the Department of Planning, Industry and Environment to update the North Coast Design Guidelines and settlement planning guidelines, particularly to promote appropriate outcomes for sustainable design and resilient settlements.	Short term	DPIE
1.3 Explore opportunities to incorporate and measure outcomes against the UN Sustainable Development Goals and Sendai Framework.	Short term	DPIE

Priority 2: Engage and collaborate with Clarence Valley's First Nations community to conserve First Nations heritage and respect their right to identify, determine, manage and participate in future strategic decision making processes.

The Traditional Custodians of the Clarence Valley area are the Bundjalung, Gumbaynggirr and Yaegl nations. They have a long and proud history of living in the Clarence Valley. The way Aboriginals lived with the landscape, used fire, procured food and built an understanding of the local area needs to be acknowledged to help inform future decision making.

The health of a people and their community is reliant on a strong physical and emotional connection to place and this plan acknowledges a strong belief amongst Aboriginal people that if we care for Country, it will care for us.

Conserving Aboriginal heritage and respecting the Aboriginal community's right to determine how it is identified and managed, will preserve some of the world's longest standing spiritual, historical, social and educational values.

Council commits to work closer with our First Nations People to improve the way we care for country and to improve the prospects and opportunities for Aboriginal people in the Clarence Valley. We want to walk on a journey hand in hand to reconcile our past practices and provide for a more resilient and sustainable future for the Clarence Valley.

Land use planning decisions about where urban areas, infrastructure and development occurs, and where the environment and other areas are protected will stay with us for generations. Thinking about multi-generational use and occupation of the Clarence (not just current economic or political cycles) and being open to a different world view when making decisions will have long term benefits for the sustainability and resilience of our communities.

Respecting Aboriginal culture and customs, important objects and places and involving communities in decisions about country is important for all of us.



At the 2016 census more than 3,200 people - 6.3% of the total population in the Clarence Valley - identified as Aboriginal or Torres Strait Islanders descent. This is significantly higher than NSW (2.9%) and Australia wide (2.8%). While people of all backgrounds are important in the Clarence, the Aboriginal population makes up a larger percentage than others, such as people born in England (2.5%), New Zealand (1.1%), Netherlands (0.3%), Germany (0.3%) and the Philippines (0.3%).

While the multicultural make up of the Clarence Valley will increase over the 20 year life span of the LSPS, and we want to encourage further immigration to the valley, there are many reasons why the Council needs to work more closely with Aboriginal communities.

OCHRE (Opportunity, Choice, Healing, Responsibility and Empowerment) is the NSW Governments plan for Aboriginal communities. It focusses on revitalising and promoting Aboriginal languages and culture, creating opportunities and capacity, providing choice and empowering Aboriginal people to exercise that choice, as well as giving them the tools to take responsibility for their own future.

The Department of Planning, Industry and Environment has committed to work with Local Aboriginal Land Councils to identify their land holdings and to map the level of constraints for each site. Council would expect to be engaged in that process also. The information gathered can be used by Aboriginal communities to consider potential land use for that land. A collaborative approach to navigating the planning process has the potential to provide for the economic self determination of Aboriginal communities that can be invested back in to the community, while also protecting the environment.

The Clarence Valley has a range of important places, objects and natural areas that are significant for First Nations People and the wider community. The Clarence River is particularly significant and maintaining its environmental integrity and sharing stories about its importance is to be promoted. Some sites are listed as Aboriginal Places under the National Parks and Wildlife Act, while others are acknowledged and highlighted in local studies. Ensuring that planning decisions understand and respect those is important. Sharing information between Aboriginal communities and Council is important. Further work with the Clarence Valley Aboriginal Advisory Committee, along with Local Aboriginal Land Councils, will continue to improve outcomes for the community.

As history is a shared story, places should recognise the significance of local culture as part of the development and improvement of the Clarence Valley. As discussed in the NSW Government Architects *Better Placed* guidelines, places and landscapes are tied to Aboriginal culture and stories.

Incorporating local cultural heritage into the built environment in meaningful and respectful ways will not only encourage people to engage with local cultural heritage but may also have economic benefits such as encouraging tourism activity.



Designing places well will also strengthen the connections to place and shared purpose for all of the community.

Priority 2: Engage and collaborate with Clarence Valley's First Nations community to conserve First Nations heritage and respect their right to identify, determine, manage and participate in future strategic decision making processes.

Actions	Timeframe	Partner
2.1 Expand existing partnerships with our First Nations communities to facilitate engagement; to be involved in future decision making, through established groups to promote understanding and awareness in planning for the Clarence Valley.	<i>Immediate</i>	CVAAC, DPIE
2.2 Ensure First Nations communities are involved in the development of strategic plans, inclusive of local growth management, housing and biodiversity strategies.	<i>immediate</i>	CVAAC
2.3 Collaborate and engage with Traditional Owners, Local Aboriginal Land Councils and the DPI&E in identifying sites of cultural significance; and assets with economic development potential.	<i>short term</i>	LALC, DPIE
2.4 Develop a Clarence Valley information sharing process to improve understanding of local strategic planning frameworks, improve awareness and understanding of First Nations heritage and culture for all staff.	<i>short term</i>	CVAAC, BCD
2.5 Review and update Clarence Valley's Aboriginal Cultural Heritage Study; maps, relevant planning controls and strategies to ensure places, objects and artefacts are protected, managed and respected; and acknowledge Native Title agreements in strategic planning.	<i>short term</i>	CVAAC
2.6 Incorporate First Nations cultural heritage and design in new developments, particularly state government buildings, private development and open spaces. Incorporate and commit appropriate budgetary provisions in development control plans to ensure First Nations heritage is included.	<i>short term</i>	CVAAC, LALC

Priority 3 - Plan for a growing population and provide safe, healthy, resilient and sustainable places for communities to grow

As the population continues to increase over the next 20 years, the Clarence Valley will not only need more quality homes but also a more diverse range of housing types supported by community infrastructure. These housing types will include traditional standalone houses, but with an increasing need to include single person dwellings, townhouses and affordable accommodation to cater for demographic needs.

The Clarence Valley has historically been a predominantly low-density residential area characterised by detached dwellings on sizeable lots. This pattern of development remains important to the character of the area, and many heritage precincts, with private open space, backyards, gardens and tall trees.

However, there are many in the community that would benefit from more contemporary housing typology, where they can walk to amenities and services, age in place and enjoy access to services and facilities within easy reach. Zoning in existing urban areas provides for these types of houses, and further investigations will be made to determine how best Council can encourage the market to meet demand and provide opportunities for our diverse community in locations which will not compromise the character and heritage significance of the area.

Council has enough zoned residential and rural residential land to cater for a growing population. Urban release areas have been identified across the valley to meet demand while maintaining environmental values and avoiding natural hazards like flooding and bushfire. Ensuring that those areas are available for new homes to encourage and support new communities will require Council working proactively with land owners, developers and the community, along with continuing to plan for and provide infrastructure in a timely manner. An updated Local Growth Management Strategy, underpinned by relevant studies and consultation, will determine if the strategic planning for the valley is matching market demands and future needs for ecologically sustainable development. This work will generally be in line with the North Coast Settlement Planning Guidelines. The LSPS does not propose additional urban release around our small coastal villages (including Angourie) or on the floodplain.

Some urban release areas have constraints such as multiple land ownership, recent larger lot development and subdivision, and other typical planning issues that need to be addressed such as access, provision of

The Clarence Valley Settlement Strategy 1999 was a sub-regional joint planning project. It provided a 20 year vision for the Clarence valley (through to 2019) which sought to locate population growth in areas which will have the least costs in environmental, social and economic terms. Focusing the bulk of growth close to Grafton, the strategy said, would mean reducing car dependency, improving access to services and reducing the human footprint, leaving more areas for biodiversity, food production and rural industries. These are all aspirations supported today. The strategy focused most growth close to Grafton and Maclean in sewerred areas which are close to services. Those areas comprised Grafton, South Grafton, Maclean, Yamba, Junction Hill village and a future village at Clarenza and possible village type development at Waterview Heights.

The strategy is still relevant today and is being realised as time passes and development continues. The development of a Local Growth Management Strategy (LGMS) is needed to review and update the settlement strategy and provide a contemporary spatial plan for the valley for the next 20 years and beyond.

infrastructure, environmental opportunities and the like. Where appropriate for long term planning outcomes, Council will investigate the development of masterplans or structure plans for growth areas, to ensure land will be readily available at appropriate densities to provide housing for a growing population in to the future, and avoid inefficient use of valuable land for housing.

Estimates of existing dwelling yields in CVC growth areas and existing zoned land are provided on the map below. Additional investigations to encourage up take of development will aim to unlock this potential, where appropriate.

If all zoned land is developed for a range of housing types, this could accommodate up to an additional 16,000 people – taking our population towards 70,000.

However, there are a wide range of constraints (biodiversity, bushfire, infrastructure costs, developer costs etc.) together with low population growth projections which makes this aspiration unlikely in the short term. Council will continue to work with a range of stakeholders to grow our population in an ecologically sustainable way, providing realistic market based opportunities for affordable housing and sustainable lifestyles.

Council will develop strategies to encourage appropriate growth in areas already zoned. Creating better housing, streetscapes and town centres, coupled with well functioning places and economic opportunities, will provide more enjoyable places for people to live, work and play, which in turn will grow the population and attract the best and brightest to make the Clarence Valley their home. The identification of specific urban renewal precincts could offer the opportunity for a step-change in development of those areas.

Planning for growth beyond current demographic projections needs to ensure that decisions do not hamper efforts to provide efficient infrastructure, services and resilient growth beyond the 20 year horizon of this plan.

Monitoring will be also be necessary to ensure that sufficient housing is available to accommodate the needs of our communities in ways that are responsive to their changing size, distribution and demographics.

While our population is ageing we need to cater for those needs, along with attracting younger generations to support economic sustainability of the valley. Accommodation, care and access to medical services will create opportunities for growth in the Clarence, together with an outward looking economy to attract investment and people wanting to contribute to the community.

The North Coast Regional Plan sets a target of 40% of new dwellings being in the form of apartments, dual occupancies, townhouses and villas and homes on smaller lots. Growth within our main centres of Grafton, Maclean and Yamba needs to be considerate of flood risk, and sympathetic to the heritage character and amenity of existing residential areas. However, existing zoning (R2 & R3) already enables infill in Maclean and Yamba and we will promote further development within Grafton and South Grafton.

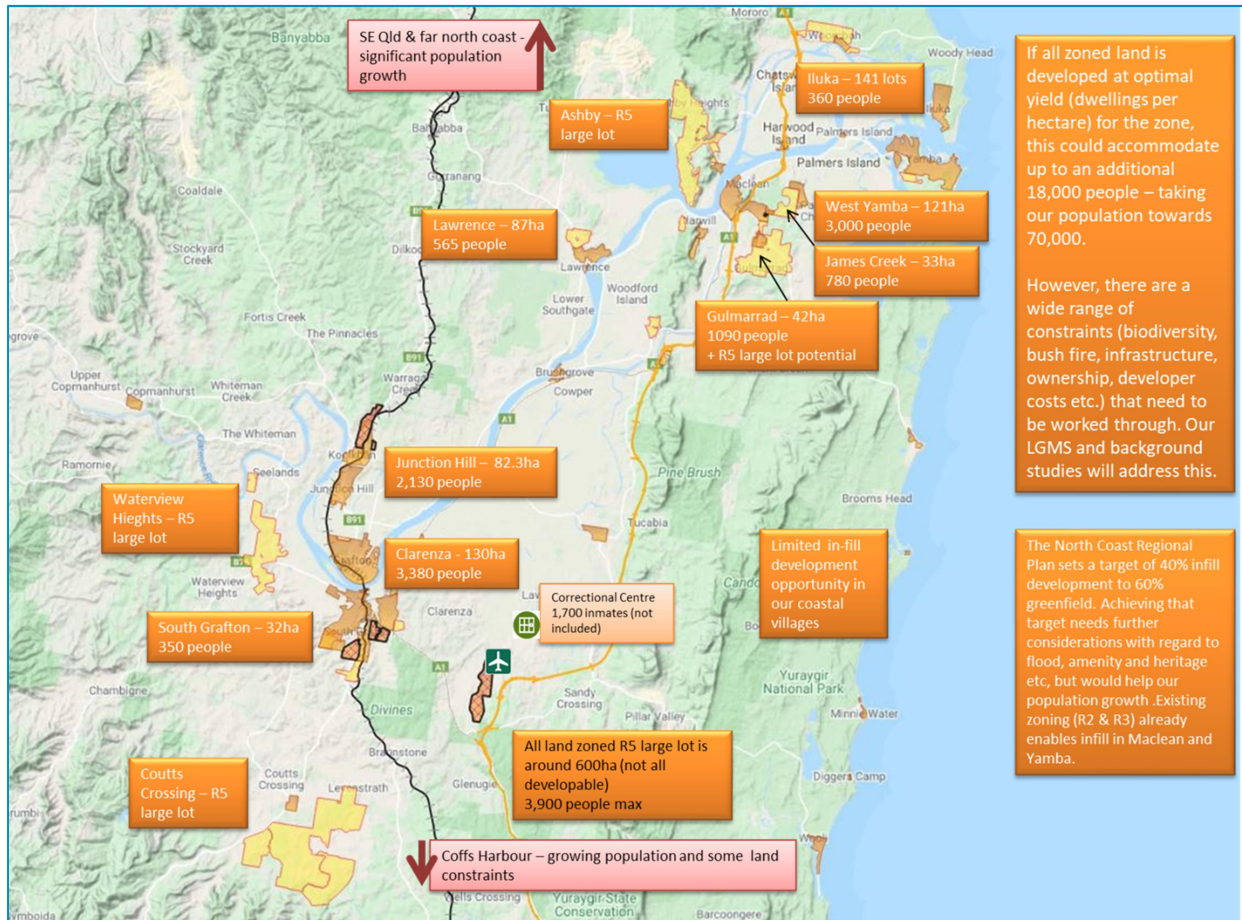


Figure 6 - Housing potential for the Clarence Valley (maximum yield based on existing zoning without constraints analysis)

Clarence Valley Council produced the ‘Sustainability Initiative’ in 2006, a leadership initiative to help guide all Council decision making. It was driven by a collaborative approach to making this a great place to live and provided a framework and key guiding principles around ecology, economy, society, human habitat and governance that provide a solid grounding for future decision making.

Creating great places to live isn’t just about the houses that residents live in; it is also about the communities they live in. Creating more liveable places helps improve the community’s quality of life and provides opportunities for people to enjoy our great places. In this sense it will be important to ensure new or infill developments are appropriately planned, designed and supported by infrastructure, including social and green infrastructure.

Priority 3 - Plan for a growing population and provide safe, resilient and sustainable places for communities to grow

Actions	Timeframe	Partner
3.1 Develop masterplans or structure plans where necessary for new urban release areas to ensure appropriate density of development for future needs, including for Clarenza.	Immediate	DPIE, community
3.2 Undertake a strategic housing needs assessment study to inform the development of our local growth management strategy for the Clarence Valley, in collaboration with our community, other Councils and state agencies.	Short term	DPIE, adjoining Councils
3.3 Any expansion of existing commercial or industrial lands or new development should be accompanied by appropriate infrastructure that promotes active travel to work options, such as cycle and walking connections to residential areas and key destinations, and public transport options.	Short term	DPIE, NSW Health, TfNSW
3.4 Investigate measures to encourage a wide range of smaller homes in appropriate locations of our existing centres to help achieve a target of 40% infill housing across the Clarence LGA.	Short term	DPIE

Priority 4 – Provide housing choice to meet community needs, including social and affordable housing and the integration of liveability principles

The Clarence Valley has been proactive in considering the needs of the community, with the development of the Clarence Valley Affordable Housing Strategy and the Positive Ageing Strategy. A proactive approach to encouraging community services to locate in residential areas and increasing residential density and housing types in areas that are already well-serviced is also encouraged.

However, there is a need to continue to diversify housing stock and tenure options to meet the changing needs of our community, including our ageing population, decreasing average household size and changing socio-economic profile. Encouraging the development of smaller, more manageable, well-located dwellings that allow for positive 'ageing in place', as well as continuing to provide for the needs of younger people, families and lower income households through planning processes is needed.

The needs of older people who are currently in private rental will also be an increasingly serious issue to be considered in the Clarence Valley.

Council is also aware that declining affordability is affecting the sustainability of our community, including the ability to attract younger people and key workers, and enable longer-term residents to remain within their local communities. Council is committed to protecting and increasing the amount of housing stock that is affordable for purchase and rent to local residents.

Figure 3 illustrates that in 2018 the Clarence Valley had the 5th lowest rental affordability in NSW. While this may change with major infrastructure projects like the Pacific Highway, Clarence Correctional Centre and Grafton Bridge nearing completion, we have economic strategies that want to drive economic growth and attract more significant projects which would keep demand high.

We will need to work with North Coast Community Housing (NCCH), state government, developers, NGOs and the community to address current and future needs.

LGA	AHIG Index	NSW rank	Measure
Byron Shire	61	1	
Woollahra	47	2	Extreme housing stress
Ballina	47	3	
Waverley	38	4	
Clarence Valley	29	5	
Northern Beaches	24	6	Severe housing stress
Tweed shire	21	7	
Ku-ring-gai	21	8	
Kiama	20	9	

Source: Compass Housing (2018)

Table 1 - Affordable rental housing in NSW 2018

Council can explore local incentives for affordable and more diverse housing, including bonus provisions or concessions in local plans.

Priority 4 – Provide housing choice to meet community needs, including social and affordable housing

Actions	Timeframe	Partner
4.1 Provide for a planning framework and processes that enable more dual occupancies, townhouses, villas and smaller dwellings within appropriately planned areas, where these provide for safe housing sympathetic to the character and amenity of the area.	<i>short term</i>	DPIE
4.2 Monitor levels of social and locational disadvantage, in order to provide targeted support and services such as the ageing population and delivering programs aimed at providing opportunities for young people, and affordable housing.	<i>short term</i>	NCCH, community
4.3 Investigate whether there are planning impediments to the establishment and operation of not-for-profit community service providers to ensure key community services can be delivered as effectively as possible.	<i>short term</i>	DPIE, NCCH, private, NGOs
4.4 Develop a Housing Strategy in line with the DPIE Local Housing Strategy Guideline 2018 (and a particular emphasis on integrating liveability principles), to sit alongside a local growth management strategy.	<i>short term</i>	DPIE, community
Refer to Actions 3.2 and 3.4.		

Priority 5 - Provide for healthy, safe and well connected communities, particularly providing for social infrastructure

Creating great places to live isn't just about the houses that residents live in; it is also about the communities they live in. Creating more liveable places helps improve the community's quality of life, our health and productivity, with flow on benefits for individuals, communities and our wider health system. In this sense it will be important to ensure new or infill developments are appropriately planned, designed and supported by infrastructure that provides for communities and is sustainable and works with natural systems.

We need to ensure communities are supported by appropriate social infrastructure for the demographics of the existing and future population through life stages (child care, community halls, safer places, recreation opportunities and the like).

Place making is important for our community whichever stage of life they are at. It may include walking links that are safe, convenient and logical connections between local places. This may also include neighbourhood hubs that create places at the heart of local communities, are diverse in size, use and are close to where people live. Connections to and encouraging the use of these hubs are important to create a sense of place in a community. This can be as simple as public halls for gathering, learning, celebrating and meeting or for 'safer places' in times of emergency. Other community assets like sports facilities, playgrounds and others need to be thought about at the earliest planning phase.

Fostering community wellbeing and socially inclusive communities is one of the Clarence Valley's strengths. 'Social capital' and sense of community and looking out for each other makes communities more enjoyable places to live, with commensurate economic, social and resilience benefits.

Council's role is to act as an advocate and a champion for those groups where appropriate. As the population grows, more residents and visitors will be from differing religious, sexual orientation and ethnic groups, which will further diversify the community. A focus on infrastructure delivery to support inclusive growth can also lead to more opportunities and competitiveness for improved wellbeing outcomes.

Designing places with regard to Crime Prevention through Environmental Design (CPTED) principles can help to create safer places and more sustainable communities. Planning should consider CPTED requirements and when planning for larger scale developments or places that will attract a lot of people, the involvement of the Police and a wide cross section of the community is encouraged.

People in our region have high overweight and obesity rates (57.3% of Northern NSW adults and 24% of NSW children are overweight or obese), and poor intake of fruit and vegetables (in 2018, 58.7% and 89.2% of Northern NSW adults did not eat enough fruit and vegetables respectively). Less than half (42.7%) of Northern NSW adults and almost three quarters (72.9%) of Northern NSW children had inadequate physical activity levels.

The built environment can directly affect people's health. Planners have a central role in providing environments which support healthy behaviour. We also need to include 'health' as an aspect of good design when planning and assessing developments in accordance with section 5 (g) of the EP& A Act. Integrate liveability principles into Development Control Plans, locality plans and settlement strategies in order to provide healthy, safe and well connected communities, and to provide 'green infrastructure' to support

healthy and active lifestyles in accordance with the Government Architect NSW’s Greener Places and NSW Health’s Healthy Urban Development Checklist.

Priority 5 – Provide for healthy, safe and well connected communities, particularly providing for social infrastructure

Actions	Timeframe	Partner
5.1 Work with Department of Planning, Industry and Environment to establish social infrastructure benchmarks, minimum standards and social impact assessment frameworks for local planning.	<i>short term</i>	DPIE
5.2 Deliver Crime Prevention Through Environmental Design (CPTED) outcomes through the planning process, particularly strategic planning, rezoning and development applications	<i>immediate</i>	NSW Police, community
5.3 Work with state government agencies, particularly the Department of Justice, to monitor conditions of consent for the Clarence Correctional Centre and ensure expected positive outcomes for the local community and economy are delivered	<i>immediate</i>	DoJ, SERCO, DPIE, community
5.4 Update the Clarence Valley Council Crime Prevention Strategy, with particular regard to recent developments, our growing and diverse community and the Clarence Correctional Centre	<i>short term</i>	DoJ, DPIE, Police, community
5.5 Work with School Infrastructure NSW (SINSW) to explore and implement joint and shared use opportunities where there is mutual benefit for the school and the community.	<i>immediate</i>	SISNSW, local community

Priority 6 - Preserve and enhance the local character and heritage of our diverse places and communities.

Historic heritage underpins the built character of many towns and villages and rural areas of the Clarence Valley. A wide range of heritage items and conservation areas are formally protected in the heritage schedule of the Clarence Valley LEP 2011.

Grafton was the first city on the North Coast and retains gracious streetscapes of historic residences set in mature tree lined avenues, together with buildings of state significance, including the Sarton Theatre and Christ Church Cathedral, and the historic Goal. Places along the lower Clarence like Ulmarra, Brushgrove, Lawrence, Maclean, Harwood and Yamba played an important role in the historic development of river transport and economic and social development of the area.

Heritage is a significant point of difference and a key asset for the Clarence Valley. These heritage values have the potential to be a key driver of the economy, and our river city and villages set us apart from other coastal areas and centres on the north coast. The heritage of these areas needs to be carefully conserved through ongoing use and adaption.



Promoting adaptive re-use of historic buildings, waterfronts and places offers a positive way of telling the story of the Clarence in combination with Aboriginal heritage stories. Understanding the significance and respecting the local character and heritage of these places is important to the community and can improve the attractiveness and economic vitality of our settlements. Design that integrates with the heritage and character of the Clarence Valley can increase the level of amenity and functionality making them more attractive to visitors and investors.

Renewal of desirable places will enable people to stay in their neighbourhoods and communities as they transition through life. Design excellence will underpin the success of Clarence Valley's liveable places through to the quality of the streets, buildings and public space.

Local character, particularly in our growing coastal settlements is also important. New development in places from Iluka to Woolli should retain a scale and character which enhances the local coastal vernacular. Iluka,

Yamba, Angourie, Sandon, Brooms Head, Minnie Water, Diggers Camp and Woolli are special places with unique local small scale character and important attributes that the local community want to see protected, while allowing appropriately sustainable development that suits the context.

The development of local character statements or character 'narratives' for these areas could provide more certainty for developers, the community and Council to inform future decision making.



Council will advocate for the updated North Coast Design Guidelines to integrate with existing healthy built environment design principles, such as those contained in the NSW Healthy Built Environment Checklist, and the Government Architect NSW's Greener Places and Better Placed.

Suburban backyards have many benefits for people, the environment and the character of our urban areas. Providing useable, private, open green space for residents, particularly elderly and children is important. Access to nature, opportunities for growing food, places for trees for shade, biodiversity and stormwater management are also important. Access to nature has benefits for mental health and wellbeing. Small lot development come with challenges for providing enjoyable and sustainable places to live and need to be well designed to create sustainable and resilient communities. Managing our urban environment to provide

for green space and trees will continue to be important, while encouraging more development in our existing urban areas.

Priority 6 - Preserve and enhance the local character and heritage of our diverse places and communities

Actions	Timeframe	Partner
6.1 Work with Department of Planning, Industry and Environment to update the North Coast Design Guidelines and ensure new development adheres to the principles and expected outcomes.	<i>short term</i>	DPIE
6.2 Work with local communities to prioritise and then develop site specific Local Character Statements or Character Narratives for all existing and proposed Heritage Conservation Areas and associated development controls for coastal communities such as Yamba, Angourie, Brooms Head, Sandon, Minnie Water, Diggers Camp and Woolli.	<i>medium term</i>	Local communities
6.3 Update Heritage provisions in the Local Environment Plan and Development Control Plans.	<i>medium term</i>	Local communities
6.4 Encourage appropriate re-use of Grafton gaol with regard to local character and vitality of the Grafton CBD	<i>short term</i>	Local communities

INFRASTRUCTURE

Strategic planning will ensure that infrastructure is provided efficiently and effectively to support a growing population and employment growth, and that infrastructure is located and built to be resilient and sustainable.

Priority 7 - Co-ordinate local and state funded infrastructure delivery with land use planning

Our growing population, particularly in new residential areas, need to be supported by timely provision of infrastructure and services. This includes basic needs such as efficient road networks, resilient water and wastewater services, waste management and others. Green infrastructure and social infrastructure, such as parks, playgrounds, walking and cycling links, access to nature and places and spaces for the community to come together for entertainment, recreation, sports and learning and many creative pursuits also need to be planned for. Significant population growth provides the opportunities to fund these improved services, especially within new growth areas around Junction Hill, Clarenza, Gulmarrad, James Creek and West Yamba, along with facilities within existing centres like Grafton, Ulmarra, Maclean, Yamba and elsewhere.

Planning and development contributions systems need to be geared towards enabling good quality development, and providing facilities to support our communities. Likewise, identifying other funding sources to support our growing population and ensure that the provision of affordable housing and development is financially feasible for investors is important. We will continue to advocate to State government for better infrastructure funding models and work with agencies to ensure services and facilities are provided to meet community expectations.

The new M1 Pacific Motorway provides unprecedented opportunities to tap into the strong and sustained growth in South East Queensland and across the north coast region and beyond. The increased efficiency and safety in the movement of people, commodities and services through this corridor will provide opportunities in areas such as value adding services to agriculture, transport, tourism, supporting a growing population in the Clarence and many others. The new Grafton Bridge and Sportsmans Creek bridge in Lawrence, along with other improvements to our transport and infrastructure assets across the valley provide significant economic and social benefits for our community.

Social Infrastructure as well as active travel infrastructure (such as walking and cycling paths) is considered to be essential infrastructure in order to meet the needs of the community, including employment land. A specific chapter of NSW Health’s Healthy Built Environment Checklist addresses social infrastructure.

TfNSW’s Future Transport 2056 Initiatives for the Clarence Valley	
Committed 0-10 years	Woolgoolga to Ballina Pacific Highway Upgrade (State and Federal Funded)
	Summerland Way, Additional Clarence River Crossing (Grafton Bridge)
	Regional growth buses - planning
Initiatives for investigation 0-10years	Waterfall Way corridor improvements
	Gwydir Highway Improvements (between Grafton and Glen Innes, Jackadgery)
	North Coast Regional Transport Plan
Initiatives for investigation 10-20 years	Summerland Way Improvements (Grafton - QLD border)
	Corridor Preservation for Higher Speed Connections
	North Coast cruise infrastructure development
Visionary initiatives 20+ years	Higher speed connections (east coast)



Figure 7 – Future Transport Network, from Transport for NSW Regional NSW Services and Infrastructure Plan 2056

Priority 7 - Co-ordinate local and state funded infrastructure delivery with land use planning

Actions	Timeframe	Partner
7.1 Ensure the development of a Local Growth Management Strategy (LGMS), housing strategies and other plans strategies are informed by and co-ordinated with infrastructure delivery and funding. This includes social infrastructure, as well as active travel infrastructure (such as walking and cycling paths).	<i>short term</i>	TfNSW and other agencies
7.2 Update the Clarence Valley Development Contributions Plan 2011 and specific Contributions Plans to better reflect the types of infrastructure and facilities that will need to be provided to meet the needs of additional population and development.	<i>immediate</i>	Community, developers, business and relevant agencies
7.3 Work with state government and infrastructure providers to accelerate the provision of infrastructure and availability of residential and employment land to support a growing community and job opportunities in the Clarence Valley, where appropriate.	<i>short term</i>	DPIE, TfNSW, and relevant agencies
7.4 Advocate for state government facilities, such as the Clarence Correctional Centre, Hospital redevelopment and future development provides supporting infrastructure which will support a healthy, prosperous and sustainable Clarence Valley community, including for walking, cycling and other active travel.	<i>immediate</i>	Relevant agencies

Priority 8 - Enable the development of industrial and employment land and the movement of freight and goods

The movement of freight is essential to the Clarence Valley economy. Freight is necessary both for consumers and businesses seeking goods, and for manufacturing and production businesses which produce goods for market. For example, the NSW Freight and Ports Plan 2018-2023 stated that online retail sales to Australians were valued at \$24.2 billion, 7.8 per cent of the traditional retail 'bricks and mortar' retail sector. The level of sales was 10.1% higher in December 2017 than a year earlier.

The number of freight movements will continue to grow alongside the growth of online retail. The plan estimates that every five years online retail sales will double. Therefore, the efficiency of accessing markets and receiving goods has a big impact on the competitiveness of doing business from and within the Clarence Valley.

The better the freight efficiency, the more competitive businesses can be, ultimately resulting in more jobs and productivity. There are some key land use opportunities that maximise efficiency of freight movement, particularly co-location of industries in proximity to the established transport gateways south of Grafton at the node of the Pacific Highway, Gwydir Highway and Summerland Way. The investments in the Pacific Motorway and the Grafton Bridge are also important for leveraging the benefits from better connections. Further investment along defined freight routes and through key freight gateways will be crucial into the future.

Enhancing relationships between local businesses and export enablers / wholesalers, transport companies and airport operators will be vital to securing a prosperous and competitive future. Likewise, ensuring infrastructure is in place to capitalise on new demands within the valley, such as the Clarence Correctional Centre, health and aged care, and others, will ensure efficient and effective use of resources and support a growing economy.

The Clarence Valley is already in a good position with significant availability of industrial land in various locations. It is important that this existing employment land includes support for intensive freight dependent industries to co-locate in areas with appropriate access to the strategic freight network. Improvements and the growth of these areas and the establishment of new advanced transport hubs, with excellent road connections will also help to capture and process food and fibre that is grown here and moved through the area.

The location of existing and proposed infrastructure and utilities must be considered in relation to sites proposed for urban land release to avoid any conflict or encroachment that would compromise distribution networks. Prioritising maintenance and network improvements to support access of freight will also be important for the continued efficiency of freight movements.

Priority 8 - Enable the development of industrial and employment land and the movement of freight and goods through the whole supply chain

Actions	Timeframe	Partner
8.1 Work with TfNSW and other stakeholders to identify major transport corridors and ensure they are protected for future transport alignments and avoid the encroachment of incompatible	<i>short term</i>	TfNSW

land uses.

8.2 Work with TfNSW to understand catchment areas for key centres and attractors (such as retail, hospitals, airports, universities etc.) to develop a hub and spoke transport network	<i>short term</i>	TfNSW
8.3 Work with industry and business groups in the Clarence to identify development opportunities on existing employment land and investigation areas for freight and transport based business.	<i>immediate</i>	TfNSW, industry, land owners, community
8.4 Ensure Clarence Valley Regional Airport has the facilities and services to operate as an efficient gateway to meet increasing regional and national travel and freight needs through effective integrated planning, including investigating infrastructure needs for employment land surrounding the airport and emergency management and operational requirements for the airport, and updating the Airport Masterplan.	<i>short term</i>	CASA, Community,
8.5 Develop an Integrated Freight Transport Plan to guide future investment and land use decision making	<i>short term</i>	TfNSW and other agencies

Refer to Action 3.3

Priority 9 - Plan for resilient and sustainable infrastructure

Critical Infrastructure across the Clarence Valley has been designed with the knowledge of floods, bushfires and other hazards. However, there can still be impacts from significant events above design standard, or for infrastructure planned and built historically. Examples can include wooden bridges that can suffer during severe fire weather, or roads cut during floods.

The **NSW Critical Infrastructure Resilience Strategy** was adopted in 2018. It complements recommendations within the 2017 State Level Emergency Risk Assessment and the NSW State Infrastructure Strategy 2018-2038. It takes a non-regulatory approach to change the culture of organisations and thinking about resilience in a collaborative manner.

To achieve the outcomes, priority is given to:

1. **partnering** for shared responsibility around critical infrastructure resilience;
2. **prepare** for all hazards, not just the ones we can foresee, and
3. **providing** critical infrastructure services with minimal disruption.

Council has generally taken this approach to planning for critical infrastructure resilience, and to working with partners at state agencies and other utility providers. For example, the Grafton Flood Evacuation Study identifies that most critical infrastructure like electricity is above the probable maximum flood. However, infrastructure across the valley can be impacted by bushfire, flood or other disruptions.

Planning for new growth areas and new development needs to consider the resilience of infrastructure that will support those communities, including during emergencies and for evacuation and recovery needs.

'Green infrastructure' and working with nature is also fundamental to creating a high quality of life and is important in creating a region that is climate resilient and adaptable to future needs. The NSW Government's *Greener Places* aims to guide the planning, design and delivery of greener infrastructure to help support more sustainable places.

The NSW Governments guide to Climate Change Risk Assessment for NSW Local Government for assessing and managing the impacts of climate change (such as heat, floods, storms and drought) on Councils assets and services also needs to inform decision making.

The design of places and infrastructure that is ecologically sensitive and uses natural processes, such as wetlands for the storage and treatment of stormwater

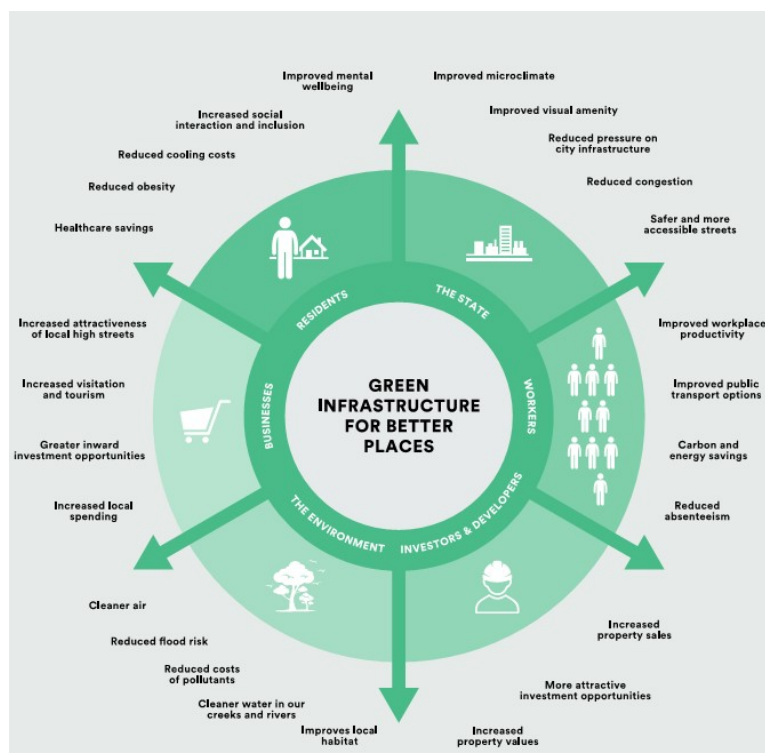


Figure 8 – Who benefits from green infrastructure? Derived from *Greener Places* (© NSW (DPIE) 2020)

and floodwater, buffering coastal process and many other benefits save money and protect what is important to the community. Integration with recreation and open space and appropriate planting, provides a greater range and degree of benefits for the community than ‘hard’ or ‘grey’ infrastructure alternatives.

By working within the natural systems and understanding natural processes, infrastructure can be planned to be more resilient, through land use decision making, design, or operation. Figure 6 illustrates the wide ranging beneficiaries of green infrastructure, and the Council’s approach is already realising many of these benefits.

Priority 9. Plan for resilient and sustainable infrastructure

Actions	Timeframe	Partner
9.1 Work with state and local agencies to map and develop a local critical infrastructure resilience strategy, and identify priority areas for action with utility providers and infrastructure managers to address ‘weak links’ in the infrastructure network.	<i>medium</i>	OEM; DPIE; Health; community; infrastructure providers.
9.2 Ensure emergency management arrangements take in to account new infrastructure in the valley, including the new Pacific Motorway, Clarence Correctional Centre, Grafton Bridge and growth and development planned across the valley	<i>short</i>	RFS, SES, and other agencies
9.3 Investigate opportunities for the provision of ‘green infrastructure’ through land use decision making, design, and operation of council assets, as well as its integration with recreation and open space planning.	<i>immediate</i>	TfNSW and other agencies, community

Priority 10 – Promote walking, cycling and improved mobility and accessibility

Sustainable connections for Clarence Valley are fundamentally about giving the community more convenient options for how they move around and connect with places. Whilst private cars typically provide the highest levels of mobility, transitioning to a more sustainable transport system which achieves a greater balance between cars and other modes such as walking and cycling will help address these challenges.

More sustainable options will also contribute to healthy living and lessen the social vulnerability that can result when people are unable to drive, lack access to a vehicle, or cannot afford the costs of running a private vehicle and therefore cannot travel to access services. This will be particularly important with an older population, who may have different mobility needs or desires.

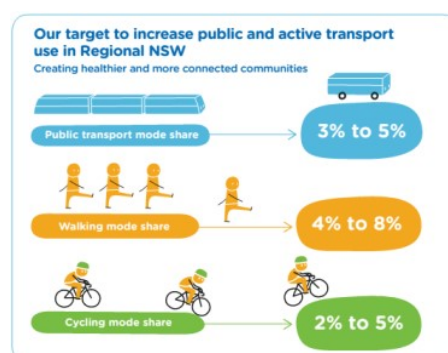
There is scope to improve the pedestrian and cycle network connections especially around the main centres such as Grafton, Yamba and Maclean. This can include increasing connections along the Clarence River, Big River Way and quality walking and cycling networks to local destinations such as shops, services, entertainment, dining, sports grounds and schools. For smaller towns, the challenge is to ensure that transport to vital services, jobs, shops and entertainment is accessible and attractive.

Transportation technology is changing rapidly. New technologies are becoming available to assist in developing higher quality walking and cycling networks for example glow in the dark bike lanes. Technology is also presenting new ways to travel and providing alternative fuel options, like battery charging points. Planning for these options should be investigated now. The transition to electric vehicles and infrastructure for other technological innovations to improve sustainability will continue to be promoted, however the mental and physical health benefits of active forms of movement – walking, cycling, skating, and water based – mean these will continue to be more sustainable and beneficial ways of travelling, particularly within our larger centres of Grafton, Maclean and Yamba.

Supporting the way the community moves around the valley, and ensuring that mobility and accessibility for all of the community is front of mind when planning for infrastructure is essential. New development will need to continue to assist in improving how we provide for mobility needs.

Ensuring that new connections and Future Transport 2056 and the Regional Services and Infrastructure Plan harness technology to improve customer and network outcomes. Into the future, the Clarence Valley could trial automated buses, shared connected and automated vehicles, e-bikes and mobility-service platforms.

Figure 9 - Transport for NSW public and active transport targets.



Priority 10. Require new transport connections to support all modes of travel

Actions	Timeframe	Partner
10.1 Prepare an 'Active Transport Plan' for the Clarence Valley, to review cycling and pedestrian plans and strategies with a focus on provision of high-quality cycle paths, tracks and trails as well as highly walkable routes between key nodes such as schools, employment areas and the city centre and incorporate suitable end-of-trip facilities and new technologies.	<i>short term</i>	TfNSW
10.2 Work with TfNSW and other key stakeholders on implementing the Movement and Place Framework and promoting active transport, including opportunities to develop an active transport network, through the development of an integrated transport and land use settlement strategy for the valley, along with a 'place plan' for key centres such as Grafton, and areas of 'investigation' for urban development.	<i>short term</i>	TfNSW
10.3 Work with TfNSW in the development and implementation of travel demand management policies and actions, including adequate public transport and viable active travel options, particularly for large public buildings such as Clarence Correctional Centre, Grafton base hospital and others.	<i>medium term</i>	TfNSW, Dept of Justice
10.4 Work with TfNSW in developing car parking guidelines to support the development and vibrancy of centres by encouraging walking and cycling travel modes particularly as part of plans to support Grafton and other place making plans, and the local growth management strategy.	<i>short term</i>	TfNSW, DPIE

ECONOMY

Strategic planning will facilitate implementation of our Regional Economic Development Strategy (REDS) to strengthen and diversify our local economy in a way that complements the environmental and social values of the Clarence Valley.

Priority 11 – Strengthen the local economy and provide opportunities for quality local employment

The Council has set out aspirations to sustainably grow a prosperous economy, capitalising on our natural attributes and attracting business. Our key natural assets are our people, along with our coastal, riverine and hinterland amenity; fertile soils; favourable climate; access to markets via the Pacific Motorway, rail and air; and the relative affordability of employment land and housing.

Our specialisations, which strategic land use planning needs to assist with, include:

1. “Engines of Growth”: such as tourism, agriculture, horticulture, aquaculture, forestry, marine manufacturing and logistics.
2. Business ‘enabling’ activities: such as tourism connected property services, construction, utilities, and financial and professional services
3. Internal, ‘population-serving’ industries: including health, retail and public administration.

Part of the Clarence Valley’s investment attraction is its capacity to support emerging or growth industries. This attraction is facilitated by the area’s comparative advantages including its tourism infrastructure, transport and logistics options and comparatively affordable places for business and homes, and great lifestyle.

Understanding the needs of industry and employment generating activity is critical. Working together and allowing the market to operate for the benefit of the Clarence is important. A supply and demand study, with direct assistance from industry and land owners is needed.

Agglomeration of activities where innovative business support and grow off each other should also be explored in existing and new areas.

The Clarence River is one of the Valley’s primary assets for commerce and tourism. The River has one of the highest concentrations of marine industry businesses outside of Sydney and Newcastle. It is home to the areas fishing industry, supports the LGA’s agricultural landscapes, holds significant ecological value and sustains sporting and tourism activities.

Implementing the Marine Based Industry Policy to facilitate the ecologically sustainable development and operation of marine-based industries in the Clarence Valley is important. Yamba, Harwood and Maclean have significant maritime manufacturing industries that create jobs and boost the economy. It will be important for the Clarence Valley to have a focus on the direction of this industry to support jobs growth and economic activity.

The Clarence Valley currently has over 470 hectares of zoned industrial land, with a further 1,720ha identified in the North Coast Regional Plan for investigation. Ensuring that appropriate land is available and developable to support meaningful local jobs is a priority for Council. Investigations will continue to identify areas suitable for rezoning in order to provide certainty to potential developers and employers, and also to direct resources for planning, provision of infrastructure and other support from Council and state government to attract inward investment.

Council will also work with neighbouring Councils, particularly Coffs Harbour, to align our economic development and employment growth strategies and leverage off the expected population growth.

We also have an eye to the north, and growth in SE Queensland and the northern rivers. Proximity to Toowoomba Wellcamp Airport and Gold Coast Airport could also ensure the supply chain of manufactured goods can reach the highest return in available markets here and overseas, and to attract investors and employers to the Clarence.

The Clarence Valley also has a competitive advantage given its location on the confluence of the Gwydir Highway, Summerland Way and the Pacific Motorway. We sit at a key east west link to the tablelands, particularly for the movement of freight, cattle, grain and other commodities, with the only east-west link for B-Doubles for the area. With the upgrade of the Pacific Motorway and the development of the Clarence Correctional Centre there will be future opportunities to nurture competitive growth segments such as transportation and service industries.

Employment land is identified for investigation to grow existing industrial type development located in Junction Hill/Koolkhan, South Grafton and the near the Clarence Valley Regional Airport, along with Townsend. Redevelopment and expansion of existing industrial areas, for higher value employment land where this will have acceptable impacts on existing industries, communities and the environments also encouraged.

Further work with industry and potential employment providers will continue to ensure that land supply will attract investment and meet the needs of the Clarence. A land supply and demand assessment, or audit, to update our Industrial Lands Strategy and support our Regional Economic Development Strategy is needed. Our economic development strategy suggests the preparation of a Clarence Valley Industrial Land Use Plan.

An updated evidence base is needed to inform our approach across the Council and the development of our Local Growth Management Strategy. This should examine the role, function and viability of existing centres and employment lands, and effects of existing policies and plans, including this LSPS.

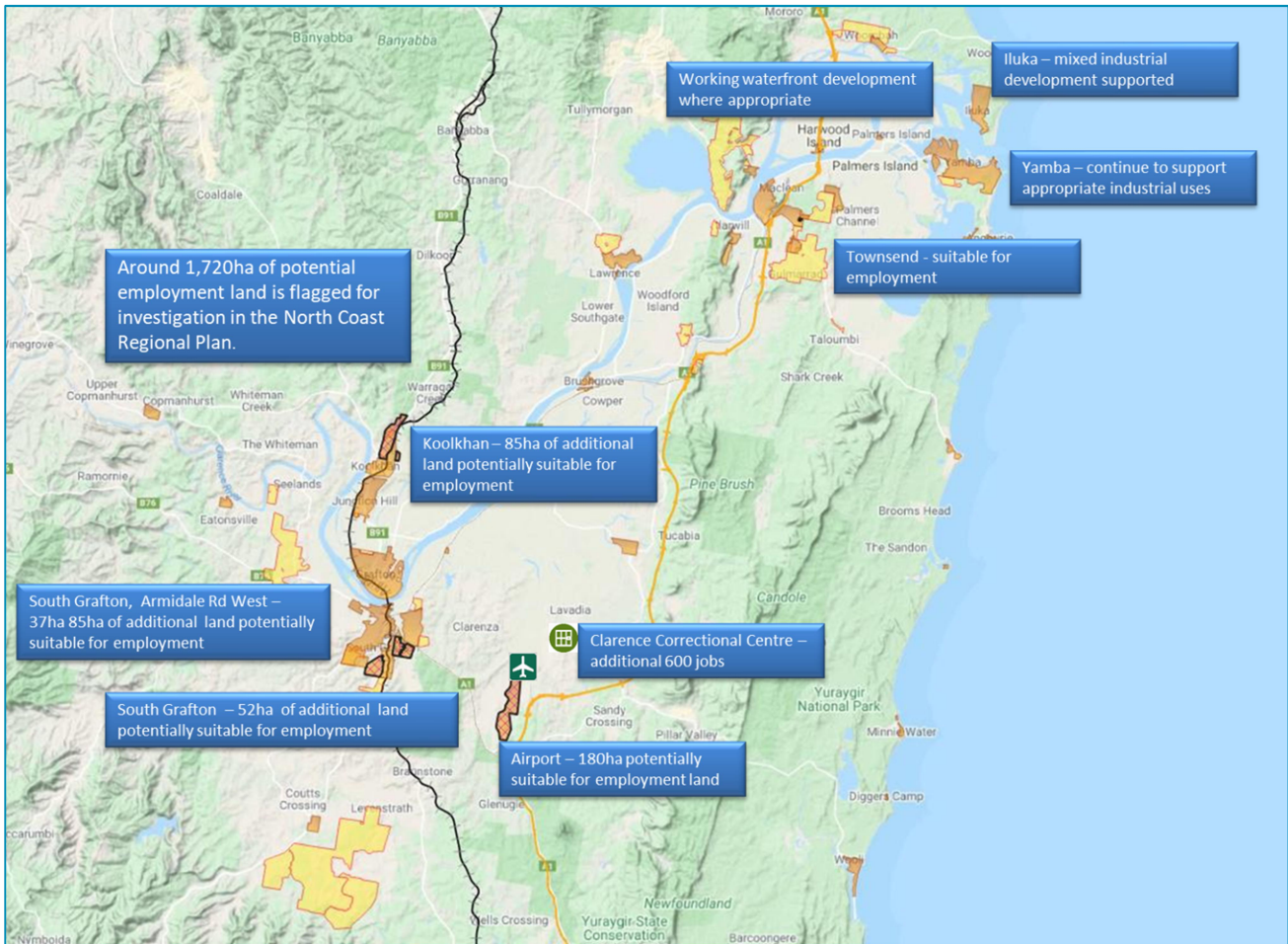


Figure 10 - Potential employment land subject to further investigation.

Health and education are high value and high growth industries, with the potential to generate a range of enduring career opportunities and higher paid jobs for the local community. It is important that the opportunities offered by these industries are maximised by connectivity, future expansion opportunities, local infrastructure needs and complementary land uses such as professional health suites.

The attractiveness of our industrial nodes as principal locations for business both locally and at a regional level should be investment-ready and have sufficient capacity to grow. Industrial land should be managed with a careful balance between protecting remaining stock to allow onsite industry growth and enhancing the function of industrial areas as key employment nodes. This can be achieved by providing infrastructure support, services (non industrial uses) and amenity improvements.

The Clarence Correctional Centre will accommodate 1,700 inmates, featuring state-of-the-art security and surveillance, as well as advanced rehabilitation services. Infrastructure NSW states that the Clarence Correctional Centre will inject more than \$560 million into the local economy and about 600 permanent jobs once operational.

While the Clarence Correctional Centre will deliver hundreds of jobs to the region and create long-term economic opportunities locally it will be important to monitor the actual impacts once the facility is

operational. Social and infrastructure impacts will need to be examined such as accommodation availability for large increases in the population or short-term accommodation needs for visitors, and local procurement targets.

Priority 11. Strengthen the local economy and provide opportunities for quality local employment

Actions	Timeframe	Partner
11.1 Align the planning framework (zoning for business and employment land) to help achieve ecologically sustainable development and implementation of the Regional Economic Development Strategy.	<i>immediate</i>	Businesses, community
11.2 Complete planning and constraints analysis for our 'Investigation areas' for employment land, particularly: <ul style="list-style-type: none"> • Junction Hill/Koolkhan • South Grafton • CV Regional Airport • Gulmarrad and Townsend Identify any zoning, infrastructure funding, regulatory controls or other barriers that need to be updated to support development in line with the North Coast Settlement Planning Guidelines.	<i>Immediate</i>	DPIE, land owners, community
11.3 Complete an audit of supply and demand for employment land and investigate the need for a Clarence Valley Industrial Land Use Plan.	<i>Immediate</i>	Industry, community,
11.4 Explore opportunities and supporting planning controls for marine based industries in the Clarence Valley that help achieve ESD and grow local jobs for the area.	short term	Industry, community, DPIE

Priority 12 – Consolidate the role of Grafton as a traditional economic centre and plan for the vitality of Maclean, Yamba and other centres

The Grafton CBD is the Clarence Valley's main centre for commerce and economic activity, along with cafes, shopping, retail, banking and office locations. It is a historic river city, with significant opportunities to capitalise on its scenic waterside setting, rich heritage and as a tourism hub. Regional offices for state government services along with health and other community facilities are essential contributors to the Grafton CBD.

The state Heritage listed Saraton Theatre is the largest (950 seat) and oldest theatre and cinema in NSW. The Anglican Christ Church Cathedral, historic hotels and streetscapes along Victoria Street and Prince Street define the prominent civic architecture, visually displaying the prosperity of the first city on the North Coast. The Grafton CBD needs to be well functioning and a desirable place to visit to support the local economy and businesses within it. We also need to support thriving businesses within the Clarence Valley in order to support the CBD, particularly agriculture, industry and other employment generating activity.

Re-establishing the river as a foundation asset in the Clarence Valley provides a competitive advantage over most other nearby regional centres in northern NSW, particularly Armidale, Coffs Harbour and Lismore. Cities like Brisbane, Tweed Heads and Port Macquarie are starting to capitalise on river frontage and it has been proven that the amenity, outlook and ambience of major rivers can lift a places profile and the economic and social activity of a city. Our riverside pubs, parks, wharfs and other infrastructure attract people and investment. Ensuring the planning system recognises and supports this is important.

Important centres such as South Grafton, Ulmarra, Maclean, Yamba, Iluka and many others provide for local catchments and visitors, particularly for daily needs, hospitality and entertainment, growing employment and supporting small business and the local community. Protecting the existing character of these centres, while encouraging growth within them, will be critical to ensure the centres continue to be attractive and inviting places for people to use and access.

Maclean and Yamba are particularly important to provide for the increasing demands of visitors and new residents attracted to coastal areas of our LGA. Maclean District Hospital is also a critical asset for the local community that needs to be recognised in planning and funding arrangements.

Over the next 20 years, the Clarence Valley will continue to recognise the Grafton city centre as a critical place for its role as the focus of commercial and retail activity. An enhanced city revitalisation project is a key initiative to improve liveability and to promote Grafton CBD as a vibrant, stimulating and welcoming place.

Development of the old Gaol and Grafton Base Hospital Precinct will need to compliment the existing Grafton CBD, and offer unique employment generating and knowledge based growth industries, to support health, education and creative industries. These should complement the existing CBD and local economic growth.

Activities and events are often the building block of a place to grow its reputation and attractors. An economically and socially healthy destination is one that gives a reason for people to come, stay and spend time and money - with more activities providing for a livelier place. Continuing to grow the creative community by coordinating key events, programs and festivals, and recognising that arts and culture can drive economic prosperity will be an important step to facilitating energised centres.

Utilising the existing street pattern, further implementing our Urban Street Tree Strategy, and exploring ways of using laneways, arcades and avenues to create microclimates that are cooler in summer, attract more people to enjoy our urban environments year round and re-use vacant buildings and spaces should all be explored to support smaller start up business and attract a younger population and economic activity. . We need to plan for places and spaces for events, markets and entertainment that contribute to economic vitality.

Priority 12. Consolidate the role of Grafton as a traditional economic centre and plan for vitality of Maclean, Yamba and other centres

Actions	Timeframe	Partner
12.1 Future strategic planning should support Grafton CBD as the principal activity centre for business, retail, culture, entertainment and prestige events in the region	<i>Short term</i>	Business community
12.2 Undertake a place making study of the Grafton CBD, identifying ways to support and encourage more retail, business, hospitality and other economic activity, transport (particularly walking and cycling) and parking needs, and include consideration of growth and development and appropriate re-use of the old Grafton gaol and Hospital precinct, including future zoning and planning provisions.	<i>immediate</i>	TfNSW, business community, land owners etc.
12.3 Develop community based local precinct plans and economic strategies for local centres, such as South Grafton, Ulmarra, Maclean, Yamba, Harwood and Iluka, including liveability aspects which address healthy eating and active living in development of local precinct plans.	<i>short term</i>	Community, TfNSW

Priority 13 – Protect agricultural land and increase opportunities for access to locally produced fresh food and economic growth

The Clarence Valley has provided plentiful supply of food for thousands of years for our First Nations People, and for the past 150 years the Clarence has supported thousands of families, businesses and communities in this mighty fertile region of the NSW north coast.

The Clarence Valley has the largest agricultural sector on the northern rivers, with around 2,230 registered farms providing \$493 million annual gross regional product and \$3.5million in annual rates to Council. 1 in 4 businesses in the Clarence is a primary producer. Agriculture, Forestry and Fishing employ 1063 FTE, and about 3,821 people are employed in the agri-food economy in the Clarence. To maintain a thriving local economy, vibrant main streets and hospitality sector we need our farmers and producers to be successful and to grow the agri-food sector.

While forestry, sugarcane, beef, dairy and seafood have been the pillars supporting our economy, future productive and sustainable industries are being ventured in to, including Macadamias and many other native foods, horticulture and specialist fruit, vegetables and flowers and many others. Added value is being garnered through a trend of consumers wanting to know where and how food and fibre has been produced, with premiums placed on sustainability, social benefits and local connections and history. The agricultural sector in the Clarence has a positive story to tell.

Infrastructure to support farmers, such as the South Grafton cattle saleyards, Fisherman's co-operatives, Harwood sugar mill, farmers markets, transport and logistics and others are essential to keep the economy afloat and growing. Additional investment in infrastructure is needed to support our economy and the social benefits they bring. This might include facilities to service the new Clarence Correctional Centre, export via Clarence Valley Regional Airport, or distribution hubs through other transport chains. Investigating zoning for employment and business land, permissible uses in rural zones and also to support farmers markets, farming enterprises and value adding manufacture of agricultural produce will also be undertaken.

The North Coast Farmland mapping project by DPI can be supplemented by further work by Council and community groups such as Clarence Valley Food Incorporated and Southern Cross University to provide a better understanding of agricultural opportunities and areas for protection in the valley.

Managing the landscape to avoid impacts from natural hazards like bushfire is also critical for the resilience and future viability of agricultural enterprises in the Clarence. Advocating for regenerative agriculture, better management of national parks and state forests and bringing together NPWS, State Forests, farmers and Aboriginal communities is important for the recovery and resilience of our primary producers and in turn economic growth in the Clarence.

Regenerating the landscape to achieve multiple outcomes must include farmland and initiatives with landowners. Sequestering carbon, supporting biodiversity, managing erosion and water quality for the Clarence, and supporting a thriving agricultural sector for future generations are all essential outcomes. The development of our various strategies for economic development, environmental, cultural and social outcomes should be underpinned by these broad landscape management and land use perspectives, summarised thus – if we care for country, it will care for us.

Promoting the expansion of agribusinesses through local policies will also help support agricultural industries into the future. Agribusinesses include professional agricultural services, storage and warehousing, machinery and equipment, transport and logistics, and food, beverage and other product outlets. Local food production can also be better leveraged through rural tourism.

Boutique commercial, tourist and recreation activities that do not conflict with primary production in rural areas offer opportunities for greater economic diversity. This can also be linked with the growing markets such as destination weddings, food trails and others.

A new definition of 'artisan food and drink industry' has been developed by state government, which promotes local producers and manufacturers, like independent breweries, to be located where light industry is encouraged, particularly industrial estates. It may be better to enliven existing main streets and commercial areas with bars and food outlets, where these would not impact on the amenity or viability of other businesses. Investigating the potential for permitting certain light industry in the business zones to support our main streets will be explored.

As horticultural enterprises continue to establish on land in the Clarence Valley it will be important to sustainably manage seasonal workers. This may include allowances for appropriate accommodation for workers including temporary options to reduce the social, transport, sustainability or land use conflicts that these intensive farming periods can produce.

Protecting agricultural land from urban development and incompatible land uses, and avoiding the potential for 'reverse sensitivity' issues and complaints from new neighbours in farming communities is important. Engaging in policy development and implementing state government policy, such as the 'Right to Farm', will be considerations for all rezoning and development applications. Any proposals for rezoning and advice of development applications should be mailed to landholders that may be impacted, rather than relying on email, newspapers or online platforms.

Priority 13 - Support and grow the agricultural sector

Actions	Timeframe	Partner
13.1 Work with agricultural industries to identify opportunities for improvement in the supply chain and plan infrastructure and facilities to support and grow the agricultural sector, particularly for new farmers and opportunities for increased fresh vegetable production and consumption.	<i>immediate</i>	DPI, community,
13.2 Examine opportunities to leverage proximity to Gold Coast Airport and Toowoomba Wellcamp Airport in the supply chain for	<i>short term</i>	Community

products from the Clarence Valley

13.3 Protect rural zoned land and productive agricultural land from urban and rural residential development by directing development to identified investigation areas and not adjacent to productive agricultural land, implement state government policy, such as the 'right to farm' legislation. *short term* DPI & DPIE

13.4 Implement the North Coast farmland mapping project undertaken by DPI and DPIE, supplemented with local studies *short term* DPI & DPIE

13.5 Explore opportunities for artisan food and drink industry developments to be located within existing business zones and centres to improve the vitality and viability of our main streets, particularly in Grafton and Yamba. *short term* DPIE

13.6 Work with relevant agencies to support bushfire recovery and future resilience of the agriculture and food producing sector of the Clarence. Establish networks and training opportunities for primary producers to work with local First Nations to improve land management, especially cultural burning. *short term* DPI, DPIE, NPWS, RFS, community, others

13.7 Identified opportunities to increase resilience of rural landscapes and promote regenerative agriculture, especially to increase carbon in soils to improve productive capacity, contribute to reducing atmospheric CO₂, increase water holding capacity of soil so reducing drought impact and significantly reducing the effects of runoff and soil erosion on roads, bridges and other infrastructure. *short term* DPI, SCU, CVFi, community

13.8 Investigate options through land use planning and Council policy to:

- a) reduce the density and proximity of energy dense nutrient poor (ENDP) aka 'fast food' outlets, particularly for vulnerable populations
- b) facilitate community gardens and urban agriculture on public and private land, particularly in new land release areas and urban fringes so that neighbourhoods have access to local food growing lands
- c) increase access to drinking water through the provision of bubbler/taps in public places, sporting venues and community facilities, and limit/discourage the consumption of sugar sweetened beverages (SSBs)
- d) support and encourage community food centres (aka food

immediate NSW Health, DPIE, government agencies and community

hubs) which supply and promote locally grown produce and take a social justice approach to food.

e) support and encourage local farmers markets which supply local produce thereby reducing food miles and supporting local and regional farmers.



Priority 14 – Promote the growth of sustainable tourism

In 2016 overnight visitors spent around \$270million in the Clarence Valley, and there are significant opportunities to welcome more visitors and expand the tourism industry. Strategic investment and land use decisions are needed to manage the impacts of tourism on local communities and the environment. An influx of domestic visitors expected with completion of the M1 Pacific Motorway and changed travel patterns resulting from COVID 19 restrictions need to be planned for.

We live in a stunning environment that is reasonably uncrowded at present. However, places like Yamba, Angourie, our National Parks, the upper Clarence, and lots of other areas are amazing places that locals and visitors enjoy. We need to ensure the laidback ambience, local character and urban design, natural environment and other attributes that attract people to those areas is retained, while welcoming visitors and economic activity. Strategic planning with the local community and tourism operators, learning lessons from other areas (Byron Bay etc.), and taking a holistic approach will be important to get the best outcomes.

The Clarence River Way Masterplan (2009) and the Clarence Valley Regional Economic Development Strategy 2018 - 2022 both emphasise the importance of the river not only for economic purposes but also as a social and environmental connector. These studies both identified the Clarence River as one of our greatest natural assets and its connecting tributaries, wetlands and lakes are a defining feature of the Clarence Valley's identity..

The Clarence River Way Masterplan promotes a growing tourist industry focused around water activities such as recreational fishing, swimming, boating and surfing. Tourism contributes more than \$100 million annually to the economy of the Clarence Valley. Boating is a major recreational activity, with 90% of recreational boating related to fishing, but with a growing interest in weekend getaways by boat, along with sailing, skiing, kayaking and other water based recreation.

The Clarence River holds cultural significance for Aboriginal communities, as it does for all people of the Clarence. Over time, the river has evolved from the dreamtime and a source of food, recreation and ceremony, to a working river with the timber industry and ship building to now an asset for amenity, recreation, aesthetic and economic activity. It has the potential to be a connector and attraction for riverside communities and tourists, and particularly for hospitality, with historic pubs dotted along its course. Strategic planning and zoning to support activity and manage environmental, social and cultural impacts is important.

Over the next 20 years the Clarence River will support a range of industries and services including business services, food/beverage, cultural/community services, marine and fishing. There is also an identified need to



provide opportunities for visitors, residents and business to make better use of the Clarence River for tourism, recreation and enjoyment. A range of Actions to protect the environmental values are included under the environment theme of this LSPS.

It is important to investigate eco-tourism experiences along the river including primitive camping as well as nature-based opportunities and higher value pursuits in the lower Clarence. The river will also play a critical role in providing for the community’s recreational needs and health and wellbeing. Boating and water-based sport and recreational activities should be supported by the necessary land-based and in-river infrastructure and amenities, and this needs investigations.

Priority 14 – Promote the growth of sustainable tourism

Actions	Timeframe	Partner
14.1 Ensure the land use planning framework enables the progressive implementation of appropriate projects to welcome and sustainably manage visitors to the area particularly to enable appropriate development in Grafton and our river towns and coastal areas.	<i>immediate</i>	Community
14.2 Update the Clarence Valley LEP and relevant DCPs to build on the strengths of the Clarence River and support appropriate tourism opportunities and help implement aspects of the Clarence River Way Masterplan.	<i>short term</i>	DPIE, TfNSW, Tourism NSW, community
14.3 Identify opportunities to expand nature-based adventure and cultural tourism by leveraging the Clarence Valleys natural, heritage and community assets.	<i>short term</i>	Tourism NSW, community

ENVIRONMENT

Council and the community will value, respect and actively participate in the care, protection and management of the Clarence's natural and built environment for current and future generations, living in harmony with a well managed natural environment.



Priority 15 - Preserve and enhance our natural environment

The Clarence Valley community places a high value on the natural environment and biodiversity. This is not surprising given that the natural environment underpins not only many of the region's key industries like agriculture, forestry, aquaculture and tourism, but also the wellbeing of our residents and cultural connections to place. We live in one of the most stunning environment in NSW, and also the most biodiverse region. Around 50% of our local government area is national park or state forest, and the Solitary Islands Marine Park borders our southern coastal villages between Sandon and Wooli. Wetlands, lakes, beaches and national parks are the main feature of our coastal areas, including Iluka Nature reserve which is part of the World Heritage Listed Gondwana Rainforests of Australia.

The Clarence River has the largest catchment and is the longest river on the NSW east coast, and our big river or Breimba / Breembia, is our greatest natural asset. There is a diversity of vegetation types and wildlife

habitats and the catchment is home to many endangered species including the last viable populations of the Eastern Freshwater Cod.

The economic and social benefits of biodiversity are considerable. For example, the recreational fishing industry in Australia is worth an estimated \$2.9 billion per year. Similarly, national parks are Australia's biggest tourism asset — more than 40% of all international visits include a trip to a national park.

In the Clarence Valley, the economic value of biodiversity is hard to quantify, but most of our large industries — such as horticulture, agriculture, aquaculture, tourism and forestry — rely on a healthy environment. The natural areas of our coast and hinterland are what people love about this area. Maintaining water quality, protecting biodiversity, looking after our soil, retaining and managing our natural areas and the links between rare remnants of ecosystems is critical to our social, economic and cultural well being

We are surrounded by 5 major national parks and almost half (450,000 ha) of the Clarence Valleys total land area (1.044 million ha) is either National Park or State Forest. The Council will need to work closer with NPWS and State Forests to ensure they are a good neighbor when it comes to natural hazard and pest management for adjoining property owners, and to ensure the other half of the Clarence in diverse private ownership is managed for the benefit of the entire ecosystem and social and economic prosperity.

The Solitary Islands Marine park hugs our coastline from Sandon to Woolli (and beyond to Coffs Harbour) and the Sandon and Woolli rivers are some of the most pristine in NSW. Water quality in the Clarence catchment is also essential to maintain our natural environment and support social, cultural and economic activity. The Clarence floodplain management project, weeds control and many other strategies already manage and improve the floodplains ecosystems.

The Clarence Valley LGA is home to 113 threatened fauna and 113 plants. The LGA also supports 18 threatened ecological communities and 3 endangered populations. Over 450,000 ha of the Clarence Valley are included in the formal reserve system. It is a stronghold for populations of a number of species, including the endangered Coastal Emu, Black-necked Stork and the Coastal Giant Butterfly.

Residents and visitors understand the important role biodiversity values play in our identity, livability and attractiveness. As more people come to the Clarence Valley to live or visit, and as more people use waterways and our natural areas for recreation, these assets will need to be carefully managed so as to ensure that they can continue to sustainability support a wide range of activities. The Clarence Valley is also renowned for its ecologically significant wetlands, including over 25,000 ha of nationally important wetlands.

The protection of the environment and its values is already managed through existing planning controls which are an important ongoing management tool. The Biodiversity Conservation Act 2016 provides a framework and tools to avoid, minimise and offset impacts on biodiversity through the planning and development assessment process. A range of tools are also available to protect biodiversity on private land including biodiversity stewardship agreements, conservation agreements and wildlife refuge agreements.

However, further mapping of areas of environmental importance and detailed studies to determine appropriate planning policy response and actions is needed.

The vision of our Biodiversity Strategy 2020 is *for Council and the community it represents to understand and value biodiversity, working together to implement policy and actions, so biodiversity can be protected and enhanced for future generations*. The LSPS and planning framework is one of the key tools we have to ensure biodiversity is protected and enhanced.

Strategic planning and mapping at a local level will allow identification and protection of biodiversity assets, to ensure that development is placed appropriately to avoid adverse impacts on the region's biodiversity. This should include work with adjoining Councils to identify corridors, areas of importance and where appropriate to align the actions and activity of Councils and state government regarding biodiversity protection and implementation of our Biodiversity strategy.

Koalas are an iconic species that require increased attention to ensure their long-term survival. Clarence Valley currently has a Koala Plan of Management for Ashby, Woombah and Iluka, and the recommendations have been adopted into our DCP's for these localities, along with Waterview Heights. We currently have a koala register which is gathering location data which will then feed into a Council wide koala management plan, which is currently with the state government for approval. A strategic approach to identify and protect areas to support viable koala populations is important to help sustain their long term viability, and inform land use decisions.

Landholders, community groups and government will be supported to continue to improve their management of high priority biodiversity sites and to protect and enhance native vegetation communities. Programs such as the biodiversity awareness program could be delivered across the Clarence, to strengthen efforts to protect and enhance biodiversity. A key aim will be to build the capacity of the community to contribute actively to the preservation of our natural assets.



Our First Nations People place importance on plants, animals and ecological processes because bush foods, medicines and materials are components of Aboriginal economies, personal identity and culture. Examples of areas where Aboriginal people combine traditionally derived and Western solutions have seen significant rehabilitation of flora and fauna. Enterprises based on natural resources for rehabilitation of vegetation, production of artefacts and niche foods or bush medicines are important to many Aboriginal groups. These enterprises rely upon a diversity of species.

Actively engaging with the local Aboriginal communities to protect and restore a range of high conservation value assets could be of long-term benefit to the Clarence Valley environment and our communities. Proactively engaging with and learning from traditional owners, and involvement in environmental stewardship, fire management, food production and historic accounts of natural hazards and cultural practices would all enrich our wider community.

The management of natural hazards, such as flooding, bushfire, coastal erosion and extreme heat, also rely on healthy and well managed natural areas, healthy ecosystems and natural assets. Land use planning has

a role to play at the strategic level, determining where and how development occurs across the valley, and the broader impacts on biodiversity, the risk of natural hazard and the amenity and intrinsic values of natural areas.

Council will continue to protect water supply catchments from development and activity that could compromise drinking water supply, including for Shannon Creek dam, Lake Hiawatha and Lake Minnie Water.

Priority 15. Preserve and enhance our natural environment

Actions	Timeframe	Partner
15.1 Protect areas of high environmental value and take a strategic approach to land use planning, informed by our biodiversity strategy and strategic environmental goals, particularly for corridors and areas of high environmental value	<i>immediate</i>	DPIE; community
15.2 Ensure that water quality and aquatic biodiversity impacts are considered in planning decisions, and the planning framework aligns with our coast and estuary management plans/programs, including to promote the values of riparian vegetation vegetated buffers and permeable surfaces to maintain and improve water quality and hydrology.	<i>immediate</i>	DPIE; community
15.3 Use a risk based Framework for considering Waterway Health Outcomes in Strategic Land-use Planning Decisions to determine appropriate actions and stormwater management targets for managing waterways within the LGA.	<i>short term</i>	DPIE; community

Priority 16 - Encourage ecologically sustainable development

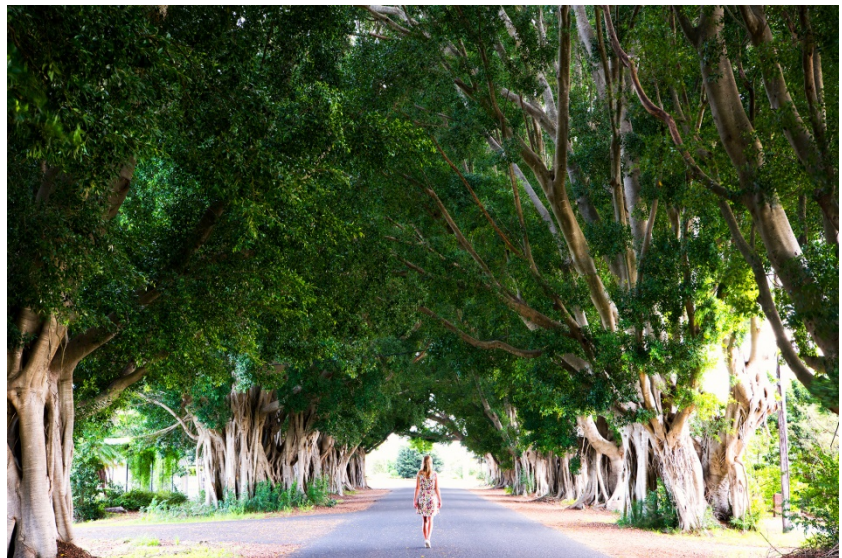
Clarence Valley's landscape beauty, biodiversity and natural resources are recognised nationally and internationally. Coastal places, such as Iluka, Yamba, Angourie, Brooms Head, Sandon, Minnie Water and Woolli provide an enviable lifestyle for residents and visitors, where the environmental assets are essential to their character and the communities wellbeing and quality of life - in fact, many are entirely surrounded by National Parks.

The natural environment of our river valleys and backdrop of the escarpment ranges provide the foundation for the character of our urban areas.

There are significant opportunities, through strategic land use planning and good urban design, to create places where people want to spend time, enjoy social interaction, access services and contribute to the local economy. Utilising the value of the natural environment, whether that is street trees or riverside links in urban areas, natural stormwater management, amenities in parks and natural areas, and larger scale strategic approach to managing the landscape and land use across the valley, can all provide ways positive outcomes.

Improving sustainability will involve incorporating natural landscape features into the urban environment; protecting and managing natural systems; cooling the urban environment; innovative and efficient use and re-use of energy, water and waste resources; and building the resilience of communities to natural and urban hazards, shocks and stressors.

Urban development, particularly new housing and employment land, is needed to support our growing population. This growth is not mutually exclusive with maintaining our natural environment.



A 'place-making' approach, where we think carefully about the location of new urban development to create places that respect and integrate with the natural environment, will continue to make the Clarence Valley a community full of opportunities.

Rural residential development and other forms of urban development that utilise land will be investigated to ensure we provide a diversity of housing types without impacting on the natural environment. A Rural Residential Strategy should be explored, to also consider impacts on biodiversity.

Managing development pressure and maintaining the green breaks between our unique villages, linking important ecological communities and improving the blue-green grid across our area and links with other Council areas is important. These measures will help differentiate and separate the distinctive character and lifestyle of each village, protect the landscape and its cultural heritage and preserve opportunities for outdoor recreation and healthy lifestyles of residents.



Priority 16. Encourage ecologically sustainable development

Actions	Timeframe	Partner
16.1 Initiate projects and surveys that will provide more detailed, local scale vegetation and habitat mapping, including to undertake vegetation mapping for the LGA to identify areas of High Environmental Value (HEV), including biodiversity at a local scale	<i>short term</i>	DPIE
16.2 Develop and maintain relevant biodiversity mapping layers, including fauna corridors and linkages, to inform strategic planning for urban development, infrastructure and other planning purposes, including with adjoining Councils.	<i>medium term</i>	DPIE, adjoining Councils
16.3 Ensure land use planning decisions contribute to management policies and practices that protect and increase	<i>medium term</i>	Community

the amount of land covered by native vegetation and minimise potential climate change impacts on biodiversity by increasing the resilience of natural ecosystems and landscapes.

16.4 Ensure that land use and development decisions contribute positively to bushfire management in a way that maintains, or does not compromise, the ecological integrity of areas of native vegetation or the health and safety of people, and contributes to the resilience of the economic, social and cultural aspirations for the Clarence Valley.	<i>medium term</i>	Community, RFS, DPIE
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16.5 Implement actions in adopted estuary management plans (including the Clarence, Wooli, Sandon and Lake Cakora estuaries) which contribute to protection, enhancement and promotion of biodiversity and disaster risk reduction.	<i>medium term</i>	community
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16.6 Update relevant sections of the regional and local planning framework to implement actions of the Biodiversity Strategy 2020 and recent guidance including State Environmental Planning Policy (Vegetation in non-rural areas) 2017, including:	<i>short term</i>	community
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- Determine priority areas to conserve and repair reaches and sub-catchments for the freshwater rivers and creeks
- Map habitat corridors across all land tenures and identify areas of greatest conservation significance
- Adopt a Council wide Koala Plan of Management (KPoM), with supporting detailed maps and priorities for land use planning
- Develop a factsheet delineating allowable activities and decision pathways for clearing of native vegetation and increasing native vegetation cover, for use by planning staff and developers

Priority 17 – Plan for safer, more disaster resilient communities

Development in the Clarence has generally taken a risk informed approach to sustainable development. We know all too well about floods and bushfires, but that doesn't mean we are immune to their effects. Determining an acceptable level of risk needs to be done with the community and with knowledge and input from the insurance industry, emergency management and many others. Re-evaluating risk, considering historic and more recent disasters in the Clarence, and across NSW and Australia, needs a strong evidence base and mature conversation with everyone involved.

Sustainable communities are ones that are distinctive, diverse, adaptable and resilient in a changing environment. To deal with complex problems such as maintaining ecosystems and accommodating a growing population, will involve a collaborative process with the community and with relevant authorities and people, such as NPWS, LLS, RFS, SES, RMS, LALC, land holders and others.

The Local Government Act, 1993 - IP& R Principles include:

Councils should manage risks to the local community or area or the Council effectively and proactively.

Land use planning leaves the longest legacy for the community. Decisions made now about where homes, businesses and infrastructure are located will stay with us for generations. This means that they need to be located and designed to avoid unacceptable risks from the potential exposure to natural hazards.

Working across sectors, technical disciplines and through the whole cycle of - prevent, prepare, respond, recover - is essential for land use planning at the prevention phase, but also for recovery and long term resilience.

“Land use planning is perhaps the most potent policy lever for influencing the level of future disaster risk.”

Productivity Commission Report into
Natural Disaster Funding Arrangements, 2015

The Clarence Valley has a diverse landscape from the coast to the rural hinterland. We have responsibility for more than 70km of coastline, 50% of the area is state forest or national park, the Clarence River is the largest easterly flowing river in NSW and we have the largest agricultural sector on the north coast.

While this gives the Clarence Valley stunning scenery and enviable natural assets, it also means communities in the Clarence Valley are exposed to a wide range of natural hazards. These hazards mostly

present themselves and impact on communities in line with Australia's various climatic cycles of dryer years which produce drought, heatwaves, bushfire and consequent impacts; and wetter years when east coast lows, flooding, storm surge and coastal erosion are more prevalent. However, the potential impacts of natural hazards can impact on our people and economy at any time.

Severe wind, hailstorms, flash flooding and other environmental hazards such as acid sulfate soils, landslip, invasive weeds and pests, infrastructure failure and electro-magnetic variance (EMV) all have the possibility of impacting communities. The State Level Emergency Risk Assessment (SLERA), and processes at a state government level deal with many hazards, however land use planning to make our local community safe is a core responsibility of Council.

The Clarence river catchment is a huge 22,716 km² and stretches from the Queensland border to the Doughboy Range in the south. The river itself is greater than 430km in length with 10 rivers flowing into it. Since flood records commenced in 1839, Grafton has been subject to over 120 floods - the highest being in January 2013 at 8.08m. There has been limited research on pre-Aboriginal settlement, but research from other catchments indicates that significantly bigger floods have occurred and can occur in the Clarence catchment. Modelling of floods indicates that our settlements can be impacted by flood, and while levees have provided some protection to recent floods, larger floods have the potential to impact on Grafton and our other settlements on the floodplain.

The NSW Flood Development Manual provides an analysis of the likelihood of different floods happening within a lifetime. The table below illustrates that there is a 50% chance of a 1:100 year flood occurring within any given 70 year timeframe (within a lifetime). This gives strong credence to the idea of a longer term planning time horizon for land use strategy and development decision-making. Recent floods in Grantham, Townsville and other places around Australia have been up to a 1:1000 chance per year event.

Size of flood (chance of occurrence in any year) (ARI/AEP)	Probability of Experiencing the given flood in a period of 70 years	
	At least once (%)	At least twice (%)
1 in 10 (10%)	99.9	99.3
1 in 20 (5%)	97.0	86.4
1 in 50 (2%)	75.3	40.8
1 in 100 (1%)	50.3	15.6
1 in 200 (0.5%)	29.5	4.9

The state governments Planning for Bushfire Protection 2019 provides development standards for designing and building on bushfire prone land in NSW. It requires a more strategic approach to ensuring that bushfire is considered at the earliest possible phase of the development process, from regional plans, land use planning, zoning, masterplans, subdivisions to individual building applications. Big picture decisions regarding where we put more houses, employment land and infrastructure across the Clarence Valley must consider bushfire and risk to life, property and amenity, along with biodiversity impacts of clearing for development and asset protection. These considerations need to work alongside on-going management

regimes, such as our bushfire management plan and climatic extremes that can be experienced. A more strategic landscape management approach, rather than ad hoc development applications, is needed.

Historic settlement patterns and decisions have meant that some communities are exposed to fire hazard. Planning for new urban development and infrastructure needs to ensure we take a precautionary approach to avoid hazards, alongside potential impacts of asset protection and hazard reduction on biodiversity and environmentally sensitive areas.

Rural residential development and development in bushfire prone areas, primarily rural zones of our valley, need to be informed by landscape scale bushfire considerations, including evacuation routes, ember attack, smoke and emergency response considerations. We require a better approach to hazard reduction. These considerations may mean that some land will be unsuitable for development, and new development that creates additional risk to life or property needs to be addressed.

Established homes and infrastructure in bushfire prone areas would not normally come in contact with planning processes, however, Council will explore ways to ensure that we don't 'plan and forget', and checking of compliance with development conditions, appropriate asset protection and vegetation and property maintenance to protect emergency personnel, the life of occupants and neighbours, and protect property and amenity should be explored with RFS, DPI, LLS, NPWS and other agencies.



Priority 17 – Plan for safer, more disaster resilient communities

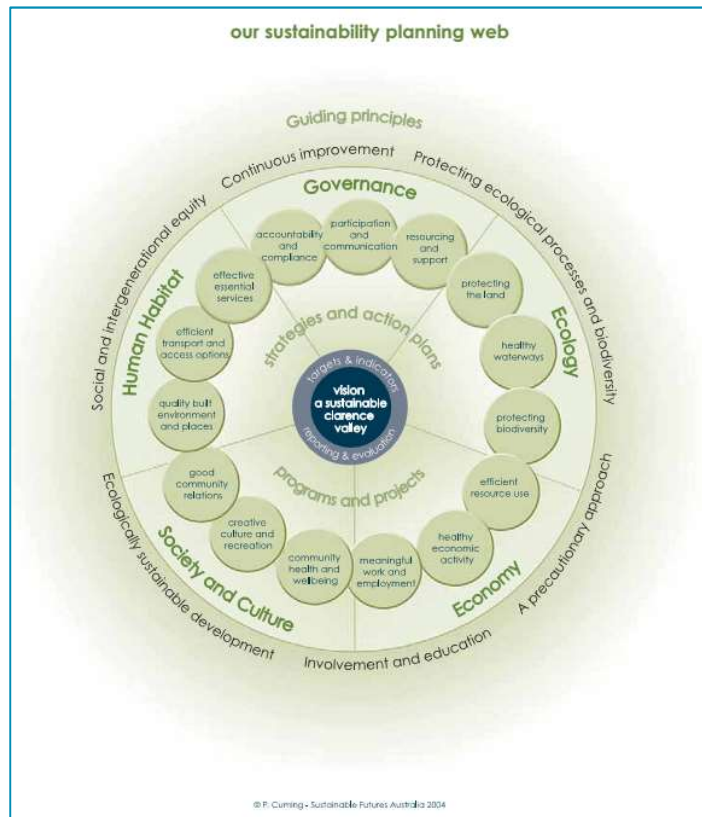
Actions	Timeframe	Partner
17.1 Ensure that decision making helps create safer, more disaster resilient communities, with particular regard to the long-term social and economic costs of the potential effects of natural hazards, and issues relating to risk to life and evacuation capacity.	<i>short term</i>	RFS, SES, DPIE, community
17.2 Update mapping of bushfire prone land, in accordance with Planning for Bushfire Protection 2019 and in collaboration with NSWRFSS and DPIE.	<i>immediate</i>	RFS & DPIE
17.3 Ensure that the Clarence Valley Floodplain Management Plan is updated in line with any amendments to the NSW Floodplain Development Manual and that our LEP, DCPs and other planning processes reflect best practice in floodplain management	<i>immediate</i>	SES, community
17.4 Update the Grafton flood evacuation plan to consider future growth and recent developments, such as the new Grafton Bridge, to ensure the community is prepared for potential flood events and breaches of the levee wall, and to support sustainable development and vitality of the Grafton CBD and North and South Grafton.	<i>Immediate</i>	SES, community
17.5 Promote the use of flood resilient building practices for development in areas at risk of flooding in the Clarence up to Probable Maximum Flood and explore the economic feasibility and implications of planning controls.	<i>short term</i>	SES, DPIE, community
17.6 Assist with recovery and improved resilience of the community, including the development of a Resilience Strategy focussed on providing a strategic approach to management of natural hazards across our landscape and settlement patterns and aligning Council activity and funding opportunities from external sources.	<i>Immediate</i>	OEM, community, all agencies
17.8 Incorporate new knowledge on regional climate projections and related cumulative impacts in local plans for new urban development, including to consider the regional systems transition model as outlined in NERA Repot 2019.	<i>medium term</i>	DPIE

Priority 18– Promote a low-carbon community

The Clarence Valley Council Sustainability Initiative 2006 was an award winning process that identified actions that could be taken to achieve the vision of creating a culture of living sustainably in the Clarence Valley. The guiding principles and key elements of the Initiative are still relevant today and important to this LSPS.

Taking a strategic approach to planning can help contribute to living more sustainably. This includes how we plan our settlement patterns across the valley and sub region, forms of transport we use, the design of communities and infrastructure, and of course detailed design and energy use in buildings, among others. Many other actions sit outside of planning controls.

Where possible and economically feasible, going beyond minimum requirements in state based legislation, such as guidelines for BASIX and reducing greenhouse gas emissions will have commensurate benefits for achieving goals set by Council.



Opportunities to develop 'exemplar' sustainable buildings and sustainable communities could be explored. Work with local architects, the Green Building Council of Australia and willing developers or business owners could provide an example for the Clarence community of how to develop cost effective and efficient buildings suited to our climate. Promoting existing buildings that use passive heating and cooling and other sustainability initiatives should also be explored.

Council has joined a number of other councils world wide that have recognised the urgency needed to implement actions to mitigate and adapt to projected climate change impacts and acknowledged a 'climate emergency'.

We have actioned the climate emergency by fast tracking a strategy of cutting Council emissions by 40% and increase the use of renewables to 50% well before 2030. Council adopted a five-point resolution aimed

at addressing climate change urgently, including making “climate change” a sub heading in all council reports and continuing to carry out actions in an earlier “100% Renewables” strategy.

Council has been proactive on both mitigation and adaptation to our climate.

As outlined above our plans include measures to plan for resilience to natural hazards. Ensuring we consider floods, bushfire, coastal erosion and other hazards when making decision about land use, and any modelled increase from a changing climate is important to adaptation. Other measures such a implementing the Biodiversity strategy, ensuring our economy is resilient, implementing streetscape strategies to shade and cool urban areas, and identifying public heat refuges and other strategies will provide for better places for the community to enjoy, and also living with our variable climate.

Considered planning, informed by a robust evidence base and taking a precautionary approach to hazards is needed to ensure people, property, and infrastructure are able to respond to changing conditions. Adaptation strategies will be needed for existing built up areas that are at risk or will become at risk in the future.

Shannon creek dam provides urban water security to support a growing population, but the current drought and devastating bushfires should remove any complacency regarding future water security. It is important to plan ahead and ensure this region, including Coffs Harbour, is resilient and maintain confidence for investment and growth. Drought has a devastating impact on our agricultural sector and economy and highlights the need to support sustainable agriculture initiatives.

There are a number of important actions regarding water security that need to continue, including: Implementing the Regional Water Efficiency Strategic Plan; monitoring regional water supply; ensuring new development is water wise; and, that planning for new urban areas considers water security, infrastructure costs and efficiency.

Planning to be more water efficient, and ensuring that the Clarence river catchment retains its natural attributes and avoids the development of future dams in other locations across our valley is essential for the economic, social, cultural and environmental sustainability of our valley.



As well as water availability, water quality is a key consideration across the catchment. Land use planning needs to ensure that our waterways and productive rivers remain clean and usable for urban uses, agriculture, recreation and ecosystem services. Innovative approaches to water conservation include large-

scale water efficiency measures such as water sensitive urban design and water reuse. Protecting wetlands, riparian corridors and other features across our catchment will maintain a well functioning catchment and is an important responsibility of land use planning.

Potential exists to incorporate more sustainable energy generation options and projects and the Clarence Valley is already well placed to utilise renewable energy generation, both through private houses and larger scale renewable generation.



However, while renewable energy such as solar and hydro have identified potential within the Clarence Valley, large scale land use change to solar or wind farms would only be progressed where they do not impact on agricultural land, the environment or existing or future communities.

Attracting investment for renewable energy projects within the Clarence Valley could help position us as a 'region of excellence' for alternative energy technologies. Investigating opportunities for green industries such as bottle recycling plants and reuse of waste strategies will not only assist in management of energy use and reduction of waste generation but also has the potential for significant economic benefits in terms of employment generation.

Ensuring that planning considers health impacts from a warming climate, building resilience to deal with damaging storm events and promoting initiatives to reduce emissions from transport are attached to Actions in other sections of the LSPS.

Priority 18. Promote a low-carbon community

Actions	Timeframe	Partner
18.1 Update relevant planning controls to ensure that areas for investigation for urban or employment land must also consider energy efficiency, infrastructure efficiency and sustainability impacts through the planning process	<i>short term</i>	DPIE, community
18.2 Plan for an 'exemplar' sustainable development within the Clarence, and investigate working with the Green Building Council of Australia and willing developers or businesses to incorporate and promote best practise sustainable design.	<i>medium term</i>	DPIE, private sector & community
18.3 Ensure strategic planning and development proposals consider the regional water efficiency strategic plan and best practice water sensitive urban design and stormwater management	<i>short term</i>	DPIE, community
18.4 Develop a valley wide carbon emission reduction plan	<i>medium term</i>	DPIE, community
18.5 Promote the installation of electric vehicle charging stations and develop policy to include charging stations in new development	<i>medium term</i>	DPIE, private sector & community
18.6 Identify and support a network of extreme heat refuges, and increase the urban tree canopy and plant life along retail streets, carparks, residential neighbourhoods and other urban areas.	<i>short term</i>	DPIE, private sector & community

Priority 19 – Sustainably manage natural resources

The North Coast Regional Plan states that the NSW government has no intention to revive coal seam gas on the North Coast. More than \$27million was spent to buy back exploration licenses to ensure CSG remains in the ground. Council does not support exploitation of natural resources unless it is ecologically sustainable and fits with the broader vision of ensuring we protect our natural environment and provide meaningful local jobs and economic activity for our communities and existing industries.

There are a range of natural resources that support the economy and local community by providing raw materials for human needs, particularly infrastructure projects, new homes, industrial and agricultural industries. It is important that quarries and other extractive industries, forestry, mineral and other natural resources are planned for, to avoid potential land use conflicts and transport impacts with sensitive uses, such as residential development, horticulture and specific agriculture and other land use.

Priority 19 – Sustainably Manage Natural Resources

Actions	Timeframe	Partner
19.1 Plan for the development of the regions natural, mineral and forestry resources, and direct land uses such as residential development, urban roads and infrastructure that are sensitive to impacts from noise, dust, vibration and light to suitable locations.	<i>short term</i>	DPIE, community
19.2 Plan for the ongoing productive use of lands with significant construction material resources in locations with established infrastructure and resource accessibility.	<i>short term</i>	DPIE, community



LEADERSHIP

Work together with the community, including business and government, to create a collaborative environment to implement the LSPS and other Council plans and strategies.

Priority 20 - Grow regional and sub-regional relationships

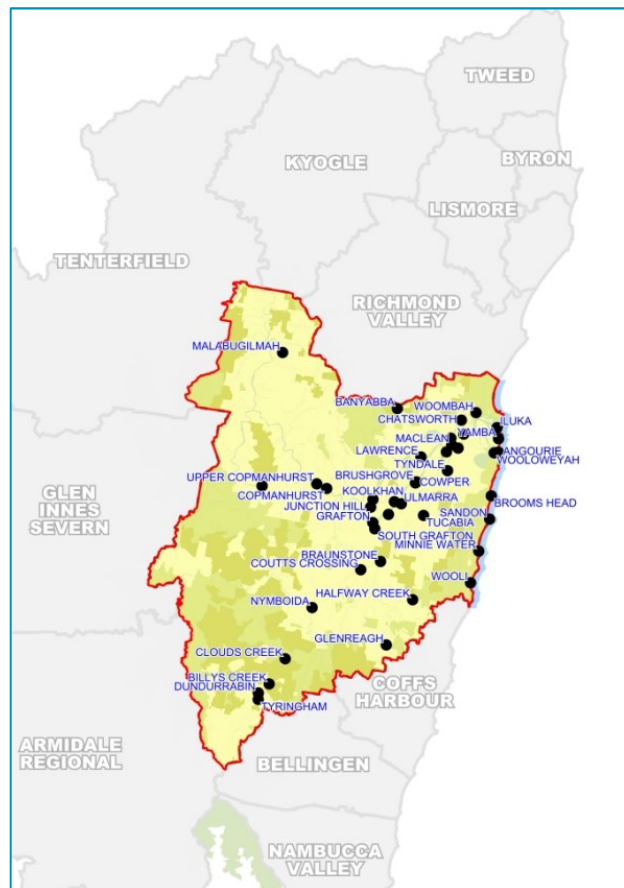
The Clarence Valley's location on the crossroads of the Pacific Highway, Gwydir Highway and Summerland Way, together with the rail, air and sea links, provide connections north towards Queensland, south towards the Hunter / Sydney as well as west to the New England & North West. The new dual carriage M1 Pacific Motorway, and new Grafton Bridge, will transform the way we travel and move goods around the north coast, opening up new markets for tourism, produce and ideas.

The Clarence Valley has close relationships across sub regional boundaries, including with the surrounding areas of Coffs Harbour and Bellingen, Richmond Valley, Ballina, Lismore and Byron, and with Glen Innes Severn, Armidale and Tenterfield.

These areas have unique social and economic linkages and the Clarence Valley is in the position where it can leverage opportunities provided by these relationships.

Coffs Harbour LGA is commuting distance to the Clarence Valley and offers complementary housing and employment opportunities. Employment land supply is low in the Coffs Harbour LGA due to environmental constraints, so working together with Coffs Harbour council presents opportunities for a more strategic approach.

Promoting a unified voice across a broad base from supporting Councils to government and other large organisations will help to co-ordinate and secure funding, strategic growth and leverage opportunities for our community.



Priority 20 - Grow regional and sub-regional relationships

Actions	Timeframe	Partner
<p>20.1 Strengthen regional and sub-regional relationships with other local Councils, state government, and business, particularly focussed on:</p> <ul style="list-style-type: none"> • Fostering high levels of economic activity and employment in export-oriented and high-value sectors. • Protecting and enhancing major gateways including the Pacific Highway, Gwydir Highway, Clarence Valley Regional Airport, railway, Port of Yamba and freight and passenger transport systems • Investigating and planning for future economic relationships with Coffs Harbour, including developing a more detailed understanding of economic development opportunities and the development of employment and industrial land in the Clarence Valley 	<i>short term</i>	DPIE, adjoining Councils, especially Coffs Harbour
<p>20.2 Work with state government agencies to undertake collaborative planning studies and activities to implement the North Coast Regional Plan and this Local Strategic Planning Statement.</p>	<i>short term</i>	DPIE

Priority 21 – Engage with the community to inform decision making

The Local Government Act and Environmental Planning and Assessment Act recognise that Councils must work with their local community to achieve the desired vision for their area.

Through the land use planning system we will ensure that we have suitable land available for development, and systems in place to support inward investment and sustainable development and a growing population.

The Clarence Valley is the largest LGA on the north coast and therefore services an extensive area. We are home to over 52,800 people, the fourth largest population on the north coast.

Council is the largest employer in the valley and our staff are an important part of the community. As well as working for the local community in public service for the Council like the rest of the community Council staff have been impacted by bushfire, drought and also enjoy the many great things about living in the most stunning environment in NSW.

Working in partnership with the community is a core responsibility of Council, and assisting people and businesses through the planning process and engaging people in strategic planning for our area is important.

Being one of the largest populations on the north coast, together with one of the most broad-based regional economies in the region, we have a leadership role to support our agricultural industry, and attract further investment in our industries that are our engines for growth – particularly health and education, justice, agriculture and food production, transport and logistics, and tourism.

We want to provide for a community full of opportunities, and to do that we must work alongside the community to improve the economic opportunities and protect the natural environment which we love.

Priority 21. Engage with the community to inform decision making

Actions	Timeframe	Partner
20.1 Update our Community Participation Plan and ensure decision making promotes the objects of the NSW Environmental Planning and Assessment Act, particularly to provide increased opportunity for community participation in strategic planning and caring for country.	<i>immediate</i>	DPIE, LALC's

Priority 22 – Seek recognition of the importance of Grafton as a regional city

Grafton currently functions as the traditional hub for the Clarence and the wider region for residents between Coffs Harbour, Lismore and Armidale.

It is defined by its established services, functions and attractions around the attractive commercial base, and existing strategic infrastructure including a train station, expanding base Hospital, airport, commercial port, and road infrastructure at the confluence of the Pacific Highway, Summerland Way and Gwydir Highway. Grafton has attracted Australia's largest Correctional Centre and is a regional base for local and State Government agencies. A focus on a growing education sector, with a Country Universities Centre, competitive high schools, TAFE and community college and interest from other Universities will support our community through life long learning. A growing medical sector and industries to support a mature and elderly population present opportunities for jobs in and around Grafton. Grafton services and is supported by the north coasts largest agricultural base, including cattle saleyards and expanding horticulture and primary production to make Grafton a competitive city. Food processing, logistics and freight at the strategic centre between Sydney, Brisbane and the north-west provide a strong base to further grow job opportunities.

The Clarence Valley is the largest LGA on the north coast and therefore services an extensive area. The LGA has become home to over 52,800 people, the fourth largest population on the north coast. It has a larger population base than the regional city of Lismore as well as having the capacity to grow with significant residential infill and greenfield sites and significant employment land capacity.

Grafton is also a hub for a number of cultural and sporting facilities with the Grafton Regional Gallery, the historic Saraton Theatre and Grafton Racecourse and the largest horse racing carnival in regional NSW. Our Jacaranda festival and daily economic activities generate a wide range of employment opportunities for people living in Grafton and its surrounding catchment.

It is recognised that coastal cities such as Tweed, Port Macquarie and Coffs Harbour have grown significantly due to the allure of the coastal lifestyle. However, many major services and facilities have remained within traditional cities such as Grafton. With Grafton being accessible to several inland towns and villages having affordable housing options, access to high-speed broadband, a passenger airport and available employment land stocks, it will continue to provide this higher order role into the future.

Grafton was previously recognised as the top service centre (major regional centre) together with Coffs Harbour in the Mid North Coast Regional Strategy (2009) and still meets the criteria as a regional city.

A significant local population that is expected to grow beyond current trends, a major centre for State Government administrative services, its higher order regional health, justice, education and commercial services, Grafton is already a functional regional city and should be recognised as such.

Priority 22. Seek recognition of the importance of Grafton as a regional city

Actions	Timeframe	Partner
22.1 Work with the DPIE during the review of the North Coast Regional Plan 2036 to realise the aspirations for Grafton to again be recognised as a Regional City.	<i>immediate</i>	DPIE



Priority 23 - Implementation

The Clarence Valley LSPS is an over-arching plan, which is intended to provide a strategic framework to guide decision making in our area. It includes a range of actions to ensure we make informed decisions to provide for our community to grow and prosper in to the future. It is essential that the implementation of the plan is well thought through, and that a process of monitoring and reviewing the LSPS is in place.

1. Timeframes

The Clarence Valley LSPS has an active, foreseeable planning horizon of 20 years. The strategies and actions in this plan accommodate, at least, this 20-year horizon.

Although the vision for the Clarence Valley is an enduring one, as further growth takes place, technologies change and new national and international opportunities arise, opportunity will also exist to revise the priorities and actions of the Clarence Valley LSPS.

The implementation of the Clarence Valley LSPS will be an ongoing program of work though the delivery of the identified actions. Each action presented will be delivered over the 20-year timeframe. The delivery of the actions presented will be dependent on Council resources and funding.

2. Monitoring and review

Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved.

Council will use the existing Integrated Planning and Reporting (IP&R) framework under the Local Government Act 1993 for the purpose of monitoring implementation of the LSPS.

Council will commence its first full review of the LSPS in 2023 and again every four years to align the review period with Council's Community Strategic Plan and reviews of the North Coast Regional Plan.

Regular reviews will ensure that the LSPS reflects the vision the community has for the future of the Clarence Valley and is aligned to the latest trends and information available about the environment and the community's social and economic needs.

An Annual report will explain to Council, the community and other interested parties how the LSPS is being implemented and any items for Action. Reviews will also be fed upwards to inform any reviews of the North Coast Regional Plan and improvements to planning policy and practice.

23. Implementation

Action	Timeframe	Partner
23.1 Prepare an annual report to Council to capture how the LSPS is being implemented and make the report public. Report to DPIE annually, and inform any reviews of the North Coast Regional Plan and other planning priorities through the life of the LSPS.	<i>Immediate</i>	DPIE, all of Council



Appendix A – Glossary

ABS	Australian Bureau of Statistics
BCD	Department of Planning, Industry and Environment Biodiversity Conservation Division (BCD) in the Environment, Energy and Science Group.
CBD	Central Business District
CSP	Community Strategic Plan
DCP	Development Control Plan
DPIE	Department of Planning, Industry and Environment
EP&A Act	Environmental Planning and Assessment Act 1979
Employment Lands	Employment lands has the same definition as the North Coast Regional Plan, 2036 and includes land zoned IN1 General Industrial, IN4 Working Waterfront and B5 Business Development under the Clarence Valley Local Environmental Plan 2011
Greenfield	Undeveloped land identified for residential or industrial/commercial development
Infill	Development of unused or under-utilised land in existing urban areas. Most infill development sites are in centres such as Grafton, offering the possibility of better utilising existing infrastructure to accommodate population growth
IP&R	Integrated Planning and Reporting
LEP	Local Environmental Plan
LGA	Local Government Area
LG Act	Local Government Act 1993
LSPS	Local Strategic Planning Statement
LALC	Local Aboriginal Land Council
TfNSW	Transport for NSW (a state government department)

APPENDIX A: ALIGNMENT MAPPING

The Environmental Planning and Assessment Act, 1979 states that the LSPS needs to implement the North Coast Regional Plan, and include or identify the planning priorities, consistent with strategic plans and the Community Strategic Plan. A thorough examination of all relevant plans and strategies at national, state, regional and local level has been undertaken, including the more than 27 strategies and plans of Council that relate to land use planning. Below is a summary of the high level direction which the LSPS has been designed to help implement:

LSPS Priorities	North Coast Regional Plan	Community Strategic Plan & Operational Plan	Other Plan / Strategy
Priority 1 - Take a proactive 'place making' approach to create great places suitable to our climate, culture and aspirations	Goal 1 & 4; Direction 1 & 14; Actions 1.1; 15.1, Action 20.1 and others.	1.1.1; 1.3.2, 4.2.1	Advice from DPIE & Government Architect, refer to <i>Better Placed</i> and <i>Greener Places</i> , along with EP & A Act
Priority 2: Engage and collaborate with Clarence Valley's First Nations community to conserve First Nations heritage and respect their right to identify, determine, manage and participate in future strategic decision making processes.	Direction 16, 17 & 18, Actions 16.1, 16.2, 17.1, 17.2, 17.3	1.3.2	Operational plan states we will develop a Reconciliation Action Plan by June 2021
Priority 3 - Plan for a growing population and provide safe, healthy, resilient and sustainable places for communities to grow	Direction 1; Action 1.3; 21.2, 22.1,	1.4.2, 3.1.2; 3.1.3; 4.1.4, 4.1.2, and Objective 4.2	Clarence Valley Settlement Strategy, Biodiversity Strategy, Bush fire management Plan, climate change, other strategies such as transport etc. Affordable Housing Strategy, Positive Ageing Strategy

LSPS Priorities	North Coast Regional Plan	Community Strategic Plan & Operational Plan	Other Plan / Strategy
			Our Operational plan says we will enact policy, and partner, to focus on housing issues and also will participate in the North Coast Affordable Housing task force
Priority 4 – Provide housing choice to meet community needs, including social and affordable housing and the integration of liveability principles	Direction 23 and Actions 23.1, 23.2 Along with 22.1, 22.2, 22.3,	1.1.1, 1.4.2, 1.4.3, 2.1.4	Affordable Housing Strategy, CV Settlement strategy, future plans to support revitalisation of Grafton, Maclean, Yamba etc.
Priority 5 - Provide for healthy, safe and well connected communities, particularly providing for social infrastructure	Action 15.4, 15.1, 15.5, 21.2	1.1.1, 1.1.3, 1.2.2, 2.1.4	CV Social Plan, Facility Strategy, Cultural and Community Facilities Plan, Sports Facilities plan CV Crime prevention Strategy, NSW CPTED
Priority 6 - Preserve and enhance the local character and heritage of our diverse places and communities.	15.1, 20.1, 20.2, 6.1, 19.1, 20.1, 19.2, 19.3	1.1.1, 1.1.2, 3.1.2	Circular 18-001 - Local Character Statements; <i>GA Better Placed</i>
Priority 7 - Co-ordinate local and state funded infrastructure delivery with land use planning	15.2, 21.1, 21.2	3.1.3	State Infrastructure Plan, Development Contributions Plan, REDS, Housing Strategy, Future Transport 2056 etc.
Priority 8 - Enable the development of industrial and employment land and the movement of freight and goods	10.3, 10.5, 6.6	2.1.2, 2.1.5, 3.1.2, 1.4.4	NSW Freight & Ports Plan, Future Transport 2056, REDS, Industrial Land Study, Emergency Management Plans, Airport Masterplan,
Priority 9 - Plan for resilient and sustainable infrastructure	Direction 3 - Action 3.1, 3.2, 3.3, 21.1, 21.2	2.1.2	State Level Emergency Risk Assessment (SLERA) states land use planning is top priority
Priority 10 – Promote walking, cycling and improved mobility and accessibility	15.2	2.1.3, 2.1.5	Future Transport 2056 and Regional plans, PAMPs etc.
Priority 11 – Strengthen the local economy and provide opportunities for quality local employment	6.1, 6.6, 9.1, 9.3	3.1.3, 5.1.6	REDS
Priority 12 – Consolidate	6.1, 6.2, 6.3, 6.4	1.1.1	REDS, CV settlement strategy,

LSPS Priorities	North Coast Regional Plan	Community Strategic Plan & Operational Plan	Other Plan / Strategy
the role of Grafton as a traditional economic centre and plan for the vitality of Maclean, Yamba and other centres			CV sustainability strategy, climate change policy, etc.
Priority 13 – Protect agricultural land and increase opportunities for access to locally produced fresh food and economic growth	Direction 12 Action 12.1, 12.4	3.1.2, 3.1.3	REDS, <i>NSW Regional Economic Vision</i> , <i>Right to Farm Policy</i> and advice from DPI for drafting LSPS
Priority 14 – Promote the growth of sustainable tourism	Direction 8, Actions 6.1, 8.1-8.5, 15.2, 15.3	1.1.1, 3.1.1, 3.1.2	REDS, Clarence River Way Master Plan
Priority 15 - Preserve and enhance our natural environment	2.1, 2.2, 3.1, 16.1, 16.2,	3.1.3, 4.1.2	Biodiversity Strategy, Coast and Estuary Management Plans
Priority 16 - Encourage ecologically sustainable development	Direction 1 and 2 Actions 1.2, 2.1, 2.2	3.1.3, 4.1.2	Biodiversity Strategy
Priority 17 – Plan for safer, more disaster resilient communities	Direction 3 Actions 3.1, 3.2, 3.3	4.2.2	The State Level Emergency Risk Assessment (SLERA) from OEM lists land use planning as number 1 priority; NSW Floodplain Development Manual National Disaster Risk Reduction Framework, North Coast Enabling Regional Adaptation Report, Climate Change Policy, NSW Floodplain Development Manual, Planning for Bush fire Protection 2020
Priority 18– Promote a low-carbon community	Direction 1 & 4, Action 4.3	4.2.1	Climate change policy, Clarence Valley Sustainability Initiative

LSPS Priorities	North Coast Regional Plan	Community Strategic Plan & Operational Plan	Other Plan / Strategy
Priority 19 – Sustainably manage natural resources	Direction 13 Actions 13.1, 13.2	1.1.1, 3.1.3	REDS, CV Settlement Strategy, Biodiversity Strategy
Priority 20 - Grow regional and sub-regional relationships	Action 5.1	1.1.1, 3.1.3	CV Settlement Strategy, REDS
Priority 21 – Engage with the community to inform decision making	15. 16.1. 16.2	1.1.3, 5.1.3, 5.1.6	Community Participation Plan recent changes to EP & A Act, best practice guidance from IAP2 and various sources
Priority 22 – Seek recognition of the importance of Grafton as a regional city	Fits with the Vision and Goals, but not with the Hierarchy of Centres set in the current Regional Plan	5.1.6	Community Strategic Plan, Operational Plan
Priority 23 - Implementation	Delivering the Plan, Implementation Plan 2017-2019	1.1.1	Community Strategic Plan, Operational Plan



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