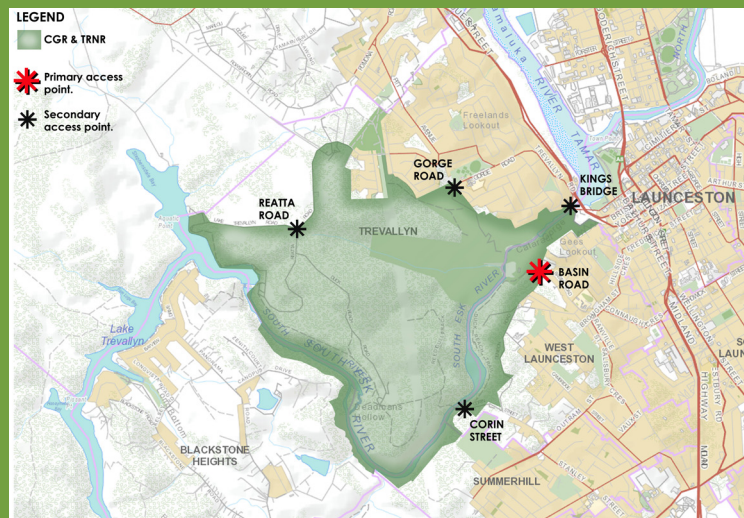


CATARACT GORGE RESERVE & TREVALLYN NATURE RECREATION AREA

Strengthen our Connection to this Place...
...Make the Most of our Future

2030

WHITE PAPER



Prepared by

Bob Campbell and Lynda Jones: Campbell+Jones
Todd Henderson: Cumulus Design Studio
Leon Lange: Lange Design

September 2015

A White Paper explains the results and conclusions of the work of a committee, collaboration, design or development effort. It is a publication that builds understanding of an issue, provides a solution to a problem or guides decision making.

This White Paper describes the strategic outcomes needed to help achieve the 2030 vision for the Cataract Gorge Reserve and Trevallyn Nature Recreation Area .

The White Paper was discussed at the Strategic Planning and Policy meeting, 5th October and then at the Council meeting, 26th October, 2015.

At this meeting Council resolved to:

a) Release the Reimagining the Gorge Project White Paper for a four week public exhibition period.

b) Include in the White Paper, prior to circulation, that any commercial development within or adjacent to the City of Launceston Cataract Gorge (but utilising the Gorge's vista) are supported provided they are sympathetic to the vision and values of the Cataract Gorge. Such decisions will be determined by the Council following consideration of comments following a public exhibition of each specific project.

This process precedes the Development Application process.

Contents

<i>Background</i>	1
<i>Vision Statement 2030</i>	2
<i>Values statement</i>	4
<i>Themes</i>	5
<i>Relative importance of each theme to the future of the GCGR</i>	5
<i>Agreement with responses in each theme</i>	5
<i>Themes and Strategic Outcomes</i>	6
<i>Theme (1) Environmental Management</i>	7
<i>Recommended strategic outcomes for environmental management</i>	7
<i>Theme (2) Maintenance and Amenities</i>	8
<i>Recommended strategic outcomes for maintenance and amenities</i>	8
<i>Theme (3) Access and Linkages</i>	9
<i>Recommended strategic outcomes for access and linkages</i>	9
<i>Theme (4) Governance</i>	11
<i>Recommended strategic outcomes for governance</i>	11
<i>Theme (5) Commercial development</i>	12
<i>Recommended strategic outcomes for commercial development</i>	12
<i>Theme (6) Interpretation Information and Promotion</i>	13
<i>Recommended strategic outcomes for interpretation, information and promotion</i>	13
<i>Theme (7) Events</i>	14
<i>Recommended strategic outcomes for events</i>	14
<i>Towards implementation</i>	15
<i>Integrated planning model</i>	15
<i>First Five Years</i>	19
<i>Attachment 1: Green Paper Survey Results summary</i>	

Background

Perhaps the most unique natural feature of Launceston, the Cataract Gorge Reserve, is the emotional centre of the city for many residents and an astounding discovery for visitors. The Tasmanian State Government provided funding to develop a renewed vision for the Gorge. The project study area includes the Cataract Gorge Reserve managed by the City of Launceston and the Trevallyn Nature Recreation Area (TNRA) managed by the Tasmanian Parks and Wildlife Service. The Cataract Gorge Reserve is an area of 192 hectares and the TNRA 440 hectares. In this document the Greater Cataract Gorge Reserve is referred to as the 'Area'. Combined, the Area provides 632 hectares of public parkland in close proximity to the city centre of Launceston.

The Cataract Gorge Reserve includes:	The TNRA includes:
<ul style="list-style-type: none"> • Cliff Grounds, Cataract Walk, Fairy Dell and Gorge Restaurant • Duck Reach Power Station • Caretaker's Cottage at Kings Bridge • First Basin area including the pool and café • Basin Cottage • Lookouts • Chairlift • Suspension Bridge • Jubilee Gardens • South Esk River • Paths and walking trails leading in, out and around 	<ul style="list-style-type: none"> • Aquatic Point and Lake Trevallyn • Hoo Hoo Hut BBQ area and Village Green • Churinga Archery Club • Mountain bike trails • Orienteering courses • Equestrian areas • Paths and walking trails leading in, out and around

The following activities led to the development of this White Paper:

- Planning to plan workshop with the Project Reference Group held on the 1/10/2014. Student survey involving 244 young people in the 13 to 19 year old age group.
- Enquiry by design (EbD) process between the 28th and 30th of November 2014 involving 63 people representative of the Area's whole system.
- Neighbours survey sent to 117 properties adjoining the Area. Community Survey through the Your Voice Your Launceston online engagement tool.
- Preparation of a Green Paper for consideration by project stakeholders and the community.
- Consultation on the Green Paper using the Your Voice Your Launceston online engagement tool.
- Preparation of the Green Paper survey results summary.

The activities engaged around 1,600 participants.

Vision Statement 2030

The preferred future for the Cataract Gorge Reserve and Trevallyn Nature Recreation Area

The Greater Cataract Gorge: An Aboriginal Place
Illuminating our stories, both ancient and new
Connecting YOU to OUR backyard

The Greater Cataract Gorge: An Aboriginal Place

There is a human history here over 40,000 years old.
Today the Aboriginal Community brings to this place, knowledge and understanding of how it should be managed, nurtured and enjoyed.
The Greater Cataract Gorge, 632 hectares in the middle of our city is an opportunity to discover a sense of place, significant to all of us.

Illuminating our stories, both ancient and new

From this place we can interpret our past and discover a deeper meaning of who we are.
The primeval stories combine the powerful forces that shaped the landscape. And the ancient stories of the original owners and their engagement with the land and the water.
The more recent stories are of other people who shaped, and were in turn shaped, by this place that became their home.
Today's stories describe how the Gorge is part of everyday life, influencing how we live and how we feel about living here.
They are also of the experiences of those who visit our City and Island.
We have all heard... 'You have all this so close to your City – Remarkable!'

Connecting YOU to OUR backyard

The Greater Cataract Gorge is our 'backyard' and wherever you are from, you're welcome to come and play.
You can walk, hike, skate, swim, climb, glide or paddle at whatever level of adventure and excitement you want.
You can celebrate with friends, learn our stories, or just sit and 'Be'.
In the Greater Cataract Gorge you create your own memories and stories each and every time you connect to this special place.

Feedback from consultation

Survey participants were asked if they thought anything was missing from the vision. 78% of survey participants said no and 22% said yes. Those that said yes felt the word “backyard” was unsophisticated and pedestrian. There were also mixed views about the words “An Aboriginal Place”, the sentiment being that the place belongs to the whole community not just one part. Many also felt the vision should include a statement about the natural values being maintained.

Recommendation: *Change the vision statement to:*

The Greater Cataract Gorge: An Aboriginal Place
Illuminating our stories both ancient and new
Our Community’s Natural Heart

And alter the supporting notes for Our Community’s Natural Heart to:

The Greater Cataract Gorge is our natural heart and wherever you are from, you’re welcome to come and enjoy this place of nature and beauty. You can walk, hike, run, ride, swim, climb, or paddle at whatever level of adventure and excitement you want. You can celebrate with friends, learn our stories, or just sit and ‘Be’. In the Greater Cataract Gorge you create your own memories and stories each and every time you connect to our special place.

Values statement

Values guide future choices and behaviour

In the future management of the Greater Cataract Gorge we will:

Be Respectful

To the landscape and its significance,
by doing today with both, yesterday and tomorrow, in mind
We will do 'as much as is necessary and as little as possible'
To secure the natural and cultural values of this place

Collaborate and Work Together

To realise our opportunities and tackle our challenges

Be Open, Have Confidence and Back Ourselves

It's up to us, as a community, to make sure we
strengthen our connection to this place and make the most of our future.

Feedback from consultation

Survey participants were asked if they thought anything was missing from the values statement. 86% of survey participants said no and 14% said yes. Those that said yes, expressed dissatisfaction with the term "back ourselves" and felt a value about preserving the natural integrity of the Area should be added.

Recommendation: *Change the Values Statement to:*

In the future management of the Greater Cataract Gorge Reserve we will:

Respect each other and the natural integrity of the Reserve

*Understand each other's views; do today with yesterday and tomorrow in mind.
We will do 'as much as is necessary and as little as possible'
Secure the cultural and natural values of the Reserve.*

Collaborate and work together

To realise our opportunities and tackle our challenges.

Be open, confident and resourceful

It's up to us, as a community, to be confident and resourceful and make the most of our future.

Themes

Relative importance of each theme to the future of the GCGR

Survey participants ranked the 8 themes in order of their importance to the future of the Area.

A rating scale of 1 to 8, where 1 is most important, was used. The ratings were weighted to produce the theme rankings shown in the following table.

The sequence of themes in the White Paper has changed to reflect the ranking by survey participants.

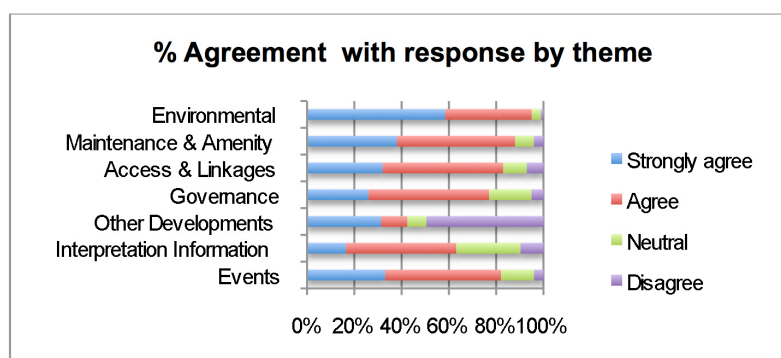
Theme	Ratings and weighted score									Rank
	1	2	3	4	5	6	7	8	Weighted Total	
Environmental management	448	532	192	100	32	18	6	1	1329	1
Maintenance and amenities	112	217	336	220	120	36	20	5	1066	2
Access and linkages	128	266	198	245	144	36	26	5	1048	3
Governance	232	189	204	155	112	48	32	21	993	4
Other developments	584	63	36	20	28	33	48	68	880	5
Interpretation, information and promotion	40	63	150	125	232	138	46	10	804	6
Events	40	70	72	110	112	216	70	17	707	7
Accommodation	32	14	24	30	20	84	156	74	434	8

Agreement with responses in each theme

The most popular responses for each theme were listed in the survey.

Survey participants indicated agreement that the issues listed were the most important. A four-point scale: strongly agree, agree, neutral and disagree was used. The levels of agreement are shown in the adjacent chart. The top three levels of agreement are in the themes: Environmental Matters, Maintenance and Amenities and Access and Linkages

The result for Other Developments resulted from participants disagreeing with the response that transformational projects were not supported.



Themes and Strategic Outcomes

Each theme has a number of strategic outcomes. These are WHAT we would see in the Area in 2030. They have come from the thoughts, ideas and information resulting from the engagement activities. Also, the two themes Other Developments and Accommodation have been combined and renamed 'Commercial Developments'. This reflects the similar commercial nature of the ideas and survey participant comments.

Theme (1)

Environmental Management

Managing the environment is the most supported theme for the future of the Area. Priority issues include control of rubbish, improving water quality and flow, removal of feral animals and weeds, fire management and caring for native flora and fauna.

Coordinating the use of a range of volunteer groups across the Area to help with environmental work is supported. There is also concern about the visual and environmental impacts of adjoining land development. The impacts of climate change on the environment of the Area need to be monitored, understood and managed.

Recommended strategic outcomes for environmental management:

- 1.1 No rubbish.
- 1.2 River water free of pollution.
- 1.3 Increased flow of water through the river below the Trevallyn Dam.
- 1.4 No weeds.
- 1.5 Fire risk is managed and outbreaks controlled.
- 1.6 No feral animals.
- 1.7 Thriving native flora and fauna.
- 1.8 Climate change impacts are monitored and managed.
- 1.9 Minimal visual and environmental impacts from adjoining land development.



Theme (2)

Maintenance and Amenities

Maintenance standards must reflect the importance of the Area for the community and visitors. Run down and tired presentation detracts from the visitor experience, safety and security. Over development has the potential to diminish natural values but adequate amenities are needed to support the recreational activities taking place. The First Basin and Cliff Grounds are considered sufficiently developed but there is potential for improvement in the TNRA. Maintenance service levels will vary across the Area based on the activities taking place. A 'whole of area' maintenance plan is needed. Visitors are to be encouraged to take personal responsibility for issues like sun protection, hydration and personal safety. Pathway lighting augmentation is needed for personal security, at night, in the most used precincts.

Recommended strategic outcomes for maintenance and amenities

- 2.1 The presentation of the Area reflects its importance as a key asset for the city, region and state.
- 2.2 A 'whole of area' maintenance plan defines service and funding levels needed for the activities taking place.
- 2.3 A long-term amenity development plan for the TNRA supports the future use of the Area.
- 2.4 Visitors to the Area accept personal responsibility for their safety and security.
- 2.5 Pathway lighting provides security for visitors at night.



Theme (3)

Access and Linkages

Accessing the Area by vehicle is challenging for those not familiar with Launceston's road system and lost vehicles are common. 'Follow me' road marking and smartphone technology can help drivers navigate their way through the suburbs to the three entrances to the Area. Marking the surface of a road can be more subtle and effective than signs. Parking is a limiting factor particularly for the First Basin and Cliff Grounds, so ideally the number of vehicles seeking access should be reduced. The private development of a 'hop on hop off' bus to transport visitors to the Cataract Gorge had support. There is also strong support for encouraging walking into and across the area and visitors and locals need to be aware of the many tracks that connect different parts.

Proximity to the city of the Kings Bridge entrance makes it the principal pedestrian access point now and in the future. However there are pedestrian safety issues in this precinct, which will get worse if visitor numbers grow. A potential project could be the construction of a lightweight span across the river directly upstream of Kings Bridge to separate pedestrians and cyclists from vehicular traffic.

Moving between the Cataract Gorge and the TNRA can be achieved by walking or cycling, both of which are increasing in popularity. Allowing cyclists onto the walking paths in the Cataract Gorge is contentious but less so in the TNRA. Installing a curved channel gutter so cycles can be 'walked up' the Kings Bridge steps would help cyclists avoid the traffic hazards of lower Trevallyn Road and facilitate access to the fire trails, inside the Gorge Road entrance, that link the Cataract Gorge with the TNRA. Access for all is an issue and the advocated JAC Group gondola project was suggested as an alternative way to access the First Basin area for less mobile people. Self-reliant walking is to be encouraged through track and signage improvements.

Recommended strategic outcomes for access and linkages

- 3.1 A redeveloped Kings Bridge entrance provides a sense of arrival and road safety for visitors.
- 3.2 A visually non-intrusive way-finding system guides vehicles and pedestrians to the Area.
- 3.3 A 'hop on hop off' bus links the city with the Area.
- 3.4 A curved channel gutter enables cycles to be walked up the Kings Bridge steps.
- 3.5 Self-reliant walking throughout the Area is a popular activity for visitors and locals



Theme (4)

Governance

Form should follow function, which in this case is a 'whole of area' view.

The current governance arrangements pull against this future functional ideal. The City of Launceston manages the Cataract Gorge Reserve, the State Government manages the TNRA through the Parks and Wildlife Service, Hydro Tasmania determines water flow and there are transmission lines across the Area, TasWater determines water quality, MAST has jurisdiction over the South Esk River for its responsibilities, the planning schemes of the City of Launceston, Meander Valley Council and West Tamar Council impact on adjoining land uses.

The Tasmanian Fire Service is responsible for overseeing fire management. The Aboriginal Communities would like their long-term association with the place recognised through closer future involvement. Regional tourism organisations see the potential of the Area to attract more visitors. NRM North monitors the environment and tests water quality. All of these organisations are independently managed and have their own agenda. Inter-organisational cooperation occurs mainly through goodwill rather than requirement.

More cohesive governance arrangements that purposefully bind and commit key stakeholders, will be needed to manage the Area as a whole and resolve longer term issues like water quality. Arrangements will need to go beyond an advisory role and adequate resources for all involved will need to be provided.

Options exist in the Local Government Act for the delegation of responsibility to Authorities and Special Committees. The Mount Wellington Trust is an example of co-operation in the management of a significant asset by a number of Councils and the State Government. The Greater Cataract Gorge attracts an equivalent number of visitors as Mount Wellington and is also a state asset. A similar trust arrangement could be a model to follow.

The name Greater Cataract Gorge Reserve is lengthy and obscures the inclusion of the TNRA. A new name could assist in developing a 'whole of area' view and with marketing. It could also be an opportunity to recognise Aboriginal heritage. The natural feature that embraces the entire area is the South Esk River.

A 'whole of area' view will also help coordinate volunteer efforts and provide the opportunity for stakeholders and user groups to come together annually to share experiences and provide feedback to management.

Recommended strategic outcomes for governance

- 4.1 A governance structure with the authority, responsibility and resources provides 'whole of area' management and stakeholder commitment.
- 4.2 Aboriginal Communities involved in the development and management of the Area.
- 4.3 A name that describes the Area.
- 4.4 Co-ordinated volunteer efforts across the Area.
- 4.5 An annual stakeholder and user group forum to share experiences and provide meaningful feedback to management.

Theme (5)

Commercial development

The name of this theme has changed from Other Developments to Commercial Development and the Accommodation theme is included in it. Initially the purpose of this theme was to provide the opportunity to address the question – Are there any *'game changer'* developments that will further enhance the Area as a major visitor destination? There was little support for allowing accommodation in any form into any part of the Area as it was considered that plenty of accommodation options already exist in the nearby city centre. The message was: *'Near maybe, but not in. This is a place to visit, not stay'*. Any adjacent accommodation would also need to be low impact and sensitive to the environment. The provision of accommodation was seen as a private sector commercial activity.

The online and neighbours survey, used to guide the development of the Green Paper, did not rate the suggested developments in this theme highly. Comments expressed concern about commercial developments being detrimental to natural values especially in the Cliff Grounds and First Basin areas.

The survey responses to the Green Paper provided a different picture with comments largely focused on the Gondola (Chair Lift, Sky Lift) proposal being advocated by the JAC Group. During the Green Paper consultation period non-council market research was commissioned from EMRS by the JAC Group to determine awareness and support for the proposed gondola project. At the same time the Examiner Newspaper ran stories and a survey on the issue. Subsequently there was a spike in page views and visits to Your Voice Your Launceston between June 19 and 26th and the comments in Other Developments became polarised around the gondola project.

Arguments in favour of the project focus on improving tourism, increasing employment and providing access for less mobile people. The work of developer Josef Chromy is also respected. Arguments against, concerned conflict with natural values, visual impact and resistance to providing community funding for commercial developments on public land.

A development application is yet to be lodged with Launceston City Council, the planning authority responsible for assessing the proposal before granting approval or not. This project, like any other, will need to proceed through the legal planning processes, regardless of the levels of public support or not. The Gondola project is probably a metaphor for any future proposed commercial development in the Area.

Comments indicated that the Cataract Gorge/First Basin area is already sufficiently developed but there could be some potential for additional experiences in the TNRA like a Zip Line. The sculpture park idea was not supported.

Recommended strategic outcomes for commercial development

5.1 Legal planning processes assess any development proposed for the Area.

5.2 Proposed developments reflect the vision and values for the Area.

Theme (6)

Interpretation Information and Promotion

There is support for all the stories of the Area being told. They include the geological forces that shaped it, the native flora and fauna and the Aboriginal and post settlement stories. There are differing opinions on how they should be told. There is resistance to overcrowding the Area with interpretation panels and signs. Smart phone technology is seen as a way of providing non-intrusive information and self-guided experiences. There is also potential for guided tours in the story telling process.

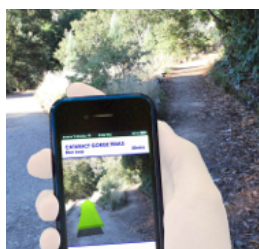
There is general agreement that the Area needs improved marketing and promotion to maximise visitation. There are mixed views about developing a night time lighting experience and concerns about the effect of lighting on nocturnal wild life. The light interpretation experience has a number of aspects. It would last around 30 minutes and could use images projected onto cliff faces to tell the stories of the Gorge. If done well it could become an attraction for visitors with the potential to increase bed night stays in Launceston. Another suggested evening activity is the viewing of wildlife in a designated area. This would tell the story of local fauna to visitors.

The re-development of the Caretakers Cottage at the First Basin into a Visitor Centre is seen as having potential as an orientation centre where information, both functional and interpretative, is distributed to visitors.

In summary; market the Area more strongly; have light touch innovative approaches to telling all the stories of the Area; let the visitor self guide and discover the Area for themselves.

Recommended strategic outcomes for interpretation, information and promotion

- 6.1 Minimal visual impact of interpretation information on the natural environment.
- 6.2 Self guided and guided tours tell all the stories of the Area.
- 6.3 Smart phone and associated technologies provide information.
- 6.4 Increased bed nights from popular night time interpretation activity.
- 6.5 Increased and effective marketing and promotion.
- 6.6 The Gorge Visitor Centre at the First Basin is the key orientation facility.



Theme (7)

Events

Comments were generally supportive of events in the Area. Smaller local, family and music events are preferred for the First Basin and Cliff Grounds. The TNRA is seen as having potential for larger scale recreational events like orienteering, equestrian and mountain biking. Water based events like kayaking are also supported but will depend on increased water flow and improved water quality. Commercial events should pay a return to the city but non-commercial events should not as they provide broader community benefits. There are concerns about larger events restricting free access to public land and creating noise problems for neighbouring residents and wildlife.

The First Basin and Cliff Grounds areas are considered event ready as evidenced by the recent staging of the Basin Concert. Evening events in the summer months were not ruled out and are also seen as a strategy for increasing visitor bed nights. Events that are compatible with the Area should be actively pursued and included in a broader events plan for the city.

Recommended strategic outcomes for events

- 7.1 Small, local and family oriented events in the First Basin and Cliff Grounds and larger recreational events in the TNRA.
- 7.2 Water flow and quality allows water-based events to occur.
- 7.3 A citywide events strategy proactively pursues and plans events for the Area.



Towards implementation

Integrated planning model

The following framework shows the connection between the vision for the Area and the implementation process. The linkage between the vision and the implementation plan is at the strategic outcome level. The actions taken to achieve the various strategic outcomes will either be programs or projects. Programs go on from year to year until priorities or service levels change. Projects have a beginning and an end. The vision statement extends out to 2030 a period of 15 years. Implementation is probably best managed over 3 five-year periods. The connection between the Implementation Plan and the Annual Operations Work Program is at the action level.

Greater Cataract Gorge 2030		
Vision Statement (The preferred future of the place) Values (To guide future choices) Themes (Groupings of similar work)	Implementation Plan 2015 to 2030 Plan over three Five year periods	
Strategic Outcomes Statements describing what we want to see happen in each theme		Operational Program Annual
A What Document	Actions Programs are ongoing from year to year Projects have a beginning and an end Supported by budgets	
	A What and How Document	Tasks Program schedules Project plans
		A How Document

The following table provides a suggested beginning point for the implementation plan. It categorises the strategic outcomes as project or program activities. The shaded sections show programs continuing through the 15-year period of the plan. The shaded sections for projects suggest when they might start or finish. No detailed actions for each outcome have been included.

		Period 1:First five years					2	3	
Strategic outcomes categorised as program or project		15/16	16/17	17/18	18/19	19/20	20-25	25-30	Comment
1. Environmental management									
1.1 No rubbish	Program								Ongoing program that can be organised in the short term with Council and State cooperation. High priority.
1.2 River water free of pollution	Project								Longer term high priority projects will require stakeholder cooperation.
1.3 Increased flow of water through the river below the Trevallyn Dam	Project								
1.4 No weeds	Program								Ongoing programs that can be organised in the short term with Council and State cooperation. High priority areas.
1.5 Fire risk is managed and outbreaks controlled	Program								
1.6 No feral animals	Program								
1.7 Thriving native flora and fauna	Program								
1.8 Climate change impacts are monitored and managed	Program								
1.9 Minimal visual and environmental impacts from adjoining land development.	Program								Will require ongoing planning cooperation by neighbouring councils

2. Maintenance & amenities									
2.1 The presentation of the area reflects its importance as a key asset for the City, Region and State.	Program								Ongoing monitoring against service levels.
2.2 A whole of area maintenance plan defines service and funding levels needed for the activities taking place	Project								Will guide the implementation of 2.1 and requires merging of management plans. High priority.
2.3 A long-term amenity development plan for the TNRA supports the future use of the area.	Project								Will require projections of future events and activities medium term project.
2.4 Visitors to the area accept personal responsibility for their safety and security.	Program								Ongoing education program.
2.5 Pathway lighting provides security for visitors at night.	Project								Potential short term project.

Strategic outcomes categorised as program or project	Period 1:First five years					2	3	Comment
	15/16	16/17	17/18	18/19	19/20	20-25	25-30	
3. Access & linkages								
3.1 A redeveloped Kings Bridge entrance provides a sense of arrival and road safety for visitors.	Project							Will require structural engineering input, detailed costing and planning approval. A potentially significant project that will take time to plan and execute.
3.2 A visually non-intrusive way finding system guides vehicles and pedestrians to the area.	Project							Combine with current way finding work being undertaken. An achievable short term project.
3.4 A "hop on hop off" bus links the City with the area.	Project							Will depend on business interest and anticipated returns. Medium priority.
3.5 A curved wheel channel enables cycles to be walked up the Kings Bridge steps.	Project							Potential short term project but will need user group liaison.
3.6 Self reliant walking across the Greater Cataract Gorge Reserve is a popular activity for visitors and locals	Program							On going program of directional signage and promotion of walks.

4. Governance								
4.1 A governance structure with the authority, responsibility and resources provides whole of area management and stakeholder commitment.	Project							Requires evaluation of management models and stakeholder cooperation. Important to address long term issues. Will require a formal working group to advance.
4.2 Aboriginal Communities involved in the development and management of the area	Project							Needs detailed discussions and is linked to the governance structure.
4.3 A name that describes the area	Project							Lower priority and is linked to the governance structure.
4.4 Coordinated volunteer effort across the area	Program							Ongoing program that can be organised in the short term with Council and State cooperation.
4.5 An annual user group forum to share experiences and provide meaningful feedback to management	Program							Ongoing program that can be organised in the short term with Council and State cooperation.

	Period 1:First five years					2	3	
Strategic outcomes categorised as program or project	15/16	16/17	17/18	18/19	19/20	20-25	25-30	Comment
5. Commercial developments								
5.1 Legal planning processes assess any development proposed for the area	Program							Ongoing process triggered by development applications.
5.2 Proposed developments for the area respect the vision and values for the area	Program							Part of planning assessment process.

6. Interpretation, information & promotion								
6.1 Minimal visual impact of interpretation information on the natural environment	Program							Ongoing assessment.
6.2 Self guided and guided tours tell all the stories of the area.	Project							Potential private sector or volunteer activity. Could occur in the short term depending on interest.
6.3 Smart phone and associated technologies provide information	Project							Potential short term project.
6.4 Increased bed nights from popular night time interpretation activities	Project							Requires evaluation of night activities, funding and management models. Longer term project.
6.5 Increased and effective marketing and promotion.	Program							Requires integration with existing City, Regional and State tourism marketing.
6.6 The Gorge Visitor Centre at the First Basin is a key interpretation facility.	Program							Continuation of existing program.

7. Events								
7.1 Small, local and family oriented events in the First Basin and Cliff Grounds and larger recreational events in the TNRA	Program							Will be triggered by event organisers and approval processes.
7.2 Water flow and quality allows water based events to occur	Project							Linked to environmental management. Will be triggered by event opportunities.
7.3 A citywide events strategy pursues and plans events for the area	Project							Requires collaboration to target and pursue viable event opportunities.

The first five years

The following table suggests short-term actions for a number of the strategic outcomes across the seven themes. Shaded sections indicate the years in which the action could be taken. Indicative budgets are also included. The budget amounts are estimates based on advice provided and may in some cases be conservative. Where the word 'Area' is used it means the Cataract Gorge and The TNRA combined.

Strategic Outcomes and associated actions	15/16	16/17	17/18	18/19	19/20
--	--------------	--------------	--------------	--------------	--------------

Strategic outcome 1.1 No rubbish

Actions

1.1.1 Remove rubbish from cliff zones and below pathways across the area	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
--	----------	----------	----------	----------	----------

Strategic Outcome 1.2 River water free of pollution

Actions

1.2.1 In conjunction with NRM North and TasWater gather facts about pollution levels and sources.					
---	--	--	--	--	--

Strategic outcome 1.4 No weeds

Actions

1.4.1 develop priorities for weed management action across the Area					
1.4.2 Enlist services of volunteer groups in weed removal					
1.4.3 Increase the budget for weed removal to \$85K pa for five years and then review dependent on progress	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000

Strategic Outcomes and associated actions	15/16	16/17	17/18	18/19	19/20
--	--------------	--------------	--------------	--------------	--------------

Strategic outcome 1.5 Fire risk is managed and outbreaks controlled

Actions

1.5.1 Develop and implement a new fire management plan for the Cataract Gorge and link with the current plan for the TNRA		\$32,000	\$5000	\$5000	\$5000
---	--	----------	--------	--------	--------

Strategic outcome 2.2 A whole of area maintenance plan defines service and funding levels needed for the activities taking place

Actions

2.2.1 Review asset management plans for the Area to determine priority work					
2.2.2 Implement remedial program of work to bring structures and surfaces to standard across the Area	\$400,000	\$400,000	\$30,000	\$30,000	\$30,000

Strategic outcome 2.5 Pathway lighting provides security for visitors at night

Actions

2.5.1 Undertake review of pathway lighting in Cataract Gorge (note TNRA closed at night)	\$5,000				
2.5.2 Upgrade lighting		\$15,000	\$15,000	\$15,000	

Strategic outcome 3.1 A redeveloped Kings Bridge entrance provides a sense of arrival and road safety for visitors.

Actions

3.1.1 Scope and undertake a feasibility study for a pedestrian deck on Kings Bridge. To include design, engineering assessments and costings	\$5,000	\$30,000	\$20,000		
--	---------	----------	----------	--	--

Strategic outcome 3.2 A visually non-intrusive way finding system guides vehicles and pedestrians to the area.

Actions

3.2.1 Integrate this project with the existing way finding work being completed for the City Heart project	\$5,000				
3.2.2 Design and implement low impact road markings to direct vehicles to key entrances		\$20,000	\$20,000		

Strategic outcome 3.3 A “hop on hop off” bus links the City with the area.

Actions

3.3.1 Call for expressions of interest from the private sector to determine interest	\$2,000				
3.3.2 If there is interest help facilitate regulatory approvals for the potential operator					

Strategic outcome 3.4 A curved wheel channel enables cycles to be walked up the Kings Bridge steps.

Actions

3.4.1 Consult with cycling groups about the design	\$1,000				
3.4.2 Obtain approvals and construct with necessary signage		\$15,000	\$15,000		

Strategic outcome 4.1 A governance structure with the authority, responsibility and resources provides whole of area management and stakeholder commitment

Actions

4.1.1 Initiate discussions with the State Government and key stakeholders to form a working group					
4.1.2 Evaluate options for governance structures and make recommendations	\$7000	\$5000			

Strategic outcome 4.2 Aboriginal Communities involved in the development and management of the area

Actions

4.2.1 Meet with the Aboriginal Communities and seek their representation on the Governance Working Group					
--	--	--	--	--	--

Strategic Outcome 6.2 Self guided and guided tours tell all the stories of the area.

Actions

6.2.1 Advertise for expressions of interest from potential tour operators	\$2000				
6.2.1 Evaluate proposals and make recommendations					

Strategic outcome 6.3 Smart phone and associated technologies provide information

Actions

6.3.1 Scope and tender the project	\$5000				
6.3.2 Appoint consultants and undertake project		\$30,000	\$25,00		
6.3.3 Update information on a continuous basis				\$5000	\$5000

Strategic outcome 6.5 Increased and effective marketing and promotion.

Actions

6.5.1 review existing marketing programs that promote the Area and identify gaps	\$6000				
6.5.2 Increase funding to address gaps in existing programs		\$50,000	\$50,000	\$50,000	\$50,000

Strategic Outcomes and associated actions	15/16	16/17	17/18	18/19	19/20
--	--------------	--------------	--------------	--------------	--------------

Actions

Funding Totals	\$538,000	\$697,000	\$280,000	\$200,000	\$185,000
----------------	-----------	-----------	-----------	-----------	-----------

Attachment 1:

Green Paper Survey Results summary

The attachment is a separate document and should be read in conjunction with the White Paper. It provides all the community feedback on the Green Paper.



This has been a joint project of the Tasmanian Government,
the City of Launceston and Tourism Northern Tasmania