

ATTACHMENT 1

Relevant extracts from the Community Strategic Plan



Deniliquin 2025

Community Strategic Plan

Foreword

Deniliquin 2025 is the community's plan for the prosperity, sustainability, health and wealth of the community over the next 13 years.

Many residents have played a very important part in the development of this plan through a variety of engagement activities including workshops, discussion forums, surveys and written submissions. More than 200 people from the community have submitted their ideas through these workshops and survey responses.

The community engagement was successful in bringing forward numerous ideas, opportunities and challenges along with common priorities which have been grouped together into the key directions of:

- Our Community:*** *Enhancing community wellbeing and quality of life through empowerment of all people and the provision of safe neighbourhoods*
- Our Economy:*** *Achieving long-term economic security and prosperity through the creation of long-term employment options and a diverse population base*
- Our Environment:*** *Developing and maintaining safe and sustainable natural and built environments while maintaining and improving infrastructure and services in Deniliquin to ensure it continues to be a place where people want to live, work and visit.*
- Our Leadership:*** *Providing strong civic leadership with an engaged community which participates in decision making processes.*

The Plan outlines changes you have told us you would like to see by the year 2025.

Deniliquin Council now looks forward to working with the community, the Federal Government, the State Government, businesses and other organisations to implement this Plan and to ensure that the Vision for Deniliquin in 2025 becomes a reality.

Councillor Brian Mitsch, Mayor

Des Bilske, General Manager

Industry and Tourism

With both dry-land and irrigated regions within its farming land, Deniliquin is one of the most successful high-water irrigation areas in New South Wales.

With rice proving to be one of the more lucrative irrigation crops grown locally, the largest rice mill in the southern hemisphere operates at Deniliquin, and the fourth largest rice mill in the world. It services the Denimein and Deniboota Irrigation Areas and is part of the vast Riverina Rice Growing Area where over 2,340 farmers produce over 750,000 tonnes of rice. Much of that crop is stored and milled at Deniliquin.

Deniliquin is also the headquarters of Murray Irrigation Limited; an irrigator owned private company and one of the largest privately-owned irrigation supply companies in the world. Murray Irrigation manages the operations of the Berriquin, Deniboota, Denimein and Wakool Irrigation Areas in the Murray Valley. These areas produce 50% of Australia's rice crop, 20% of NSW milk production, 75% of NSW processing tomatoes and 40% of NSW potatoes.

Historically, Deniliquin hosted a large sawmill processing industry via the processing of wood that was felled in the Edward and Murray River floodplains.

In 2010 this industry was altered through the commitment of National Parks NSW, through the designation of approximately 100,000 hectares of River Red Gum reserves in the Murray and Riverina areas. This range of reserves now forms the largest conservation area of river red gums in the world.

These reserves now provide a new opportunity for Deniliquin through its appeal to tourists. The vision for these reserves is to ensure that the values of our Australian iconic inland rivers continue, and ultimately that this inspires and motivates people to enjoy the natural settings, cultural heritage and history of this area.

Today Deniliquin is perhaps better known for its annual World Record Ute Muster than its sheep farming, yet the town continues to support and service the agricultural industries.

With 1,115 Businesses registered within Deniliquin, the three top occupations in Deniliquin are: 14.6% Technicians/Trade Workers; 14.2% Professionals; and 14.2% Labourers.

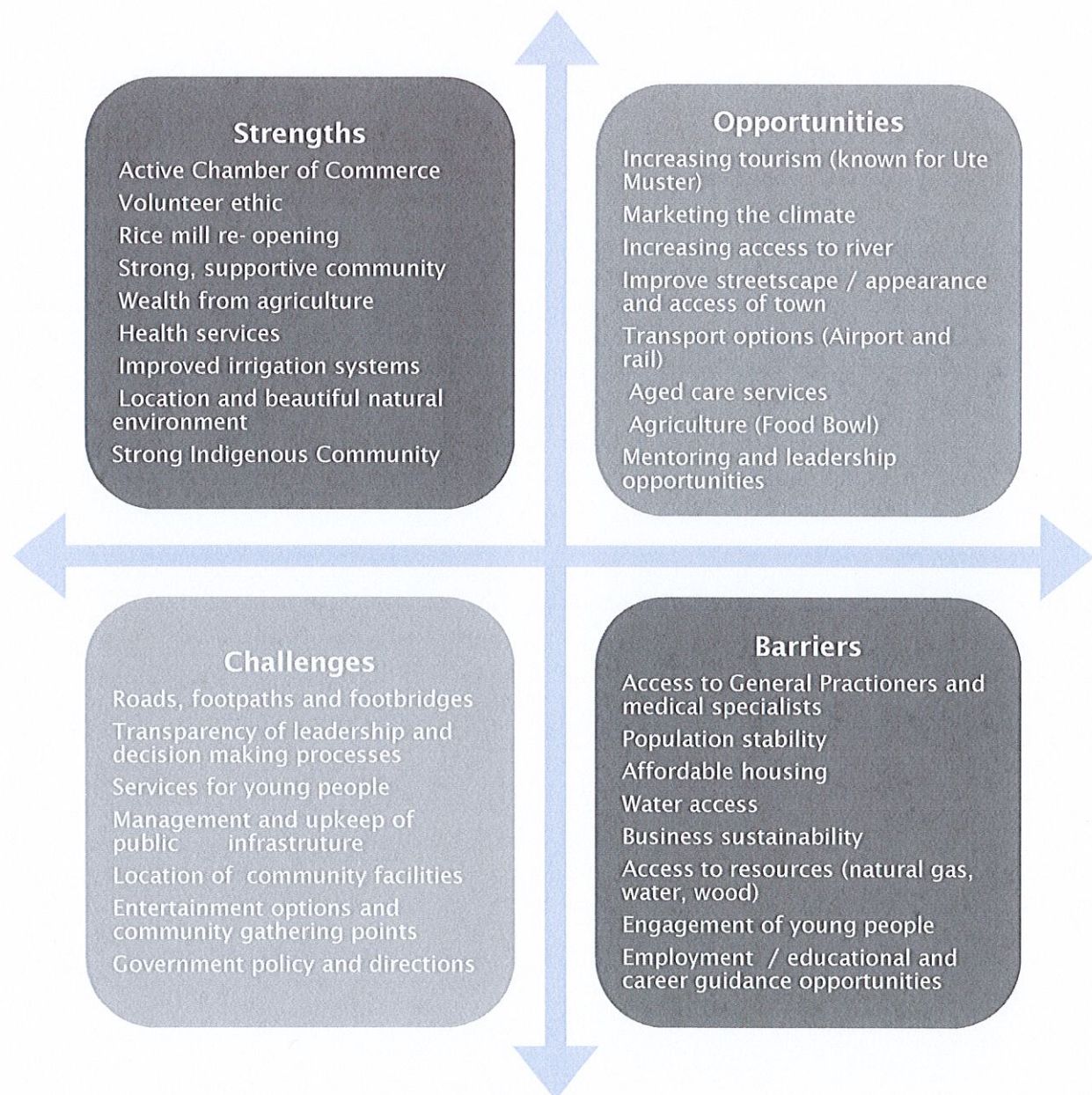
*The average individual income is \$36,354 per annum.
Deniliquin has an unemployment rate of 6.1%.*

ABS statistics 2006

What we heard

During the consultations, the community strengths, opportunities, issues and challenges were identified by the participants.

This information was used to inform the plan and provided the key strategy areas to respond to the Community's goals and directions (a full copy of consultation findings has been provided separately).



Throughout the consultations, strong community values were also identified.

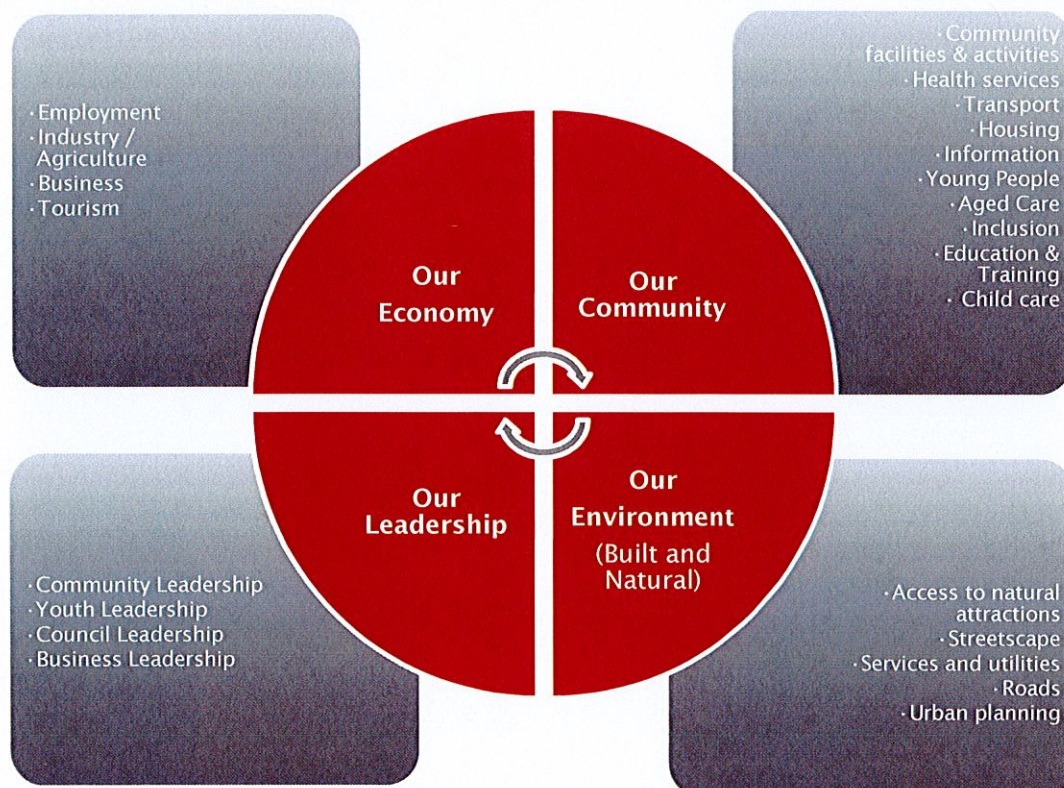
These values underpinned the feedback received and have therefore been used as a point of reference for the development of the Community Strategic Plan.

These core values are:

- Growth and Sustainability;
- Collaboration and Partnership;
- Responsive Service Systems;
- Community Resilience;
- Community Pride and Leadership

The Community Plan

Based on the feedback from consultations a four pillar community plan has been developed.



Each area of the strategy has clear goals based on consultation input:

Our Community: *"Will be a place that embraces diversity and values its citizens. It will provide its members with the services, support and opportunities they need to grow and thrive as a vibrant regional centre"*

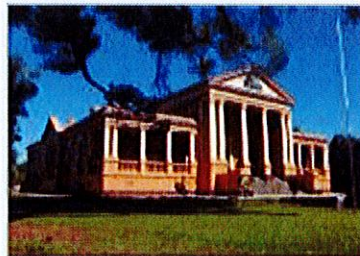
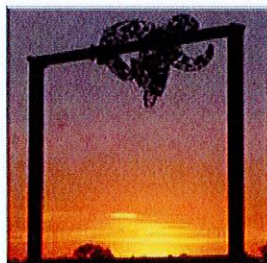
Our Economy: *"Deniliquin will be a thriving regional hub with:*

- Excellent medical facilities*
- A service centre for the agriculture community*
- An emerging tourism destination.*

and have the business and industry sectors that are responsive to emerging opportunities. Our strong local economy will foster local employment and sustainability"

Our Environment: *"Our Resources are managed responsibly and enjoyed and valued by the community. Through a considered approach and strategic resource allocation, our natural resources and built environment are sustainable, preserved and enjoyed by the community. We take pride in our natural landscape and our built environment"*

Our Leadership: *"Community, Business and Local Government leadership is fostered, encouraged and facilitated so that all members of the Deniliquin community have an opportunity to be involved and contribute to the decisions that affect them."*



The following pages outline each strategy area, with values, strategies and linkages to other reports and plans; and a high level implementation plan.

The community clearly identified areas of critical interest in each of the Community Strategic Plan pillars of Community, Economy, Environment and Leadership.

We Value	Our Community	Our Economy	Our Environment	Our Leadership
Growth and Sustainability	Population stability Affordable housing Educational opportunities	Business and Industry Innovation Tourism Improving the Transport / Airport Education	Valuing and retaining what we have Water access Natural gas Recycling	Shared Vision and Community Plan
Collaboration and Partnership	Working with community groups in a meaningful and productive partnership	Meaningful community engagement	Meaningful engagement with shared ownership	Meaningful community engagement
Responsive Service Systems	Health and Wellbeing Services Improved Transport options Improving Aged care services	Air transport	Maintaining and improving community Infrastructure and services	Responsive but visionary leadership
Community Resilience	Community events Community engagement Inclusive strategies	Increasing community events / festivals Community engagement	Community engagement Education	Information and education Community engagement Increasing Deniliquin Council profile Expectations and responsibilities
Community Pride	Community facilities	Shop locally	Streetscape Natural landscape History	Civic awards
Leadership	Youth engagement Fostering community leadership programs Community cultural change Skills development Youth mentoring	Business leadership programs Mentoring	Advocacy, connection and commitment to clear positions on MDBA Plan and other plans including the Murray CMA Catchment Action Plan	Deniliquin Council leadership Decision making Skills development

Key Directions - Our Economy

Economy Vision Statement:

Deniliquin will be a thriving regional hub with:

- Excellent medical facilities
- A service centre for the agricultural community
- An emerging tourism destination

And have the business and industry sectors that are responsive to emerging opportunities. Our strong local economy will foster local employment and sustainability.

We value:

- Resilience
- Regional role
- Diversity of the economy
- Partnerships and business leadership
- Viability and sustainability
- Supporting each other, especially local business

Strategies to achieve the vision:

- Develop and implement an Economic Development Strategy
- Develop and implement a Business Retention and Attraction Strategy
- Build upon the Ute Muster event by leveraging event management capacity and expertise
- Explore opportunities for additional festivals and events to be staged in Deniliquin
- Explore opportunities through the development of transport systems and air services
- Leverage Investment Opportunities associated with the provision of aged care services
- Implement a Tourism Strategic Plan
- Lobby for, and re-establish government offices in Deniliquin

Link:

- Conargo Draft Community Strategic Plan
- Conargo Deniliquin Wakool Regional Social Plan 2005- 2010
- NSW 2021 State Plan (Goals: 1; 3; 4; 5; 6; 8; 12)
- Murray Darling Basin Authority Plan
- Deniliquin Council Business Plan – Finance and Economic Development component goals

Implementation Plan:

Our Economy			
Strategy	Responsibility	Support	Timeline
Develop and implement an Economic Development Strategy	Deniliquin Council	Business Community, and Deniliquin Business Chamber	2014
Develop and implement a Business Retention and Attraction Strategy	Deniliquin Council	Deniliquin Business Chamber	2014
Build upon the Ute Muster event by leveraging event management capacity and expertise	Deni Ute Muster Committee; and Deniliquin Business Chamber	Community and Deniliquin Council	2018
Explore opportunities for additional festivals and events to be staged in Deniliquin	Deni Ute Muster Committee; and Deniliquin Business Chamber	Community and Deniliquin Council	Ongoing
Explore opportunities through the development of transport systems and air services	Deniliquin Council	Business Community; and Regional Development Australia	Ongoing
Leverage Investment Opportunities associated with the provision of aged care services	Navorina Nursing Home and Southern Cross Care	Deniliquin Council	2015-2016
Implement a Tourism Strategic Plan	Deniliquin Council	Tourist Operators	2017
Lobby for and re-establish government offices in Deniliquin	Deniliquin Council	Community	Ongoing

Key Directions - Our Leadership

Leadership Vision Statement:

Community, Business and Local Government leadership is fostered, encouraged and facilitated so that all members of the Deniliquin community have an opportunity to be involved and contribute to the decisions that affect them.

We value:

- Resilience
- Shared leadership
- Community involvement and voice
- Youth involvement
- Innovation
- Social leadership

Strategies to achieve this vision:

- Develop and implement focused leadership groups
- Develop, facilitate and encourage Community Leadership Program (modelled on the Alpine Valleys Community Leadership Program and other regional leadership programs)
- Develop a youth mentoring program
- Establish a business mentoring program
- Develop a Civic Awards program
- Increase Council Profile within the community

Link:

- The Regional Development Australia Murray Regional Plan
- NSW 2021 State Plan (Goals: 6; 15; 23; 24; 25; 29; 30; 31; 32)
- Deniliquin Council Business Plan – Organisational Effectiveness goals

Implementation Plan:

Our Leadership			
Strategy	Responsibility	Support	Timeline
Develop and implement focused leadership groups	Intereach Deniliquin Business Chamber	Deniliquin Council	2017
Develop, facilitate and encourage Community Leadership Program (modelled on the Alpine Valleys Community Leadership Program and other regional leadership programs)	Deniliquin Business Chamber, Deniliquin Council; and Intereach	Community	2017
Develop a youth mentoring program	Department of Education RSL - MaxPotential	Deniliquin Council	2017
Establish a business mentoring program	Deniliquin Business Chamber	Deniliquin Council	2015
Develop a Civic Awards program	Deniliquin Business Chamber	Community	2015
Increase Deniliquin Council Profile within the community	Deniliquin Council	Community	Ongoing

