



Corowa Shire Council Community Strategic Plan 2023 and beyond

2023 - Our Vision, Our Future

We are a community built on our strengths – our natural beauty, our land, our opportunities and our people.

We embrace and celebrate our rich history; whilst at the same time continue to be excited in our plans for the future.

We are inclusive, welcoming and compassionate. We are deeply committed to protecting our families, our environment, and our economy.

We are a great place to visit, to live and to enjoy. We are the choice.



Corowa Shire at a glance

The Shire

Corowa Shire has a population of 11,000 people with the population based in three main towns including Corowa with a population of 5,605, Howlong 2,551, Mulwala 1,904, and 940 people in smaller villages and rural areas of Balldale, Coreen, Buraja-Lowesdale, Daysdale, Rennie, and Savernake. Corowa is the key town in the region which has developed over time as a key service centre for surrounding rural villages and farming communities.

Households

There are 5,404 private dwellings within Corowa Shire. The median housing loan repayment is \$1,300 month, and median rent is \$180 week. The average household size is 2.3.

The median weekly individual income for persons aged 15 years and over was \$469, compared with \$577 in Australia. The median weekly household income was \$873, compared with \$1,234 in Australia. The median weekly family income was \$1,093, compared with \$1,481 in Australia. 55.3% of persons aged 15 years and over were married, 24.7% never married, 12.3% separated or divorced and 7.8% were widowed.

Heritage

82.6% of residents have both parents born in Australia, and 87.8% of residents were themselves born in Australia. 17.4% of residents have one or both parents born overseas. Of the 12.2% who were born overseas, the most prevalent countries of birth were England, New Zealand, Scotland, Germany and Philippines.

Employment and Education

There are 8,986 residents aged over 15 in the Shire, of which, 4,864 are in the workforce. Of those in the workforce, 58.9% are employed full-time, 29.7% are employed part-time, 6.6% are employed other, and 4.8% are unemployed and looking for work.

Corowa shire boasts six government primary schools, one non-government primary school, one government high school, and two tertiary education campuses. There are 855 children enrolled in primary school and 722 children enrolled in high school, supported by 72.5 teachers.

The most common form of qualification in the Corowa Shire was a Certificate. Of the 2,806 people who have a post-school qualification, 65.4% have a Certificate, 14.6% have an Advanced Diploma and 20.0% have completed a Bachelor degree or higher.

Our Future

The Shire has experienced strong growth in recent years with an estimated net population increase of 615 persons (or 1.1% per annum) in the five year period between 2005 and 2010. Corowa was the fastest growing township in the Shire with a net increase of 376 persons between the 2001 and 2006 census; this was primarily driven by the view of Corowa as a retirement destination. The Shire is expected to continue its strong growth over the next 30 years. At the same time it is anticipated the

percentage of young people will decrease while the percentage of persons aged 65 and over will increase, thus increasing our median age overall.

Howlong and Mulwala increased by about 100 persons in the period 2005 to 2010. The growth shown in the balance of the Shire is attributed to development that has occurred in the areas just outside the township boundaries.

A total of 189 construction/complying certificates were recorded in the 2011/2012 financial year with a monetary value of \$19,466,311.

Whilst the number of construction certificates decreased in the last 12 months, the total value of the construction increased by \$2 million.

Please note: Due to issues with ABS data, the information above regarding population growth has not been updated. This will occur once these issues have been resolved.



Corowa Shire Council

OUR MISSION

The mission of the Corowa Shire Council is to provide for a range of community needs and encourage environmentally acceptable development in the region.

OUR OBJECTIVES

1. Administration - To employ effective management and income generating systems for the benefit of the community.
2. Community Development - To provide a safe and healthy living, working and recreational environment.
3. Environment - To protect and preserve the sensitive environment of the Corowa Shire area.
4. Roads and Transport - To develop and maintain a safe and efficient road and transport network throughout the Shire area.
5. Tourism - To promote the development of tourism and tourist facilities, whilst preserving the Tourism features of the Corowa Shire.
6. Economic Development - To promote economic development in a way that balances development with consideration of the environmental.



Our Community Strategic Plan

In NSW, recent amendments were made to the NSW Local Government Act 1993 (NSWDLG 2010) which require every NSW council to develop a minimum ten-year Community Strategic Plan, informed through community engagement. The community plan is each council's principal planning document, informing asset management and service provision planning in the form of a delivery program and an operational plan.

The Integrated Planning and Reporting Framework (IPRF) in NSW require that councils engage with their communities. The legislation requires that communities must be involved in visioning processes that span a 10-year or greater timeframe. It also requires that:

- The council must establish and implement a strategy (its "community engagement strategy"), based on social justice principles, for engagement with the local community when developing the community strategic plan.
- The council exhibit the draft plan for public comment 'for a period of at least 28 days', and that submissions must be considered by the council before the plan is endorsed or amended

Our Community Strategic Plan has been developed to deliver clear direction in order to achieve the vision of our collective community. Our Community Strategic Plan is our shire's principal planning document, and will support the development of our community, economy, environment, infrastructure and our connections, addressing a broad range of issues that are relevant to our whole community.

Our desired vision for our community can only be achieved through close co-operation, support and partnerships between Council, state agencies, private industry, community groups and individuals in the implementation of our Plan.

To ensure that we achieve our desired community vision, we will also undertake asset management, service provision and workforce management planning and prepare a delivery program and operational plan to service the key strategy items highlighted in our Plan.



Community Engagement

To clearly understand the issues facing our community, the elements of our community that our residents value, and our communities aspirations, we embarked on an intensive community engagement process with our community. The following table outlines the community engagement activities we undertook.

Activity	Date	Location	Response
Community Comment Boards	May 2011	Corowa Racecourse	150 comments received
Community Survey	August – September 2011	Posted to all households, available on-line and also distributed throughout Council facilities	230 surveys received
	March 2013		97 surveys received
Young People Focus Groups	June 2011	Corowa – with young people from throughout the shire	45 young people
Youth Survey	June 2011	Distributed to young people throughout the shire	95 surveys received
Primary school consultations	Sept – Oct 2011	Workshop material sent to schools and completed by students	Over 150 students participated
Preschool consultations	June 2011	Corowa Preschool	30 students participated in a classroom exercise focusing on what they liked the most about their community
Stakeholder Workshops	A number of stakeholder workshops were held covering the areas of: <ul style="list-style-type: none"> • Community • Health • Aged services • Children and young people • Sport and recreation • Business 	The workshops were held throughout Corowa, Mulwala and Howlong	Over 100 people attended the workshops
Community Action Meetings	September 2011	Corowa, Howlong and Mulwala	54 people attended the three meetings

NSW State Plan

The NSW Government has developed its 10 year plan, NSW 2021 – A plan to make NSW number one. The plan will guide policy and budget decision making to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities.

The NSW State plan has been considered in the development of the Corowa Shire Council Community Strategic Plan. The direction of the State Government and their priorities for action has been important factors in the development of strategies for Corowa Shire Council.

The key goals of the NSW State plan are as follows:

1. Rebuild the economy
2. Return quality services
3. Renovate infrastructure
4. Strengthen our local environment and communities
5. Restore accountability to government



Our Strategy

The following key strategic directions reflect what our community told us about their main concerns and priorities for the future. They also reflect Council's priorities – based on knowledge about our future, our present and our history.

These strategic directions will help Council, our stakeholders and our community work and focus together to achieve our vision for the future.

Priority Area 1: A dynamic and vibrant community

Priority Area 2: Effective and accessible services

Priority Area 3: Quality and sustainable infrastructure

Priority Area 4: A prosperous and resilient economy

Priority Area 5: A protected and valued natural environment

Priority Area 6: Strong and responsible leadership

The following timelines have been used throughout the plan;

Ongoing – Will be continually implemented

Short term – 2013 – 2014

Medium term – 2014 – 2017

Long term – 2017 – 2023

1. A

dynamic
and vibrant
community

What our community told us:

- The opportunities that we have to come together, enjoy our community, and experience our environment, are very important to us and our sense of identity. Our events and celebrations are also significant ways that we attract people to our shire.
- As a community we recognise the importance of opportunities for our families to participate in affordable, safe and healthy activities together. We believe that it is important that we continue to focus on providing these opportunities to the families of our communities and our visitors.
- Whilst we have long been known as a welcoming and enjoyable place to retire, we would also like to be known as a wonderful community to raise a family. We believe that we should focus on attracting young families to our shire to ensure that our community is a place with strong social connections and opportunities.
- We would like our community to ensure that we remain committed to raising our children and young people together. It is vital to not just our younger generations but to the strength of the community as a whole that we provide support and opportunities to our young people.
- The River and Lake are enormous parts of our community identity and we would like to make sure that they continue to be seen as key aspects of our community.
- Whilst our shire has three larger towns, we also have several rural communities that enormously contribute to the social, economic and cultural aspects of our community. We need to ensure that we continue to remain focused on supporting our small rural communities and work to support their long term sustainability and prosperity.
- As a community we acknowledge that we need to work together to ensure that we are a vibrant and thriving place. We need to embrace new residents, new opportunities and new challenges to make sure we continue to grow and prosper.

How will we know we achieved our long term objectives?

- Community groups will be active, sustainable and inclusive
- People in our community have the opportunity to volunteer and are engaged in community life
- All our communities are well planned, safe and accessible
- There are a wide range of sporting and cultural activities provided within our community for people to participate in
- Our events are well planned and well attended
- Our children, young people and older residents are active and supported

Our link to the NSW State Plan:

- Goal 24: Make it easier for people to be involved in their communities
- Goal 25: Increase opportunities for seniors in NSW to fully participate in community life
- Goal 27: Enhance cultural, creative, sporting and recreation opportunities
- Goal 11: Keep people healthy and out of hospital

Outcome 1.1: An inclusive, considerate and welcoming community

Objective 1.1.1: A community that supports people of all abilities, backgrounds and cultures

Strategy		Agency	Partners	Timeframe
1.1.1.1	Work to ensure that people in the community have equal access and to services and facilities throughout the shire	Council	Community	Ongoing
1.1.1.4	Develop opportunities for our community to celebrate our diversity	Community	Council	Ongoing

Objective 1.1.2: A place of diverse opportunities and resources for young people

Strategy		Agency	Partners	Timeframe
1.1.2.1	Develop and implement the Corowa Shire Youth Development Strategy that supports the positive engagement of young people within community life	Young People Schools	Council	Short
1.1.2.2	Provide leadership opportunities for young people within our community	Community Groups School	Council Community	Ongoing
1.1.2.3	Ensure that young people have access to community spaces where they feel welcomed, safe and included	Community Council	Schools	Ongoing

Objective 1.1.3: A community that embraces and provides for our older residents

Strategy		Agency	Partners	Timeframe
1.1.3.1	Develop a comprehensive understanding of the needs, challenges and opportunities facing our older residents now and into the future	Murrumbidgee Local Health District NSW Dept Family & Community Services – Housing NSW	Council Community	Short

1.1.3.2	Celebrate and facilitate the positive contribution that our older residents make to our community	Council Community Groups Aged service providers	Community	Ongoing
1.1.3.3	Facilitate opportunities for our older residents to remain physically and socially active, particularly those that are socially isolated	Murrumbidgee Local Health District NSW Dept Family & Community Services – ADHC Sport Clubs	Community groups	Ongoing
Objective 1.1.4: A community that welcomes new residents and families				
Strategy		Agency	Partners	Timeframe
1.1.4.1	Explore innovative ways to actively welcome new residents to the shire and support their involvement in the community	Community	Council Community Groups	Ongoing
Objective 1.1.5: Strong and vibrant rural communities				
Strategy		Agency	Partners	Timeframe
1.1.5.1	Explore innovative ways to ensure the regular consideration of the changing needs and priorities of our rural and isolated communities	Council	Community	Short
1.1.5.2	Explore innovative ways to support our rural communities to capture and record their vibrant histories for preservation	Community	Council	Medium

Outcome 1.2: A community that supports and provides opportunities for our families

Objective 1.2.1: A supportive community for our families

Strategy		Agency	Partners	Timeframe
1.2.1.1	Ensure that all families are supported and encouraged to participate in community activities, programs and opportunities	Community	Council	Ongoing
1.2.1.2	Ensure that the needs of all our families are considered in the long term planning of community facilities and programs including at a state and federal level	Council	NSW Dept Family & Community Services Dept Families, Housing, Community Services & Indigenous Affairs Regional bodies	Ongoing
1.2.1.3	Continually explore and develop ways to engage our most at risk families in services, activities and programs that will improve their opportunities and quality of life	Service Providers		Ongoing

Objective 1.2.2: Opportunities for our families to interact

Strategy		Agency	Partners	Timeframe
1.2.2.1	Develop and implement a playground strategy for the shire that also considered the placement of supporting infrastructure such as public toilets, footpaths, and shade	Council		Medium

Objective 1.2.3: A community that prioritises the protection and growth of our children

Strategy		Agency	Partners	Timeframe
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1.2.3.1	Continue to meaningfully engage children in community life	Council Schools Preschools	Community Community groups and clubs	Ongoing
1.2.3.2	Advocate on behalf of our children to ensure that we continue to develop our communities as great places for our children to grow	Council	Community	Ongoing
1.2.3.3	Ensure that our communities are developed with opportunities for children to develop their independence and skills	Council	Community Schools	Long

Outcome1. 3: Engaging events and celebrations

Objective1.3.1: An exciting and diverse calendar of events

Strategy		Agency	Partners	Timeframe
1.3.1.1	Develop and implement a diverse, interesting and relevant calendar of events that reflect the strengths and characteristics of our communities and towns	Community Business	Council	Ongoing
1.3.1.2	Ensure that all events are safe, well planned and high quality	Event organisers Council	Community	Ongoing

Outcome 1.4: A Shire of excellence for sport and recreation

Objective 1.4.1: Well planned recreation facilities

Strategy		Agency	Partners	Timeframe
1.4.1.1	Ensure a place making approach is taken for all open space and water foreshore developments within the shire	Council	Community	Ongoing
1.4.1.2	Take a whole of community approach to the planning of recreational facilities to ensure the appropriate development of infrastructure that can meet the changing needs of our communities and can facilitate the potential attraction of new sports and diverse use	Council Sporting bodies/clubs	NSW Sport and Recreation NSW Government	Medium
1.4.1.3	Explore innovative ways to ensure the long term sustainability of our rural sporting facilities	Community	Council	Ongoing
1.4.1.4	Continue to actively seek funding opportunities to support the upgrading of the Corowa Swimming Pool	Council	Community Corowa Swimming Club Australian Government NSW Sport and Recreation NSW Government	Ongoing

Objective 1.4.2:Diverse and sustainable recreation opportunities

Strategy		Agency	Partners	Timeframe
1.4.2.1	Coordinate the planning of sport and recreation groups to support their long term financial, membership and facility viability	Sporting Clubs	Council NSW Sport and Recreation	Medium
1.4.2.2	Actively work to attract visiting sporting competitions, events,	Sporting clubs	Council	Medium

	training programs and games to our shire	Business (sponsorship)	Community	
1.4.2.3	Continue to encourage and support high level representation from our shires community members throughout a diverse range of sporting opportunities	Sporting Clubs	Funding bodies – State and Australian	Ongoing
1.4.2.4	Continue to expand a high quality pathway network that is flexible in purpose to facilitate a range of users	Council	Roads and Maritime Services	Ongoing

Outcome 1.5: A creative community

Objective 1.5.1: Creative community spaces

Strategy		Agency	Partners	Timeframe
1.5.1.1	Continue to facilitate exciting and engaging community spaces that allow for community members and visiting artists to display and perform cultural activities including arts, music and theatre	Community	Council	Ongoing

Objective 1.5.2: Opportunities for all community members to participate in and enjoy the arts

Strategy		Agency	Partners	Timeframe
1.4.2.1	Ensure that there are opportunities for our children and young people to participate in and enjoy arts and culture activities	Community	Council Murray Arts Australia Council for the Arts	Ongoing
1.5.2.2	Provide a diverse range of artistic activities for all people within our community to participate in	Community	Council Murray Arts	Ongoing

			Australia Council for the Arts	
1.5.2.3	Celebrate the achievements and contributions made by our artistic community	Community	Council Murray Arts	Ongoing

Outcome 1.6: An empowered and active community

Objective 1.6.1: High levels of involvement across our community

Strategy		Agency	Partners	Timeframe
1.6.1.1	Encourage diversity of people participating in community groups, clubs and committees throughout the shire	Community Groups	Council	Ongoing
1.6.1.2	Continue to facilitate community driven projects that respond to identified community needs	Council	Community	Long
1.6.1.3	Encourage the participation of children and young people in volunteering projects throughout the shire	Schools Council Community		Medium
1.6.1.4	Support the long term sustainability of community groups, committees and clubs	Community	State Government Departments and agencies Council	Ongoing
1.6.1.5	Provide a diverse range of community programs and activities to facilitate increased community participation	Community	Council	Ongoing
1.6.1.6	Facilitate the delivery of exciting and engaging libraries throughout the shire	Council	Riverina Regional Library Service	Ongoing

2. Effective and accessible services

What our community told us:

- We understand that part of living in a rural area means that we will not have all of the services that are provided in larger areas; however it is vital to us that we have high quality, accessible and affordable health services within our community. As we are an ageing population this priority will continue to grow in the future and we need to be prepared.
- Our education is an important part of why people live within our shire, and we know that it play a huge role in the future of our community. As a community we appreciate the enormous work our schools contribute and it is a priority that the long term sustainability of all our schools, especially our small schools, is protected.
- In recent years we have seen some of our neighbouring communities respond to significant emergencies and times of crisis. We need to be prepared for potential emergencies of our own. This includes access to appropriate levels of emergency services as well as high levels of volunteering within our communities.
- We need to ensure that our families have access to high quality, flexible and responsive children's, aged and disability services to support a community that is healthy, happy and resilient.

How will we know we achieved our long term objectives?

- Services delivered within our community consider the long term priorities and needs of our communities
- Our education, health and emergency services are effective, high quality and responsive
- We are a safe and well protected community

Our link to the NSW State Plan:

- Goal 28: Ensure NSW is ready to deal with major emergencies and natural disasters
- Goal 12: Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
- Goal 15: Improve education and learning outcomes for all students
- Goal 16: Prevent and reduce the level of crime

Outcome 2.1: Efficient and high quality service delivery

Objective 2.1.1: Services that are planned and delivered with consideration to the changing needs of our community

Strategy		Agency	Partners	Timeframe
2.1.1.1	Consistently review the delivery of services to ensure that they respond to the changing demographics of our community	Council NSW Dept Premier & Cabinet Relevant State and Federal agencies		Ongoing
2.1.1.2	Remain up to date on social and community priorities and ensure that these are regularly considered in the delivery of projects, services and funding	Council	Relevant State and Federal agencies	Ongoing
2.1.1.3	Advocate on behalf of our communities to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs	Council Service Providers Local MPs		Ongoing

Objective 2.1.2: Coordinated service delivery

Strategy		Agency	Partners	Timeframe
2.1.2.1	Ensure a strong strategic advocacy body for the health services in the region	Health Support Committee	Interagency group Council	Ongoing
2.1.2.2	Develop mechanisms that continue to support the appropriate distribution and promotion of service information throughout the shire	Relevant service providers	Council	Medium
2.1.2.3	Continue to explore best practice opportunities relating to the appropriate co-location of services within our communities	Relevant service providers	Council	Ongoing

Objective 2.1.3: Improved understanding and utilisation of available services				
Strategy		Agency	Partners	Timeframe
2.1.3.2	Facilitate the involvement of service providers and organisations within the community, in particular in regards to community planning processes	Council	Relevant service providers and organisations	Ongoing

Outcome 2.2: High quality education for people of all ages				
Objective 2.2.1: Education that provides opportunities for our children and young people				
Strategy		Agency	Partners	Timeframe
2.2.1.1	Support the long term sustainability of our small rural schools	NSW Department of Education & Communities	Council Community	
Objective 2.2.2: Education options that support a diverse range of skills within our communities				
Strategy		Agency	Partners	Timeframe
2.2.2.1	Advocate for the innovative delivery of tertiary education options within the shire	NSW Department of Education & Communities Office of Education Corowa High School Riverina Institute of TAFE	Council	Ongoing

2.2.2.3	Provide local training and education opportunities that target the long term unemployed and socially disengaged	Department of Education, Employment and Workplace Relations	Riverina Community College, Sureway, Personnel Group	Ongoing
Outcome 2.3: Health services that support a healthy community				
Objective 2.3.1: A range of services that promote a healthy life				
Strategy		Agency	Partners	Timeframe
2.3.1.1	Deliver a range of health promotion programs throughout the shire	Murrumbidgee Local Health District Relevant Service Providers and agencies	Council	Ongoing
2.3.1.2	Continually promote messages that support healthy decisions for our community members	Council Relevant service providers and agencies	Community	Ongoing
Objective 2.3.2: High quality health services				
Strategy		Agency	Partners	Timeframe
2.3.2.1	Ensure the long term sustainability of health and medical services provided throughout the shire	NSW Health	Council	Ongoing
2.3.2.2	Ensure appropriate service delivery for our community members with increased needs including older people and people with a disability	NSW Health	Council	Ongoing

Outcome 2.4: A community protected and prepared for emergencies

Objective 2.4.1: Services to protect our community

Strategy		Agency	Partners	Timeframe
2.4.1.1	Ensure the adequate provision of responsive police and emergency services throughout our community	State Government	Australian Government	Ongoing
2.4.1.2	Continue to focus on crime prevention throughout our community	State Government Police	Council Community	Ongoing
2.4.1.5	Continue to ensure high levels of community involvement in volunteer services that act to protect our community	Community	Council	Ongoing

Objective 2.4.2: A community that is prepared to respond to crisis

Strategy		Agency	Partners	Timeframe
2.4.1.1	Maintain and further develop the shire emergency management and recovery plan	Council	Combat Agencies	Ongoing

3. Quality and sustainable infrastructure

What our community told us:

- Our roads are of significant importance to us in our shire – they are not only the way we move around our shire but they support our agricultural, industrial and tourism sectors. It is important to us as a community that our roads continue to improve and they are safe and accessible for our community, our industry and our visitors.
- As a shire on the river we need to ensure that our bridges are safe and accessible
- The footpaths throughout our shire play a huge role in our daily life and we would like to see them improved and extended throughout our communities
- Our swimming pools are valued within our communities and we would like to continue to advocate for the ability to upgrade and redevelop our facilities
- We would like to see an increase in the amount of high quality bike and walking tracks within the shire. In particular we would like to see this infrastructure developed in places of significant natural beauty such as along the river and around the lake.
- As many buildings in our community are of a heritage era we would like to continue to explore innovative ways to increase their accessibility for people of all abilities

How will we know we achieved our long term objectives?

- A range of footpaths, walking, and bicycle tracks are provided throughout the shire
- Open space and recreation infrastructure is planned for the long term needs of the community
- Our roads are responsibly planned and maintained
- Assets are developed and maintained for current and future community requirements
- There is appropriate planning and development within the shire

Our link to the NSW State Plan:

- Goal 10: Improve road safety
- Goal 19: Invest in critical infrastructure
- Goal 20 Build liveable centres
- Goal 21: Secure potable water

Outcome 3.1: Flexible and sustainable community infrastructure

Objective 3.1.1: Buildings that are well utilised and maintained by our communities

Strategy		Agency	Partners	Timeframe
3.1.1.1	Explore ways to increase the community utilisation of community halls throughout the shire	Community Council Recreational trusts	Crown Lands	Ongoing
3.1.1.2	Support communities to have a sense of ownership for community buildings	Council	Community	Ongoing
3.1.1.3	Continue to support community facilities that allow for diverse and flexible use to meet the changing priorities and needs of our community	Council	NSW Dept Planning & Infrastructure Australian Government Clubs	Ongoing

Objective 3.1.2: Protection and utilisation of our historic buildings

Strategy		Agency	Partners	Timeframe
3.1.2.1	Continue to source funding that supports the restoration and protection of historic buildings and landmarks throughout the community to ensure that they remain valuable assets	Building owners Council	NSW Office of Environment and Heritage	Ongoing
3.1.2.2	Investigate innovative ways to increase the accessibility of historic buildings whilst continuing to maintain their historic integrity	Building owners Council	NSW Office of Environment and Heritage	Long

Outcome 3.2: Infrastructure that supports our daily life

Objective 3.2.1: Responsible waste management practices

Strategy		Agency	Partners	Timeframe
3.2.1.1	Develop and implement a long term waste management strategy that plans for the future waste needs for all of the communities within our shire	Council	Community	Long
3.2.1.2	Advocate for responsible recycling practices for all businesses, industry, farmers and residents throughout the shire	Council Businesses	Community	Ongoing

Objective 3.2.2: Well maintained assets for our future

Strategy		Agency	Partners	Timeframe
3.2.2.1	Develop a Asset Management Strategy based on the outcomes of the assets mapping process that strategically considers the needs and sustainability of all Council's assets, and where appropriate plans for their consolidation or renewal	Council	State and relevant agencies	Short
3.2.2.3	Continue to actively seek funding to support the long term sustainability and maintenance of community and Council assets	Council	Community	Ongoing

Outcome 3.3: Infrastructure that supports our community identity

Objective 3.3.1: Exciting community spaces

Strategy		Agency	Partners	Timeframe
3.3.1.1	Support the implementation of the streetscape plan for Corowa, Howlong and Mulwala that embraces the unique identities of each township	Council	Roads and Maritime Services	Ongoing
3.3.1.2	Explore ways to increase public art throughout the shire	Council Art Group	Murray Arts	Ongoing

Objective 3.3.2: Consistent and complimentary signage throughout our towns

Strategy		Agency	Partners	Timeframe
3.3.2.1	Provide consistent signage and entrance points to all of our communities, including our outlying rural townships	Council		Medium
3.3.2.2	Work to ensure that all signage throughout the town, including directional, promotional and business signage is developed in respect of its environment and relevant standards	Council	Business owners	Ongoing

Outcome 3.4: Infrastructure that facilitates growth within our shire

Objective 3.4.1: A range of housing

Strategy		Agency	Partners	Timeframe
3.4.1.1	Implement policies and facilitate sustainable growth in line with Council's LEP	Council	State Government	Ongoing
3.4.1.2	Offer a range of housing and accommodation choices within our shire to meet the needs of all our community members	Developers NSW Dept Family & Community Services	Council	Long
3.4.1.3	Investigate the housing needs of our ageing population now and into the future – including the review of private housing, independent living and high needs accommodation	NSW Dept Family & Community Services Council		Long

Objective 3.4.2: Infrastructure that supports our ability to grow

Strategy		Agency	Partners	Timeframe
3.4.2.1	Provide and maintain an efficient sewage system that allows for possible expansion	Council	NSW Office of Water Environmental Protection Authority	Ongoing
3.4.2.2	Ensure quality water supply that is sustainable to meet the demands of future growth	Council	NSW Office of Water Murray Darling Basin Authority Environmental Protection Authority	Ongoing

3.4.2.3	Prioritise the development of appropriate drainage systems that provide for efficient services to our community and allows for growth in our residential areas	Council		Medium
Outcome 3.5: A shire with safe and high quality travel options				
Objective 3.5.1: A road network that is safe for our farmers, our community and our visitors				
Strategy		Agency	Partners	Timeframe
3.5.1.1	Implement the road strategy that prioritises the maintenance of roads with priority given to high traffic and truck routes	Council Roads and Maritime Services	Roads and Maritime Services	Ongoing
3.5.1.2	Continually work to improve the rural road network	Council	Australian Government State Government	Ongoing
3.5.1.3	Implement road safety campaigns to encourage and educate safe driving on our roads	Roads and Maritime Services	Schools Community Council NSW Police	Ongoing
Objective 3.5.2: Infrastructure that facilitates and supports growth in our public transport options				
Strategy		Agency	Partners	Timeframe
3.5.2.1	Ensure that all residential developments and streetscape master plans are considerate of potential public transport requirements such as bus turning points and transport stops	Council	Developers Roads and Maritime Services	Ongoing
3.5.2.2	Continue to advocate for the ongoing development of public and community transport options within the shire	Community	Council Relevant community and State agencies and organisations	Ongoing

4. A

prosperous
and resilient
economy

What our community told us:

- As a community we need to ensure that we continue to support our established small and medium businesses so they can continue to remain viable into the future
- Tourism is very important to our community and we recognise it as a significant opportunity in growing our economy and developing opportunities within our shire. We are excited to see the potential of our shire maximised to encourage people to visit our region.
- We would like to see an increase in the retail offerings that are CBDs provide. As our main streets develop we would like them to grow to become dynamic, exciting and inviting places to shop, socialise and spend time.
- To support the long term economic sustainability of our shire we would like to see an increase in the amount of employers in the area and a more diversified local economy.
- To help grow the diversity offered in our towns we would like to explore the potential to develop commercial opportunities on our foreshores.

How will we know we achieved our long term objectives?

- Skilled workers live locally and want to work with our local employers
- Our business community is well-connected
- Our farmers use best-practice farming principles to ensure they run strong businesses
- We have a thriving tourism trade

Our link to the NSW State Plan:

- Goal 1: Improve the performance of the NSW economy
- Goal 3: Drive economic growth in regional NSW
- Goal 6: Strengthen the NSW skill base

Outcome 4.1: A strong and resilient local economy

Objective 4.1.1: An economy that is well prepared for the future

Strategy		Agency	Partners	Timeframe
4.1.1.1	Continue to implement the Corowa Shire Economic Development Strategy	Council	Business community NSW Department of Trade and Investment, Regional Infrastructure and Services Murray RDA Murray Now Other regional bodies	Ongoing
4.1.1.2	Continue to strengthen relationships within the business community	Chamber of Commerce & Industry	Council	Ongoing
4.1.1.3	Ensure that Corowa Shire's economic viability and sustainability is protected and advanced through responsible land-use and development	Council		Ongoing
4.1.1.4	Continue to plan for a future with less water	Council Businesses	Community NSW Department of Trade and Investment, Regional Infrastructure and Services NSW Department of Primary Industries Australian Government	Ongoing

Objective 4.1.2: A prepared and skilled business community				
Strategy		Agency	Partners	Timeframe
4.1.2.1	Ensure the appropriate delivery of training and professional development opportunities that enhance and maintain the economic culture of the Corowa Shire Economy	Chamber of Commerce & Industry Business community	Council	Ongoing
Objective 4.1.3: Maintaining and establishing viable and long term businesses within the shire				
Strategy		Agency	Partners	Timeframe
4.1.3.1	Continue to support existing and newly established businesses within the shire	Council Chamber of Commerce & Industry	NSW Department of Trade and Investment, Regional Infrastructure and Services	Ongoing
4.1.3.2	Increase the support for our local businesses from the broader community	Community Chamber of Commerce & Industry	Council	Ongoing
Objective 4.1.4: A profitable and resilient agriculture sector				
Strategy		Agency	Partners	Timeframe
4.1.4.1	Advocate for long term water security for our agriculture sector	RAMROC Council REROC	NSW Department of Primary Industries	Ongoing
4.1.4.2	Advocate for sustainable farm management practices	NSW Department of Primary Industries NSW Farmers Association	Regional bodies/groups	Ongoing
4.1.4.4	Continue to support the Corowa Saleyards as a major regional sheep	Council	Australian Government	Ongoing

	selling facility			
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Outcome 4.2: A thriving tourist sector

Objective 4.2.1: A positive visitor experience

Strategy		Agency	Partners	Timeframe
4.2.1.1	Continue to develop the positive image of our communities	Council	Community Businesses	Ongoing
4.2.1.2	Ensure high quality visitor information services are provided to our visitors	Council	Businesses	Ongoing
4.2.1.3	Continue to work with tourist bodies and neighbouring shires to promote and market our shire	Council Murray Regional Tourism Board	Corowa Shire Tourism Community Neighbouring Shires	Ongoing

Objective 4.2.2: Continued growth in the use of our natural assets to support our tourist industry

Strategy		Agency	Partners	Timeframe
4.2.2.1	Continue to explore innovative ways to promote our shire as a place of significant natural beauty and recreational pursuits	Business Murray Regional Tourism Board	Corowa Shire Tourism Community Council	Ongoing

Outcome 4.3: A growing and sustainable business and industry community

Objective 4.3.1: Attract new industry and business to the shire

Strategy		Agency	Partners	Timeframe
4.3.1.1	Develop and implement marketing activities to attract and retain businesses within the shire	Council Chamber of Commerce & Industry	Businesses	Medium
4.3.1.2	Maintain a broad understanding of the shire's economic profile and work to recognise and share the successes of the business community	Council Chamber of Commerce & Industry	Businesses	Ongoing
4.3.1.3	Make Corowa the choice for internal and external economic investment	Council Chamber of Commerce NSW Department of Trade and Investment, Regional Infrastructure and Services	Business and industry	Long
4.3.1.5	Continue to develop infrastructure that facilitates business growth	Council NSW Department of Trade and Investment, Regional Infrastructure and Services	Private developers Australian Government	Ongoing
4.3.1.6	Continue to develop the diversity of retail within our CBD's	Chamber of Commerce & Industry Retailers		Ongoing

Objective 4.3.2: Strong partnerships that support the business community				
Strategy		Agency	Partners	Timeframe
4.3.2.1	Ensure continuing networks within the local business community	Chamber of Commerce & Industry	Council (BCHM Committee)	Ongoing
4.3.2.2	Ensure appropriate representation on regional business partnership bodies to support the ongoing consideration of the needs of our business community	Council Regional Development Australia – Murray & Murray NOW		Ongoing

Outcome 4.4: A skilled and qualified workforce				
Objective 4.4.1: Improved access to education and training opportunities for our shire's residents				
Strategy		Agency	Partners	Timeframe
4.4.1.1	Identify and develop partnership opportunities with education and training providers that support increased education provision within the shire	Education providers	Council NSW Dept Education & Communities Australian Government	Ongoing
4.4.1.2	Provide education and training facilities within the shire that supports the delivery of diverse and flexible opportunities	Education providers	NSW Dept Education & Communities Australian Government	Ongoing

Objective 4.4.2: Partnerships that support our workforce				
Strategy		Agency	Partners	Timeframe
4.4.2.1	Investigate models of support networks to assist in retaining health care workers within the shire	Health Services	Council Education providers	Long
4.4.2.2	Support the development of mentoring relationships between experienced and young professionals, particularly in industries/sectors with skill shortages	Community	Council	Medium

5. A
protected
and valued
natural
environment

What our community told us:

- Our natural environment is vital to our economy, our identity and our lifestyle – we are passionate about protecting it for today and for our future
- We need to protect our natural and agricultural environments from the impact and spread of weeds and pests Weed eradication
- The water within our shire is invaluable and needs to be protected. Our lake, our river and our creeks all need to be conserved and protected.
- We would like to explore the feasibility of developing Green energy solutions within our shire

How will we know we achieved our long term objectives?

- Indigenous flora and fauna is flourishing
- Residents are more active in pest management and choose flora and fauna protection
- New buildings and facilities are energy efficient with consideration to environmentally sensitive design
- Households and industry consider environmentally friendly options
- Water is responsibly used and protected
- Residents and visitors can easily access environmental information that is important to them

Our link to the NSW State Plan:

- Goal 22: Protect our natural environment
- Goal 23 Increase opportunities for people to look after their own neighbourhoods and environments

Outcome 5.1: A community that actively protects its natural environment

Objective 5.1.1: An environmentally aware community

Strategy		Agency	Partners	Timeframe
5.1.1.1	Continue to support our children and young people's knowledge of environmental protection practices	Schools Corowa District Landcare	Murray Catchment Management Authority (to be Local Lands Services from January 2014)	Ongoing
5.1.1.2	Develop practices to ensure our residents and visitors are aware of appropriate behaviour to limit their impact on our environment	Corowa District Landcare	Council Murray Catchment Management Authority (to be Local Lands Services from January 2014)	Medium
5.1.1.3	Encourage the community to be involved in preservation and enhancement of the environment	Murray Catchment Management Authority (to be Local Lands Services from January 2014) Corowa District Landcare Council Parklands ALB/WOD		Ongoing

Objective 5.1.2: Protection from the impact and spread of weeds and pests throughout our shire				
Strategy		Agency	Partners	Timeframe
5.1.2.1	Implement appropriate weed management practices in response to outbreaks throughout the shire	Council	Landowners NSW Office of Environment & Heritage Murray Catchment Management Authority (to be Local Lands Services from January 2014)	Ongoing
5.1.2.3	Support the community to implement appropriate pest management practices	LHPA Council	NSW Office of Environment & Heritage	Ongoing
Objective 5.1.3: Protection of our natural flora and fauna				
Strategy		Agency	Partners	Timeframe
5.1.3.1	Identify areas of significant natural value and ensure they are provided with high level conservation recognition	Murray Catchment Management Authority (to be Local Lands Services from January 2014) Corowa District Landcare Community Council		Long
5.1.3.2	Ensure areas of high vegetation and habitat significance are appropriately protected from the impact of destructive recreational uses	CMA Landcare	NSW Office of Environment & Heritage	Ongoing

Outcome 5.2: A Shire that leads in environmental sustainability

Objective 5.2.1: Innovative environmental practices

Strategy		Agency	Partners	Timeframe
5.2.1.1	Support moving towards a carbon neutral community	Community	Council	Long
5.2.1.2	Celebrate the achievements within our shire that demonstrate our commitment to environmental protection – including from schools, farmers and community groups	Community	Council Relevant organisations and agencies	Ongoing
5.2.1.3	Consistently consider water protection and conservation practices	Council	Community Businesses	Ongoing

Objective 5.2.2: Environmentally responsible development

Strategy		Agency	Partners	Timeframe
5.2.2.1	Encourage ecologically sustainable design principles in developments throughout the shire	Council	Developers	Ongoing
5.2.2.2	Ensure where feasible that all Council and community developments, upgrades and retrofits are carried out with consideration to environmental sustainability	Council	Community	Ongoing

Outcome 5.3: High standards in water conservation and protection

Objective 5.3.2: Protection of our River, Lake and creeks

Strategy		Agency	Partners	Timeframe
5.3.1.1	Improve our aquatic biodiversity	CMA NSW Office of Water Murray Darling Basin Authority	Council	Long
5.3.1.2	Continue to improve and protect the water quality in our waterways	Murray Catchment Management Authority NSW Office of Water Murray Darling Basin Authority	Council	Ongoing
5.3.1.3	Implement environmental protection strategies to limit the impact of recreational use on our waterways	Roads and Maritime Services	Council	Short

6. Strong and responsible leadership

What our community told us:

- Living in our location has many benefits and advantages; however it also means that we deal with issues relating to differences between the NSW and Victorian States. It is important to us that these issues continue to be addressed.
- It is important that our community has the opportunity to be involved in decision making processes.
- As a community we want to remain up to date about large community projects
- We appreciate that partnerships are integral to the achievement of our priorities
- As a community we understand the need for our community vision to be achieved together, with increased focus on community driven initiatives

How will we know we achieved our long term objectives?

- There is continued communication between council and the community
- The community is actively involved and engaged in the planning for its future
- There is strong representation of our community's needs at a State and Federal level
- There are strong and effective partnerships that benefit our community

Our link to the NSW State Plan:

- Goal 32: Involve the community in decision making on government policy, services and projects

Outcome 6.1: Government that plans for the needs of the current and future communities

Objective 6.1.1: A community that has the opportunity to be engaged in decision making

Strategy		Agency	Partners	Timeframe
6.1.1.1	Continue to update and implement Council's Community Engagement Strategy to ensure that it reflects the most appropriate ways of engaging the community	Council		Ongoing
6.1.1.3	Support the involvement of the community in decision making at all levels of government	Council	Community	Ongoing

Objective 6.1.2: A strong involvement in state and federal planning for the region

Strategy		Agency	Partners	Timeframe
6.1.2.1	Continue to advocate for the appropriate and accurate representation of the needs of the Corowa Shire community at a state and federal level	Council Community Local MPs	REROC RAMROC Murray RDA	Ongoing
6.1.2.2	Maintain strong representation on appropriate state and federal committees, projects and networks, and ROCs	Council		Ongoing
6.1.2.3	Continue to support the resolution of cross-border issues, challenges and anomalies that impact on our community	Council NSW Dept Premier & Cabinet	Victorian Council's Victorian State Government Australian Government	Ongoing
6.1.2.4	Take a leadership role in matters of regional significance	Council Community	Murray RDA Murray Now	Ongoing
6.1.2.5	Enhance relationships with national and state policy makers for community benefit	Council		Ongoing

Outcome 6.2: A community that is informed about and engaged in its future

Objective 6.2.1: Timely and appropriate communication with the community

Strategy		Agency	Partners	Timeframe
6.2.1.1	Develop a communications strategy that supports effective communication mechanisms within the community	Council		Medium
6.2.1.3	Continue to explore innovative ways of ensuring that the community is aware of relevant information, projects, events and decisions	Council State Government Australian Government		Ongoing

Objective 6.2.2: Strong community representation

Strategy		Agency	Partners	Timeframe
6.2.2.1	Ensure a strong community presence on relevant advisory boards, committees and organisations	Community Council		Ongoing
6.2.2.2	Strong support and involvement in local government within the shire	Community Council Division Local Government		Ongoing
6.2.2.3	Encourage and support a wide range of community members to represent the community – including women, young people, people from culturally diverse backgrounds and people with a disability	Community		Ongoing

Outcome 6.3: Productive and beneficial relationships

Objective 6.3.1: Engaged partners in achieving priorities

Strategy		Agency	Partners	Timeframe
6.3.1.1	Ensure regular communication between partners responsible for achieving priorities within the Community Strategic Plan	Council	All relevant partners	Ongoing
6.3.1.2	Ensure the review of community led strategies and review priorities as part of the annual review process	Council	Community	Ongoing

Objective 6.3.2: Strong community based partnerships

Strategy		Agency	Partners	Timeframe
6.3.2.1	Support a coordinated approach to funding applications, long term strategic planning and program implementation for groups, committees and clubs within the shire	Community	Council	Ongoing
6.3.2.2	Ensure that community based partnerships are developed and strengthened	Community	Council	Ongoing

The delivery process

Resourcing strategy

To ensure that we can achieve the vision outlined in our Community Strategic Plan we need sufficient resources – time, money, assets and people. To manage these elements we will prepare a Resourcing Strategy that will address long-term financial planning, workforce management planning and asset management planning. Whilst our Community Strategic Plan articulates who is responsible for what, the Resourcing Strategy will focus on items that are the responsibility of our Council and looks more generally at items that are the responsibility of others.

Long term financial planning - Our Long Term Financial Plan will address financial planning for a minimum period of 10 years, will be updated annually as part of the development of the Operational Plan, and will be reviewed in detail as part of the four yearly review of the Community Strategic Plan.

Workforce management planning - Our Workforce Management Plan will address human resources planning for a minimum period of four years.

Asset management planning - We have endorsed an Asset Management Policy that in turn will inform the Asset Management Strategy to ensure the strategic management of our assets. Our Asset Management Strategy will be for a minimum period of 10 years and identifies assets that are critical to Council's operations, outlining risk management strategies for these assets. The Strategy will outline actions required to improve Council's asset management capability and projected resource requirements and timeframes, and will specify individual Asset Management Plans for all the assets under our control.

Delivery program

Our Delivery Program outlines the actions we will implement to achieve our goals outlined in the Community Strategic Plan with the resources made available under the Resourcing Strategy. The Delivery Program is a four year document that will be developed for each newly elected Council, within 9 months of their election.

The Delivery Program replaces the former Management Plan requirements and will be the point of reference for all principle activities undertaken by Council during its term in office. All plans, projects, activities and funding allocations must be directly linked to the Delivery Program.

Operational plan

Supporting our Delivery Program is an annual Operational Plan. This spells out the details of our Delivery Program – the individual projects and activities that will be undertaken each year to achieve the goals highlighted in the Delivery Program.

Review

Our Community Strategic Plan must be reviewed every four years.

Legislative requirements outline that from 2012, each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years so that it is always a 10 year minimum plan.

A report on the progress on the implementation of our Community Strategic Plan must be presented at the final meeting of our outgoing council. The review must include;

- A report from our outgoing council on the implementation and effectiveness of our Community Strategic Plan in achieving our social, environmental, economic and civic leadership objectives over the past four years
- A review of the information that informed our original Community Strategic Plan
- A Community Engagement Strategy