COMMUNITY & COUNCIL PLAN 2017 - 2021

2019 Update

Mildura Rural City Council
1. Community

*We will create a safe, supportive place to live, where diversity and lifestyle opportunities are enhanced.*
# 1.1 Community Safety

## Goals

<table>
<thead>
<tr>
<th>People feel safe</th>
<th>Community perception of personal safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>People are safe</td>
<td>Childhood accidents&lt;br&gt;Crimes against persons&lt;br&gt;Crimes against property&lt;br&gt;Road trauma&lt;br&gt;Reported public safety incidents&lt;br&gt;Number of animal attacks&lt;br&gt;Drug related crime</td>
</tr>
</tbody>
</table>

## Actions

<table>
<thead>
<tr>
<th>A community well-prepared for emergencies</th>
<th>Community satisfaction with emergency management</th>
</tr>
</thead>
</table>

### Measures

<table>
<thead>
<tr>
<th>Year 1 17/18</th>
<th>Year 2 18/19</th>
<th>Year 3 19/20</th>
<th>Year 4 20/21</th>
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</thead>
<tbody>
<tr>
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</table>

### Measures

<table>
<thead>
<tr>
<th>Actions</th>
<th>Year 1 17/18</th>
<th>Year 2 18/19</th>
<th>Year 3 19/20</th>
<th>Year 4 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Community Safety Plan 2015 to 2019</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review Community Safety Plan 2015 to 2019</td>
<td></td>
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<td></td>
<td>○</td>
</tr>
<tr>
<td>Implement Community Safety Plan 2020 to 2024</td>
<td>○</td>
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<tr>
<td>Develop Public Lighting Strategy</td>
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<tr>
<td>Implement Public Lighting Strategy</td>
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<tr>
<td>Implement Road Safety Strategic Plan 2017 to 2021</td>
<td>○</td>
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<tr>
<td>Review Domestic Animal Management Plan 2014 to 2017</td>
<td>○</td>
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<tr>
<td>Implement Domestic Animal Management Plan 2018 to 2021</td>
<td>○</td>
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<tr>
<td>Implement Public Asset Inspection Program</td>
<td>○</td>
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<tr>
<td>Develop CCTV Governance Framework</td>
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<td></td>
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<tr>
<td>Implement CCTV Governance Framework</td>
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### Other plans and strategies that contribute to Community Safety

<table>
<thead>
<tr>
<th>Fire Management Plan</th>
<th>Risk Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Emergency Management Plan</td>
<td>Community Health and Wellbeing Plan</td>
</tr>
<tr>
<td>Emergency Relief Centre Plan</td>
<td>Events Strategy</td>
</tr>
<tr>
<td>Hazardous Materials Plan</td>
<td>Recreation Strategy</td>
</tr>
</tbody>
</table>
# 1.2 Community Development

## Goals

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved accessibility to facilities, services and activities</td>
<td>Community satisfaction with support for people with a disability</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with equitable access to facilities, services</td>
</tr>
<tr>
<td></td>
<td>and activities</td>
</tr>
<tr>
<td>Improved level of inclusion and active participation in community</td>
<td>Level of Volunteering</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with opportunities for people to be involved</td>
</tr>
<tr>
<td></td>
<td>in shaping their own community</td>
</tr>
<tr>
<td>Improved access to educational opportunities</td>
<td>Education participation rates</td>
</tr>
<tr>
<td></td>
<td>Year 12 or equivalent completion rates</td>
</tr>
</tbody>
</table>

## Measures

<table>
<thead>
<tr>
<th>Actions</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
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</thead>
<tbody>
<tr>
<td>Implement Community Access and Inclusion Plan 2014 to 2018</td>
<td>⬜</td>
<td>⬜</td>
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<td></td>
</tr>
<tr>
<td>Review Community Access and Inclusion Plan 2014 to 2018</td>
<td>⬜</td>
<td>⬜</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review Cultural Diversity and Inclusion Strategy 2012 to 2017</td>
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<td>⬜</td>
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<td></td>
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<tr>
<td>Develop Social Inclusion Strategy 2019 to 2023</td>
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<td>⬜</td>
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<tr>
<td>Implement Social Inclusion Strategy 2019 to 2023</td>
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<td>⬜</td>
<td>⬜</td>
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<tr>
<td>Implement Reconciliation Action Plan 2017 to 2019</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
<td></td>
</tr>
<tr>
<td>Review Reconciliation Action Plan 2017 to 2019</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Implement Reconciliation Action Plan 2020 to 2022</td>
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<td>⬜</td>
</tr>
<tr>
<td>Support communities to implement actions associated with community plans</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
</tr>
<tr>
<td>Implement a program of reviewing community plans</td>
<td>⬜</td>
<td>⬜</td>
<td>⬜</td>
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<tr>
<td>Participate in the Northern Mallee Community Partnership</td>
<td>⬜</td>
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## Other plans and strategies that contribute to Community Development

- Youth Engagement Strategy
- Community Engagement Strategy
- Hands Up Mallee
# 1.3 Community Health and Wellbeing

## Goals

<table>
<thead>
<tr>
<th>High levels of community health and wellbeing</th>
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<tbody>
<tr>
<td>Self reported health</td>
</tr>
<tr>
<td>Subjective wellbeing</td>
</tr>
<tr>
<td>Life expectancy</td>
</tr>
<tr>
<td>Adequate physical exercise</td>
</tr>
<tr>
<td>Fruit consumption</td>
</tr>
<tr>
<td>Vegetable consumption</td>
</tr>
<tr>
<td>Obesity</td>
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<tr>
<td>Smoking status</td>
</tr>
<tr>
<td>Risky alcohol consumption</td>
</tr>
<tr>
<td>Psychological distress</td>
</tr>
<tr>
<td>Prevalence of type 2 diabetes</td>
</tr>
<tr>
<td>Birth weight</td>
</tr>
<tr>
<td>Communicable diseases</td>
</tr>
<tr>
<td>Family violence</td>
</tr>
<tr>
<td>Children in out of home care</td>
</tr>
<tr>
<td>Children on child protection orders</td>
</tr>
<tr>
<td>Community satisfaction with immunisation programs</td>
</tr>
<tr>
<td>Community satisfaction with health education programs</td>
</tr>
</tbody>
</table>

## Measures

### Actions Year 1

**Develop Community Health and Well-being Plan 2017 to 2021**

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<thead>
<tr>
<th>17/18</th>
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**Implement Community Health and Well-being Plan 2017 to 2021**

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**Develop Community Health and Well-being Plan 2021 to 2025**

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<th>20/21</th>
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</tbody>
</table>

## Other plans and strategies that contribute to Community Health and Wellbeing

- Recreation Strategy
- Healthy Ageing Strategy
- Municipal Early Years Plan
- Community Access and Inclusion Plan
- Hands Up Mallee
- State Food Strategy
### 1.4 Community Services

#### Goals

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
</table>
| Young children have opportunities for the best start in life | Birth weight  
Maternal and child health visits  
Participation in the Maternal and Child Health Service by Aboriginal children  
Australian Early Development Index  
Kindergarten participation rates  
Number of four year old kindergarten enrolments in a long day care or integrated children’s service setting  
Community satisfaction with maternal and child health services  
Community satisfaction with support for pre schools  
Community satisfaction with childcare |
| Youth are supported to reach their full potential | Level of youth re-engagement into education, training or employment  
Incomplete education  
Community satisfaction with youth programs |
| Older people have access to quality services | Community satisfaction with home care services |
| People with a disability have access to quality services | Community satisfaction with support to people with a disability |

#### Actions

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<tr>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td>Implement Municipal Early Years Plan 2015 to 2018</td>
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<tr>
<td>Review Municipal Early Years Plan 2015 to 2018</td>
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<tr>
<td>Implement Municipal Early Years Plan 2020 to 2024</td>
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<tr>
<td>Implement Youth Engagement Strategy 2015 to 2018</td>
<td>○</td>
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<td></td>
</tr>
<tr>
<td>Review Youth Engagement Strategy 2015 to 2018</td>
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<td></td>
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<tr>
<td>Implement Youth Engagement Strategy 2019 to 2022</td>
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<tr>
<td>Implement Healthy Ageing Strategy 2016 to 2020</td>
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<tr>
<td>Review Healthy Ageing Strategy 2016 to 2020</td>
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<tr>
<td>Implement Healthy Ageing Strategy 2021 to 2024</td>
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</tbody>
</table>

#### Other plans and strategies that contribute to Community Services

- Community Access and Inclusion Plan
- Recreation Strategy
- Integrated Marketing and Communications Strategy
- Hands Up Mallee
## 1.5 Arts, Culture and Heritage

### Goals

<table>
<thead>
<tr>
<th>Increased access to a diverse range of arts and cultural experiences</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community satisfaction with support to arts/cultural groups</td>
<td></td>
</tr>
<tr>
<td>Art gallery and Rio Vista Historic House visits (local visitors)</td>
<td></td>
</tr>
<tr>
<td>Art gallery and Rio Vista Historic House visits (non-local visitors)</td>
<td></td>
</tr>
<tr>
<td>Theatre attendance</td>
<td></td>
</tr>
<tr>
<td>Theatre occupancy</td>
<td></td>
</tr>
<tr>
<td>Community satisfaction with arts and cultural facilities</td>
<td></td>
</tr>
<tr>
<td>Community satisfaction with arts and cultural programs</td>
<td></td>
</tr>
<tr>
<td>Community satisfaction with accessibility to arts and cultural programs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A community that values and embraces its history and diverse cultural heritage</th>
<th>Community satisfaction with recognition of local history and cultural heritage</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>The significance of our region’s Indigenous culture is recognised through arts and cultural experiences</th>
<th>Community satisfaction with recognition of Indigenous culture in arts and cultural experiences</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Access to a diverse range of library services and programs</th>
<th>Community satisfaction with libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library usage</td>
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</tbody>
</table>

### Actions

<table>
<thead>
<tr>
<th>Actions</th>
<th>Year 1 17/18</th>
<th>Year 2 18/19</th>
<th>Year 3 19/20</th>
<th>Year 4 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Arts, Culture and Heritage Strategy 2016 to 2020</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Review Arts, Culture and Heritage Strategy 2016 to 2020</td>
<td>☑</td>
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<tr>
<td>Implement Library Service Strategy 2013 to 2018</td>
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<tr>
<td>Review Library Service Strategy 2013 to 2018</td>
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<tr>
<td>Implement Library Service Strategy 2020 to 2024</td>
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</tbody>
</table>

### Other plans and strategies that contribute to Arts, Culture and Heritage

- Social Inclusion Strategy
- Recreation Strategy
- Reconciliation Action Plan
### 1.6 Recreation and Sport

#### Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased participation in sport and recreation activities</td>
<td>Level of participation in sport and recreational activities</td>
</tr>
<tr>
<td>Increased access to a diverse range of quality sporting and recreation facilities and programs</td>
<td>Community satisfaction with sporting services Community satisfaction with recreational facilities Community satisfaction with Council support to clubs Community satisfaction with ovals and grounds Community satisfaction with swimming pools Community satisfaction with indoor sports centres</td>
</tr>
</tbody>
</table>

#### Actions

<table>
<thead>
<tr>
<th>Actions</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Recreation Strategy 2008 to 2018</td>
<td>☐</td>
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<td></td>
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<tr>
<td>Review Recreation Strategy 2008 to 2018</td>
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</tr>
<tr>
<td>Implement Recreation Strategy 2019 to 2024</td>
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<tr>
<td>Review Public Open Space Strategy 2004 to 2010</td>
<td>☐</td>
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</tr>
<tr>
<td>Implement Public Open Space Strategy 2019 to 2025</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Plan and implement capital works program to develop existing and new sport and recreation facilities in accordance with supporting plans and strategies.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Provide financial assistance to organisations to manage and improve sport and recreation facilities and programs.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Provide processes and systems for community access to sport and recreation facilities.</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Develop partnerships to attract external funding to develop existing and new sport and recreation facilities.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Manage processes and systems to provide community access to public swimming pools.</td>
<td>☐</td>
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</tbody>
</table>

#### Other plans and strategies that contribute to Recreation and Sport

- Mildura Motorsports and Community Facilities Precinct - Development Plan
- Tracks and Trails Strategy
- Indoor Sports Stadium Strategy
- Mildura Major Sporting Reserves Master Plan
- Township Recreation Reserve Master Plans
- Aquatic Facilities Redevelopment Strategy
- Master Plan for Mildura South Sporting Precinct
- Community Access and Inclusion Plan
- Community Health and Wellbeing Plan
2. Environment

We will create and promote, sustainable natural and built environments.
## 2.1 Environmental Sustainability

### Goals

| A healthy and sustainable environment | Community satisfaction with protection of natural bushland  
Community satisfaction with management of wetlands |
|--------------------------------------|------------------------------------------------------------------------------------------------|
| Conserve natural resources           | Energy usage (MRCC)  
Energy usage (community)  
Water usage (MRCC)  
Recycled water usage  
Total community water usage  
Alternative energy generation (community)  
Alternative energy generation (MRCC) |
| Pest plants and pest animals are managed effectively | Pest plants and pest animals control |
| A well-educated community in regards to environmental sustainability | Community involvement in environmental education programs |

### Measures

### Actions

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<tr>
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<th>Year 4 20/21</th>
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<tbody>
<tr>
<td>Implement Urban Weed Strategy 2019 to 2024</td>
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<tr>
<td>Develop Urban Weed Strategy 2019 to 2024</td>
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</table>
## 2.2 Waste

### Goals

<table>
<thead>
<tr>
<th>Effective and sustainable waste management services</th>
<th>Community satisfaction with waste management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Community satisfaction with kerbside rubbish collection</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with kerbside recycling collection</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with tips/public transfer stations</td>
</tr>
<tr>
<td></td>
<td>Total waste generation</td>
</tr>
<tr>
<td></td>
<td>Waste deposited to landfill</td>
</tr>
<tr>
<td></td>
<td>Waste diverted from landfill</td>
</tr>
<tr>
<td></td>
<td>Quantity of kerbside recycling</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A clean and litter free municipality</th>
<th>Community satisfaction with litter control</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Litter collected</td>
</tr>
</tbody>
</table>

### Measures

### Actions

<table>
<thead>
<tr>
<th>Develop Waste Resource and Recovery Plan 2019 to 2024</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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<tr>
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<td>17/18</td>
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<td>Implement Waste Resource and Recovery Plan 2019 to 2024</td>
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<tr>
<td>Develop a long term strategy for the management of waste</td>
<td>○</td>
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<tr>
<td>Develop Litter Strategy 2019 to 20234</td>
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<tr>
<td>Implement Litter Strategy 2019 to 2024</td>
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### Other plans and strategies that contribute to Waste

Environmental Education Plan
**2.3 Parks**

### Goals

- Clean, attractive and sustainable parks, gardens, streetscapes, reserves and wetlands
- Community satisfaction with beautification of streetscapes
- Community satisfaction with tree planting
- Community satisfaction with tree maintenance
- Community satisfaction with the appearance of wetlands
- Community satisfaction with public open space (including parks, gardens and reserves)
- Net increase in trees

### Measures

| Community satisfaction with playgrounds |
| Community satisfaction with beautification of streetscapes |
| Community satisfaction with tree planting |
| Community satisfaction with tree maintenance |
| Community satisfaction with the appearance of wetlands |
| Community satisfaction with public open space (including parks, gardens and reserves) |
| Net increase in trees |

### Actions

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<th>Year 3 19/20</th>
<th>Year 4 20/21</th>
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<tbody>
<tr>
<td>Develop Urban Tree Strategy 2019 to 2024</td>
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<tr>
<td>Implement Urban Tree Strategy 2019 to 2024</td>
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<tr>
<td>Develop Playground Strategy 2019 to 2024</td>
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<tr>
<td>Implement Playground Strategy 2019 to 2024</td>
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<tr>
<td>Develop Landscaping Plan</td>
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<tr>
<td>Implement Landscaping Plan</td>
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</table>

### Other plans and strategies that contribute to Parks

- Public Open Space Strategy
## 2.4 Infrastructure, Assets and Facilities

### Goals

| Well-maintained road networks | Community satisfaction with the condition of sealed local roads  
| Well-maintained road networks | Community satisfaction with maintenance of unsealed roads  
| Well-maintained footpath networks | Community satisfaction with footpaths  
| Effective and well-maintained drainage systems | Community satisfaction with drainage  
| Well-planned and maintained buildings and facilities | Community satisfaction with maintenance of public buildings and facilities  

### Measures

<table>
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<tr>
<th>Goals</th>
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</table>

- Develop Asset Management Strategy 2019 to 2023
- Implement Asset Management Strategy 2019 to 2023
- Implement Road Management Plan
- Review Road Management Plan
- Develop Municipal Stormwater Drainage Strategy
- Implement Municipal Stormwater Drainage Strategy
- Complete Annual Capital Works Program
- Implement Deakin Avenue Master Plan
- Develop Public Toilet Strategy 2019 to 2029
- Implement Public Toilet Strategy 2019 to 2029

### Other plans and strategies that contribute to Infrastructure, Assets and Facilities

Recreation Reserve Masterplans
## 2.5 Strategic Land Use

### Goals

| A well-developed long-term land use vision | Community satisfaction with land use planning  
|                                           | Percentage of strategic land use projects completed  
|                                           | Community satisfaction with new residential development  

| Mildura’s riverfront is activated and integrated with the city | Community satisfaction with the riverfront development and accessibility  
|                                                             | Activation of the riverfront  

| Safe, sustainable and healthy urban environments | Community satisfaction with urban environments that are safe, sustainable and healthy  

| Well-protected and enhanced local character and heritage assets | Community satisfaction with protection of local character  
|                                                              | Community satisfaction with protection of local heritage  

### Actions

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</table>

| Develop a program of strategic land use projects | Implement program of strategic land use projects  
|                                               | Implement Mildura South Urban Design Plan  
|                                               | Undertake a review of the Mildura Planning Scheme  
|                                               | Develop Stage 1 of Mildura Heritage Study  
|                                               | Review Mildura Retail Strategy  
|                                               | Implement Mildura Retail Strategy  
|                                               | Implement Deakin Avenue Urban Design Guidelines  
|                                               | Implement Mildura Housing and Settlement Strategy  
|                                               | Facilitate Mildura Riverfront Development Project - Stage 2  
|                                               | Review Mildura CBD Plan  
|                                               | Implement Mildura CBD Plan  

**Other plans and strategies that contribute to Strategic Land Use**

- Cullulleraine Structure Plan
- Ouyen Structure Plan
- Irymple Structure Plan
- Fifteenth Street and Deakin Avenue Structure Plan
3. Economy

*We will encourage diverse and sustainable economic development that provides growth in jobs, investment and quality of life.*
## 3.1 Economic Development and Tourism

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>A vibrant, diverse, innovative and sustainable economy</td>
<td>Community satisfaction with encouragement and growth of business/industry</td>
</tr>
<tr>
<td></td>
<td>Building activity</td>
</tr>
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<td></td>
<td>Gross Regional Product</td>
</tr>
<tr>
<td>Investment attraction and job creation</td>
<td>Jobs created</td>
</tr>
<tr>
<td></td>
<td>Investment achievements for region</td>
</tr>
<tr>
<td>Connectivity in the global marketplace</td>
<td>Export data by industry</td>
</tr>
<tr>
<td>Accessible information, internet and telecommunications services</td>
<td>Telecommunications uptake</td>
</tr>
<tr>
<td>Support quality tourism services and experiences</td>
<td>Yield of tourism</td>
</tr>
<tr>
<td></td>
<td>Industry satisfaction with services provided by Mildura Regional Development</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with tourism services</td>
</tr>
<tr>
<td></td>
<td>Customer satisfaction with visitor services</td>
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<td></td>
<td>Industry satisfaction with visitor services</td>
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<tr>
<th>Actions</th>
<th>Year 1 17/18</th>
<th>Year 2 18/19</th>
<th>Year 3 19/20</th>
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<tr>
<td>Develop Mildura Regional Development Strategic Plan</td>
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<tr>
<td>Implement Mildura Regional Development Strategic Plan</td>
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<tr>
<td>Review Digital Community Strategy</td>
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<tr>
<td>Implement Digital Community Strategy</td>
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<tr>
<td>Review Visitor Information Strategy 2019 to 2023</td>
<td>☒</td>
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<td></td>
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<tr>
<td>Implement Visitor Information Strategy 2019 to 2023</td>
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</tbody>
</table>

**Other plans and strategies that contribute to Economic Development and Tourism**

Mildura Future Ready Funding and Advocacy Strategy
# 3.2 Events

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support quality and diverse community events</td>
<td>Community satisfaction with small community events</td>
</tr>
<tr>
<td>Develop and support major events and conferences to attract visitors</td>
<td>Community satisfaction with conferences and major events</td>
</tr>
</tbody>
</table>

## Actions

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<tr>
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<th>Year 1</th>
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<tr>
<td>Implement Events Strategy 2014 to 2019</td>
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<tr>
<td>Review Events Strategy 2014 to 2019</td>
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<tr>
<td>Implement Events Strategy 2020 to 2024</td>
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</tbody>
</table>
4. Council

*We will manage resources in a sustainable manner to provide services that are relevant, of a high standard and respond to identified community needs.*
### 4.1 Leadership and Representation

**Goals**

| Deliver results in line with community expectations | Community satisfaction with overall performance of Council |
| Effective respond to the interests of our community | Community satisfaction with advocacy |
| Elected members engage effectively with the community | Community satisfaction with the performance of the elected Council |
| Community satisfaction with Council's engagement in decision making |

**Measures**

<table>
<thead>
<tr>
<th></th>
<th>Year 1 17/18</th>
<th>Year 2 18/19</th>
<th>Year 3 19/20</th>
<th>Year 4 20/21</th>
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</thead>
<tbody>
<tr>
<td>Implement Community and Council Plan 2017 to 2021</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Develop Community and Council Plan 2021 to 2025</td>
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<tr>
<td>Develop Advocacy Plan</td>
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<tr>
<td>Implement Advocacy Plan</td>
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<tr>
<td>Develop Council Engagement Guidelines</td>
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</table>

**Other plans and strategies that contribute to Leadership and Representation**

Community Engagement Strategy
## 4.2 Communication and Engagement

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate effectively with the community</td>
<td>Community satisfaction with Council newsletters and publications</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with Council’s online presence</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with information Council provides about its services</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with overall communication from Council</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with the promotion of Council services, facilities, events and achievements</td>
</tr>
<tr>
<td>Engage effectively with the community</td>
<td>Community satisfaction with Council’s engagement in decision making</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with community consultation and engagement</td>
</tr>
<tr>
<td>Responsive to community input and feedback</td>
<td>Community satisfaction with Council’s responsiveness to community input and feedback</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions</th>
<th>Year 1</th>
<th>Year 2</th>
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</thead>
<tbody>
<tr>
<td>Implement Integrated Marketing and Communications Plan 2017 to 2019</td>
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<tr>
<td>Review Integrated Marketing and Communications Plan 2017 to 2019</td>
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<tr>
<td>Implement Integrated Marketing and Communications Plan 2019 to 2021</td>
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<tr>
<td>Implement Community Engagement Strategy 2014 to 2018</td>
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<tr>
<td>Review Community Engagement Strategy 2014 to 2018</td>
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<tr>
<td>Implement Community Engagement Strategy 2019 to 2023</td>
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**Other plans and strategies that contribute to Communication and Engagement**
- Reconciliation Action Plan
- State/ Council Community and Customer Satisfaction Surveys
- Social Inclusion Strategy
- Community Access and Inclusion Plan
- Community Plans
### 4.3 Customer Service

#### Goals

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be accessible to all</td>
<td>Community satisfaction with accessibility to whole of Council</td>
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<tr>
<td></td>
<td>Community satisfaction with responsiveness to complaints</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with responsiveness to requests</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with general courtesy of Council staff</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with general effectiveness of Council staff</td>
</tr>
<tr>
<td>Provide high level of customer focused service</td>
<td>Community satisfaction with customer contact</td>
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#### Measures

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<th>Actions</th>
<th>Year 1</th>
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<tr>
<td>Implement Customer Service Strategy 2016 to 2019</td>
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<tr>
<td>Review Customer Service Strategy 2016 to 2019</td>
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<tr>
<td>Implement Customer Service Strategy 2019 to 2022</td>
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<tr>
<td>Develop Digital Strategy 2019 to 2021</td>
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<tr>
<td>Implement Digital Strategy 2019 to 2021</td>
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#### Other plans and strategies that contribute to Customer Service

- Information Systems Strategy
- Marketing and Communications Strategy
- State/ Council Community and Customer Satisfaction Surveys
## 4.4 Financial Sustainability

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
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<tbody>
<tr>
<td>Financial sustainability</td>
<td>Adjusted underlying position</td>
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<tr>
<td></td>
<td>Asset renewal gap</td>
</tr>
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<td></td>
<td>Level of internal financing</td>
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<td></td>
<td>Level of borrowings</td>
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<tr>
<td></td>
<td>Liquidity</td>
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<tr>
<td></td>
<td>Capital replacement</td>
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<tr>
<td></td>
<td>Meet the community’s needs in a financially responsible manner</td>
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<th>Actions</th>
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<th>Year 2 18/19</th>
<th>Year 3 19/20</th>
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<tbody>
<tr>
<td>Review 10-year Strategic Financial Plan</td>
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<tr>
<td>Undertake an organisational sustainability review</td>
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<td>Review Rating Strategy 2014 to 2019</td>
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<td>Implement Rating Strategy 2019 to 2023</td>
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<tr>
<td>Review Procurement Strategy</td>
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<tr>
<td>Implement Procurement Strategy 2018 to 2022</td>
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<tr>
<td>Develop Finance and Asset Accounting Strategy 2019 to 2022</td>
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<td>Implement Finance and Asset Accounting Strategy 2019 to 2022</td>
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### 4.5 Organisational Management

#### Goals

<table>
<thead>
<tr>
<th>A high performing organisation</th>
<th>Community satisfaction with overall performance of Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational score against the Australian Business Excellence Framework</td>
<td></td>
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<tr>
<td>Organisational Alignment</td>
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<tr>
<td>Organisational Engagement</td>
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<thead>
<tr>
<th>Effectively manage risk</th>
<th>Percentage of Risk Audit actions completed on time</th>
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<table>
<thead>
<tr>
<th>Council is an employer of choice</th>
<th>Overall staff satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of staff who would recommend Mildura Rural City Council as a place to work</td>
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#### Measures

#### Actions

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<thead>
<tr>
<th>Review Organisational Development Strategy 2013 to 2017</th>
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<tbody>
<tr>
<td>Implement Organisational Development Strategy 2019 to 2023</td>
<td>○ ○</td>
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<tr>
<td>Implement Information Systems Strategy 2018 to 2021</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td>Review Information Systems Strategy 2018 to 2021</td>
<td>○ ○ ○</td>
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<tr>
<td>Implement Risk Management Strategy 2017 to 2021</td>
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<tr>
<td>Review Risk Management Strategy 2017 to 2021</td>
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<tr>
<td>Complete the annual internal audit program</td>
<td>○ ○ ○ ○</td>
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<tr>
<td>Develop Business Continuity and Disaster Recovery Strategy 2019 to 2022</td>
<td>○ ○</td>
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<tr>
<td>Implement Business Continuity and Disaster Recovery Strategy 2019 to 2022</td>
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<tr>
<td>Review Occupational Health and Safety Strategy 2013 to 2017</td>
<td>○ ○</td>
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<tr>
<td>Implement Occupational Health and Safety Strategy 2019 to 2023</td>
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<tr>
<td>Review Human Resources Strategy 2013 to 2017</td>
<td>○ ○</td>
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<tr>
<td>Implement Human Resources Strategy 2018 to 2022</td>
<td>○ ○ ○ ○</td>
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<tr>
<td>Review Health and Well-being Strategy 2014 to 2018</td>
<td>○</td>
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<tr>
<td>Implement Health and Well-being Strategy 2019 to 2023</td>
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</tr>
<tr>
<td>Implement Aboriginal and Torres Strait Islander Employment Strategy 2016 to 2018</td>
<td>○ ○</td>
</tr>
<tr>
<td>Review Aboriginal and Torres Strait Islander Employment Strategy 2016 to 2018</td>
<td>○ ○</td>
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<tr>
<td>Implement Aboriginal and Torres Strait Islander Employment Strategy 2019 to 2021</td>
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<tr>
<td>Maintain White Ribbon Accreditation</td>
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#### Other plans and strategies that contribute to Organisational Management

Reconciliation Action Plan