



Richmond Valley Made 2030 Community Strategic Plan

Adopted 27 June 2017

Richmond Valley Council recognises the people of the Bundjalung Nations as Custodians and Traditional Owners of this land and we value and appreciate the continuing cultural connection to lands, their living culture and their unique role in the life of this region in the past, present and future.

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Making it happen in the Richmond Valley

Council continues to listen to its community and over the past 18 months has been canvassing ideas and suggestions to ensure a prosperous future .

During our consultation, we heard many great ideas for the future of our Valley. But overall we heard four very clear messages. You want a stronger economy, better roads, and you want better communication from council and more say in the decisions we make.

We also know you value a council which is financially sustainable and one which lives within its means. That is why as the basis of all our decisions is the need to make sure that we only spend what we can afford in the long term.

For the economy, by far our biggest project is to upgrade the Northern Rivers Livestock Exchange. We have \$7 million for this project, thanks to a \$3.5 million grant from the Federal Government, and continue to pursue more funding for the full upgrade estimated at \$14 million. This investment will transform our facility to be a world class saleyard and cement our place as the Beef Capital.

We also want to transform the way we deal with businesses. We know that endless rules and regulations can stifle investment. Our Guide to Economic Development in the Richmond Valley shows our commitment to do everything we can to make it easy to start up or expand a business, to build a house or develop new land. We will do all this while still protecting our natural resources and environment.

You have told us you want better roads. We know we already do a very good job at making our limited resources stretch a long way with our roads in better condition than our neighbours. Making further improvements to our road network is very expensive and will mean we will have to either cut other services or put up rates.

However, we won't make such an important decision without having a good conversation with you first. That is why within the first year of this plan we will engage with the community to answer the fundamental question of "how much are you prepared to pay for the roads you want?".

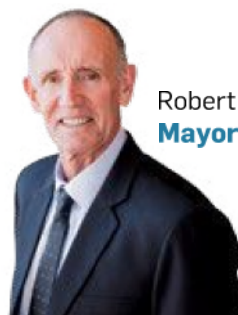
We will help you understand how much roads cost to build and maintain and we'll be asking you whether the extra cost will give you bang for your buck. This will be important as Council considers the case for applying for a further special rate variation when the current one expires in 2018/19. The current rate peg of 1.5% is unsustainable for any council.

We know that you want Council to communicate better, to engage you more and make sure you get a say in the decisions which are made on your behalf. We've been doing this in the development of this plan and during the recent 'signature projects' community information sessions. We are now issuing a fortnightly e-newsletter and a bi-monthly hard copy newsletter delivered to every post box. We plan to increase our direct communication to you and will be improving our website to include online engagement options. We want you to have a say in the decisions which affect you.

In the next few years we are making a considerable investment in our open spaces to continue our focus on building Civic Pride. We have a draft master plan for the Woodburn Riverside precinct which will completely revamp the riverside park and the adjacent CBD area. We are also transforming the Casino Drill Hall site into a tourism precinct with a Visitor Information Centre, Military Museum, amphitheatre and pedestrian boulevard which will link the Drill Hall to the Richmond River. We will also be starting the planning for an upgrade to the Coraki Riverside Park.

Finally, we know you want us to be the best we can be. That's why through strong civic and organisational leadership we will be investing in our people and our technology so that we are as efficient and effective as possible. Our 'Opening Doors Project' will place our customers at the centre of everything we do.

The Richmond Valley Made 2030 Community Strategic Plan has been developed having regard for the social, environmental, economic and civic leadership issues that apply to our community. As a leader, Council embraces a role which extends far beyond the direct provision of services, we actively drive an advocacy agenda for the region, focussing on an equitable allocation of resources from the State and Federal Government. Having addressed the concerns of the community, and addressing some of the key challenges our region faces, our plan aims to make the Richmond Valley an even better place to live, work and play.



Robert Mustow
Mayor



Vaughan Macdonald
General Manager



Richmond Valley Profile



LOCATION

What is unique about the Richmond Valley?

The Richmond Valley Council area extends from the coastline at Evans Head to the foothills of the Great Dividing Range to the west interspersed with State forests, national parks and nature reserves. The largest town is Casino and our smaller communities include Broadwater, Coraki, Evans Head, New Italy, Woodburn and Rappville with a combined population of 23,181 in 2016 (*Economic Profile 2016*).

The Richmond Valley is accessible by rail, coach and car from a variety of major cities and centres. With airports located at Lismore, Ballina, Coolangatta and Brisbane and airport transfers available from Brisbane and Coolangatta, Casino is readily accessible.



ENVIRONMENT

What do we love about living in the Richmond Valley?

The Local Government Area (LGA) has a large number of natural assets including beaches, agricultural lands, significant river systems and hinterland areas. This natural beauty and the relaxed and friendly atmosphere of the community has been a major draw card for sea changers and tree changers in recent years. The LGA also sits within a highly attractive region, within close proximity to the major population of South East Queensland.



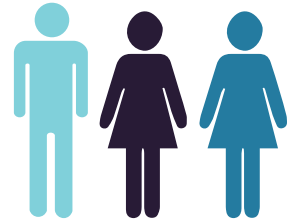
Population in 2016

23,181



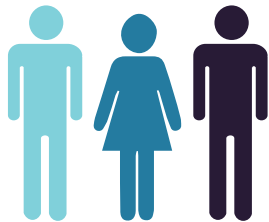
Population in 2011

22,311



19% are aged **65+**

27% are under **25**



Aboriginal/Torres Strait Residents

6.6%

(NSW average: 2.9%)

POPULATION

Who makes up the population of the Richmond Valley?

The Richmond Valley's estimated resident population in 2016 was 23,181 persons, across the six town and village areas of Broadwater, Casino, Coraki, Evans Head, Rappville and Woodburn, and numerous rural locations.

We are proud, close-knit communities, made up of many different demographic groups.



14.3%

of residents identify as a carer of a child, aged person or person with disability



7.4 PERSONS

Per square kilometre



11.1%

of residents born overseas

Source 2011 ABS Census



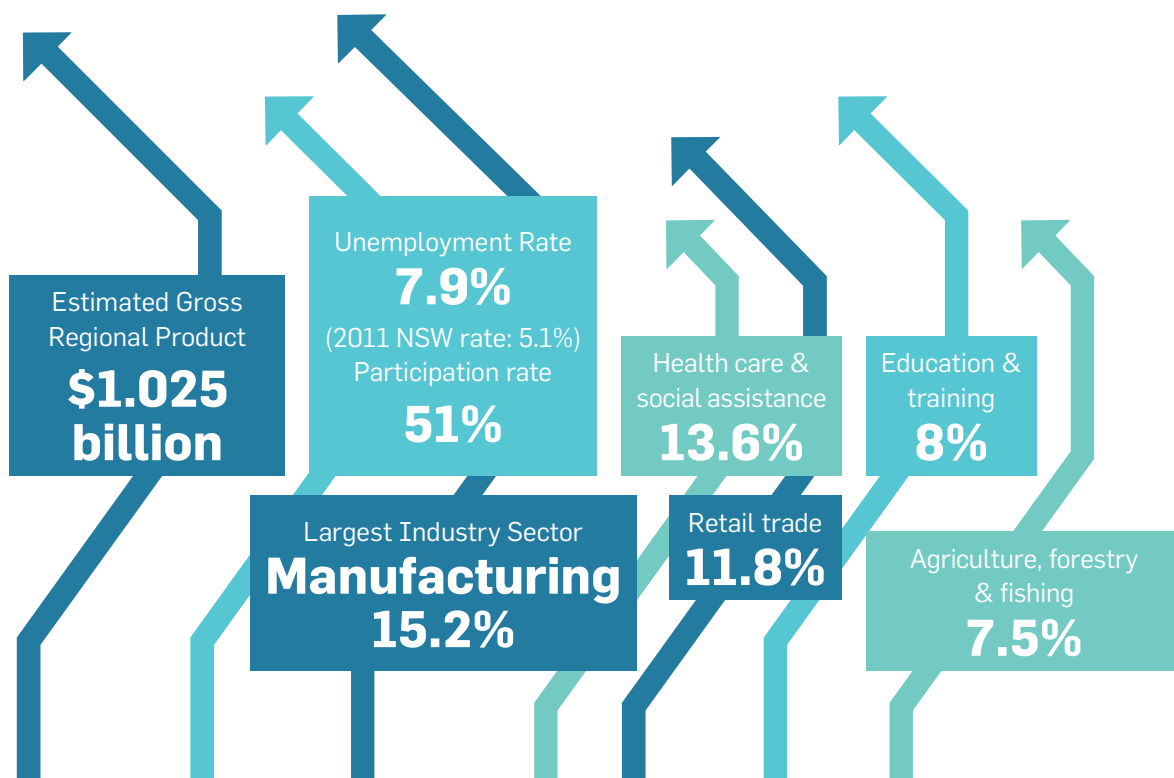
ECONOMY

What are our economic opportunities in the Richmond Valley?

There are some significant opportunities for the Richmond Valley with existing rail access and proposed rail and freight facilities. These pieces of infrastructure hold the key for securing future investments by establishing a strong competitive advantage for businesses locating to the Richmond Valley, in particular manufacturing businesses with markets beyond the local economy.

Residents and business owners can have confidence and assurance our economy will continue to prosper and grow as a region of choice on the Northern Rivers.

Manufacturing, health care and social assistance, retail trade, education and training and agriculture, forestry and fishing are the Richmond Valley's five largest employment sectors.



Source 2011 ABS Census and Richmond Valley Council REMPLAN



Signature Projects

Over the next few years we have a lot of exciting new projects happening in our area which are funded!

Here's a few of the big-ticket items that will make a difference to the lives of all of the Richmond Valley community. These are our Signature Projects which our consultation has highlighted are a priority for our community. We will deliver them over the next four years with the funding we have available and have shovel ready plans for grant opportunities that emerge so we can finish them off.



Upgrade of the Northern Rivers Livestock Exchange

The long-awaited multi-million dollar upgrade of the Northern Rivers Livestock Exchange (NRLX) commenced construction in June 2017. Wiley & Co Pty Ltd secured the tender with the innovative proposal that will deliver Council's requirements of roof structure, gate and pen upgrades, walkways, stormwater management, electrical upgrades, perimeter fencing, security and soft flooring. Council had scope to negotiate with Wiley & Co for further improvements in Stage 1, to utilise the full \$7 million budget.

Options under consideration included semi-automated drafting, automated gates, power upgrades, improvement of the existing roof, and resolving flooring issues in the post-sale holding yards

The improvements will result in the highest animal welfare and work, health and safety standards, thus strengthening the reputation of the NRLX as the number one facility on the North Coast.



The Casino Drill Hall

Council has worked extremely hard to expand concepts and draft plans for the Riverside Precinct in Casino. With the acquisition of the Casino Drill Hall site, Council has retained a significant cultural space within the township, which has vast potential for community use. Early consultation with the broader community provided feedback from a variety of interested parties, suggesting many options and possibilities for both the site as well as the structures on the land. These options include:

- Museum displays
- Cultural and indigenous art displays
- Market facilities
- Visitor information facilities
- Botanical gardens
- Artist workshops and display spaces
- Outdoor performance spaces (amphitheatre)

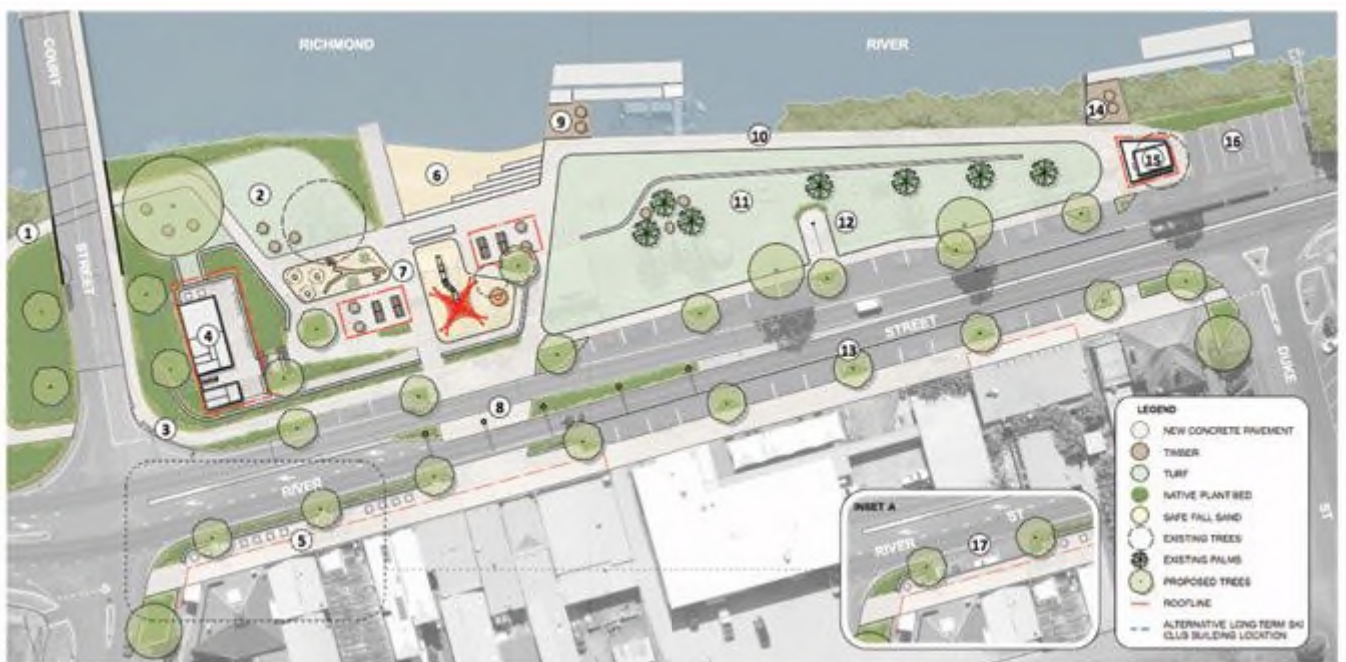
The \$1.6 million riverside development project will consider integrating both the Drill Hall and riverbank sites with the potential to deliver a platform for cultural and community development within Casino and benefiting the broader region. Again the opportunity remains for a regional facility which has an iconic design structure as a centrepiece of the architecture.

The Woodburn Riverside Park

Council has committed \$810,000 to the upgrade of the Woodburn Riverside Precinct and will continue to seek further grant opportunities to realise the full scope of the project. Through this project there is potential not only to beautify and upgrade the area, but to establish an iconic and unique facility and space that will continue to draw road and river traffic to the area following the diversion of the highway.

Key elements proposed for the Woodburn Riverside Precinct Project include:

- An interactive all abilities playground which encourages visitation from across the region as well as the highway travellers
- A modern Visitor Information Centre which promotes both local and regional attractions
- Clean modern toilet facilities
- Picnic areas and open space including comfortable seating and tables along with barbeque facilities
- Sheltered observation decking overlooking the Richmond River
- Improved jetty and boardwalk areas to promote boating moorings and fishing
- Modern, versatile meeting spaces which can be utilised by both local community and sporting clubs, as well as cater for regional agency forums
- Future planning for streetscape works, when the existing Pacific Highway reverts to a local road following bypass works





Rehabilitation of Woodburn Coraki Road

Council currently has funding approved to undertake \$2 million worth of work on sections of road identified as high priority for renewal in years 2017/2018 and 2018/2019. The road is coming under increasing strain from heavy traffic associated with the construction of the Pacific Highway. It is a key route for local and regional travellers and it is expected the completed 19 km length will need significant work over the next six years with an estimated cost of \$19 million. Council will continue to investigate ways of funding this road.



Coraki Riverfront Upgrade

Council has allocated \$355,000 to the precinct for redevelopment and upgrade. Planning for this project will be carried out in conjunction with community consultation to identify priority areas of need in this area.

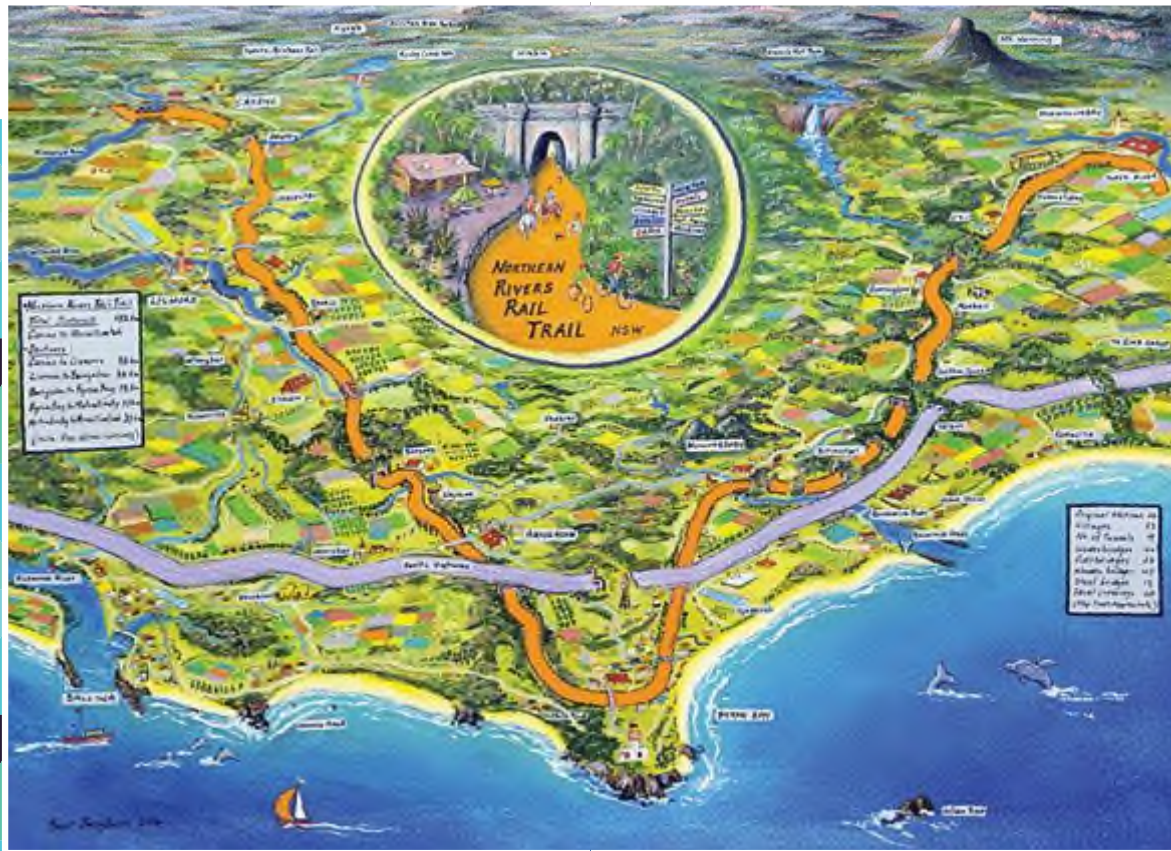
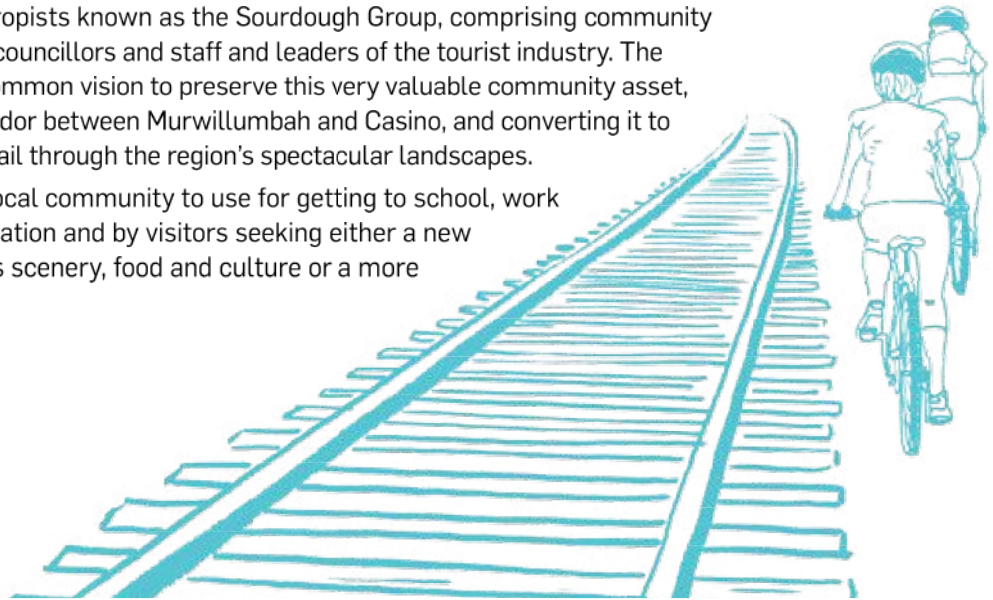
Facilitated Signature Projects

Over the next few years we have other potential projects we will develop and facilitate so we can capitalise on funding opportunities.

The Northern Rivers Rail Trail

In May 2013, the not for profit community group, Northern Rivers Rail Trail Association Inc, was formed by local philanthropists known as the Sourdough Group, comprising community volunteers, local government councillors and staff and leaders of the tourist industry. The group came together with a common vision to preserve this very valuable community asset, the 130km of disused rail corridor between Murwillumbah and Casino, and converting it to a modern cycle and walking trail through the region's spectacular landscapes.

The Rail Trail will be for the local community to use for getting to school, work and sport, shopping and recreation and by visitors seeking either a new way to experience the region's scenery, food and culture or a more adventurous experience.



Nammoona Industrial Precinct

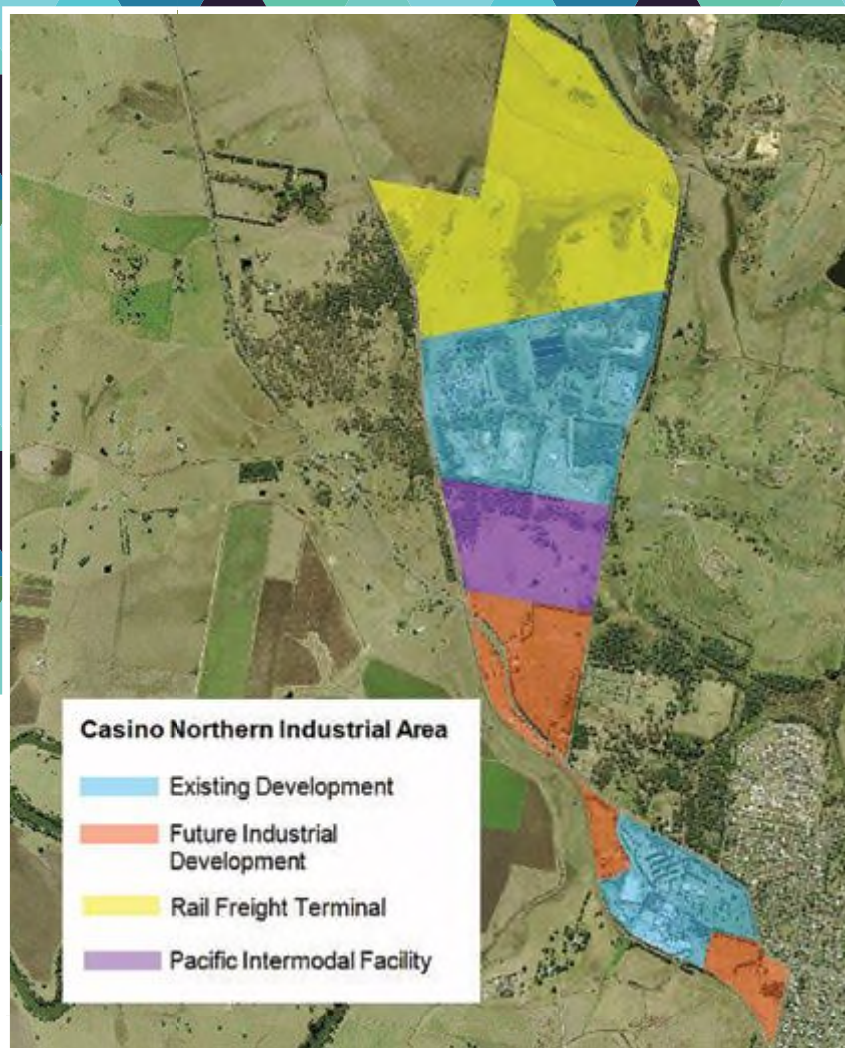
The Nammoona Industrial Precinct is anticipated to generate employment, business activity and revenue for the local community with the Richmond Valley well placed to strengthen its position as the industry and transport hub of the Northern Rivers.

The precinct has been identified as its key industrial expansion zone by Council in the Richmond Valley. Not only do we see multimillion dollar upgrades and expansions across the Northern Rivers Livestock Exchange, the Nammoona Waste Facility and the Northern Co-operative Meat Company, the precinct is also home to DTM Timber and Riverina Stock Feeds and Council is actively pursuing new technology investments in the waste-to-energy sector for this precinct.

Approximately 60 hectares of vacant industrial land has been zoned suitable for an intermodal facility and distribution centre which Council is keen to see activated. The economic growth of the region is a key objective for the Richmond Valley community and investments of this nature therefore have a high level of priority within Council's Community Strategic Plan.

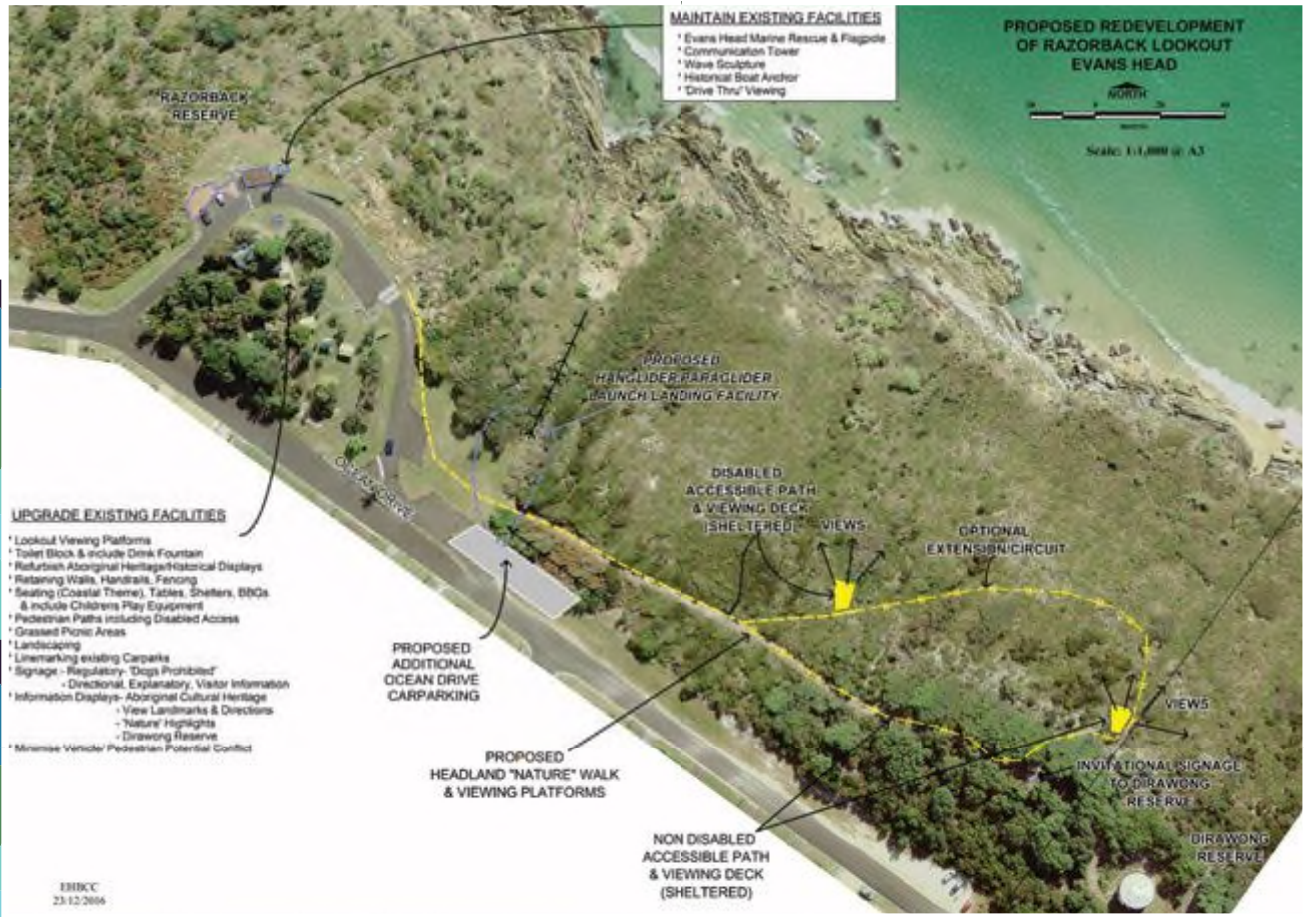
Opportunities for an intermodal and rail terminal have been clearly identified and investors actively sought. Both projects are continuing to progress. If both projects were to be realised significant employment opportunities and economic benefits to our Council and the region would ensue. This would encourage other industries to consider setting up in or around the precinct, and provide a growth environment where ancillary businesses can benefit from the enhanced economic activity.

As a community leader, Council must look to secure its area's future by providing opportunities for industry growth and employment for generations to come and this precinct is a source of significant optimism in regard to the opportunities it could deliver.



Razorback Lookout Upgrade

Council has been approached by the community to undertake master planning to allow for the appropriate future development and management of Razorback Lookout. Consultation with the Local Aboriginal Community and the Dirrawong Reserve Trust will need to be included in the master planning process. A variety of suggested concepts and ideas are to be explored and the feasibility and cost established to allow for future budget bids. The master planning exercise is currently unfunded.



Upgrade of the Jabiru Geneebeinga Wetlands

The Jabiru Geneebeinga Wetlands on Queensland Road Casino was developed as a bicentenary project in 1988. The wetlands are in need of renewal and Council will work with interested groups in the community to develop a plan which will enable grant funding to be sought. The opportunity exists for this precinct to become an important regional tourist destination as it also includes the Casino Golf Course and Casino Mini-rail. Richmond Dairies

is developing a project in conjunction with Southern Cross University to utilise the land they currently use for grazing to expand the Wetlands and provide improved processes for effluent management, to enhance the existing wetlands. Improved habitat, wetlands and facilities could become an exciting drawcard for birdwatchers and visitors who enjoy the outdoors.

Around our towns and villages

Along with our signature projects, our consultation with the community has identified a number of other projects that you believe are important for the future prosperity of the Richmond Valley.

We want to ensure our projects are spread across the Richmond Valley in response to your aspirations and desires for every town to have the benefit of and be able to showcase a project in their community. We have highlighted some of the projects, both funded and unfunded, that we believe you would like to see in your community.



Broadwater/Rileys Hill

- Undercover BBQ and picnic tables at the park
- Develop options and consult with the community to create a multi-purpose youth space
- Prepare plan for extensions to footpaths on Pacific Highway post by-pass
- Prepare plan for cycle ways to Evans Head and Woodburn
- Explore options to access the river
- Support grant applications for an upgrade to Riley's Hill Hall
- Support Riley's Hill Dry Dock Trust to upgrade the historic site

Casino

- Civic Hall and showground masterplans to be developed
- Develop and market industrial land estate
- Investigate and support future residential development including affordable housing opportunities
- Investigate options to upgrade the Casino Memorial Pool and include heating





Coraki

- Investigate viability of a synthetic hockey field
- Commence rehabilitation works on the Woodburn Coraki Road
- Contribution of \$40,000 in 2017/18 and 2019/20 for a community fund to be used to seek grant funding for projects identified in consultation with the community



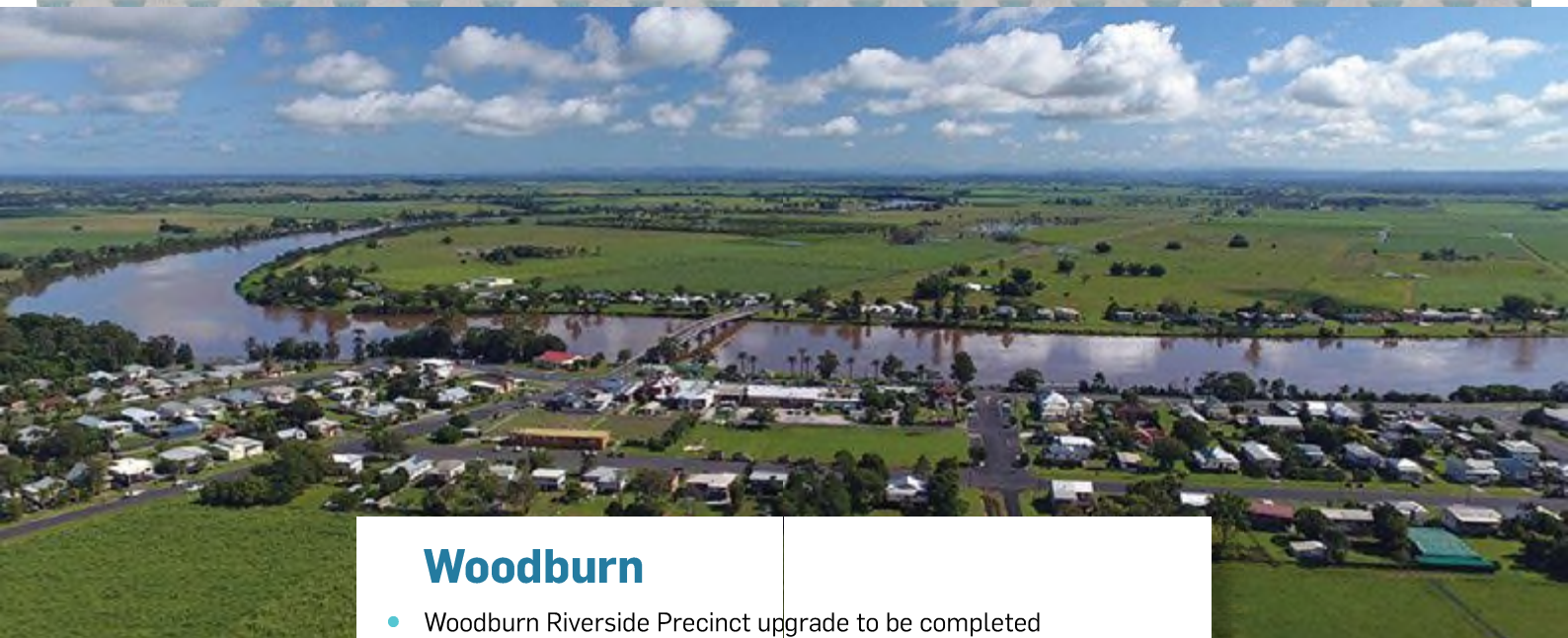
Evans Head

- Develop a plan and costing for sports field irrigation at Stan Payne Oval to enable grant funding to be sought
- Prepare a masterplan for upgrades to foreshore areas to complement the North Coast Holiday Park Evans Head upgrade project
- Investigate options and advocate and support new residential development for older people



Rappville

- Contribution of \$20,000 in 2017/18 and 2019/20 to a community fund to be used to seek grant funding for projects identified in consultation with the community
- \$260,000 to be spent on Rappville Road in 2018/19 and \$316,000 in 2020/21
- Investigate options to improve pedestrian/cycleway links within the township

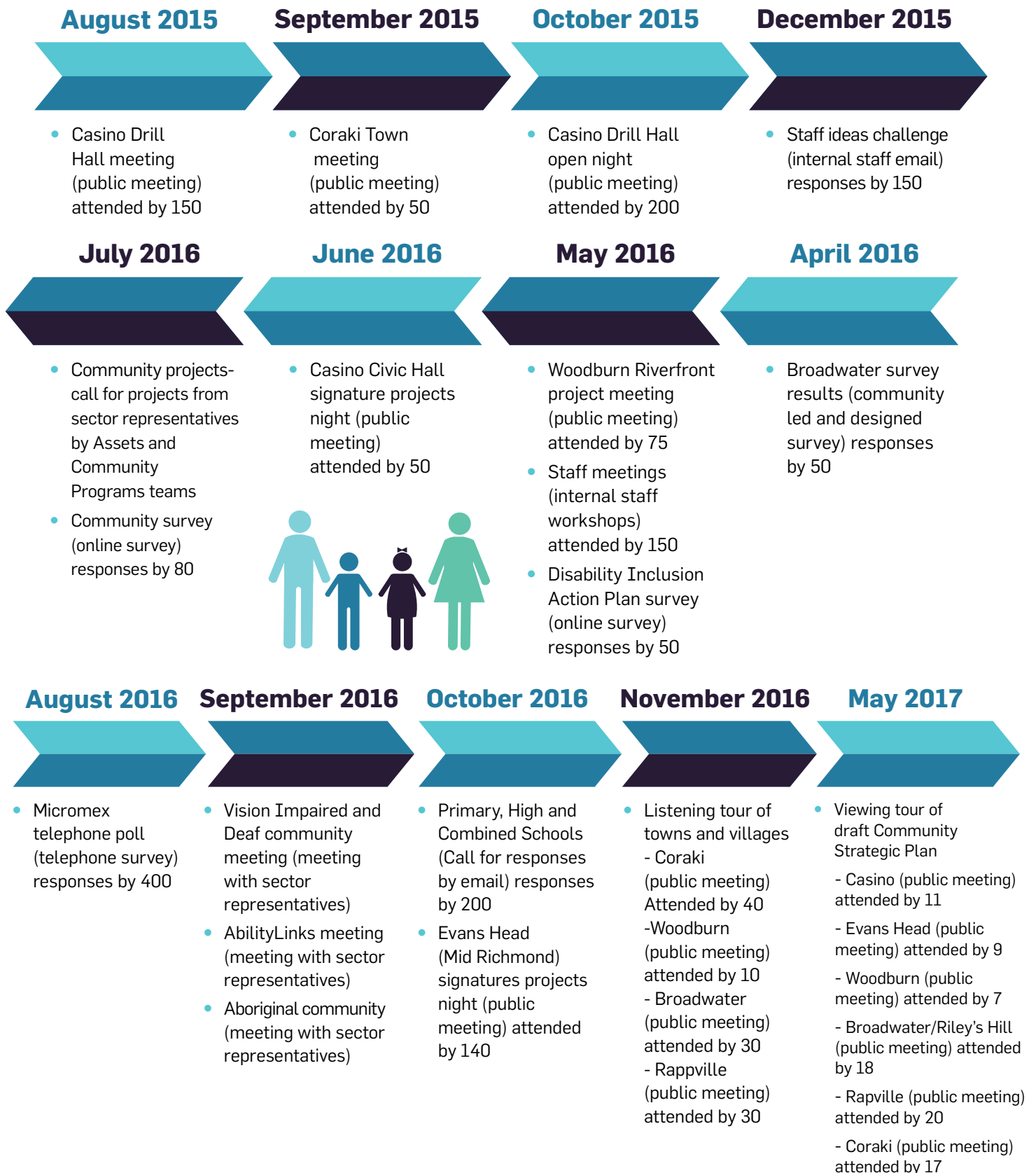


Woodburn

- Woodburn Riverside Precinct upgrade to be completed
- Pacific Highway billboard strategy as part of tourism plan
- Prepare a post by-pass economic and tourism development plan
- Support Northern Rivers Dirty Wheels Mountain Bike Club to develop the New Italy Mountain Bike Forest

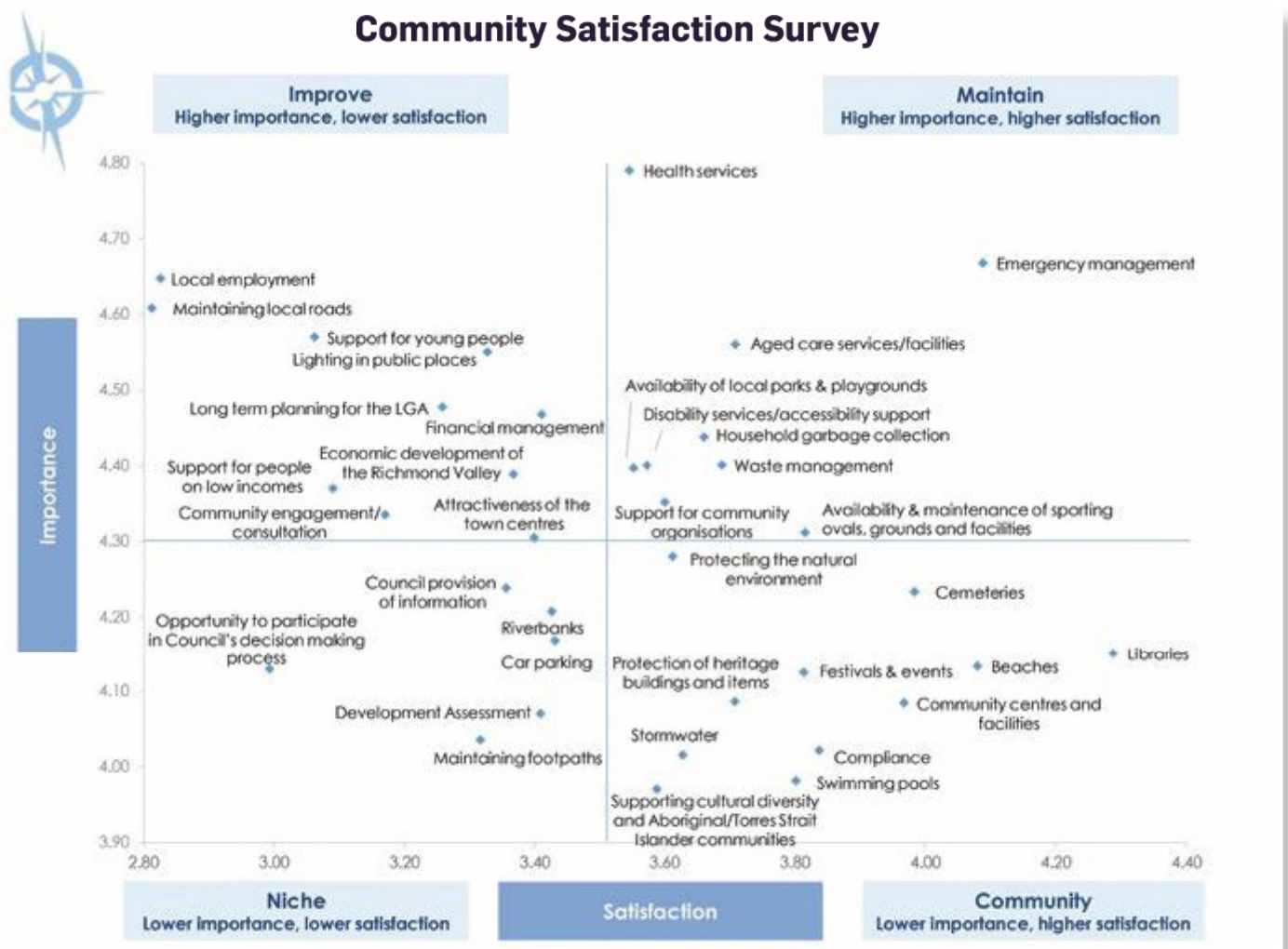
Community Consultation

How we got to the four priorities



In August 2016, Micromex Research undertook a telephone poll of 403 residents of the Richmond Valley, across all age ranges of residents. This research has informed Richmond Valley Council's new Community Strategic Plan.

The Community Satisfaction Survey results are plotted in the diagram below. The plotted graph provides an analysis of the communities stated importance and satisfaction for Council services. Overall the results were very encouraging with community satisfaction with Council increasing, and clear direction given about areas where Council could improve its service delivery and how Council should prioritise future signature projects.



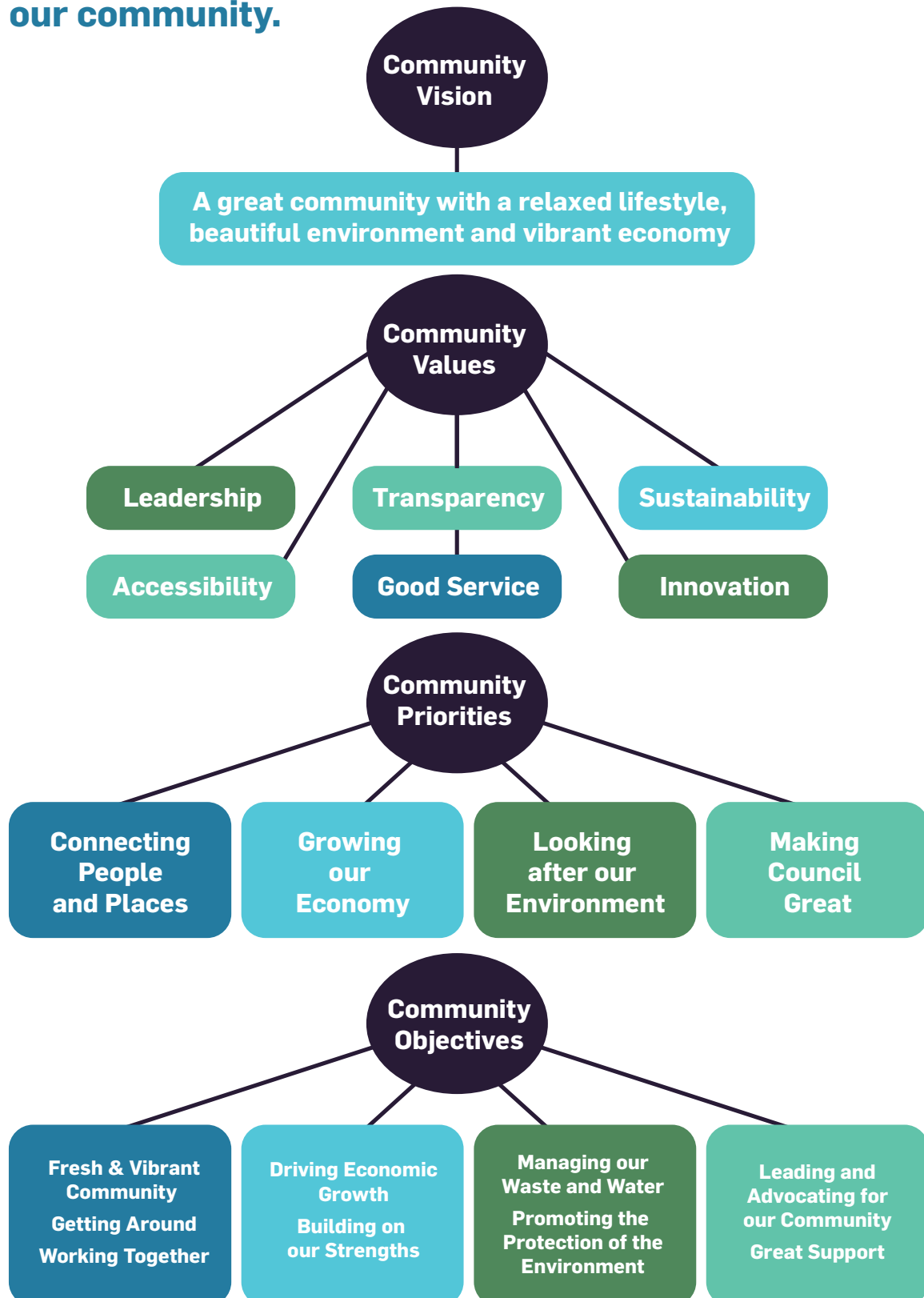
Residents rated the following eleven areas as having the highest importance:

1. Local employment
2. Maintaining local roads
3. Support for young people
4. Support for people on low incomes
5. Health services
6. Lighting in public places
7. Long term town planning for the Richmond Valley Council area
8. Community engagement / consultation
9. Opportunity to participate in Council's decision making processes
10. Financial management
11. Economic development of the Richmond Valley

From the numerous community consultations Council has undertaken, Richmond Valley residents care about services, infrastructure, face to face contact, employment, roads, good communication, love the outdoor lifestyle, being connected and are very proud of our towns and public areas. Great ideas have come out of consultations, and a positive focus for Richmond Valley Council to provide more of what residents, businesses and visitors want and need.

Our vision and values

To guide the delivery of Richmond Valley Made 2030 a vision and set of values have been identified from our consultation with our community.



Our priorities and the services we provide

Connecting People and Places

Fresh & Vibrant Community

- Festivals and Events
- Sports Grounds, Parks & Facilities
- Swimming Pools
- Cemeteries
- Libraries
- Community Centres & Halls
- Emergency Management

Getting Around

- Building & maintaining roads

Working Together

- Community Engagement, Consultation & Communication
- Community Programs & Grants

Growing our Economy

Driving Economic Growth

- Economic Development
- Tourism
- Town Planning & Development Services

Building on our strengths

- Quarries
- Northern Rivers Livestock Exchange
- Private Works
- Real Estate Development

Looking after our Environment

Managing our Waste and Water

- Waste Management
- Stormwater Management
- Water Supplies
- Sewerage Services

Promoting the Protection of the Environment

- Environmental Health
- Environmental Management

Making Council Great

Leading and Advocating for our Community

- Governance & Advocacy

Great Support

- Customer Service
- Information Technology Services
- Organisational Development
- Work Health & Safety
- Financial Services
- Engineering Support & Asset Management
- Fleet Management



1. Connecting People and Places

Research into people's happiness highlights the importance of connection.

We need to make sure that we can get around easily on our transport network, come together for festivals and events, have functional meeting places and a reason to come out of our homes and engage with our community. We know just how much people in the Richmond Valley value our community. A happy community is a connected community.



Excerpt from Micromex Report on Key Findings (Highest priority issues facing the Richmond Valley LGA)

"Further develop Crawford Square to have a waterpark, all accessible playground, and the pop up cafes sound like a great idea. As a kid, Casino doesn't have a lot of things to do here, something like a cinema or a waterpark would be a great place to go"

Staff survey, December 2015

"More connecting walkways in Evans Head"

"Find more uses for local showgrounds"

On the Richmond River at Broadwater:

"We love the river and it is an integral part of our towns, and we would like to have better access to it"

Broadwater residents' survey,
April 2016

"More basics, less new buildings"

"Greater promotion of events"

"Incorporate more Bundjalung language and history into Casino"

"I would love to see the El Gronda Theatre restored"

"Invest more in parks and open spaces"

Community survey
July 2016

WHAT YOU SAID

"Town decorations... Christmas tree and street party [in all villages]"

Community survey, July 2016

"A foreshore masterplan for the Evans Surf Club area. The main picnic area in Evans has historically been at the river foreshore reserve. This area is now part of the holiday park reserve and not under Council control. A foreshore masterplan for the expansion of the public recreation area around the skate park / surf club area to improve picnic and day use facilities could be developed and implemented"

FRESH AND VIBRANT COMMUNITY

Providing and maintaining key amenities and open spaces which service the needs of the Richmond Valley's diverse community.

Why? Because people want to enjoy public spaces and have a sense of belonging and Civic Pride in the community.

Strategic Goal **Create happy and healthy communities where community members enjoy living and working together**

Strategies **Festivals and Events**

- Host and support plenty of local events that bring people together as a community

Sports Grounds, Parks and Facilities / Swimming Pools / Cemeteries

- Provide clean and well-maintained public recreational and sporting facilities, and outdoor spaces that are accessible and safe for everyone
- Create and promote community places and spaces that encourage the community to participate in healthy and active lifestyles
- Provide attractive, vibrant and clean town centres that residents and visitors enjoy
- Provide safe and accessible play spaces for our children within each community
- Civic Pride

Libraries / Community Centres and Halls

- Provide popular and accessible meeting spaces encouraging and supporting connection

Emergency Management

- Undertake clear and prompt emergency management

Targets

- Increase the community satisfaction with Richmond Valley events and festivals
- Increase community satisfaction of the availability of recreational spaces and facilities
- Maintain community satisfaction with swimming pools
- Maintain community satisfaction with Libraries, community centres and facilities
- Increase community satisfaction with the maintenance of cemeteries
- Maintain community satisfaction with emergency management services

Key Projects

- The redevelopment of the Woodburn Riverside Precinct
- The redevelopment of the Casino Drill Hall
- Planning improvements to the Casino Showgrounds
- Renovations to the Casino Civic Hall
- Planning Razorback Lookout upgrade in Evans Head
- Upgrade Crawford Square Regional Park
- Investigate Coraki Synthetic Turf Hockey Field
- Master Plan for the Jabiru Geneebeinga Wetlands, golf course, mini-rail and Richmond Dairies grazing land precinct
- The Northern Rivers Rail Trail
- Investigate options to upgrade the Casino Memorial Pool and include heating



GETTING AROUND

Council will promote, support and maintain the best possible transport networks.

Why? Because having access to services and facilities and being able to get around easily and safely makes Richmond Valley a happy and productive place to be.

Strategic Goal Provide a safe and accessible transport network

Strategies Building and maintaining roads

- Ensure adequate maintenance and renewal of roads, footpaths and cycle ways
- Advocate for additional road funding from all levels of government
- Advocate for and provide a safe and integrated traffic, bicycle and pedestrian movement
- Maintain appropriate standards of car parking
- Partner with the State Government to grow agricultural and freight links along the Summerland Way corridor to South East Queensland

Targets

- Improve overall community satisfaction with maintaining local roads
- Maintain community satisfaction with maintaining footpaths and car parking

Key Projects

- Rehabilitation of the Woodburn Coraki Road
- Capital works program for road renewal in accordance with priority
- Community engagement to establish road standards and funding levels to meet the long term needs of the community
- Community education campaign to raise awareness of the road challenges Council faces



WORKING TOGETHER

Council will engage with stakeholders to choose our common direction.

Why? Because the community wants to know how we make decisions, have input and hear from us.

Strategic Goal **Good communication and engagement between Council and the community**

Strategies **Community engagement, consultation and communication**

- Improve the communication and engagement between the Council and the community
- Engage with all levels of government and other regional bodies on a regular basis to ensure all have a say in our common direction
- Partner with all stakeholders including local businesses, the not for profit and government sector, community groups and community members to achieve the strategic goals of our community

Community Programs and Grants

- Collaborate with and support community groups in delivering community support services
- Provide advocacy and educational support to community groups and organisations to facilitate grant opportunities for community programs

Targets

- Improve the level of community satisfaction with the provision of information and level of engagement and consultation with the community
- Increase the community's opportunity to participate in Council's decision making processes

Key Projects

- Development of a fortnightly newsletter to be delivered to the whole community
- Development of multimedia communication and engagement





2. Growing our Economy

From the engagement we've done we know there is nothing more important to the Richmond Valley community than a strong economy with plenty of jobs and opportunities for our people.

If we all work together then we can build on our natural strengths to make the Richmond Valley a shining light for rural economies across Australia. We need to ensure it's easy for people to set up and grow businesses. We need to make sure the environment is right so we see our existing businesses thrive.



DRIVING ECONOMIC GROWTH

Council will create the environment which allows our economy to flourish now and into the future.

Why? We need wealth and employment for ourselves and our children.

Strategic Goal Significantly grow the Richmond Valley's economy

Strategies

Economic Development

- Support the growth of a diverse regional economy
- Create more job opportunities
- Provide support and advice to businesses and industry
- Create a regulatory environment which encourages investment
- Work in partnership with existing and prospective businesses to create new economic opportunities
- Partner with the State Government to support the local agricultural sector and associated value-adding industries, such as the NSW Sugar Mill and Richmond Dairies at Casino
- Partner with the State Government to support the development of an intermodal freight facility at Casino
- Partner with the State Government to deliver new employment opportunities at Casino, Woodburn, Broadwater and Evans Head

Tourism

- Increase tourism in the Richmond Valley showcasing the best attractions of our region for visitors and residents
- Partner with the State Government to identify opportunities to expand nature based, adventure and cultural tourism places and enhance visitor experiences within Evans Head, Broadwater and Woodburn



Town Planning and Development Services

- Create long term plans for robust and accessible towns and communities
- Increase our levels of customer service to ensure that development is as easy as possible in the Richmond Valley.
- Partner with the State Government to protect important farmland at Woodburn, Coraki, Fairy Hill, Casino, Shannonbrook and Leeville, to support the agricultural sector
- Partner with the State Government to deliver new housing in Rileys Hill, Evans Head, Woodburn and Casino
- Partner with the State Government to enhance the variety of housing options available in Casino, Evans Head and Coraki and support the unique character of local towns and villages
- Create Local Growth Management Strategies to grow the region's population whilst maintaining the principles of sustainability

Targets

- Expansion of local economy/increase in gross industry sector output
- Increase visitors to the Richmond Valley
- Increase visitors who stay overnight in the Richmond Valley
- Facilitate the development of the Nammoona Industrial precinct

Key Projects

- Promote the Guide to Economic Development in the Richmond Valley
- Implementation of the Richmond Valley Tourism Development Plan
- Implement 'Opening Doors' project to improve customer service
- Nammoona Industrial Precinct



BUILDING ON OUR STRENGTHS

Making the most from our own businesses

Why? Because Council is a big part of the Richmond Valley economy and every cent we make is put back into the community.

Strategic Goal **Maximise income for the community through our commercial activities**

Strategies

Quarries

- Make a significant profit for the community through the safe extraction and sale of quarry products

Northern Rivers Livestock Exchange

- Support the beef industry through the sustainable running of the Northern Rivers Livestock Exchange
- Successful completion of the upgrade project

Private Works / Real Estate Development

- Deliver council business activities including commercial, industrial and residential land development



Targets

- Secure the budgeted income from our quarries
- The Northern Rivers Livestock Exchange is financially sustainable
- Financially sustainable land development and real estate activities
- Procure property for residential and industrial development

Key Projects

- Upgrade of the Northern Rivers Livestock Exchange
- Invest in property for development
- Residential and Industrial land development



3. Looking After our Environment

We live in one of the most beautiful places on the planet.

We know how fortunate we are and how important the environment is to our future. We know how important clean water, the safe disposal of waste and the protection of our environment is.



Excerpt from Micromex Report on Key Findings (Most Valued Aspect)

"Be forward thinking with environmental outcomes for the entire Richmond Valley and raise the priority of funding towards projects that will achieve results. Look to develop serious biodiversity management strategies..."

"Weed management, attractive parks with useable amenities"

WHAT YOU SAID

Community survey, July 2016

"Maintain and improve areas we already have"

"Focus for all areas to remove weeds and plant more natives"



MANAGING OUR WASTE AND WATER

Council will work with the community to minimise waste and effectively and sustainably manage stormwater, water supply and sewerage services.

Why? So we have a healthy community and environment.

Strategic Goal **Provide sustainable, reliable and safe water, sewer, waste and recycling services**

Strategies **Waste Management**

- Provide environmentally sustainable kerbside collection, disposal and resource recovery services
- Investigate a Food Organics Program for commercial and retail businesses

Stormwater Management / Water Supplies / Sewerage Services

- Provide sustainable, safe and cost effective water and sewerage services meeting the needs of the community
- Effectively manage stormwater and flooding

Targets

- Increase landfill diversion rate
- The waste business operating to full potential
- Continuous improvement of our stormwater networks and infrastructure
- Continue inspections and condition monitoring of the network
- Active maintenance programs for stormwater infrastructure

Key Projects

- Construction of a new landfill cell at the Nammoona Waste and Resource Recovery Facility
- Complete cell capping at Bora Ridge
- Upgrade to the Bora Ridge Transfer Station
- Water treatment plant solar power generation
- Implementation of the stormwater management plan
- Implementation of the Water and Sewer Capital Works Program



PROMOTING THE PROTECTION OF THE ENVIRONMENT

Council will work in partnership with the community to protect our environment for future generations.

Why? Because we want to look after our land and our waterways.

Strategic Goal Protect and enhance the Richmond Valley's beautiful environment

Strategies Environmental health

- Provide services and programs which protect and enhance our natural and built environment

Environmental management

- Develop and use regulatory instruments to protect and manage the environment
- Lead and engage the community to increase awareness and improve sustainable management of the environment
- Minimise environmental harm through Council's own environmental management practices
- Advocate for and support initiatives to improve the health of the Richmond River

Targets

- Maintain community satisfaction with the natural environment
- Maintain community satisfaction with beaches and riverbanks

Key Projects

- Facilitate the upgrade to the Jabiru Geneebeinga Wetlands in Casino
- Implementation of energy and carbon emissions reduction scheme for the water supply service



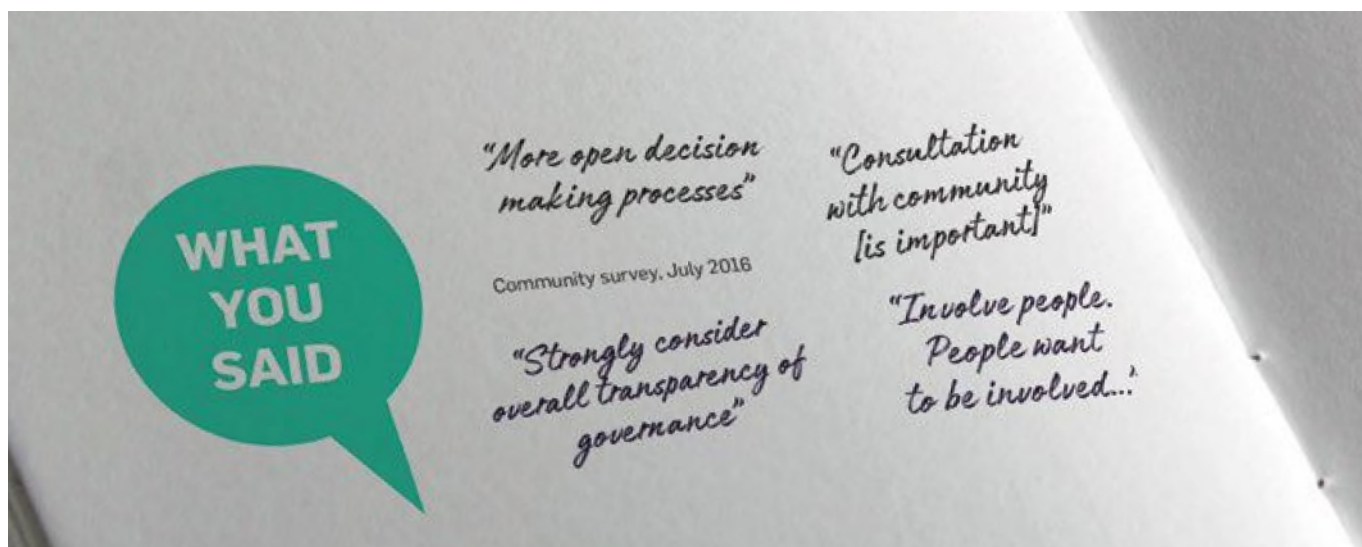


RVC Staff 2016

4. Making Council Great

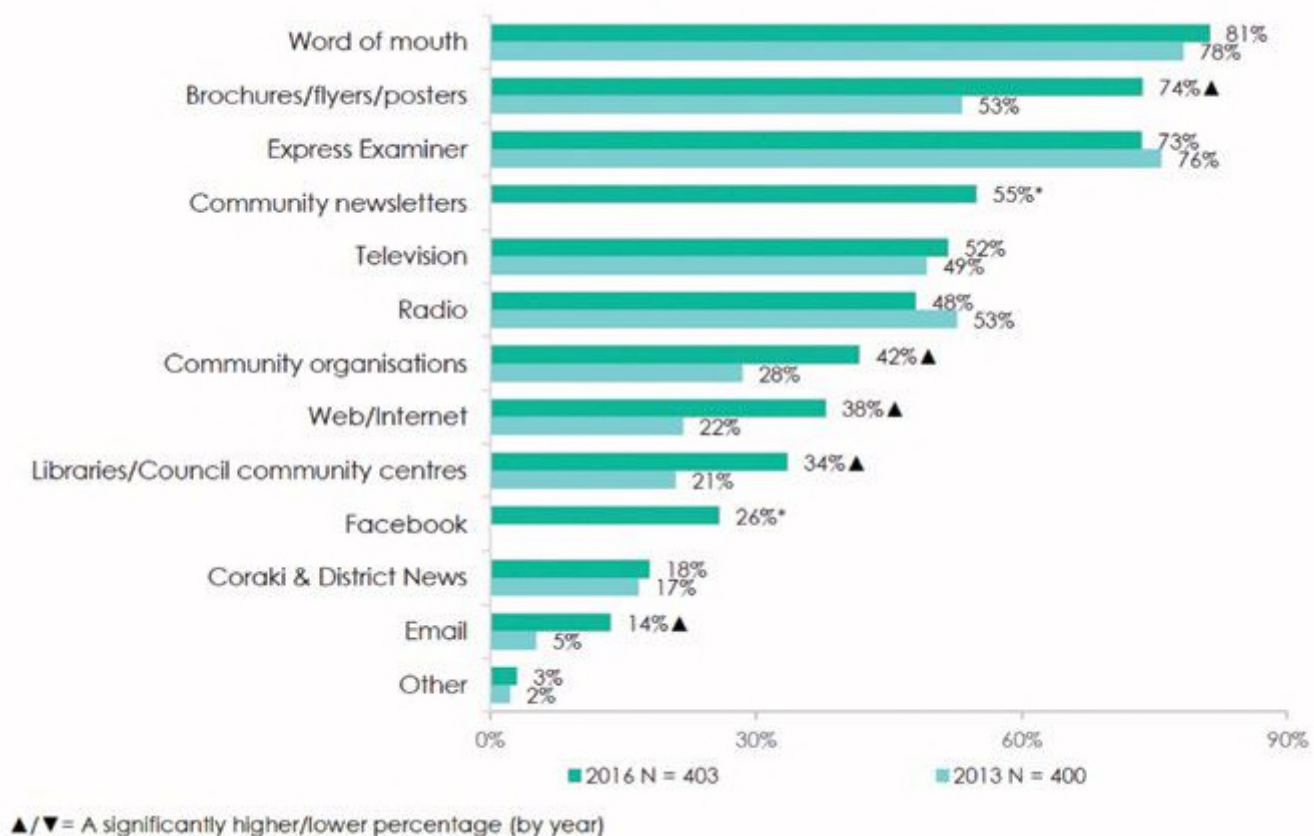
To have a strong community we have to have a strong Council.

We know how important a competent, efficient and hardworking Council is to the community. This priority is all about our focus on ourselves to make us the best we can be so that you can be the best you can be.





How do you receive information about Council?



LEADING AND ADVOCATING FOR OUR COMMUNITY

Council will model effective leadership through transparent decision making.

Why? Because the community have asked for it and we can be a regional voice.

Strategic Goal A highly efficient and effective Council

Strategies Governance and Advocacy

- Undertake Council's leadership with a strong governance and management framework covering all of council's planning, monitoring, reporting and transparent and informed decision making
- Convene open, accessible and transparent Council and Committee Meetings
- Richmond Valley Council will be a responsible fiscal manager
- Advocate strongly on behalf of the community with State and Federal Government and other regional bodies
- Be a highly active member in the Northern Rivers Regional Organisation of Councils.
- Ensure Council's organisational compliance, practices and performance are regularly monitored and reviewed

Targets

- Improvement of the community's satisfaction with their ability to participate in Council's decision-making process
- Improvement of community's satisfaction that Council is operating under ethical, open and transparent processes
- Improvement of satisfaction that Council is operating efficiently, effectively and providing value for money

Key Project

- The Opening Doors Project. Transforming Council culture to ensure the customer is at the centre of everything that we do and we provide the best possible return on the investment for the money we receive from the community



GREAT SUPPORT

Council will deliver professional and efficient internal services to support the organisation to become the best it can possibly be.

Why? Because without a rock solid foundation Council cannot reach its potential.

Strategic Goal Councils support services provide professional and effective service delivery

Strategies

Customer Service

- Provide excellent customer service to the community

Information Technology Services

- Modernise Council's Information Technology to support a great council

Organisational Development

- Train and develop a highly professional and skilled workforce

Work Health and Safety

- Provide a safe and healthy working environment for Council's workers, visitors, contractors and customers

Financial Services

- Manage Council's financial services and procurement practices to enable Council's financial sustainability

Engineering Support & Asset Management

- Provide skilled and professional support services to manage and plan for Council's existing and renewable assets and infrastructure

Fleet Management

- Management of Council's plant, vehicles and equipment on a whole of life basis taking into account risks, community expectations and the quadruple bottom line

Targets

- Improvement in internal customer satisfaction across all internal services

Key Projects

- Implementation of mobile computing to support Council's ability to serve its customers
- Implementation of the Organisational Development Strategy



Working with the Federal and State Government

This Community Strategic Plan supports the direction of the State and Federal Government to invest in our region to deliver the foundations for a strong and sustainable economy for our community.

Richmond Valley Council looks forward to continuing a strong partnership with the State and Federal Government.

The Community Strategic Plan adopts the objectives of the Federal Government to invest in regional economy across health, education, employment, infrastructure, telecommunications and agriculture and demonstrates Council's commitment to creating jobs and economic growth in the Richmond Valley.

We will be looking to partner with the Federal Government on all the objectives in the plan particularly to:

- Diversify regional economies
- Stimulate long term growth
- Deliver sustainable employment
- Enable applicants to enter new markets and sectors
- Health and Education
- Communications

Our plan adopts the objectives of the North Coast Regional Plan and Council will partner directly with State Government to deliver these.



The vision for Regional Australia through State and Commonwealth priorities are closely aligned with Council's priorities.

The extensive consultation that we did in producing our plan showed that our community is right behind the State Government priorities of building infrastructure, creating jobs and improving government services. There is also a great deal of support for improving Council as an organisation, in line with the priority to drive public sector diversity. Through partnerships and through our swimming pools and sports grounds; parks and facilities we will do our part to address childhood obesity. We already turn around our housing approvals quickly but we will make further gains here to support this State Government priority.

State Plan Action	Our Strategic Support
Building Infrastructure	<p>Road, water and waste infrastructure feature throughout this plan. Building and maintaining roads is one of our four key strategic elements.</p> <p>Through the strategy outlined in 'Getting Around', Council will continue to provide local roads to their current standard. In addition, Council will be having an in-depth conversation with the community about whether they want to pay more for improved roads.</p>
Creating Jobs	<p>Economic development and the associated rise in employment is also one of the four key strategic elements of this plan.</p> <p>Through the strategies outlined in 'Driving Economic Growth', Council will do everything it can to stimulate the economy and create the environment needed for the growth in employment.</p>
Driving public sector diversity	<p>Council is committed to diversity and shows this through the strategies in the Organisational Development Strategy. We will maintain our focus on youth employment and ensure the very highest standard of equal opportunities employment is maintained.</p>
Faster housing approvals	<p>Council has committed to the State target of having 90% of housing approvals completed within 40 working days. This target will be supported by new technology and a development friendly focus to the approval process.</p>
Improving government services	<p>Through the Opening Doors Project Council will put the customer at the very centre of everything it does. We will transform the culture of the organisation to ensure that we provide the absolute best return on investment for the money we receive.</p>
Tackling childhood obesity	<p>This strategic plan sees Council investing a great deal of money in open spaces and sporting infrastructure. Through this investment we ensure that the young people in our community have every possible opportunity to engage in the physical activity which is so important to tackling childhood obesity.</p>

Your Council Team

Your Council Staff



**General Manager –
Vaughan Macdonald**

- Economic Development
- Events and Tourism
- Community programs and Grants
- Performance Management
- Communication and community engagement



**Director Infrastructure & Environment –
Angela Jones**

- Roads, Drainage and Quarries
- Waste and Resource Recovery
- Water and Sewer Services
- Open Spaces and Cemeteries
- Planning and Development
- Environmental Health and Regulatory Services
- Asset Management, Survey and Design



**Chief Operating Officer –
Simon Adcock**

- Finance
- Customer Service
- Governance & Risk
- Organisational Development
- Information Technology Services
- Libraries

The Mayor and Councillors

At the Richmond Valley Council Local Government Election held on Saturday, 10 September 2016, the following Councillors were elected to represent the Richmond Valley for the Council term which will conclude in September 2020.



Cr Robert Mustow (Mayor)

Phone: 0407 624 224

Email: rmustow@rvc.nsw.gov.au



Cr Daniel Simpson (Deputy Mayor)

Phone: 0406 420 020

Email: dsimpson@rvc.nsw.gov.au



Cr Sam Cornish

Phone: 0411 870 596

Email: scornish@rvc.nsw.gov.au



Cr Robert Hayes

Phone: 0415 620 220

Email: rhayes@rvc.nsw.gov.au



Cr Sandra Humphrys

Phone: 0401 473 489

Email: shumphrys@rvc.nsw.gov.au



Cr Jill Lyons

Phone: 0416 032 607

Email: jlyons@rvc.nsw.gov.au



Cr Stephen Morrissey

Phone: 0412 491 981

Email: smorrissey@rvc.nsw.gov.au

