



Leven River Precinct Study Report



FINAL REPORT

- October 2004



Leven River Precinct Study Report

FINAL REPORT

- October 2004

Sinclair Knight Merz
ABN 37 001 024 095
Sinclair Knight Merz Pty Limited
GPO Box 1725
Hobart TAS 7001 Australia
Tel: +61 3 6221 3711
Fax: +61 3 6224 2325
Web: www.skmconsulting.com

COPYRIGHT: The concepts and information contained in this document are the property of Sinclair Knight Merz Pty Ltd. Use or copying of this document in whole or in part without the written permission of Sinclair Knight Merz constitutes an infringement of copyright.



Contents

Executive Summary	1
1. The Leven River Precinct Study	4
1.1 Study Purpose	4
1.2 Study Area	4
1.3 Study Research	4
1.4 Structure of this Report	5
1.5 Project Steering Committee	5
1.6 Study Team	5
2. A Vision for Tourism in the Precinct	8
2.1 A Vision for Tourism in the Leven River Precinct	8
3. Why Tourism?	10
3.1 Tasmania's Tourism Explosion	10
3.2 Tourism and Local Economics	10
3.2.1 The Economic Structure of Ulverstone	10
3.2.2 Economic Benefits Resulting from Tourism	14
3.2.3 Social Benefits Resulting from Tourism	16
4. Ulverstone as a Tourism Hub	18
4.1 Regions and Hubs	18
4.1.1 The North-West Tourism Region	18
4.1.2 Why a Tourism Hub at Ulverstone?	19
4.1.3 Suitability of Ulverstone as the Hub	19
4.1.4 Ulverstone Visitor Information Centre	21
4.1.5 Penguin Visitors Centre	25
5. The Existing Tourism Situation	26
5.1 Product Analysis of Ulverstone and Hinterland	26
5.1.1 The Five 'A's of Destination Assessment	26
5.1.2 Existing Tourism Assets – Leven Precinct and Leven Hinterland	26
5.1.3 SWOT for the Leven River Precinct	27
6. Priority Issues	32
6.1 Issue 1 – Development of the Wharf Area	32
6.2 Issue 2 – Access to and Around the River	34
6.3 Issue 3 – Protection and Enjoyment of the River	35
6.4 Issue 4 – Training Walls and River Retaining Walls	37



6.5	Issue 5 – Hobbs Parade Bridge	38
6.6	Issue 6 – Kings Parade/Crescent Street/Wharf Area	39
6.7	Issue 7 – Land-Use Planning	40
6.8	Issue 8 – Agricultural Interpretive Links	42
6.9	Issue 9 – Tourist Town Culture	42
6.10	Issue 10 – Tourism Product	43
7.	Implementation	46
7.1	Funding and Resourcing	46
7.2	High Priority Projects	47
7.2.1	Priority Project Selection Criteria	47
7.3	Additional Recommendation	48
7.4	The Implementation Plan	49
Appendix A	Project Steering Committee	66
Appendix B	Existing Tourism Assets	67
Appendix C	Proposed Tourist Attractions	71
Appendix D	Site Specific Actions	73



Document history and status

Revision	Date issued	Reviewed by	Approved by	Date approved	Revision type
Draft Report Version 1	3 August 2004	T Lincolne	D Cook	3 August 2004	Version 1
Draft Report Version 2a	16 August 2004	T Lincolne	D Cook		Version 2a
Version 1	21 Sept 2004	T Lincolne	D Cook		FINAL DRAFT REPORT
FINAL REPORT	12 October 2004	T Lincolne	D Cook	12 October 2004	FINAL REPORT

Distribution of copies

Revision	Copy no	Quantity	Issued to
Draft Report Version 1	n/a electronic transmission	n/a	Peter Murden CCC
Draft Report Version 2a	n/a electronic transmission	n/a	Peter Murden CCC
Final Draft Report Version 2	n/a electronic transmission	n/a	Peter Murden CCC
FINAL REPORT	n/a electronic transmission	n/a	Peter Murden CCC

Printed:	12 October 2004
Last saved:	12 October 2004 01:02 PM
File name:	I:\VTAS\Projects\VT30102\Study Report\FINAL REPORT\Final Report.doc
Author:	Terry Lincolne
Project manager:	Terry Lincolne
Name of organisation:	Central Coast Council
Name of project:	Leven River Precinct Study
Name of document:	Leven River Precinct Study Final Draft Report
Document version:	Final Report
Project number:	VT10203



Executive Summary

This document is the Report for Stage 1 of the Leven River Precinct Study. The study has been undertaken jointly by:

- Sinclair Knight Merz
- EDAW Gillespies; and
- UTas Tourism Program

The study has been based on a substantial level of community and stakeholder consultation.

The study was conducted to:

- Develop a Leven River Precinct Study that identifies sustainable economic development opportunities and potential; and
- Address the sustainable management of recreational, economic and social resources and development opportunities from a tourism perspective

The “Leven River Precinct”, the area addressed in this study, is located in the Central Coast of Tasmania. It encompasses the Leven River from its mouth to the Bass Highway Bridge and its immediate environs. The precinct also includes areas in Ulverstone, and in the precinct’s agricultural and natural hinterland that have a strong relationship with the tourism due to the presence of a range of existing attractions, amenities, activities and accommodation.

Ulverstone (and its tourism hinterland) is ideally suited for this role as it provides many tourism and recreation opportunities and a pleasant, friendly ambience. It is geographically central to the north-west Tasmanian tourism region that stretches from Stanley to the Tamar River and south as far as Cradle Mountain and provides an ideal base for exploring this rich and rewarding region.

The soon to be commissioned Ulverstone Visitor Information Centre is a great step forward in promoting the town as the hub for the region. This study suggests a management focus for the new centre to assist it to fulfil this role.

Stage 1 of the study is a component of a longer-term study of the entire Leven River catchment to explore its potential for sustainable development as a tourism and recreational resource.

It promotes a vision for Ulverstone’s tourism future that is:

To establish Ulverstone as the hub of Tasmania’s North-West Tourism Region

The study is part of a longer-term strategy to realise the potential of the entire Leven River system



The goals underlying this vision are:

- Increased visitation to the town
- Improved linkages between Ulverstone and its hinterland
- Improved quality and depth of tourism product and packaging in the precinct
- A tourism culture as an integral part of the Ulverstone community

The study reviews the dynamics of the tourism situation in Tasmania and discusses the question “why tourism?” It demonstrates the social and economic benefits that are likely to accrue to Ulverstone and the Central Coast generally from the planned development of tourism activities and attractions of appropriate quality. Social benefits discussed include redressing the historical under-representation of the 15 – 65 age group in the Ulverstone population that potentially threatens the economic sustainability town’s economic sustainability.

Ten issues are identified for the precinct. They are:

- Development of the wharf area
- Access to and around the river
- Protection and enjoyment of the river
- Training walls and river retaining walls
- Hobbs Parade Bridge
- Lings Parade / Crescent Street / Wharf area
- Land-use planning
- Agricultural interpretive links
- A tourist town culture; and
- Tourism product

In addressing the project Goals, and the identified Issues, the breadth of existing tourism infrastructure is examined and opportunities for its improvement and / or the integration of existing elements, and development of new opportunities is explored.

Seventeen Strategies have been developed in response to the identified Issues. Over 60 strategic projects are listed in the Implementation Plan in section 7 of the report. The strategic projects have been prioritised under four criteria:

- 1) Protect threatened tourism assets
Projects addressing threats or potential threats to tourism assets in the precinct and hinterland.



- 2) Important “do now” projects.
Achievable, high benefit projects that should be undertaken immediately.
- 3) Early mobilisation of medium / long-term projects
Projects of high potential benefit that have medium to long lead / implementation times.
- 4) Opportunity projects, easily resourced or resources are available or accessible through grants.

The section of the Leven within the Study Area (river mouth to the Bass Highway bridge) is the lower part of the river and therefore significantly influenced by activities and practices in the catchment upstream from the town.

In view of this an additional recommendation (in effect outside of the scope of the study) has been identified as imperative to the achievement of the goals of Stage 1 of the Leven River Precinct Study. This recommendation is below:

Proceed as soon as possible to undertake Stage 2 of the Leven River Precinct Study as a single study addressing issues affecting the river and its environs from the Bass Highway Bridge upstream to its source



1. The Leven River Precinct Study

The Central Coast Council recognises that it has a wealth of tourism and economic development opportunities associated with its quality and abundant natural resources and rural hinterland. In addition to its range of local accommodation, attractions, activities and amenities it is centrally located relative to Tasmania's premier tourist centres in the north-west which extends along the coast from Stanley to the Tamar River and south as far as Cradle Mountain.

1.1 Study Purpose

The purpose of the study is to:

- Develop a Leven River Precinct Study that identifies sustainable economic development opportunities and potential; and
- Address the sustainable management of recreational, economic and social resources and development opportunities from a tourism perspective

The study is a component of a longer-term study of the entire river catchment to explore its potential for sustainable management as a tourism and recreational resource.

1.2 Study Area

This study relates specifically to the Leven River Precinct from the river mouth to the Bass Highway Bridge and its immediate environs.

Given that the purpose of this study is significantly visitor and tourism-related, it also considers issues relating to access and tourism attractions, amenities, activities and accommodation in the town of Ulverstone, nearby Penguin and the adjacent agricultural and natural hinterland.

A map outlining the Study Area addressed in the project is provided as Figure 1 (see page 4)

1.3 Study Research

This report is supported by extensive research including;

- A review of previous studies and reports
- Public and stakeholder consultation; and
- Assessment of the precinct and its infrastructure

Details of these research findings are included in the Findings Tasks 2-5 Report.



1.4 Structure of this Report

This report is structured as follows:

Chapter 2 presents a Vision for the precinct that highlights continued economic development and identifies four key objectives that should be implemented to achieve this Vision.

Chapter 3 discusses the opportunity that tourism presents for the precinct and how the community can benefit both economically and socially from increased tourism.

Chapter 4 discusses the Central Coast, but more specifically, Ulverstone's new role in the structure of tourism in Tasmania, and particularly in the north-western region.

Chapter 5 outlines what the Leven River Precinct has to offer now, and how its community and nominated stakeholders see its strengths, weaknesses and future development opportunities and threats. This section links the Vision articulated in Chapter 3 with the expectations and preferences of the people who live and work in the precinct and who will need to support this vision for it to come to fruition.

Chapter 6 identifies the key issues for the precinct, describes their current status, the vision and activities to be addressed for their resolution.

Chapter 7 discusses funding and resourcing and presents the Implementation Plan for the achievement of the study Vision and goals. This plan provides many projects in support of the ten strategies identified in the Leven River Precinct Study.

1.5 Project Steering Committee

This project has been undertaken with guidance from a Steering Committee of local and regional representatives and stakeholders selected by the Council. Details of the Project Steering Committee are provided as Appendix A.

1.6 Study Team

Central Coast Council appointed a team led by Sinclair Knight Merz (SKM) to undertake the consultancy pursuant to a competitive process.

In response to the multidisciplinary requirements of the study SKM brought together a consulting team with appropriate skills to comprehensively undertake the required tasks. The Study Team comprises:



■ Figure 1 Leven River Precinct Study Area





2. A Vision for Tourism in the Precinct

2.1 A Vision for Tourism in the Leven River Precinct

Ulverstone, situated at the centre of the Cradle Coast region's northern coastline, is a town of approximately 10,000 residents, within the municipality of Central Coast. The town primarily services the hinterland and nearby dormitory suburbs Penguin and Turners Beach. Ulverstone also serves as a dormitory suburb for nearby cities of Burnie and Devonport.

“Currently Ulverstone is a town with an unclear role or image: it has not established a niche for itself in the region or in Tasmania.” These words, taken from the Ulverstone Cultural Planning Study (J. Mongard 1996) remain largely true today despite the extensive excellent work done to enhance the presentation of the town in an urban design context.

Ulverstone is a neat, well-kept and imaginatively presented coastal town. Its main street is well maintained and busy with a relevant range of business types and an appropriate balance of convenient pedestrian and vehicular access. The residential areas of the town also express the pride of the residents in their town. The town has many reasons to be as proud of its physical presence as it is of its historical background and of its caring, volunteering citizenry.

However a lack of a clearly understood role for the town prevails both locally and by the broader Tasmanian community.

Ulverstone can claim a wealth of natural attractions and existing tourist product and is geographically central to the north-west cluster of significant tourist interests and expanding potential.

This study promotes a vision for Ulverstone's tourism future that is:

To establish Ulverstone as the hub of Tasmania's North-west Tourism Region

The goals underlying this vision are:

- Increased visitation to the town
- Improved linkages between Ulverstone and its hinterland
- Improved quality and depth of tourism product and packaging in the precinct
- A tourism culture as an integral part of the Ulverstone community



A catchphrase proposed to support Ulverstone's tourism vision has been borrowed from an existing sign at the western approach to Ulverstone. It is:

Ulverstone – Centre of Attraction in Tasmania's North-west

Public consultation supporting this study has highlighted a widely held desire that the general character of Ulverstone and its precinct is not adversely affected by developments promoted in this study.

It is important to recognise that the volume of tourists coming to Tasmania is increasing and that if Ulverstone fails to plan for the inevitable tourist influx the result will be the:

- Loss of opportunity for economic and social development; and the
- Likely occurrence of a range unplanned and unwanted impacts as the tourists “take over” in the summer months

The pursuit of the Vision for the precinct it must respect and reflect these desires and potential effects.

It will be important to ensure that developments under this study, and throughout the tourism product range are provided at an appropriate level of quality. The quality of all existing product and services should be reviewed and, where appropriate, improved to appropriately present the town and the precinct.

In the design and presentation of the Ulverstone Visitor Information Centre (currently under construction) the Council has set the scene for appropriate development for Ulverstone as the hub for the north-west Tasmanian tourism region.



3. Why Tourism?

3.1 Tasmania's Tourism Explosion

Tasmania has experienced unprecedented growth in visitor arrivals and yields since the expansion of the Bass Strait vehicular and passenger service by Spirit of Tasmania 1 and 2 in the 2001-2 tourist season, and the concurrent increase in air services, particularly by the budget carrier, Virgin Blue. The further introduction of the Sydney-Devonport ferry service during the most recent summer has further increased the trans Bass Strait capacity and added to the increasing pressure (and opportunity) on tourist facilities and services.

■ Table 1 – Visitation to Tasmania

Year Ending	Total Visitors, Tasmania
June 1997	484,800
June 1998	501,600
June 1999	524,200
June 2000	531,500
June 2001	531,000
June 2002	519,900
June 2003	652,200

Source: Tourism Tasmania Visitors Survey, 2003

An estimated 742,900 visitors came to Tasmania in the year ending December 2003, an increase of 18 percent over the 627,300 visitors for the year ending December 2002. (*TVS web site accessed 31 July 2004*).

Many Tasmanian centres, particularly those with previously nominal exposure to the tourist industry, have been surprised and delighted by this increase. New efforts are being made to attract and accommodate visitors in order to gain some of the economic and social benefits becoming increasingly available to the State as a whole and to specific local communities.

3.2 Tourism and Local Economics

3.2.1 The Economic Structure of Ulverstone

The local perception of Ulverstone is:

- An attractive town where residents of the other north-west towns and cities choose to retire
- A seaside holiday town serving the central north-west region of Tasmania; and
- A service centre for the Central Coast's hinterland and nearby towns of Penguin and Turner's Beach.



These local attitudes have contributed to the development of a demographic imbalance in which the 20 – 50 age group is substantially under-represented in Ulverstone’s population. Because this age range contains those with high income and spending, their relative absence impacts on the town’s economy, its capacity to sustain its service delivery and potentially threatens its overall viability.

A series of key demographic statistics are presented below (for 2001).

They indicate that of towns of a comparable size across the north-west of Tasmania, Ulverstone:

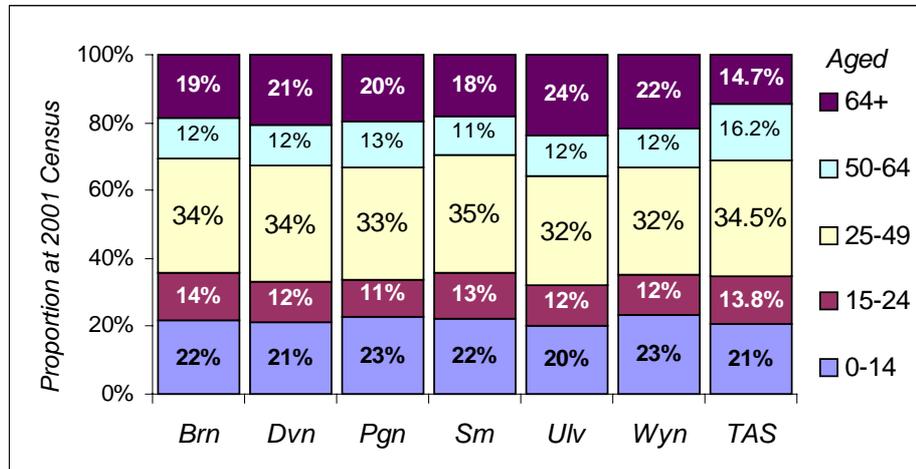
- has the smallest proportion of its population aged between 15-65 and well below non-rural Tasmanian average
- has the largest proportion of its population aged 75 years or older, and well above the Tasmanian non-rural average
- has a significantly lower proportion of its population in the workforce (ie either looking for work or working) than Burnie, Devonport, Wynyard or Smithton
- has a relatively well educated community (higher proportion than non-rural average have bachelors or other university qualification)
- the population is no more or less stable than elsewhere in Tas or the north-west (39.2% were in the same premises 5 years ago)
- has a higher proportion of professionals and associate professionals than Wynyard and Smithton, same as Devonport, slightly lower than Burnie

■ **Table 2 – Key Demographic Statistics – Ulverstone and north-west Tasmania**

	Ulverstone	Burnie-Somerset	Devonport	Penguin	Smithton	Wynyard	<i>Non Rural Tasmania</i>
Population aged 15-64	51.1%	60.3%	56.9%	58.0%	59.1%	53.6%	64.6%
Population Aged 75+	9.7%	6.3%	7.9%	7.5%	7.7%	7.8%	7.2%
In labour force	47.2%	52.6%	52.9%	53.0%	59.4%	47.5%	43.8%
<i>Not in Labour Force</i>	36.0%	33.7%	33.4%	33.8%	28.7%	36.1%	32%
Population 2001	9,515	18,095	21,575	2,910	3,149	4,635	360,382
Population 1996	9,795	19,134	22,296	3,027	3,311	4,509	361,208
Education							
Degree and Higher population (24y+)	21.2%	20.2%	23.5%	21.7%	14.5%	17.6%	16.8%
Diff address 5 yr ago	39.2%	40.6%	40.7%	36.2%	40.7%	41.7%	42.1%
Av. people/household	3	3.1	3.1	3.1	3.1	3.1	



■ **Figure 3 – Age Cohort Comparison – NW Tas Towns / Tas Non-rural Average**



Brn = Burnie-Somerset, DVN –Devonport, Pgn = Penguin, Sm = Smithton, Ulv = Ulverstone, Wyn = Wynyard, TAS =Tasmania (non rural) – major cities, localities and ‘other bounded localities’) Source: ABS Census 2001

Relative to the (non-rural) Tasmanian Averages, the profile of employment by industry in Ulverstone is relatively typical, given that it is a small town situated within a rural setting but within the influence of larger centres such as Devonport and Launceston.

■ **Table 4 – Employment Statistics – Ulverstone and North-west Tasmania**
(underlined are more than 1% higher than non-rural Tas average, double underlined are 1% below)

Persons Employed (2001)	Ulv	Brn	Dvn	Pgn	Sm	Wyn	Tas NR
Ag, Forestry, Fishing	<u>4.2%</u>	2.6%	3.7%	<u>4.7%</u>	<u>10.4%</u>	3.7%	3.1%
Mining	0.3%	0.7%	0.2%	1.3%	0.4%	0.7%	0.4%
Manufacturing	<u>7.5%</u>	<u>7.2%</u>	<u>8.1%</u>	6.5%	<u>14.3%</u>	<u>7.0%</u>	5.9%
Utilities (Elec, Gas, Water)	0.4%	0.2%	0.4%	0.3%	0.5%	0.3%	0.6%
Construction	3.6%	2.6%	3.1%	2.9%	2.5%	2.7%	2.7%
Wholesale Trade	2.6%	3.0%	3.4%	3.3%	<u>5.1%</u>	3.6%	2.6%
Retail Trade	<u>11.1%</u>	<u>11.0%</u>	<u>10.8%</u>	9.0%	<u>10.5%</u>	9.4%	9.3%
Accomm, Cafes, Restaurants	3.1%	2.8%	3.0%	<u>2.1%</u>	3.5%	3.3%	3.5%
Trans/ Storage	2.9%	3.7%	<u>4.3%</u>	<u>4.1%</u>	2.3%	3.0%	2.8%
Coms Services	0.8%	0.9%	0.8%	1.1%	0.5%	0.9%	1.1%
Finance / Ins	1.3%	1.3%	1.3%	1.1%	0.8%	1.0%	1.8%
Property Bus Servs	<u>4.6%</u>	5.8%	5.6%	5.2%	<u>3.2%</u>	5.1%	5.7%
Govt Admin and Defence	3.3%	<u>2.7%</u>	<u>2.8%</u>	<u>2.6%</u>	<u>1.8%</u>	3.3%	4.1%
Education	7.3%	5.7%	5.9%	7.0%	<u>5.4%</u>	6.6%	6.6%
Health, Comm Servs	<u>8.9%</u>	11.0%	<u>8.6%</u>	10.6%	<u>6.2%</u>	<u>11.5%</u>	10.0%
Cultural Rec Servs	<u>0.7%</u>	<u>1.1%</u>	1.4%	1.4%	<u>0.2%</u>	<u>0.7%</u>	2.3%
Personal and other Servs	3.8%	3.6%	3.4%	3.1%	<u>2.5%</u>	3.5%	3.8%
Non Classifiable	0.8%	0.8%	0.8%	<u>2.0%</u>	0.7%	1.6%	0.8%
Not Stated	2.0%	1.7%	1.8%	1.2%	1.2%	1.2%	1.7%



■ **Table 5 – Working Population Profile: Jobs per employment location (Stat Local Areas)**

	Tas	WW	Circ Head	Devn	CC	Burnie
Ag, Fishing, Forestry	6.8%	9.3%	25.9%	3.8%	8.1%	1.8%
Mining:	0.8%	0.5%	2.2%	0.0%	0.3%	0.5%
Manufacturing:	11.7%	12.9%	21.7%	15.4%	13.9%	15.6%
Construction:	5.1%	4.5%	3.0%	4.3%	6.0%	4.0%
Wholesale Trade:	4.6%	7.5%	6.4%	6.3%	5.2%	4.4%
Retail Trade:	15.2%	17.9%	11.9%	20.0%	19.5%	17.6%
Accomm, Café, Rest's	5.3%	6.3%	5.0%	4.6%	4.8%	3.4%
Transport and Storage:	4.3%	3.4%	2.8%	7.8%	2.9%	6.0%
Communication Services	1.5%	0.8%	0.7%	1.2%	1.1%	1.2%
Finance and Insurance:	2.5%	0.8%	0.9%	2.2%	1.0%	2.4%
Prop, Bus Servs	7.8%	5.7%	3.2%	7.8%	5.9%	8.3%
Govt, Admin, Defence	5.4%	3.0%	1.8%	3.6%	3.4%	4.5%
Education	8.4%	9.3%	5.7%	8.0%	9.2%	8.0%
Health and Comm Servs	11.9%	12.2%	5.1%	8.2%	11.2%	15.8%
Cultural, Rec Servs	2.4%	1.0%	0.6%	1.5%	1.2%	1.2%
Personal and other Servs	3.8%	3.4%	1.9%	3.8%	3.6%	3.7%
non-classifiable	0.7%	0.9%	0.6%	0.6%	0.8%	0.7%
not stated	0.7%	0.4%	0.2%	0.5%	0.6%	0.6%
Tourism Services*	38.6%	40.9%	24.5%	38.1%	40.4%	41.6%
Working pop	178,341	2,353	3,391	9,568	4,381	8,775

Source: ABS Working Population Profiles, (ABS Cat 2006.0)¹ *Tourism Services = Retail Trade, Cultural, Rec Services, Personal and Other Services, Accommodation, Café, Restaurants.

As shown in both of the tables above, Ulverstone and Central Coast (Part A or the coastal portion of the Municipality, including Penguin) host employment and employment locations that are well represented in retail. They are also well represented in terms of employment and employment locations in the accommodation, cafes and restaurants sector relative to the State average.

In terms of cultural and recreational services, Ulverstone residents are *under*-represented relative to the neighbouring towns, however within Central Coast the number of employment positions in this industry is on par with other municipalities on the north-west coast – yet still below the State average.

As shown on Table 5, Ulverstone is relatively *over* represented (more than 1% greater) in employment in agriculture, forestry and fishing (as is Penguin and Smithton). It is also over represented in manufacturing (with Burnie and Devonport, over represented in Construction and retail trade (as a regional transaction and service centre) and is *under* represented (more than 1% less) in property and business services, health and community services and cultural services. Most

¹ Tas = all of Tasmania, WW = Wynyard-Waratah (Pt A) Circ Head= Circular Head, Devn =Devonport (LGA) CC= Central Coast (Pt A) Burnie = Burnie (LGA). Based on ABS Classifications. These data are not available at town level.



notable perhaps, Ulverstone is significantly below the average of the other north-west coast towns in terms of the proportion of its workforce in manufacturing² and wholesale trade, and *above* the average of the other towns in retail trade and education.

This snapshot of Ulverstone, in terms of the employment of its residents and overall employment, indicates that the town has:

- a strong retail base which serves more than its own needs (ie a larger catchment of rural hinterland and other speciality needs)
- a solid education-employment sector; but
- a low proportion in cultural and recreational services, which is an important part of a broad service sector.

The mix of employment and employment positions within Ulverstone and Central Coast indicates a town which is more oriented (in terms of employment structure) toward tourism-related service sectors than the State average (despite its age structure). This, combined with its specific geographic advantages, provides the opportunity to for Ulverstone to become a more significant tourism hub. Additionally the local on-the-job training and attention to customer needs which comes from these 'front-line' service sectors is an important part of development as a tourism centre and puts Ulverstone in a stronger position than would otherwise be the case.

3.2.2 Economic Benefits Resulting from Tourism

There is a widely held criticism of tourism as a service sector which “does not produce anything”. However consideration of the forward and backward economic benefits to the municipality will demonstrate otherwise.

Tourism significantly expands the volume of local trade and production. For example, 720,000 tourist visitors coming to Tasmania every year and staying for an average of seven days is equivalent to Tasmania having 13,800 additional permanent residents.

By way of example, during their stay in Tasmania, 720,000 tourist visitors will consume approximately:

- 15 million eggs
- 2½ million chickens
- 5 million fish
- 15 tonnes of potatoes for French fries

² This is mainly because of the influence of Smithton on the average.



- about 10% as much beer, wine and spirits as the entire permanent population of Tasmania each year
- 1½ million litres of fuel (assumes the average tourist travels 1000 kms by private vehicle)
- 600 windscreens or other damage requiring repairs/servicing

In addition to food and beverages, visitors also create additional demand for a variety of durable goods through their requirements for accommodation, amenities (restaurants, gardens, etc), attractions and tours. These durable goods are produced both within Tasmania and beyond and add to both the overall level of State production and employment.

The myth of tourism being “just a service industry that doesn’t produce anything” is thus exactly that – a myth.

With addition of further “multiplier” effects that indicate how the tourist dollar percolates through the community it becomes apparent that the economic impact from tourism reaches a large proportion of the total workforce in the State through “indirect and induced expenditure”.

Thus, when tourism is viewed as a tool to promote economic development, it is clear that the total effect should be considered well beyond the “front line tourism sector” (motels, restaurants, attractions etc) to a further multiplicity of opportunities.

Direct, Indirect and Induced Expenditure

Example

A tourist visitor to Ulverstone (for example) with family (partner and 2 children) from Queensland spends \$430 in a day. (Note: our example follows the distribution of this income to other sectors of the community)

- \$140 on their accommodation at the motel
- \$88 on meals
- \$22 on drinks
- \$50 on entertainment/activities (trout fishing licence, golf, museum visit, etc)
- \$55 on a tank of petrol
- \$25 at the shops; eg paperback magazine/book, cosmetics, sauna, a roll of film
- \$50 at the Penguin Market on souvenirs and mementos

The \$340 is **DIRECT** expenditure (the “tourist dollar” – paid directly to a tourism business operator).



The tourist dollar (received from the Queensland visitor and his family) pays for: the goods and services the motel needs to run its business – supermarket for food and beverages; Penguin Market for fresh fruit and vegetables; accountant to check the books every quarter; new computer software for the account; Council rates; fencing material; gardening; electricity bill; telephone bill; linen for bedrooms; furniture for rooms; newsagents (newspapers for guests each morning); service station account (fuel, vehicle maintenance); flowers for the dining room; washing powder for its laundry; replacement light bulbs and other consumables, etc.

The tourist dollar also pays the wages of the motel staff.

This is **INDIRECT** expenditure (spent by the tourist business operator in running the business)

The waitress at the motel spends her wages in the town: eg. retail goods and services, rent, hairdresser, dry cleaning and so on.

In turn, those retailers spend their income at further retailers, which in turn goes, in part, to buy goods and services to operate that business.

These subsequent rounds of expenditure are examples of **INDUCED** expenditure (spent by the recipients of payments from the tourism business – in this case the motel)

The example above demonstrates how the tourist dollar flows through the local economy. It has been estimated that one new job (direct and indirect) is created for every \$45,000 of tourist expenditure (*“Tourism 21: 10 Year Industry Targets”*)

3.2.3 Social Benefits Resulting from Tourism

Aside from the quantifiable economic impacts from increased tourism, there are also social benefits for local residents associated with investment in shared public amenities and by raising the profile of their town to a larger audience.

Investment in public amenity, such as well-designed parks, attractive walkways, streetscapes and tree plantings have the twin impacts of making the town more attractive as a place to visit as well as a more pleasant place to live and work. In order for local residents to gain a benefit from any tourist-oriented development it is essential that they maintain rights of access (ie public space remains available to the public) as well as a sense of belonging and welcome to these redeveloped or new spaces.

Many of the proposed works and programs described in Chapter 6, such as improved access to the waterfront from Reibey Street, will have a greater positive impact on the daily habits and routines of Ulverstone residents than for visitors, as these works improve the urban planning in those places



which are extensively used by local people. At the same time, other works, such as improved signage to day-tour destinations within the region are more targeted at visitors and their needs.

In addition to these infrastructure-related increases in social amenity, there are further, less tangible social benefits from sustainable tourism. These include increased civic pride and optimism, civic 'purpose' and self respect which come from being part of a successful community which is moving in a new, exciting direction that will make it more self reliant and competitive.

Section 3.2.1 notes that despite its considerable natural endowments, Ulverstone has become a town that is renowned for being little more than a safe, quiet residential community with a long-term demographic imbalance in favour of aged residents.

The establishment and encouragement Ulverstone as a sustainable tourism hub, which capitalises on both its natural geography and culture, would help to increase the sense of direction and purpose of the town. The combination of strategic investment in infrastructure and a raised profile across the north of Tasmania and beyond would also have an impact on its long-term demographic prospects by attracting more younger families to the town.

Many of the opportunities are directly translatable to nearby Penguin, benefiting the Central Coast economy generally.

The expansion of the tourism sector in Ulverstone (and by extension, Penguin) would contribute to overall economic sustainability by creating a broad range of employment and training opportunities (whether associated with front line areas such as accommodation, amenities, attractions and activities or downstream). These would apply particularly for youth, many of whom, on leaving school, currently pursue opportunities other than in their home town. As opposed to more traditional industrial or commercial development, encouragement of tourism opportunities will by its very nature encourage a diversity of economic outcomes in a range of sectors.

It should be recognised that tourism is not the total solution to the economic growth in the precinct. Tourism is just one component of a wider range of development fields supporting the precinct's diverse economic base.



4. Ulverstone as a Tourism Hub

4.1 Regions and Hubs

A tourism “hub” is an interesting and attractive place or centre (usually a city or town) within a tourism region, or cluster, that is logically located and recognised as a pivot or base to attract and orient visitors, service their needs and encourage them to experience the attractions of the region.

Tourism Tasmania defines a tourism cluster (or region) as: *at least one hub, plus attractions and additional services over a wider geographic area (Tourism Tasmania).*

Tourism regions are concentrations of tourist attractions and services that have the following characteristics:

- Contains a potential overnight stop-over as a base to visit attractions within a region or cluster
- Has sufficient service infrastructure to support visitor levels
- Has a number of key attractions in the immediate vicinity with a high level of appeal to visitors
- Has capacity for further development (infrastructure, facilities, services and attractions)
- Is easily accessible to a range of visitor segments
- Has a sense of identity that can be clearly communicated
- Is based on a local community(ies) with a strong sense of identity and cohesion

4.1.1 The North-West Tourism Region

The north-west Tasmanian tourism region is focussed on Ulverstone and encompasses existing and developing tourism product:

- To the west along the Great Nature Trail at centres such as Penguin, Burnie, Wynyard, Boat Harbour, Rocky Cape and Stanley and a range of attractions, amenities and activities in the hinterland paralleling the trail.
- To the south and south-east including Sheffield, the Mole Creek karst areas and Cradle Mountain in addition to substantial range of local attractions including:
 - Leven Canyon
 - Dial Range
 - Gunns Plains valley and caves
 - Preston Falls
 - Wilmot
 - Lake Barrington



■ **Figure 2 The North-West Tasmanian Tourism Region**

- East from Ulverstone via several alternative routes accessing Devonport, Latrobe, Port Sorell/Hawley Beach/Shearwater, Narawantapu, Deloraine, Exeter, Rosevears, Beaconsfield, Beauty Point, Grindelwald, Westbury, Hadspen, and Launceston.



The innate overall drawing power of these places and features is apparent. It represents a wealth of choices for interesting and satisfying day and half-day tours based on Ulverstone

4.1.2 Why a Tourism Hub at Ulverstone?

The lack of an effective tourism hub is a gap in the structure of the north-west of Tasmania and is inhibiting its ability to develop in a managed way, and to contribute to the economic and social development of the northern coast and adjacent inland parts of the Cradle Coast region.

Section 4.1.1 above demonstrates the existence of an extensive range of “attractions and additional services over a wider geographic area” associated with Ulverstone. These characteristics are prerequisite of a formative cluster – that is an identifiable tourism region lacking only a hub to enable it to operate effectively as a tourism sub-set of the wider Cradle Coast region.

The development of Ulverstone as the hub for the north-west Tasmanian tourism will:

- Help to define and identify the north-west Tasmanian tourism region
- Increase its attraction of visitors to the region and to Ulverstone as the hub
- Create opportunities for sustainable economic development
- Create opportunity for development of recreational, economic and social development

4.1.3 Suitability of Ulverstone as the Hub

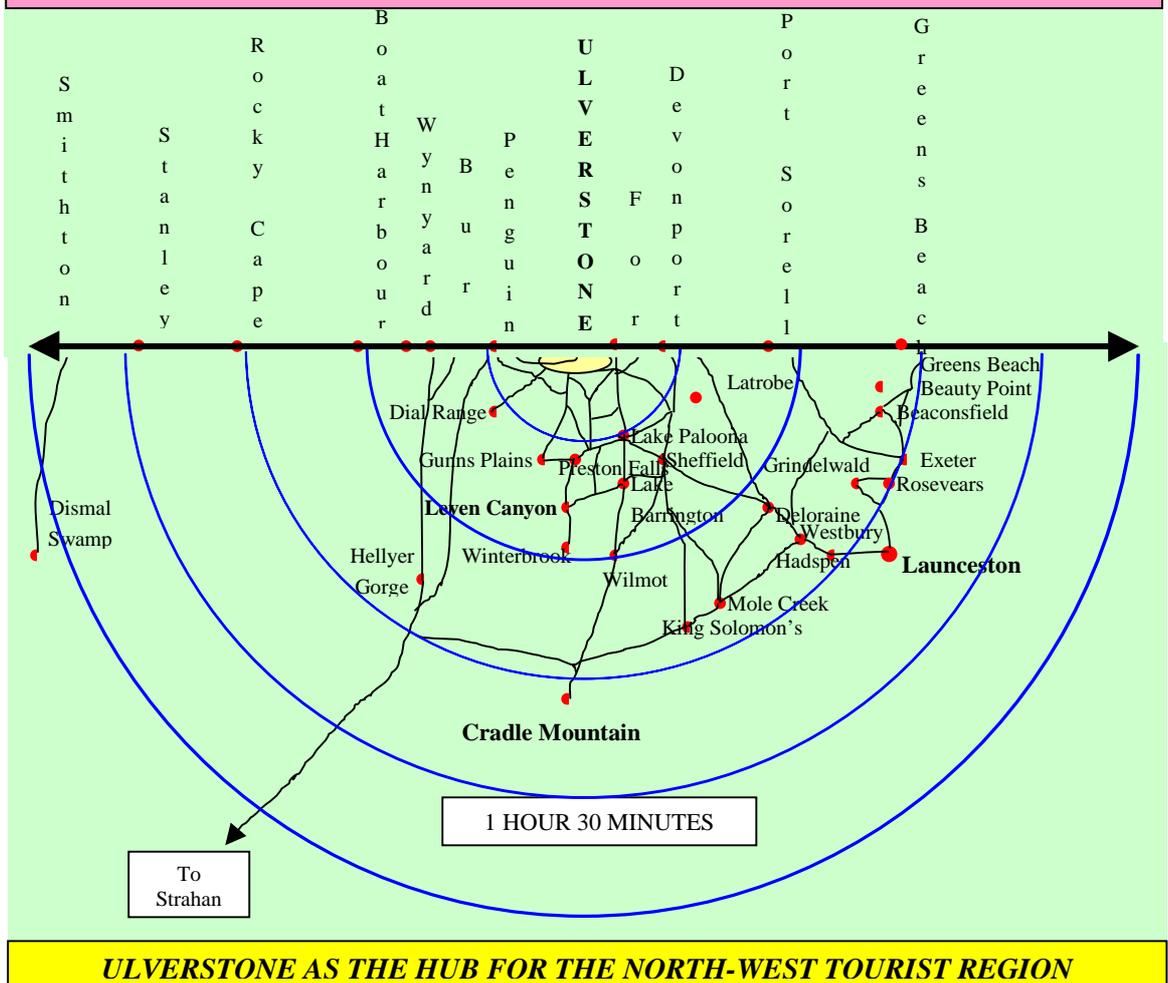
Ulverstone has two key attributes that ideally equip it to develop as the hub of the north-west Tasmanian tourism region.



- Location
Equidistant between Launceston and Stanley (1½ hours road travel from Ulverstone to each)
 - Connectivity within the region.
- **Figure 3 Connectivity Index – Ulverstone in NW Tasmanian Tourist Region**

If we take the 32 key places identified in the factor endowment analysis within 1 hour 30 minutes from Ulverstone, (ie. places which are attractions in their own right such as Leven Canyon, or places which are the location for attractions such as Latrobe with Anvers Chocolate Factory, the Axeman’s Hall of Fame, Platypus World and Ashgrove Cheese Factory) and the sealed roads which link them (66), we arrive at a connectivity rating of 0.73. This is a very high connectivity index which underlines the potential for taking advantage of Ulverstone’s central location to develop it as the hub for the north-west tourist region.

$$Y = \frac{L}{3(P-2)} = \frac{66}{3(32-2)} = \frac{66}{90} = 0.73.$$





The connectivity index comes from a branch of maths known as *graph theory*.

Connectivity, with relevance to tourism, is a measure of the accessibility of features and attractions. It analyses routes and links that connect attractions. The higher the level of connectivity the better for tourism. A perfect score is 1. A score over 0.5 indicates a high level of interconnectivity. The connectivity rating is calculated using the formula Y (*connectivity*) equals L (*number of route linkages*) divided by $3 \times P$ (*places or attractions*) minus 2.

Ulverstone's Connectivity Index at 0.73 indicates that it has very high connectivity and high suitability for it to adopt the role of the hub for the north-west Tasmanian tourism region.

4.1.4 Ulverstone Visitor Information Centre

Of great importance to Ulverstone's status as the hub of Tasmania's north-west tourism region is its Visitor Information Centre (currently under construction). If Ulverstone is to become the hub for the Tasmanian north-west tourism region, then the role of the Visitor Information Centre (VIC) is fundamental in underpinning that aim. This cannot be overstated.

Recent research has shown that the good visitor information centres, particularly those that are accredited, act as attractors for towns and marked differences in visitation occur once these centres are developed.

Given the importance of the visitor centres in attracting visitors, encouraging them to stay in towns and providing them with meaningful experiences, it can be expected that this opportunity will be significant for the precinct and hinterland.

Regional VICs play quite different roles according to the core purpose(s) for which they have been established. An understanding of how best to implement the objectives needed to achieve the core purpose(s) will be a major determinant in the kind of facilities and services a visitor centre incorporates, and also influence the parameters of its interior design.

All visitor centres have multiple functions, undertaken to differing degrees. The functions are:

- Promotion of the area,
- Orientation to and enhancement of the area's attractions,
- Control and filtering of visitor flows, and
- Substitution for on-site visits (eg through interpretation and/or display)

Visitor centres also have additional functions that do not serve visitors directly but instead represent the goals of visitor centres in such directions as:



- Serving as the administrative and research home for local tourism management;
- Providing a community centre; and
- Displaying the pride in and political achievements of the area by the local community.

The latter is an often understated role of a visitor centre but in fact it frequently constitutes a potent symbolic function because it signals the importance and significance of a town or site for tourism.

Briefly, to provide examples of different orientations or purposes of VICs: one centre might have a stronger focus on promotion than on other functions. This role refers to the active marketing of a city, area or region. Another VIC might be located at a fragile cultural/historic site and its major role may be substitution – providing an off-site experience as a substitute to the site itself which may be too fragile to handle large visitation numbers. A third VIC may have a stronger focus on orientation and enhancement of a destination’s attractions. It will thus concentrate on the quality of the experience for the visitor. It attempts to provide displays, suggest new locations and generally inform visitors about features of the place to promote responsible behaviour. It is about more than simply stimulating demand since it also involves shaping that demand towards sensitive appreciation according to sustainable tourist behaviour principles. It is a common theme in those centres with a natural environment emphasis but can exist in all types of places. Examples of this type of VIC include the Uluru VIC, NT; Cradle Mountain and Lake St Clair National Park VICs in Tasmania; and the Port Douglas VIC, Qld.

If Ulverstone were to restrict its VIC role to simply duplicate one of the half a dozen visitor destinations on the north-west coast, the visitor centre would have a strong focus on LOCALISED attractions, facilities and services only.

But in taking on the role of a hub it becomes important to inform the visitor of the entire range of attractions, activities, experiences, facilities and services which are available in the north-west tourist region. It involves promoting a forceful agenda of what to do in the whole area. Essentially this role is about stimulating tourist demand for the whole Tasmanian north-west tourism region but focusing on accommodation and other facilities and services available in Ulverstone and Penguin in order to generate increased economic development in the regional hub. Commercial activities associated with this function are common and include the provision of booking services and retailing of the whole region’s products. The focus on Ulverstone does not preclude entering into a cooperative arrangement with other tourism service centres such as Stanley at the periphery of the targeted tourist region; but the role of the Ulverstone VIC in the first instance is to facilitate utilisation of Ulverstone’s facilities, especially accommodation, as its priority.

With the core purpose resolved as one of servicing the north-west Tasmanian tourism region as the hub then it becomes a fundamental factor in identifying design characteristics for the VIC that



would support that role. We can use the diagram below to provide a graphic representation of the relative priority accorded to different functions of the new Ulverstone Visitors Centre.

1. **Promotion.** This would focus on the whole region and would represent about 50%-60% of the total. Information would be available on all attractions and activities within the North-west, and the Ulverstone Visitor Centre will have organised cooperative arrangements with tour operators and support services so that they make bookings and access them through the Centre. As part of this function, the emphasis for accommodation would be on Ulverstone and Penguin, although some information about accommodation at the periphery (eg Stanley, Cradle Mountain) could also be available. However, for competitors like Devonport and Burnie, perhaps Launceston, it would not be a priority for this Centre to provide such information.
2. **Enhancement.** One section of the Centre would be devoted to Ulverstone and Penguin and would provide detailed information about what to see and do within the immediate vicinity of the town and its environs. It would provide more than just brochures and might have eg. three dimensional displays of Leven Canyon, or Gunn's caves, or the town and river; or a constantly-running 5-10 minutes video of different attractions and activities such as the Penguin markets. Such a video would provide information about activities throughout the year (eg the Ulverstone Agricultural Show, summer holiday beach activity) to encourage visitation at different times of the year. The key point about enhancement is exactly that: to provide insights for visitors into what is available at all times of the year, regardless of the timing of their current visit. Ulverstone/Penguin accommodation facilities and restaurants would be strongly tied to these presentations. The enhancement function might represent about 25% of the Centre's role.
3. **Filtering.** Depending upon the number of activities within the region and the number of visitors at the same time, the Centre might play the role of dispersing visitors to different places/attractions at different times of the day to avoid crowding (this is a social measurement of carrying capacity). For example, if the Centre is aware that three busloads of tourists are visiting Leven Canyon in the morning, then staff might suggest to visitors that they go elsewhere in the morning leaving the afternoon free for the Canyon.
4. **Substitution.** There is probably little need for the Ulverstone Centre to give any priority to this aspect of a Centre's functions, other than in a small way. There are some aspects of its attractions/activities which might be included here, such as a photographic display of a major event which takes place for a limited time only, so the photos provide a substitute experience, eg of the agricultural show, or perhaps a virtual



reality experience of the ‘sliding’ entrance into Dismal Swamp (Re the latter, this is exactly the kind of cooperative relationship the Centre could foster in fulfilling its hub role, by requesting Forestry to provide the video tape for Dismal Swamp. It is not an action or cost which should be borne by the Centre itself).

5. Administration. Tourism staff (development officer, marketing officer, events and festivals officer, etc) are often co-located within visitor centres, and if Ulverstone is to take on the role of a hub for the north-west it would almost certainly require dedicated staff.

Ulverstone Visitor Centre as the hub for the north-west tourist region

Function

1. **PROMOTION - OF THE WHOLE REGION**
2. **ENHANCEMENT**
3. **FILTERING**
4. **SUBSTITUTION**
5. **ADMINISTRATION**

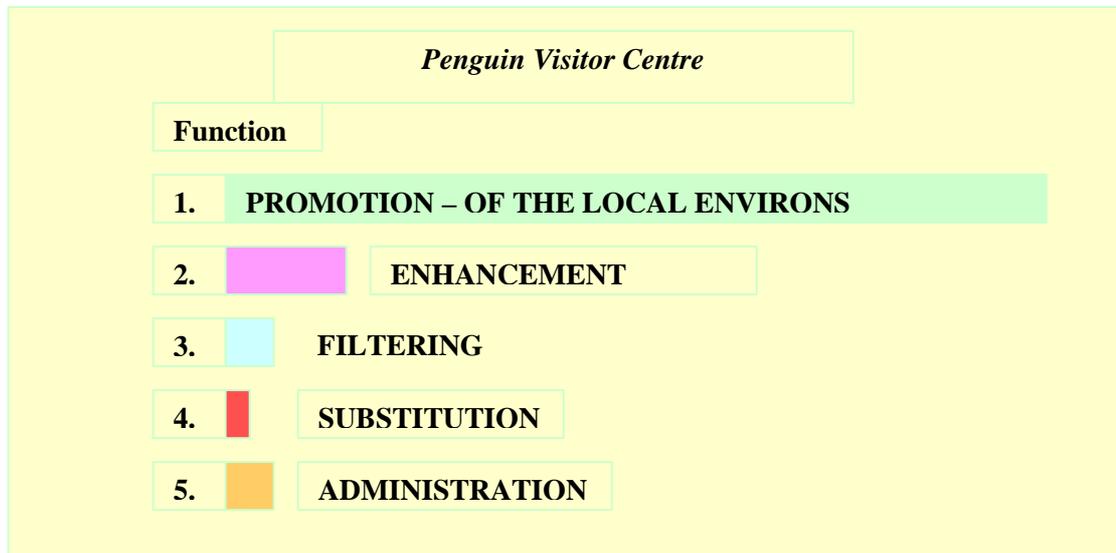
In accepting the proposal that Ulverstone position itself as the hub for the north-west tourist region, it is recommended that the role and purpose of the new Visitor Information Centre is reviewed to ensure that it functions in support of this objective, along the lines of the differential priorities set out above.

As a corollary, the accommodation sector in Ulverstone needs to be promoted and investment encouraged to ensure that as its role as the hub for the north-west Tasmanian tourism region grows, supply can meet the increased demand. This is particularly important from a marketing perspective, because if demand cannot be met then the whole development effort is undermined and people will not come back. It may be that they will recommend to others not to come to the area. It is also important that as the quantity grows quality is not sacrificed but rather is enhanced so that that the reputation of the precinct is built on quality product and service.



4.1.5 Penguin Visitors Centre

The Penguin Visitor Centre’s functions will need to be harmonised with those of Ulverstone. In this context the major function of the Penguin VIC should be on the local rather than the regional, with a focus on promotion of Penguin and its immediate environs. In terms of accommodation and support facilities, it should be closely linked into Ulverstone so that once demand for Penguin accommodation is satisfied any overflow can be directed to Ulverstone. The two Centres should function as complementary to one another and must avoid competition.





5. The Existing Tourism Situation

5.1 Product Analysis of Ulverstone and Hinterland

5.1.1 The Five ‘A’s of Destination Assessment

Destinations, the “supply side” of tourism and providing business opportunities, can be identified under the five ‘A’s:

- **Accommodation** – hotels, motels, resorts, backpacker hostels, B&Bs, caravan parks, etc
- **Amenities** – restaurants, sports facilities, theatres, casinos, etc
- **Attractions** – natural and cultural, cities, landscapes, theme parks, museums, events and festivals, etc.
- **Activities** – tour operators, ski fields business companies, yacht charters, bicycle hire, kayaking adventure companies, abseiling, Overland Track trekking companies, etc. etc.
- **Access:** – Travel agencies, transport needs at the destination - Airlines, coaches, trains, cruise ships, taxis, hire cars, bicycles, canoes, horses, etc.

5.1.2 Existing Tourism Assets – Leven Precinct and Leven Hinterland

The following table provides an assessment of existing tourism product classified according to the five ‘A’s. A similar table identifying the individual businesses and attractions is provided as Appendix B.

Accommodation

	Leven River Precinct and Environs	Leven Hinterland
Bed and Breakfast Accommodation	▪ 6 B&Bs	▪ 2 B&Bs
Guest House Accommodation	▪ 2 Guest Houses	
Caravan Park Accommodation	▪ 2 Caravan Parks	▪ 1 Caravan park
Holiday Unit Accommodation	▪ 2 Holiday Unit Establishments	▪ 4 Holiday Unit Establishments
Hotel Accommodation	▪ 2 Hotels	
Motel Accommodation	▪ 3 Motels	



Amenities

	Leven River Precinct and Environs	Leven Hinterland
Restaurants	13 Restaurants (inc Clubs)	2 Restaurants
Bakeries/Cafes/Takeaways	<ul style="list-style-type: none"> ▪ 16 Bakeries/Cafes/ Takeaways 	1 Tearooms
Sports Facilities	<ul style="list-style-type: none"> ▪ Various Council facilities 	<ul style="list-style-type: none"> ▪ Ulverstone Golf Club

Attractions

	Leven River Precinct and Environs	Leven Hinterland
Attractions General	<ul style="list-style-type: none"> ▪ 6 Attractions 	<ul style="list-style-type: none"> ▪ 17 Attractions

Activities

	Leven River Precinct and Environs	Leven Hinterland
Activities General		<ul style="list-style-type: none"> ▪ 5Activities

Access

	Leven River Precinct and Environs	Leven Hinterland
Access General	Directional/wayfinding signage (needs improvement)	Directional/wayfinding signage (needs improvement)

5.1.3 SWOT for the Leven River Precinct

The assessment of the precinct in the table below has been used to identify relative strengths, weaknesses, opportunities and threats of various existing conditions on the precinct as a tourist destination. Potential responses have been identified that capitalise on the strengths and opportunities and mitigate the weaknesses and threats.

The SWOT analysis is not a repetition of or replacement for the key list of recommended works and programs for Ulverstone presented in Section 7, but is intended to place that core program within a context of the range of issues raised at various forums as worthy of discussion and remedy.



■ **Table 3 SWOT**

Strengths	
Type of Impact	Potential Response
River flows free from source to sea. The Leven is the last undammed river in the north-west region.	Maintain natural characteristics, water quality and accessibility. (These are issues from upstream of the Bass Hwy bridge that affect the precinct).
Nearby Forth River and Sulphur Creek provide adjacent recreational opportunities	Promote adjacent rivers along with the Leven as river sport opportunities and alternatives
Prominent location on Bass Highway – minor detour. Easily accessible from both east and west. Visitors can't get lost – more likely to stop.	Enhance accessibility and wayfinding with suitable signage at all town entrances.
On the Great Nature Trail	Improve signage at Bass Highway to encourage travel via the Great Nature Trail to Penguin and beyond.
Nearest point of departure from Bass Highway to access Leven Canyon. Hinterland attractions accessible from Ulverstone. Logical departure point for visitors to canyon.	Promote proximity to/information on Leven Canyon and hinterland attractions.
Well regarded as retirement destination. Gives town life, population, volunteers, pride, and involvement in activities.	Valuable resource for implementation of study.
Affordable property. Encourages population growth	Provides economic benefit.
Supportive Council.	Council support should be promoted to encourage participation/development.
Agricultural heritage and productive hinterland.	Strong themes/ point of difference to draw on. Development connections to the agricultural sector.
Extensive open space (including showground) which is well located relative to the north-west region.	<i>See opportunities below</i>
Weaknesses	
Type of Impact	Potential Response
Poor foreshore infrastructure which is unattractive to both locals and visitors. Under-utilised resource	Renew, upgrade, rationalise recreational assets and buildings.
Debris in river exposed at low tide	Clean rubble and river wall debris to improve aesthetic impact at low tide.



Weaknesses (continued)	
High tidal range – difficult boat mooring and shore access	Use pontoons for access.
High tidal range, tidal river - exposed mudflats	Clean up/restore mudflats as part of restoration of natural character of the river
River walls and groynes in poor condition	Repair as appropriate
Ability to maintain and develop open space (expensive to maintain)	Consolidate elements into smaller locations; reduce maintenance regime through suitable plantings (native).
Hobbs Pde Bridge (needs replacement)	Consider alternate design incorporating ped access across and under. Work with DIER to implement renewal.
Playground equipment (dispersed, visuals, risk)	Undertake risk assessment and consolidate equipment into number of distinct areas with suitable parking and picnic facilities.
Lack of ped / bike access to western river mouth foreshore	Discontinuous from bridge. Consider provision of continuous foreshore access.
Lack of Foreshore access in front of Ulverstone Waterfront Inn	as above
Lack of road signage, particularly to Leven Canyon and Great Nature Trail.	Improve signage for visitors to the area from Ulverstone to other attractions. Leven needs to be connected to Canyon and other attractions via good signage. (eg Alice Springs and Uluru).
Poor distribution of promotional material	Revisit distribution policy so that brochures are provided at key entry and source points. TVINs, Ulverstone attractions, ships and airports.
Difficult access to waters edge and to estuarine beaches, parks from CBD	Improve access for locals and visitors by creating visual links (plantings, streetscape works) and physical links (direct connections such as stairways, ramps) and car parks to support. Ideal outcome – people who work in CBD eating lunch on benches by the river 6 months of the year.
Lack of for walking, cycling “loops” around estuary – restricts engagement with river.	Consider providing linking bridges and walkways across the Leven and along foreshore to provide loop paths of 3-5km in length. <i>See opportunities below</i>
Lack of commercial (recreation / service industry) activities on foreshore (reduces local involvement with River)	Pedros the Restaurant is one of very few “facilities” which engages with the river, other commercial development (recreational, service sector) should be supported which brings people and to the river. Eg. Southbank development on Yarra in Melbourne, Salamanca Place in Hobart, Railyards in Launceston (Queen Victoria Museum relocation). Other types include marina development, gallery spaces, etc.



Weaknesses (continued)	
Under-utilisation of space dominated by wharf buildings	Establish activities to the wharf buildings, which will bring people to the river on weekdays and weekends (locals and visitors). Raise profile of the building. Consider tourist and local function (food/interpretation). Otherwise relocate. See <i>opportunities below??</i> BELOW
Lack of visitor information at central activity area	
Opportunities	
Type of Impact	Potential Response
Current under-exposure of the Leven Gorge.	Improve exposure through directional and interpretive signage. Seek reclassification of area as Leven Canyon National Park.
Develop links with downstream agricultural processors (tours for visitors) and sponsorship.	Consult with local processors and primary producers to investigate the prospect for on-site and offsite tours and development of interpretive material for establishment elsewhere in Ulverstone (museum, wharf building, etc).
Unightly raised fill above the sewage pipeline across flats near River Road	Remove raised fill above the sewage pipeline. Investigate opportunity to place material on former tip site at River Road.
Disconnected war memorials / develop commemorative space.	Accessibility to some memorials is poor (lack of car parking) and associated infrastructure is not in keeping with Ulverstone's image (out of date and poorly maintained). Overall - lacks cohesion or links between each. Provide better facilities at fewer sites and consolidate memorial sites. Status of memorial walls containing ashes needs to be investigated re planning implications.
Return river environs to natural state.	Develop zoned approach to river (riverside character zones). Removal of walls, weeds or replanting of native vegetation where appropriate. Reinforce existing structures where appropriate to raise amenity and reduce maintenance costs.
Improve open space movement system around river and foreshore.	Provide pedestrian, cycle, pram, wheelchair loops (see <i>above</i>). Provide appropriate directional and interpretive signage.
Build on lookout at top of Maud Street. Use high ground for lookouts.	Develop and promote lookouts - views over estuary and town.



Opportunities (continued)	
Develop Showground for (maritime or other) related activities.	Investigate rationalisation of land. Consider other uses of land as open space which will receive higher utilisation (car shows, boat, trading shows, concerts, festivals etc). The Central location of the showground on NW coast is a strength that may be developed further. Showgrounds are not coast-dependent, however other activities are.
Rationalise buildings in Open Space areas	Rationalise as above. Reduce visual clutter and maintenance costs. Reluctance to share facilities is leading to unsustainable amount of public real estate and poor conditions.
Extend new bridge from Reibey Street	Possible replacement of Hobbs Parade bridge as more direct visual and physical link across river. Provides for redevelopment of existing crossing point to be more pedestrian, cycle, pram, and wheelchair friendly.
Use old bridge as pedestrian, cycle, pram, wheelchair access bridge	<i>As above.</i>
Develop cafes and shops at wharf	Need to encourage service and recreational industries.
Promote at entry gateways - ie airport	Indicate proximity and attractions of Ulverstone and connection to hinterland and its own strengths and unique attractions.
Operate boats/cruises on river	Encourage establishment of river cruises, boat hire etc.
Threats	
Type of Impact	Potential Response
Threat of clear felling of the Leven Gorge/River and Black Bluff viewfield.	Seek re classification under the RFA to at least "Natural Recreation Area" to ensure visual quality.
Inability to invest in new facilities due to recurring budget (maintenance, etc)	Review parks/facilities maintenance. Investigate rationalisation to reduce recurring maintenance.
Inappropriate development along foreshore.	
Flood or storm (impact on walls and river frontage treatments).	Consider for new developments
Continual deposition of material at river mouth and in estuary.	Consider limited dredging.
Leachate, runoff or discharge from land-based sources to river reducing water quality (catchment management issue).	Monitor/manage – upstream activities/management impact the estuarine sections and the river generally.
Demographic imbalance – low representation of 20 – 50 age range.	Use river and tourism to help to rectify.



6. Priority Issues

Consultation and research on the Leven River Precinct has identified eight priority issues. These issues correlate closely to the Priority Issues outlined in the Study Brief. The consultants' understanding of the community Vision for each of three issues is presented below.

In addition to the Priority Issues identified in the brief, the consultants have added two additional priority issues arising from the study Vision . . .

To establish Ulverstone as the hub of Tasmania's north-west tourism region.

These issues . . .

- Adopting a tourist town approach; and
- Extending the range of tourism product

. . . are addressed as Issues 9 and 10 respectively.

6.1 Issue 1 – Development of the Wharf Area

The community has identified the wharf area as a key location in the town that needs to be developed/improved to enable Ulverstone to build a closer relationship with the river.

Attitudes have ranged widely and include:

“Do not ‘de-Ulverstonise’ the wharf area”

“Develop the wharf into a ‘star’ attraction”

“No further commercial development except on wharf area”

“Valuable tourism potential”

“Seaport type development of wharf.” (ie. intensive development including residential).

Current Situation at Wharf Area

Ulverstone's wharf area has great potential to significantly contribute to the social fabric, tourism attraction, and economic development of the town.

It enjoys:

- A pleasant riverside ambience
- Excellent views of the river and the Dial Range landscape
- A north and north-west aspect
- Geographic closeness to the Ulverstone CBD



- Potential to link the river and the Ulverstone CBD and other features of the town
- Existing wharf sheds that help to connect the town with its agricultural and transport past
- Continuing operation as a maritime facility

Despite its great potential to be an important node of social focus and activity it is a relatively lifeless place, and greatly under utilised.

The wharf structure and buildings, despite general opinion to the contrary, have been professionally assessed as being in satisfactory condition.

Vision for Wharf Area

The local community has identified a need for the wharf area to be improved and developed as a place of pride for Ulverstone residents. The desire an interesting and lively place frequented by both residents and visitors during the day time and well lit to encourage evening and night time use.

The wharf has potential to be the “heart” of the Ulverstone / Central Coast area. It has symbolic significance and, in conjunction with the river has economic, recreational, environmental, heritage and historical significance. When developed it will become the social focus for the town and a source of pride for its residents.

Proposal for Wharf Area

In the wharf area it is proposed that:

- The existing occupants of the wharf sheds are relocated to other facilities (possibly co-locating with the Leven District Scouts on western side of Leven with possible alterations and / or additions to the existing scout hall building).
- The Council takes ownership of the wharf sheds and apron from MAST (leaving MAST with responsibility for maritime activities and the wharf structure); and
- That the Council encourages sympathetic re-use in the short term by leasing space for tourism and maritime related uses such as:
 - Fishing / camping / chandlery / boat sales / bicycle hire etc.
 - SCUBA / abseiling / rafts activities and sales
 - Interpretation / cafes / souvenirs / galleries
- In the longer term it is proposed that: a Master Plan is prepared for the wharf area, as well as the connections with the parkland areas to the north and south, to bring life to the wharf and accommodate wider use. Key objectives for the Master Plan will be to:



- Encourage activities that will bring life and interest to the area
- Help to integrate the wharf and other river related parts of the town extending from the Leven Yacht Club to Anzac Park
- Create strong linkages between the wharf and the CBD
- Provide easy, safe access between Reibey Street and the wharf area
- Maintain the water's edge as a publicly accessible place
- Provide access between vessels and the shore / wharf
- Provide for retail sales (eg. fresh and/or cooked seafood) from moored vessel(s)
- Maintain the wharf as a “working wharf”
- Provide for growth of activities and uses

It is proposed that the Leven Yacht Club is encouraged to develop its facilities to accommodate dining, bars, receptions and conferences and to provide a better physical / visual relationship with the Leven River.

6.2 Issue 2 – Access to and Around the River

This issue and the proposals to address it was heavily supported during the consultation phase of the study. It is an indication of the pride and affection that Ulverstone residents hold for their river.

Current Situation for River Access

The presence of the Leven River in the centre of the town provides Ulverstone with wonderful opportunity for development of a range of interesting riverside walks.

The existing pattern of walking tracks is disjointed, providing minimal river crossing opportunities and many “dead-ends” where continuity would normally be expected.

Vision for River Access

A pleasant, safe, well lit access way for pedestrians, cyclists, prams, the elderly and mobility impaired people allowing access along the estuary and to the edge of the river throughout the precinct area.

Proposal for River Access

Continuous access around the water's edge on both sides of the river from the mouth to the Bass Highway bridge.



The former tip site at River Road restored/rehabilitated with native vegetation. Other unattractive locations upgraded. Areas of remnant and high quality vegetation to be preserved. Weeds, including inappropriate exotic species generally removed.

Access way to be clearly identifiable as a publicly accessible thoroughfare by its design characteristics and by provision of appropriate signage. Interpretation of local features provided using appropriate media.

Access “loops” provided by provision of river crossings at both the Hobbs Parade Bridge and the Bass Highway Bridge. Access, including for prams and wheelchairs, past (probably under) both sides of the Hobbs Parade Bridge and the railway bridge.

Direct access to the water’s edge provided at river beaches and new water’s edge structures provided to enable access for fishing and other sporting/activities (Refer Issue 4, Section 6.4)

Seating and viewing points and other facilities provided as appropriate. Lighting installed throughout to enable safe night use and to create a pleasant overall ambience.

Riverside paths connecting with the CBD and Wharf areas and with existing pedestrian trails to the beachfront at both sides of the river mouth.

6.3 Issue 3 – Protection and Enjoyment of the River

The pride and affection held by Ulverstone people for the Leven estuary and the river generally has been discussed in Issue 2. The strong support for development of continuous access and recreational uses of the estuary are evidence of this.

The current and future condition of the river is, to a large extent, a result of activities and practices in the catchment upstream of the study area – presentation of the values of the estuary depends on the appropriate management of these activities and practices.

Current Situation for the River

The Leven River is the only remaining undammed river on the north-west coast.

Despite the pride of “Ulverstonians” in their river, it is not a river in good condition. Long term residents have noted many changes in the river and its wildlife.

Many issues affecting the estuarine area of the Leven, the focus of this study, are the result of upstream activities such as agriculture, extensive forestry operations and increasing residential occupation. These uses are adversely impacting the river through introduction of chemicals, substantial volumes of silt into the flow of the river.



Access to the river is increasingly affected by residential occupation frequently creating an appearance of private ownership of what is actually public riverfront land and, in some cases, “claiming” public land and discouraging public access by erecting gates across public roads

Within the estuarine area the river is impacted by:

- Rubbish and debris visible at low tide
- Raised fill above the sewage pipeline across the bay near River Road
- Exotic plants and weeds on the riverbanks
- Ugly or untidy structures in the river precinct
- Activities that have lead to the loss of the Estuary’s once sandy beaches
- Walls that spoil the river’s edge ambience; and prevent access to the river

Vision for the River

A clean, natural, accessible river flowing free and undammed from the source to the sea, supporting a rich aquatic and riparian ecology, and providing for a range of sustainable recreational activities.



Example River's Edge Walkway

Proposals for the River

A number of projects are proposed in order to address this issue. They are designed to improve protection and enjoyment of the river.

The proposals include cleaning up the river and surrounds:

- Cleaning up the river by removal of foreign debris that is visible at low tide and removal of foreign material and loose rock ballast from the river beaches
- Removing the raised fill above the sewage pipeline at the bay at River Road
- Improving aesthetic presentation by identifying and evaluating ugly or untidy structures and rectifying or removing them

Encouragement of use of the river is also proposed for:

- Commercial development of river activities within the estuary and upstream
- Establishment of a commercial river cruise on the river



6.4 Issue 4 – Training Walls and River Retaining Walls

The training walls and retaining walls (variously termed) have been the subject of much comment and criticism. Their condition seems to be the subject of community embarrassment.

Current Situation

Training Walls

These are the rock walls either side of the river entrance that extend from inside the river mouth out into Bass Strait. Their purpose is to control flows and prevent siltation of the river mouth that could result in its closure to maritime access from Bass Strait.

The walls are considered to be in appropriate condition for their function.

River Retaining Walls

These are the rock walls within the river in the estuary extending north from the Railway Bridge on both sides of the river.

These walls prevent access to the river's edge and create a "hard-edged" aesthetic impact.

Vision for Training Walls

The community vision is for well-maintained training walls with safe access along their length via concrete access pathways. Because this is the community's expectation, the walls are regarded as being on poor condition.

The purpose of the walls is to control deposition of sand and silt in the river mouth in order to enable access by marine craft into and out of the estuary. They are owned and managed by MAST (Marine and Safety Tasmania). MAST consider the walls are in adequate condition for its purpose – which does not include walking on them – and has erected a sign to warn the public. The sign states "no walking on rock walls"

Upgrading to a condition to match the community vision would be very expensive to implement and maintain and would, even if improved be unlikely to be regarded as safe for public access in the current litigious legal climate.

Proposals for Training Walls

It is proposed that the Council liaises with MAST with a view to the continuation of MAST's current maintenance regime to secure the walls for their intended purpose and maintenance of a neat and tidy appearance generally.



As a component of the above, Council should liaise with MAST regarding the provision of improved signage to advise the public of the issues and dangers associated with access to the training walls.

Vision for River Retaining Walls

The river retaining walls have been discussed above in Issue 3 (Section 6.3). This issue is addressed in that section.

Proposal for River Retaining Walls

- Modifying the river walls at appropriate locations, including the installation of marine structures, to enable access to the water's edge and reduce their continuous visual domination of the river's edge. Structures of this type are recommended for Anzac Park and Tobruk Park in particular.
- Improving access to the water's edge, including provision at some locations, for access by aged and mobility impaired people



Example of water's edge structure

6.5 Issue 5 – Hobbs Parade Bridge

There are many views on the future of the Hobbs Parade Bridge. Examples include:

- “Do not place new bridge with direct access to Reibey Street”
- “Move bridge next to railway line”
- “New road bridge to be higher”
- “Keep bridge where it is”
- “Bridge needs to be a well designed statement – to look good”

Current Situation for Hobbs Parade Bridge

The Department of Infrastructure, Energy and Resources (DIER) proposes to the existing bridge for replacement within 3 - 4 years. Detailed studies and design work have not commenced yet.



The comments published above indicate that there is no common or widely held community consensus on the type or location of the (to be) replaced Hobbs Parade Bridge.

Vision for the Hobbs Parade Bridge

The location and level of the existing bridge works well visually and also provides satisfactory traffic movements both for pedestrian and vehicular access to the CBD. A low alignment will, also facilitate easy pedestrian/cycle/pram/wheelchair access to the riverbanks.

Discussions with DIER, the Agency responsible for the design and funding of the replacement bridge indicate that refurbishment (unlikely) or replacement in the existing location is their preferred option. Council's recent investment in roadworks and the roundabout at the eastern end of the bridge also support the replacement of the bridge on its current alignment.

Proposals for the New Bridge

The new (or refurbished) bridge must have the following essential features:

- Pedestrian, cycle, pram, wheelchair access under the bridge at both east and west sides to enable a continuous access to be provided along the river edge
- Pedestrian, cycle, pram, wheelchair access across the bridge on both sides (but on the southern side at least) to link with road and recreational trail systems
- The design of the bridge should be elegant and sympathetic with the Master Plan for the area

These critical features are essential in order to enable the implementation of a continuous access to and around the Leven estuary as discussed in Issue 2.

It is proposed that Council:

- Liaises with DIER regarding the refurbishment / replacement proposal; and
- Disseminates information and encourages public participation in decision making

6.6 Issue 6 – Kings Parade/Crescent Street/Wharf Area

The Leven River Precinct Study Brief, under “Traffic Management Issues” identified as sub components:

- Traffic management issues in Crescent Street/Kings Parade/Wharf Area; and
- Continuous access to and around the Leven estuary

The latter issue has been addressed under Issue 2.



Current Situation at Kings Parade/Crescent Street/Wharf Area

The Kings Parade/Crescent Street area has significant values with potential to enrich the town and its linkages to the river. These include:

- Elevated position provides visual links between the town, the estuary and the Dial Range
- Direct connection with the Ulverstone CBD
- Development space available through re-definition of traffic lane and parking
- Existing visual and potential access linkages with the Wharf area.

This area is developing as an eating/café strip with a McDonald's family restaurant being recently constructed and a Subway store to be opened shortly in an adjacent area at the lower end of Reibey Street. The area has a number of undeveloped or underdeveloped sites and has space to extend kerb-lines to provide outdoor dining facilities.

Vision for the Kings Parade/Crescent Street Area

Development as a "cafe strip" – an area for outdoor cafes and dining facilities in a pleasant ambience that links visually with the wharf area..

Proposals for Kings Parade/Crescent Street/Wharf Area

The re-development of the Kings Parade/Crescent Street Area under a Master Plan is proposed.

The Master Plan will be integrated (as part of a single plan) with the Master Plan proposed for the Wharf Area (See Priority Issue 1). It is to consider in particular physical and visual linkages with:

- The river
- The wharf area
- Anzac Park
- Ulverstone CBD

6.7 Issue 7 – Land-Use Planning

The consultation phase of the Leven River Precinct Study has identified many issues that are important to Ulverstone and are suitable for incorporation into formal planning controls.

Council is currently revising its Planning Scheme. This presents an opportunity to use this Legislative means to identify and protect desirable characteristics and to prevent the occurrence of adverse circumstances. It also enables provision for desirable developments to be encouraged in appropriate locations.



Current Situation

The Council is currently preparing a new Planning Scheme.

Vision for Land-Use Planning Consideration Relevant to the Precinct

- Clear definition of the desired character of Ulverstone's riverside areas
- Changing of the existing zoning of the Wharf Area (except for the working wharf edge) from "Public Purpose" to an appropriate Commercial zone possibly with additional overlay controls in order to implement the vision identified in Issue 1 (see Section 6.1)
- Prohibiting commercial building development in all riverside areas other than between the wharf area and the Leven Yacht Club
- Prohibiting residential development in all riverside areas
- Limiting the height of buildings in all riverside areas to prevent multi-storey development
- Protection of recreational uses of the estuary and in all riverside areas
- Encourage development of tourist accommodation in Ulverstone and its hinterland
- Maintenance of continuous riverside access throughout the estuary including means to restore to public use relevant land in private ownership

Proposals for Land Use Planning

A number of projects are proposed under this heading:

- Establishment of a clear and widely accepted definition of the desired character of Ulverstone's riverside areas
- Changing the existing zoning of the Wharf Area (except for the working port edge) from "Public Purposes" to an appropriate Commercial zoning possibly with additional overlay controls in order to implement the vision identified in Priority Issue 1
- Consideration of prohibition of commercial building development in all riverside areas other than between the wharf area and the Leven Yacht Club
- Consideration of prohibition of residential development in all riverside areas
- Consideration of limiting the height of buildings in all riverside areas to prevent multi-storey development
- Protection of appropriate recreational uses of the estuary and in all riverside areas
- Encourage opportunity for development of new accommodation in Ulverstone and the precinct generally



6.8 Issue 8 – Agricultural Interpretive Links

The development of agricultural interpretive links has potential to enhance appreciation of Ulverstone’s past by both residents and visitors.

Current Situation

Ulverstone has strong commercial links with the agricultural industry through the Simplot vegetable processing plant and extensive farm and hop growing areas.

Vision for Agricultural Interpretive Links

Understanding and promotion of the historical links between the town and its agricultural hinterland, both past and present, are well understood and promoted for both visitor and local educational interest.

Proposals for Agricultural Interpretive Links

Proposals to address this issue include:

- Negotiate with Simplot to develop factory tours
- Encourage farm accommodation/farm tourism
- Encourage History Museum to conduct night time lectures during the tourist season
- Provide interpretive signage in agricultural hinterland areas
- Enhance the range and promotion of the November Ulverstone Agricultural Show
- Hold an annual antique agricultural equipment/steam equipment display
- A master is to be developed for the Museum precinct that includes expansion of display space and provision for display of agricultural equipment. Further agricultural interpretive opportunities should be developed as part of this master plan.

6.9 Issue 9 – Tourist Town Culture

A significant issue for Ulverstone and the precinct is that it does not currently regard itself as a town with tourism potential.

Current Situation on Tourist Town Culture

John. Mongard in his 1996 Ulverstone Cultural Planning Study said: “Currently Ulverstone is a town with an unclear role or image: it has not established a niche for itself in the region or in Tasmania.” These words remain largely true today despite the extensive excellent work done to enhance the presentation of the town in an urban design context.



Vision for Tourist Town Culture

Ulverstone as a tourist town. A welcoming and learning place, well presented and with many worthwhile activities and experiences provided for the benefit of tourist guests.

Proposals for Tourist Town Culture

Projects addressing this issue involve improvements in:

- The presentation of Ulverstone
- The attraction of Ulverstone
- Wayfinding and signage in and around Ulverstone
- Visitor facilities in Ulverstone
- The range and quality of services, eg restaurants
in particular address opening hours to suit visitor needs

6.10 Issue 10 – Tourism Product

Ulverstone has a wealth of opportunity to extend its tourism product. In many cases this can be done with minimal expense by utilising existing features and infrastructure. It needs to be recognised that in many cases these opportunities may be seasonal and only viable during the summer, or even only during “the season”. They nevertheless are potential opportunities for strengthening the precinct’s tourism presence.

Current Situation for Tourism Product

Ulverstone has significant tourism attraction through its relationship with its river and its agricultural and natural hinterland. Some of its best attractions, the Leven Canyon for example, are underdeveloped and under promoted and because of this are failing to realise the economic and social dividends for the precinct that would otherwise be available.

Visions for Tourism Product

An extensive range of well integrated, high quality, sustainable tourism product that supports well planned ongoing economic development and community pride in the precinct.

Proposals for Tourism Product

A key opportunity in this regard is the development and promotion of visitation of the Leven Canyon. This spectacular natural feature is substantially under-valued and under-promoted. It has capacity to become a tourism landmark for Ulverstone and the precinct.



Proposals include:

- Seek National Park Status for the Leven Canyon
- Seek classification of the Leven Gorge/River and Black Bluff viewfield to at least “Natural Recreation Area” to protect the tourism value of the canyon site and environs
- Improve signage and access
- Improve facilities and sense of experience at the site
- Promote the Leven Canyon through:
 - Visitor’s Information Centre
 - Promotional brochures
 - Encouragement of bus tours

Proposals for Development of Other Tourism Product

Other tourism product opportunities include:

- River activities:
 - Hire services or conducted activity for (eg.)
 - Abseiling
 - Rafting
 - Canoeing
 - Dingy rowing
- General Activities
 - ½ day riverside walks eg to the Dial Range
 - Cradle to coast walk (or segments of the walk)
 - Evening wildlife spotting/penguin viewing
 - Flora walks
 - Entertainment (potentially using the Leven Theatre complex of the Youth Centre stadium)
 - Movies possibly out-door movies etc at Bicentennial Park sound stage)
 - Plays (eg. local drama group)
 - Shows (eg. Slipstream Circus)
 - Talent quest/skits(local drama group/visitors)
- Daily River Cruise eg “Jus Leven” proposal
- Regular scheduled excursion train trips between Ulverstone and Penguin on Sundays to coincide with the operation of the Penguin Market



- Adventure Camp using Paton Park Scout Camp and river connection to town/scout hall
- Shows and Festivals (potentially using the Showgrounds)
 - Local festival
 - Antique agricultural equipment/steam equipment show
 - Truck Show
 - Antique motor vehicles
 - Motorcycle show eg. Harley Davidson
 - Circus (encourage commercial circus to set up on the showgrounds/use the Youth Centre Stadium for the summer)



7. Implementation

The next step in advancing the Leven River Precinct Study is to commit to, and commence implementation of, the recommended strategies of the study as provided in Implementation Plan in Section 7.4.

It is important to understand that many of the strategies are not directly connected to cash generation but are essential to the overall capacity of the precinct to achieve its goals and the Vision.

The recommended strategies and projects described in The Implementation Plan are all worthy of development for the benefit of precinct. It is obvious that the undertaking of these projects in the short-term will exceed the financial and community resources available for their implementation.

As the Plan is implemented over time, priorities and even projects may change to reflect changing needs or to take advantage of new opportunities.

It will be important for the Council to “grasp the nettle” in the establishment of Ulverstone at the hub of the north-west Tasmanian tourism region. Significant, early, well-publicised activity will reinforce the precinct’s claim on this title. Although it is up to the local community to determine priorities for action, this document outlines below some of the imperatives that should be undertaken as soon as possible to maximise the effectiveness of the overall effort to build Ulverstone as the tourism hub for the north-west Tasmanian tourism precinct.

The substantial redevelopment of the Penguin Market will provide a significant boost for Central Coast, as will, for example, the creation of parkland on the former tip site at River Road.

The impressive new Ulverstone Visitor Information Centre (currently under construction) will play a major part in establishing Ulverstone and the Central Coast as the hub of the north-west Tasmanian tourism region.

The plan proposes many achievable new developments in Ulverstone that will build the momentum towards success in social and tourism development in the Central Coast area.

7.1 Funding and Resourcing

There is a range of sources for funding (and other resources eg. management, labour etc.) available to develop the recommended projects. They include:

- Community volunteers
- Coastcare / Rivercare / Landcare / Environmental groups and organisations
- “Work for the Dole” programs
- Service clubs



- Water sports clubs and organisations – eg. fishing, rowing, sailing etc.
- Flora / Fauna preservation groups and organisations
- Council funds dedicated to particular projects
- Council maintenance funds redirected to achieve project objectives (including re-programming/timing already scheduled projects)
- Funding from State Government agencies eg. DIER construction of the River Road parkland, and funding of the renovation/replacement of the Hobbs Parade Bridge
- Cradle Coast Authority through facilitation and access to funding sources from the State and Federal Government
- State Government general and specific purpose grant funding
- Commonwealth Financial Assistance and special purpose grant funding
- Commercial sponsorships and in-kind support
- Private funds invested in new businesses and developments

Many of the projects listed are capable of implementation by community groups and volunteers. Council, in pursuing the strategic projects listed below should develop means of informing and encouraging these resources for the benefit of the town and the community.

Suggested application of these resources has been applied variously throughout the project listings and comments below.

7.2 High Priority Projects

In this Implementation Plan a series of high priority projects have been identified for priority implementation based on assessment of their priority on the criteria listed below. This does not detract from the worth of other projects discussed in The Implementation Plan that are not included in this hierarchy. Such projects can and should be implemented at any time when opportunity arises, probably as a result of availability of financial or community resources.

7.2.1 Priority Project Selection Criteria

A series of projects has been identified for priority mobilisation under this Implementation Plan. The rationale for allocation of priority status is based on their “fit” with the selection classifications listed below:

- 5) Protect threatened tourism assets
Projects addressing threats or potential threats to tourism assets in the precinct and hinterland. They are regarded as urgent and should be implemented at the earliest possible time.



These projects are identified in the Implementation Plan by the colour red and designated

urgent

- 6) Important “do now” projects.

Achievable, high benefit projects that should be undertaken immediately.

These projects are identified in the Implementation Plan by the colour Orange and

designated **do now**

- 7) Early mobilisation of medium / long-term projects

Projects of high potential benefit that have medium to long lead / implementation times.

The early realisation of their benefits is dependant on an early start on their implementation

These projects are identified in the Implementation Plan by the colour yellow and

designated **Early Start**

- 8) Opportunity projects, easily resourced or resources are available or accessible through grants.

Projects of high potential benefit that, because of their easy implementation and / or availability of resources, are relatively easily achievable or for which grant funds may apply

These projects are identified in the Implementation Plan by the colour green and

designated **Opportunity**

7.3 Additional Recommendation

Although outside the scope of this study the following recommendation has been identified as imperative to the overall success of Stage 1 of the Leven River Precinct Study.

Recommendation: Proceed as soon as possible to undertake Stage 2 of the Leven River Precinct Study as a single study addressing issues affecting the river and its environs from the Bass Highway Bridge upstream to its source



7.4 The Implementation Plan

This Plan identifies strategies and projects that support the Vision and resolution for each Priority Issue as described in Chapter 6. The projects highlighted in colour are identified as high priority for immediate implementation. An explanation of the colour coding is provided in section 7.2 above

Abbreviations and acronyms

The following abbreviations and acronyms have been used in this Implementation Plan

- CCA = Cradle Coast Authority
- CCC = Central Coast Council
- DIER = Dept of Infrastructure, Energy & Resources
- MAST = Marine & Safety Tasmania
- RVCP = Royal Volunteer Coastal Patrol
- DPIWE = Dept of Primary Industry, Water & Environment

Issue 1 – Development of the Wharf Area

This section provides strategies to address Priority Issue 1.

Strategy 1.1 – Redevelop wharf area to accommodate tourism and recreation related attractions and uses					
Implementation Tasks			Stake-holders	Resources	Comment
Project 1.1 1	Early Start	Council take over wharf buildings from MAST.	CCC MAST	CCC funding.	Commence negotiations
Project 1.1 2	Early Start	Council to work with existing occupants to facilitate relocation. Consider co-location with Leven District Scouts on western side of Leven with possible alterations and / or additions to existing building. Also consider co location with other similar organisations at Devonport / Burnie / other nearby centre	CCC CCA Leven District Scouts TS Leven Navy Reserve RVCP	CCC funding. CCA. Some funds allocated in Fwd capital Works Program 2003-08	Commence negotiations



Implementation Tasks		Stake-holders	Resources	Comment	
Project 1.1 3	Early Start	<p>Encourage sympathetic re-use in the short term by leasing space for tourism and maritime uses eg.</p> <ul style="list-style-type: none"> ■ Maritime activity Fishing/camping equipment retailing, Chandlery, boat sales ■ Adventure Sport SCUBA, abseiling, canoes, kayaks, camping activities and sales ■ Tourism activity Interpretation/satellite information centre Cafés/souvenirs/galleries Craft studio – particularly if maritime related Local town, River and Agriculture Interpretation centre and VIC <p>Maintain berthing space at wharf edge and surrounds.</p>	<p>CCC CCA Central Coast Chamber of Commerce and Industry Private operators and traders</p>	<p>CCC funding. Likely attraction of private funds through rents and development of additional facilities over time</p>	
Project 1.1.4	Early Start	<p>Prepare a Master Plan for the redevelopment of the wharf area to bring life and accommodate wider use</p> <p>Master Plan to:</p> <ul style="list-style-type: none"> ■ Address the area from the wharf to and including the Leven Yacht Club ■ Create strong linkages between the wharf and the Ulverstone CBD ■ Maintain the wharf front as a “working wharf” ■ Maintain the water’s edge as publicly accessible space (except at Pedros) <p>Extend / add more facilities under Master Plan as needed.</p> <p>Encourage Leven Yacht Club to develop their facilities to accommodate dining, bars, receptions, and conferences facilities.</p>	<p>CCC CCA Central Coast Chamber of Commerce and Industry Private operators and traders</p>	<p>CCC funding. CCA Some funds allocated in Fwd capital Works Program 2003-08. Likely attraction of private funds through rents and development of additional facilities over time</p>	<p>Co-ordinate with Project 6.1.1</p>



Strategy 1.2 – Link the river/wharf area to Ulverstone CBD					
Implementation Tasks			Stake-holders	Resources	Comment
Project 1.2.1	Early Start	Implement detailed design and works arising from Master Plan for Wharf Redevelopment (Project 1.1.4 above) <ul style="list-style-type: none"> Improve both visual and physical connectivity. Capitalise on wharf asset. Consider access and use by residents and visitors 	CCC	CCC funding. CCA Some funds allocated in Fwd Capital Works Program 2003-08.	Follow on from Master Plan – Project 1.1.4

Issue 2 –Access to and Around the River

This section provides strategies to address Priority Issue 2

Strategy 2.1 – Provide access to and around the river					
Implementation Tasks			Stake-holders	Resources	Comment
Project 2.1.1	Opportunity	Create an access way on Crown Land strip in front of the Ulverstone Waterfront Motel to provide continuous foreshore access.	CCC Waterfront Inn	CCC funding Service Clubs. DIER Crown Land Services	Budget for development concurrently with bridge replacement.
Project 2.1.2	Opportunity	Improve pedestrian, cycle, pram, wheelchair access across Hobbs Parade Bridge to facilitate a loop between the east and west banks. At the present, the path is too narrow, dangerous and uninviting.	CCC CCA DIER	DIER funding, include with bridge work. CCC funding for “extra” to spec items?	Timing as for bridge replacement.



Project 2.1.3	Opportunity	Construct a safe crossing at the southern end of the railway bridge.	CCC Tasrail CCA	CCC funding. Grant funds	Undertake detailed investigation and implementation at earliest
Project 2.1.4	Opportunity	Investigate ways to achieve level access at northern end of the railway bridge. Investigate ramp system or underpass.	CCC Tasrail CCA	CCC funding Grant funds	Undertake detailed investigation at earliest
Project 2.1.5	Do Now	River Park / Council Recycling Centre – Proceed with upgrade of area – landscaping and installation of active recreation facilities.	CCC DIER	DIER resourcing agreed	Action is planned resulting from Bass Hwy improvement Implementation soon
Project 2.1.6	Opportunity	Improve access to the water's edge, particularly for aged and mobility impaired. Modify river walls in various ways at appropriate locations to allow access to the water's edge (as 3.1.5 below)	CCC Service Clubs	CCC funding. Grant funding. Grant funding for access for disabled people. Service Clubs	Develop proposals and seek early implementation
Project 2.1.7	Opportunity	Construct a new pedestrian, cycle, pram, wheelchair bridge attached to the north side of the Bass Highway Bridge to complete the river loop and to provide a crossing point for East Ulverstone. Trade-off pedestrian / cycle access currently to be provided on south side in planned bridge duplication.	CCC DIER CCA	CCC funding. Grant funding. DIER.	Commence negotiations with DIER immediately. Advance program for pedestrian, cycle, pram, wheelchair way with DIER



Issue 3 –Protection and enjoyment of the river

This section provides strategies to address Priority Issue 3

Strategy 3.1 – Clean up the river and surrounds					
Implementation Tasks			Stake-holders	Resources	Comment
Project 3.1.1	Do Now	Clean up the river. Remove debris visible at low tide. Undertake in association with Project 3.1.3	CCC Community Rivercare Coastcare Service Clubs Clean-up Australia	Community Rivercare. Environmental interest groups	Organise as a community project, clean up weekend as “Clean Up Australia”
Project 3.1.2	Do Now	Remove the sewerage line access way in river at River Road.	CCC Community	CCC has allocated funds in Fwd Capital Works Program 2003-08	Undertake ASAP. Advance the program for relining the sewer as a pressure main to enable its early removal.
Project 3.1.3	Do Now	Remove exotic planting in parkland around waters edge. Undertake in association with Project 3.1.1	CCC Community Rivercare Coastcare Service Clubs Clean-up Australia	Community Native flora interest groups	Organise as a community project, clean up weekend as “Clean Up Australia”



Project 3.1.4	Do Now	Improve aesthetic presentation of the river by evaluation and rectification of riverside areas to identify ugly or untidy structures or areas.	CCC Community Service Clubs	CCC funding. Service Clubs. Environmental interest groups.	Organise as a community project, clean up weekend as "Clean Up Australia"
Project 3.1.5	Opportunity	Modify river walls in various ways at appropriate locations to allow access to the water's edge and to break-up their continuous visual domination downstream from the railway bridge.	CCC CCA	CCC funding. Grant funds. Service / other clubs / organisations	Develop progressively both sides of river. Commence at Anzac Park Refer Project 4.2.1
Strategy 3.2 – Encourage use of the river					
Project 3.2.1	Opportunity	Encourage commercial and recreational uses of the river.	CCC CCA Water sports clubs. Potential commercial operators	Water sports clubs Potential commercial operators	See also Project 10.1.3
Project 3.2.2	Early Start	Encourage operation of river cruises. Refer also Project 10.1.8	CCC. CCA. Potential commercial operators	Potential commercial operator. CCC funds for some infrastructure?	Progress immediately. Pursue existing opportunity (seek others?) See also Project 10.1.8
Project 3.2.3	Opportunity	Improve access to the water's edge, particularly for aged and mobility impaired. Refer Project 3.1.5 above.	CCC CCA Community Disabled people	CCC funding. Grant funds for disabled access. Service / other clubs / organisations	Develop progressively both sides of river. Commence at Anzac Park



Issue 4 – Training Walls and River Retaining Walls

This section provides strategies to address Priority Issue 4

Strategy 4.1 – Manage training walls					
Implementation Tasks			Stake-holders	Resources	Comment
Project 4.1.1	Do Now	Council to liaise with MAST regarding management and use of training walls. MAST to continue current regime	CCC MAST	MAST	Continue current activity
Strategy 4.2 – Manage River Retaining Walls					
Project 4.2.1	Opportunity	Modify river walls in various ways at appropriate locations to allow access to the water’s edge and to break-up their continuous visual domination downstream from the railway bridge.	CCC CCA	CCC funding. Grant funds. Service / other clubs / organisations	Develop progressively both sides of river. Commence at Anzac Park Refer Project 3.1.5



Issue 5 – Hobbs Parade Bridge

This section provides strategies to address Priority Issue 5

Strategy 5.1 – Manage the process for the refurbishment/replacement of the bridge					
Implementation Tasks			Stake-holders	Resources	Comment
Project 5.1.1	Opportunity	Council to liaise with DIER regarding the location, design and program for the bridge upgrading/replacement. Council to encourage public input and information dissemination.	CCC. CCA. DIER	DIER funding, include with bridge work. CCC funds for “extra” to spec items?	Start negotiations and consultation immediately.
Project 5.1.2	Opportunity	Ensure that the upgraded / replaced bridge complies with the following critical features: <ul style="list-style-type: none"> ■ Pedestrian, cycle, pram, wheelchair access under the bridge at both east and west sides to enable a continuous access to be provided along the river edge ■ Pedestrian, cycle, pram, wheelchair access across the bridge on both sides (but on the southern side at least) to link with road and recreational trail systems 	CCC CCA DIER	DIER funding, include with bridge work. CCC funds for “extra” to spec items?	Start negotiations and consultation immediately.



Issue 6 – Kings Parade/Crescent Street/Wharf Area

This section provides strategies to address Priority Issue 6

Strategy 6.1 – Develop the Kings Parade/Crescent Street/Wharf area for social/tourism purposes					
Implementation Tasks			Stake-holders	Resources	Comment
Project 6.1.1	Early Start	Prepare a Master Plan (as part of the Wharf Area Master Plan, Refer Project .1.1.4) for development of the Kings Parade/Crescent Street as a “café strip” integrated with the Wharf Area and helping to visually and physically link the CBD and Wharf areas	Refer Project 1.1.4	CCC funding. Some funds allocated in Fwd capital Works Program 2003-08. Likely attraction of private funds through rents and development of additional facilities over time	Co-ordinate with Project 1.1.4



Issue 7 –Land Use Planning

This section provides strategies to address Priority Issue 7

Strategy 7.1 – Establish a clear and widely accepted definition of the desired character of Ulverstone’s riverside areas					
Implementation Tasks			Stake-holders	Resources	Comment
Project 7.1.1	Urgent	Change of the existing zoning of the Wharf Area (except for the working port edge) from “Public Purposes” to an appropriate Commercial zoning possibly with additional overlay controls in order to implement the vision identified in Issue 1 Consider prohibition of commercial building development in all riverside areas other than between the wharf area and the Leven Yacht Club Consider prohibition of residential development, including tourist accommodation, in all riverside areas Consider limiting the height of buildings in all riverside areas to prevent multi-storey development Protect appropriate recreational uses of the estuary and in all riverside areas	CCC. CCA Community	CCC funding for Planning Scheme development	Start immediately. Incorporate into new Planning Scheme currently in preparation. Utilise data from the Leven River Precinct study.
Project 7.1.2	Urgent	Commence Leven River Precinct Study Stage 2 to inform new Planning Scheme. Use Planning Scheme to protect river condition and environs throughout its length	CCC. CCA Community	CCC funding for Planning Scheme development	Start immediately. Incorporate into new Planning Scheme
Strategy 7.2 – Encourage development of additional accommodation in Ulverstone					
Implementation Tasks			Stake-holders	Resources	Comment
Project 7.2.1	Early Start	Use the new Planning Scheme to encourage / create opportunity for development of new accommodation in Ulverstone	CCC Potential operators	With Planning Scheme	Ensure Planning Scheme encouragement



Issue 8 – Agricultural Interpretive Links

This section provides strategies to address Priority Issue 8

Strategy 8.1 – Establish agricultural interpretive links addressing current and historical activities					
Implementation Tasks			Stake-holders	Resources	Comment
Project 8.1.1		Negotiate with Simplot to develop factory tours	CCC. Simplot. Private tour operator	Start negotiations immediately	Investigate potential. Implement if viable
Project 8.1.2	Do Now	Encourage farm accommodation/farm tourism. Encourage use of <i>“Farm & Country Tourism on Your Property”</i> (Queensland Sustainable Tourism CRC)	CCC Farm tourism aspirants	CCC	Encourage use of <i>“Farm & Country Tourism on Your Property”</i> or similar
Project 8.1.3		Encourage History Museum to conduct night time lectures during the tourist season	CCC Ulverstone Local History Museum	Investigate potential. Implement if viable	Investigate potential. Implement if viable
Project 8.1.4	Do Now	Provide interpretive signage in agricultural hinterland areas	CCC	CCC funding from existing budget for signage	Aim for implementation before the 04-05 tourism season
Project 8.1.5		Enhance the range and promotion of the November Ulverstone Agricultural Show to reflect tourism approach being undertaken in the precinct	CCC Show Society	CCC Show Society	Investigate potential. Implement if viable



Project 8.1.6		Hold an annual antique agricultural equipment/steam equipment display	CCC. Equipment owners / clubs	CCC Historical machinery interest groups	Investigate potential. Implement if viable
---------------	--	---	----------------------------------	---	---

Issue 9 – Tourist Town Culture

This section provides strategies to address Priority Issue 9

Strategy 9.1 – Improve the prominence and presentation of Ulverstone					
Implementation Tasks			Stake-holders	Resources	Comment
Project 9.1.1	Do Now	Install gateway treatments to indicate the entrances to the town at the east and west intersections off the Bass Highway. Identify existing opportunities and develop as appropriate.	CCC. CCA. DIER	CCC funding DIER	
Project 9.1.2	Opportunity	Improve the streetscape and landscape quality of the road approaches to town in Eastland Drive, South Road and Queen Street	CCC	CCC funding	
Project 9.1.3	Do Now	Improve visual amenity and visitor/user facilities in all riverside park areas. cohesive landscape and furniture, etc. clean up river's edge and walling, remove weeds, undertake indigenous planting and reinforce nodes with cultural planting	CCC	CCC funding Community for clean-up	Community clean-up
Project 9.1.4	Opportunity	Repair/replace the river wall in front of the Ulverstone Waterfront Inn.	CCC Ulverstone Waterfront Inn	CCC CCA DPIWE Crown Land Services	Ownership / responsibility for wall is uncertain



Project 9.1.5	Opportunity	Maud Street - Improve quality of view from viewing area and provide local street amenity by establishing avenue planting along the street from the toe of the lookout hill to the street intersection near the river.	CCC	CCC funding CCA Service Clubs	
Project 9.1.6	Do Now	Showgrounds area. - Consolidate buildings. Remove old, disused structures following assessment of net benefit. Improve the areas relationship with River and improve landscape amenity of area and river edge.	CCC Show Society	CCC funding Show Society CCA Service Clubs	
Project 9.1.7	Opportunity	Both caravan parks (APEX and Ulverstone) - improve the aesthetic quality to ensure a better fit with surrounding beach and parkland.	CCC Caravan park operators	Caravan park operators	CCC to encourage activity
Project 9.1.8	Opportunity	Undertake review of all war memorial precincts to ensure that they are developed in a manner, which complements the parklands. Develop an interpretive strategy that develops a direct relationship with local veterans.	CCC RSL	CCC funding CCA RSL	
Project 9.1.9	Opportunity	Review demand for all buildings and club houses in the riverside parklands, consolidate where possible and remove non-viable structures	CCC Affected clubs	CCC Funding Clubs	
Strategy 9.2 – Improve the attraction of Ulverstone					
Implementation Tasks			Stake-holders	Resources	Comment
Project 9.2.1	Opportunity	Maud Street Zig Zag Lookout. Promote and provide directional signage to the Zig Zag walkway and provide parking (including for busses). Provide lookout structure at the top. Consider zigzag garden as a botanical / landscape feature	CCC Service Clubs	CCC Service Clubs Community	
Project 9.2.2	Opportunity	Western beach (west of picnic point) - look at provision of safe off road public parking and access. Currently to access users have to cross railway line and informal tracks through vegetation.	CCC Service Clubs	CCC Service Clubs Community	



Project 9.2.3	Opportunity	Fairway Park. Rationalise the scattered play equipment and undertake a risk assessment. Possible site for development of a major regional play area (refer Project 9.2.4)	CCC Service Clubs	CCC Service Clubs	
Project 9.2.4	Opportunity	Develop major regional park with enhanced play equipment at Fairway Park to incorporate existing water-slide and café / kiosk	CCC Service Clubs	CCC Service Clubs	
Strategy 9.3 – Improve wayfinding in Ulverstone					
Implementation Tasks			Stake-holders	Resources	Comment
Project 9.3.1	Do Now	Establish a signed pedestrian connection between Visitor Information Centre and Reibey Street via Victoria Street to allow non vehicular access, thereby reducing vehicles from the main street and increasing the 'capture' rate by giving people more than one option to gain access. If too hard to access or park, visitors will simply 'move on to the next town'.	CCC CCA	CCC funding from existing budget for signage	Coordinate with opening of new VIC
Project 9.3.2	Do Now	Signage and wayfinding to key points and features within and adjacent to centre. To function as a hub needs to identify linkages to and from attractions	CCC CCA	CCC funding from existing budget for signage	Aim for implementation for 04-05 tourism season
Project 9.3.3	Do Now	Provide multi-directional signpost at an appropriate location eg at the Visitor Information Centre) indicating direction and hours drive to features and centres in the NW region. An essential function of the Visitor Centre if Ulverstone is to position itself as the hub for the North-west.	CCC CCA	CCC funding from existing budget for signage	Coordinate with opening of new VIC
Strategy 9.4 – Improve visitor facilities in Ulverstone					
Implementation Tasks			Stake-holders	Resources	Comment
Project 9.4.1	Opportunity	Redevelop Nicholson's Point boat ramp as a dedicated location for launching small craft and kayaks etc. – improve access, parking and presentation of general area	CCC	CCC funding CCA Service Clubs	



Project 9.4.2	Opportunity	Wharf – Shropshire Park (Dial Street Bicentennial Park area). Improve car parking provision.	CCC Local residents	CCC funding	
Project 9.4.3	Do Now	Install and a campervan pump-out point at an appropriate location and promote its availability under limited terms	CCC Local residents	CCC funding	
Project 9.4.4	Do Now	Fill in the Dial Street pond	CCC	CCC funding	

Issue 10 – Range of Tourism Product

This section provides strategies to address Priority Issue 10

Strategy 10.1 – Extend the range of visitor activities in Ulverstone					
Implementation Tasks			Stake-holders	Resources	Comment
Project 10.1.1	Early Start	Develop and promote the Leven Canyon as a local tourism “icon” including seek National Park status fro the canyon Protect the Leven Canyon/Black Bluff viewfield, improve access and signage, improve facilities and sense of experience at the site.	Community CCC PWS Conservation groups Forestry Tasmania	CCC CCA PWS	Seek National Park status. Develop and implement improvement strategy
Project 10.1.2	Urgent	Protect the Leven Canyon/Black Bluff viewfield, improve access and signage, and improve facilities and sense of experience at the site.	Community CCC PWS Conservation groups Tourism Tasmania Forestry Tasmania	CCC CCA PWS Conservation groups Tourism Tasmania	



Project 10.1.3	Opportunity	Encourage commercial and recreational development of river activities within the precinct and upstream	CCC CCA Water sports clubs. Potential commercial operators	Potential commercial operator. CCC funds for some infrastructure?	
Project 10.1.4	Do Now	Develop a regular calendar of events / shows / festivals in Ulverstone using existing spaces and facilities.	CCC. Potential event promoters	CCC. Potential event promoters	
Project 10.1.5		Consider establishment of an annual Ulverstone Regatta / River Festival	CCC Potential event manager / operator	CCC Potential event manager / operator	CCC to consider implement if viable
Project 10.1.6		Encourage commercial, club or volunteer operation of activities such as guided bush and/or “flora walks”	CCC Bushwalking / “flora” clubs Parks and Wildlife Service	CCC encouragement Bushwalking / “flora” clubs Parks and Wildlife Service	CCC to encourage
Project 10.1.7		Encourage commercial, club or volunteer operation of evening events eg. wildlife spotting, movies, plays etc. Potential venues include Leven Civic Centre, Bicentennial Park sound shell	CCC Service Clubs Potential private operator	CCC Service Clubs Potential private operator	CCC to encourage
Project 10.1.8	Early Start	Encourage establishment of a commercial river cruise on the Leven.	CCC. CCA. Potential commercial operators	Potential commercial operator. CCC funds for some infrastructure?	Progress immediately. Pursue existing opportunity (seek others?) See also Project 3.2.2



<p>Project 10.1.9</p>	<p>Do Now</p>	<p>Encourage the operation of regular scheduled excursion train trips between Ulverstone and Penguin on Sundays to coincide with the operation of the Penguin Market</p>	<p>CCC CCA Don River Railway Penguin Market</p>	<p>CCC. CCA. Don River Railway. Penguin Market</p>	<p>Implement immediately</p>
<p>Project 10.1.10</p>		<p>Encourage the establishment of an adventure camp for promotion to Tasmanian and mainland school and scout groups.</p>	<p>CCC CCA Leven District Scouts</p>	<p>CCC CCA Leven District Scouts</p>	
<p>Project 10.1.11</p>		<p>Investigate the possibility of attracting a commercial circus (or similar) to establish in Ulverstone during the summer.</p>	<p>CCC Service Clubs Potential circus operators</p>	<p>Circus operator</p>	



Appendix A Project Steering Committee

The Project Steering Committee was selected by the Council. It includes:

Steve Allen	Resident Representative
Sandra Ayton	Financial Services Manager Central Coast Council
Jan Bonde	Central Coast Chamber of Commerce & Industry
Greg Cahill	Resident representative
Cr Mike Downie	Mayor, Central Coast Council
Bevan Eberhardt	Engineering Services Manager Central Coast Council
Jan Halliday	Naval Reserve Cadets TS Leven
Trevor Halliday	Naval Reserve Cadets TS Leven
Terry Hill	Planning Services Manager, Central Coast Council
Peter Hopkins	Marine and Safety Tasmania
Russell Horton	Resident Representative
Wayne King	Land Information Services, DPIWE
Jeff McNamara Council	Environmental Services Manager, Central Coast
Peter Murden	Community Services Manager, Central Coast Council
Kathy Schaefer	General Manager, Central Coast Council
Geoff Smart	North West Water Watch
Ian Waller	Regional Tourism Development Manager Cradle Coast Authority
Mike Widdowson	Commodore, Ulverstone Yacht Club



Appendix B Existing Tourism Assets

Five 'A's Assessment of the Precinct

Accommodation

Leven River Precinct and Environs	Leven Hinterland
Bed and Breakfast Accommodation	
<ul style="list-style-type: none"> ■ Boscobel of Ulverstone ■ Levenside Gardens B&B ■ Ocean View Guest House ■ Waterview B&B ■ Westella Colonial B&B ■ Winterbrook 	<ul style="list-style-type: none"> ■ Wings Farm Park ■ Kaydale Lodge
Guest House Accommodation	
<ul style="list-style-type: none"> ■ Moonlight Bay Guest House ■ Ocean View Guest House 	
Caravan Park Accommodation	
Apex Caravan Park Buttons Creek Camping Ground (seasonal overflow from Ulverstone Caravan Park) Ulverstone Caravan Park	Wings Farm Park
Holiday Unit Accommodation	
Brigadoon Holiday Units Willaway Motel Apartments	Emmanuel Cottage Mountain Valley Penguin Holiday Apartments Pindari Potato Factory
Hotel Accommodation	
Furner's Hotel The Lighthouse	
Motel Accommodation	
Bass & Flinders Motor Inn Beachway Motel Ulverstone Waterfront Inn	



Amenities

Leven River Precinct and Environs	Leven Hinterland
Restaurants	
<ul style="list-style-type: none"> ■ Banjo's Bakery ■ Bass and Flinders Restaurant ■ Beachway Restaurant ■ Diamond Dynasty Chinese Restaurant ■ Furner's Hotel Bistro ■ Jade Willow Chinese ■ Oz Rock Inn ■ Thai Delight ■ The Lighthouse Hotel Atrium Restaurant ■ McDonald's Family Restaurant ■ Mad Hatter's Restaurant ■ Pedro's "The Restaurant" ■ RSL 	<ul style="list-style-type: none"> ■ Kaydale Lodge (Restaurant) ■ Pindari Potato Factory and Restaurant
Bakeries/Cafes/Takeaways	
<ul style="list-style-type: none"> ■ Aroma's Bakehouse & Café ■ Banjo's Bakehouse ■ Blue Wren Tea Gardens ■ Café Delish ■ Café RA ■ Crusty Bakery ■ Oliver's Bakery and Café ■ Red Grasshopper Pizza ■ Red Olive Gallery Café ■ Smiley's Coffee Lounge ■ Soo's Place ■ Subway ■ The Beach Hut ■ The Clock Take-away ■ The Shack ■ Wishbone Chicken 	<ul style="list-style-type: none"> ■ Wings Farm Park (Tea Rooms)



Leven River Precinct and Environs	Leven Hinterland
Sports Facilities	
<ul style="list-style-type: none"> ■ ??? 	<ul style="list-style-type: none"> ■ Ulverstone Golf Club

Attractions

<ul style="list-style-type: none"> ■ Beaches ■ Miniature Railway ■ Parks, War Memorials, Shelters, Barbecues ■ War Memorial Clock ■ Woodcraft Gallery & Workshop ■ Zigzag Garden & Lookout 	<ul style="list-style-type: none"> ■ Aleena Bears ■ Black Bluff ■ Braddon's Lookout ■ Castra Falls ■ Dial Range ■ Gunns Plains Cave ■ Gunns Plains Goodies ■ Kaydale Lodge (Gardens) ■ Leven Canyon ■ Leven Valley Vineyard (Cellar Door/Art Gallery) ■ Mountain Valley (Caves) ■ Pindari Potato Factory and Restaurant ■ Pioneer Park ■ Preston Falls ■ Tasmanian Reptile Centre ■ Tavner's Winery (Cellar Door) ■ Three Sisters & Goat Island Nature Reserve ■ Ulverstone History Museum ■ Wings Farm Park (Farm Park) ■ Winterbrook Falls
--	--

Activities

	<ul style="list-style-type: none"> ■ Cradle Coast Tours ■ Lobster Eco Tours (Eco Tours) ■ Mad Wombat Guides –Tasmanian Wilderness Adventures ■ Mountain Valley (Wildlife Viewing) ■ Penguin-Cradle Trail
--	---

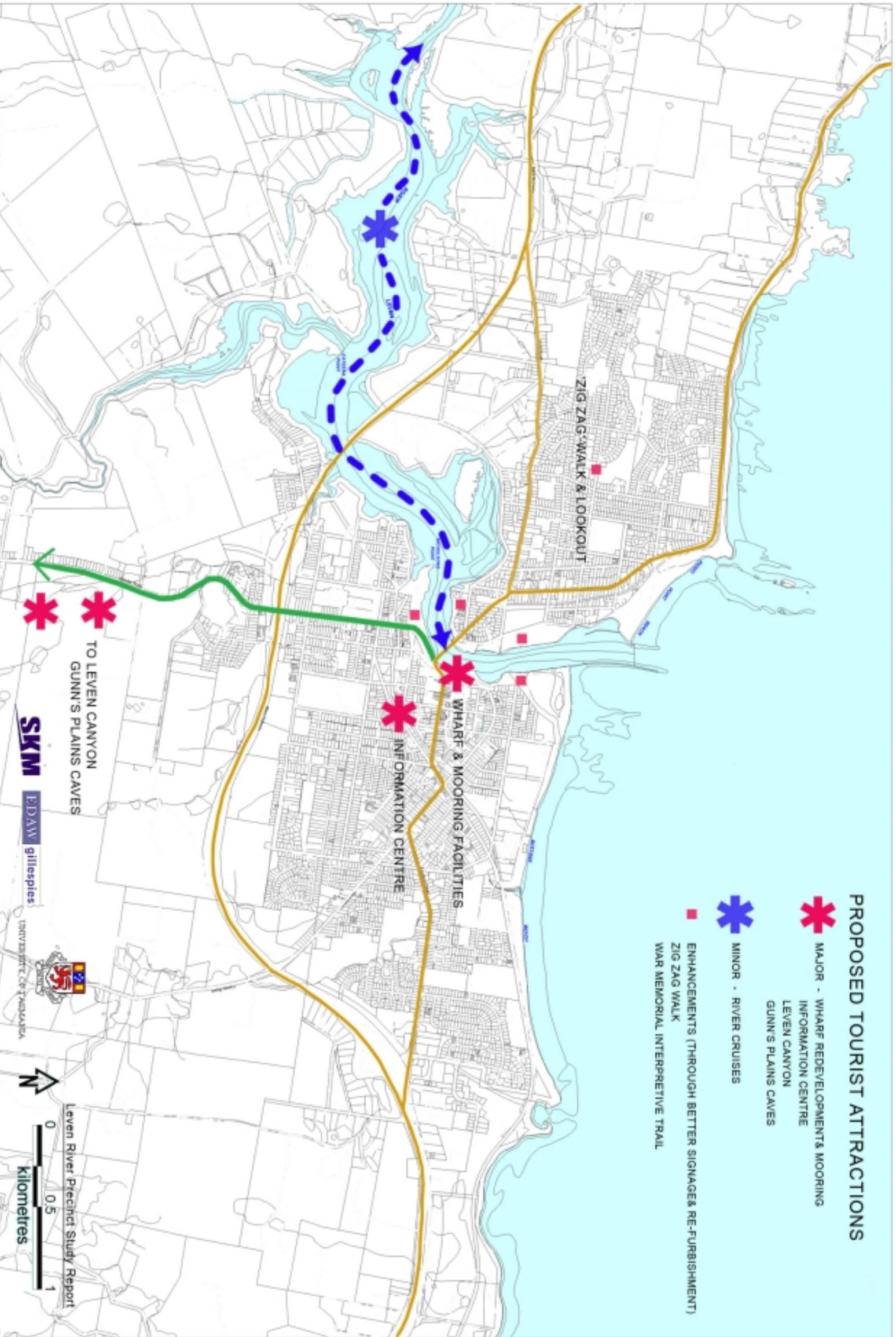


Access

Leven River Precinct and Environs	Leven Hinterland
■ Directional/wayfinding signage (needs improvement)	■ Directional/wayfinding signage (needs improvement)



Appendix C Proposed Tourist Attractions





Appendix D Site Specific Actions

SITE SPECIFIC ACTIONS

1. Establish pedestrian connection between Visitor Centre and Raby Street via Victoria Street.
2. Improve visual and physical connectivity between river, wharf area and the town centre.
3. Improve pedestrian and bike access across Hobbs Parade Bridge to facilitate loop between east and west banks.
4. Construct new pedestrian bridge on the side of Bass Highway Bridge to complete the river loop and to provide a crossing point for East Ulverstone.
6. Create access way in front of the Ulverstone Waterfront Motel to provide continuous foreshore loop. Repair / reconstruct river wall.
8. Construct a safe crossing at the southern end of the railway bridge as part of river loop trail.
7. Investigate potential for a crossing without stairs at northern end of the railway bridge to enable bike use.
8. Maud Street Zigzag Lookout - Promote, provide signage and parking (including for busses). Provide lookout structure at the top. Improve zigzag garden as botanical/ landscape feature.
9. Provide gateway treatment to indicate entrance to the town at east and west intersections off highway.
10. Improve the streetscape/ landscape quality of the main approaches to town.
11. Western Beach (west of picnic point) provide for safe public parking and access.
12. Fairway Park. Rationalize the scattered play equipment. Possible site for a major regional play area.
13. Both caravan parks (APEX and Ulverstone) - improve the aesthetic quality to ensure a better fit with surrounding beach and parkland.
14. Showgrounds area - Consolidate buildings. Remove old, disused structures following assessment of net benefit. Improve relationship with River.
15. River Park/ Council Recycling Centre - Proceed with upgrade of area - landscaping and installation of active recreation facilities.
16. Wharf - Shropshire Park (Dial Street Bicentennial Park area). Improve carparking provision. Manage cam pervan parking.
17. Maud Street - avenue planting. Improve quality of view from viewing platform and provide local street amenity.
18. Remove the sewerage bund.
19. Nicolson's Point Boat Ramp - replace.
20. Redevelop wharf area to accommodate tourism uses and provide for mooring.
21. Fill in the Dial Street Pond.

