



Council Plan

2021-2025



Mildura Rural City Council



Acknowledgment of country

We acknowledge the Traditional Owners and Custodians of the land, which now comprises the Mildura Rural City municipality. We pay our respects to Elders past and present and celebrate and respect their continuing cultures and acknowledge the memories of their ancestors.



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Our Council

Mildura Rural City Council consists of nine Councillors who represent more than 55,000 people across our diverse region. Councillors work closely with the CEO and Executive Leadership Team to set the directions and priorities for the municipality. The role of Council is to provide good governance for the benefit and wellbeing of the community including future generations. All decisions made aim to enhance our region's social, economic and environmental outcomes.

The community elected nine Councillors for a four-year term on October 31, 2020. The roles of Mayor and Deputy Mayor are nominated by the Council each year at the Annual General Meeting.



Cr Ian Arney



Cr Stefano De Pieri



Cr Mark Eckel



Cr Helen Healy



Cr Glenn Milne



Cr Jason Modica



Cr Cyndi Power



Cr Jodi Reynolds



Cr Liam Wood

From your Mayor and Councillors

We are delighted to present our 2021-25 Council Plan which outlines our focus for the next four years and ensures what we do today is aligned to realising our community's vision for 2040.

Elected to serve and represent the interests of our community, we are committed to ensuring residents and businesses are supported and able to thrive. Now more than ever, our community needs certainty, and to do this, we need a clear vision and plan for the future.

This document, along with our Community Vision, provides that clarity.

Structured around five strategic directions, the Council Plan identifies the outcomes, priorities and strategies we will focus on for our four-year term. It also details the indicators we will use to measure our progress and success towards achieving these strategic directions.

Importantly, the Council Plan reflects what the community has told us they value and is most important to them.

When we developed our Community Vision, we asked for feedback that could also inform our 2021–25 Council Plan.

Almost 2,000 people from across our community shared their ideas through an extensive consultation process in the first half of 2021. In particular, we sought to engage with those whose voices are often harder to hear, to ensure our Council Plan reflects the hopes and aspirations of our diverse and unique community.

With a population of more than 55,000 people, Council works very hard to provide the best services, infrastructure and support we can. As a regional city, we operate in an environment that requires strong advocacy to other levels of government to ensure our voice is heard and our needs are not overshadowed by those of capital cities.

It is our role to listen, lead and govern for all, and with the community's input, the outcomes and priorities outlined in this document will guide our decision-making over the next four years.



Access, equity and inclusion

The community of Mildura Rural City Council believes everyone should have fair and equitable opportunity to live healthy, safe and happy lives.

We welcome and celebrate diversity and believe it fosters growth and strength.

We value the diverse range of identities, lifestyles and experiences of all members of our community, including people of all ages, abilities, cultural and linguistic backgrounds, gender, political perspectives and religious beliefs.

Inclusion and participation are key to building a strong community.

We are committed to preserving the dignity of all people and to ensure services, facilities and public spaces are openly inviting and fully accessible.

Gender equality to prevent family violence

Family violence is a significant issue in the Mildura Rural City Council community.

It prevents those affected from fully participating in society and impacts individuals, families, workplaces, the community, and the economy.

We recognise that improving gender equality can help prevent violence and make our community safer, healthier, and more prosperous.

We have zero tolerance for all forms of violence and believe raising awareness and supporting respectful relationships is crucial to bring attitudinal and behavioural change.

We are committed to all people enjoying the same opportunities, rights and obligations and will advocate for a whole of community Gender Equality and Primary Prevention of Family Violence Strategy.

**“We are a Council of diverse views,
but share common values. We believe
these outcomes are fundamental to
our community’s future.”**

Sustainability

In March 2020 Mildura Rural City Council declared a state of climate change emergency requiring urgent action by all levels of government.

As a Council we will show leadership and work with our community to build resilience, explore adaptation and mitigation measures, reduce carbon emissions and identify opportunities such as renewable energy systems.

Sustainability is about more than just our natural environment. We value sustainable development, sustainable communities and financial sustainability.

We recognise that resources are finite and must be used responsibly to meet our current needs without compromising the needs of future generations.

Through responsible stewardship of our natural areas, taking action to address climate change and incorporating sustainability measures and goals in everything we do we will strive to leave a positive legacy for future generations.

We are committed to creating and becoming a more sustainable community and region.

Arts, culture, events and tourism

The Mildura region is enriched by our creative spirit and energised by our diverse community. Contrasting landscapes – from the Murray River to the Mallee outback and tight-knit country towns – make for an incredible cultural tapestry.

Our history dates back over 40,000 years and we respect the deep and continuing connection Traditional Owners have to these lands and waters.

Much of Australia’s fruit, vegetable, nut and cereal crops are grown in the region, embedding agriculture and horticulture in local identity.

Local communities are deeply engaged in arts and cultural practices and experiences, and these are important to them. We acknowledge that arts, culture, events and tourism are transformative. They help to position towns as attractive places to live, work and invest. They help build identity and foster community connection.

There is incredible opportunity to use arts, events, tourism and culture as ways to improve wellbeing and encourage social connectedness, to contribute to the sustainability of the local economy and to showcase the character, diversity and heritage of our region.

We are committed to maintaining our reputation as a culturally unique and creative community. We will continue to celebrate our Indigenous culture, many iconic natural wonders and picturesque locations through vibrant events, tourism, cultural and arts experiences.

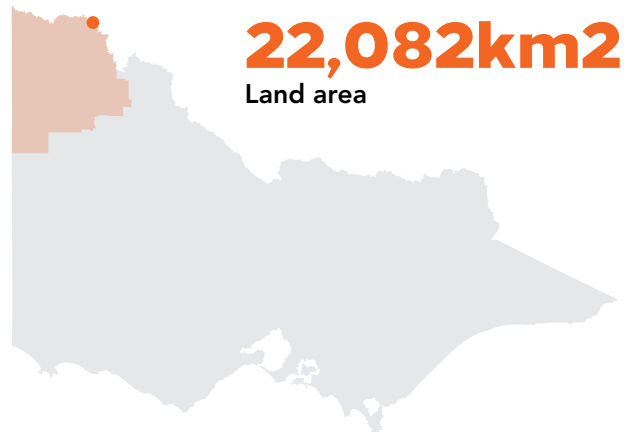
Our region

Located in north west Victoria, the Mildura Rural City Council area covers almost ten per cent of the State.

The region's landscape includes unique Mallee vegetation, broad acre grain properties, extensive horticultural farms and vibrant towns.

Mildura Rural City Council shares borders with New South Wales and South Australia, which makes it a strategically important regional service centre for three states.

The beautiful Murray River winds its way through much of the municipality and is a focal point for visitors and those who call the region home.

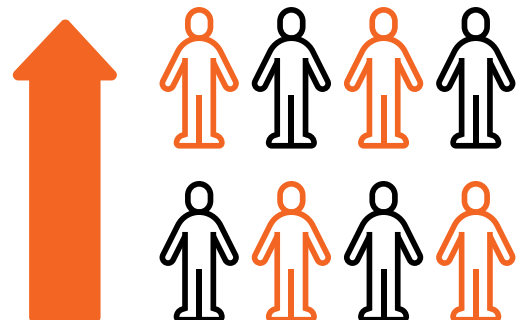


55,937

2021 estimated resident population

59,439

2031 projected resident population



Key industries

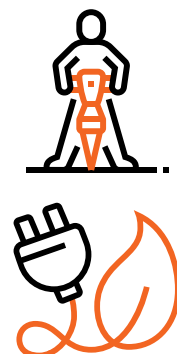
Dryland farming, irrigated horticulture (table grapes, wine grapes, dried grapes, citrus, vegetables and nuts), tourism, food and beverage manufacturing, transport and logistics, retail, health and community services.

Our towns

Cabarita	Merbein	Ouyen
Cardross	Meringur	Red Cliffs
Colignan	Mildura	Underbool
Cowangie	Murrayville	Walpeup
Cullulleraine	Nangiloc	Werrimull
Irymple	Nichols Point	

Emerging industries

Renewable energy generation, aquaculture, mineral sands mining and recycling





\$6.839 billion

Annual economic output

10.4%

Born overseas



4.5%

Aboriginal or
Torres Strait
Islander

5,362

Businesses



3.87%

Unemployment rate

6.8%

Need assistance
with core
activities



22,368

Jobs

9.5%

Speak a language
other than English
at home







From the Acting Chief Executive Officer

It gives my team and I great pleasure to introduce the 2021-2025 Council Plan.

This important strategic document has come together over a six month period, with significant input from the newly-elected Council, Council staff and extensive community engagement.

I believe this Plan is both aspirational and achievable. It draws on the themes of environment, community, place, economy and leadership, which our community identified as vitally important to them.

Council staff will use this Plan to guide our work and decision-making for the next four years. It provides a clear roadmap for our work and goals for us to work towards.

As an organisation we face a number of challenges and opportunities including recovery from the COVID-19 pandemic, addressing and responding to the impacts of climate change and continuing to deliver on community expectations with finite resources.

We are continually striving to improve how we operate and ensure we're delivering infrastructure and services that support our community to live healthy, happy and safe lives, whilst maintaining financial sustainability.

We have demonstrated through the pandemic how agile and responsive we are – providing targeted and tailored support to the community, through financial and social relief and by partnering with local agencies to ensure our community's wellbeing.

Agility, responsiveness and partnerships are crucial as we look to the future. These attributes will enable us to deliver services, programs and facilities that are relevant, inclusive, and accessible to everyone who visits, works, plays and learns in our region.

I look forward to playing a leadership role in an organisation that has such a positive and direct impact on the wellbeing and everyday lives of our community. Our outstanding workforce is passionate about where they live and work and we all look forward to supporting Councillors to deliver this 2021-2025 Council Plan.

Martin Hawson
Acting Chief Executive Officer



Empty

106,084

kerbside bins every fortnight



Answered

69,929

calls through our
service centres



Maintain

31

recreation reserves

Supervise

26

school crossings



Maintain

5,168 km's

of local sealed and
unsealed roads

51,288

hours of aged
and disability
care support provided



Loaned

212,351

library items

Our organisation

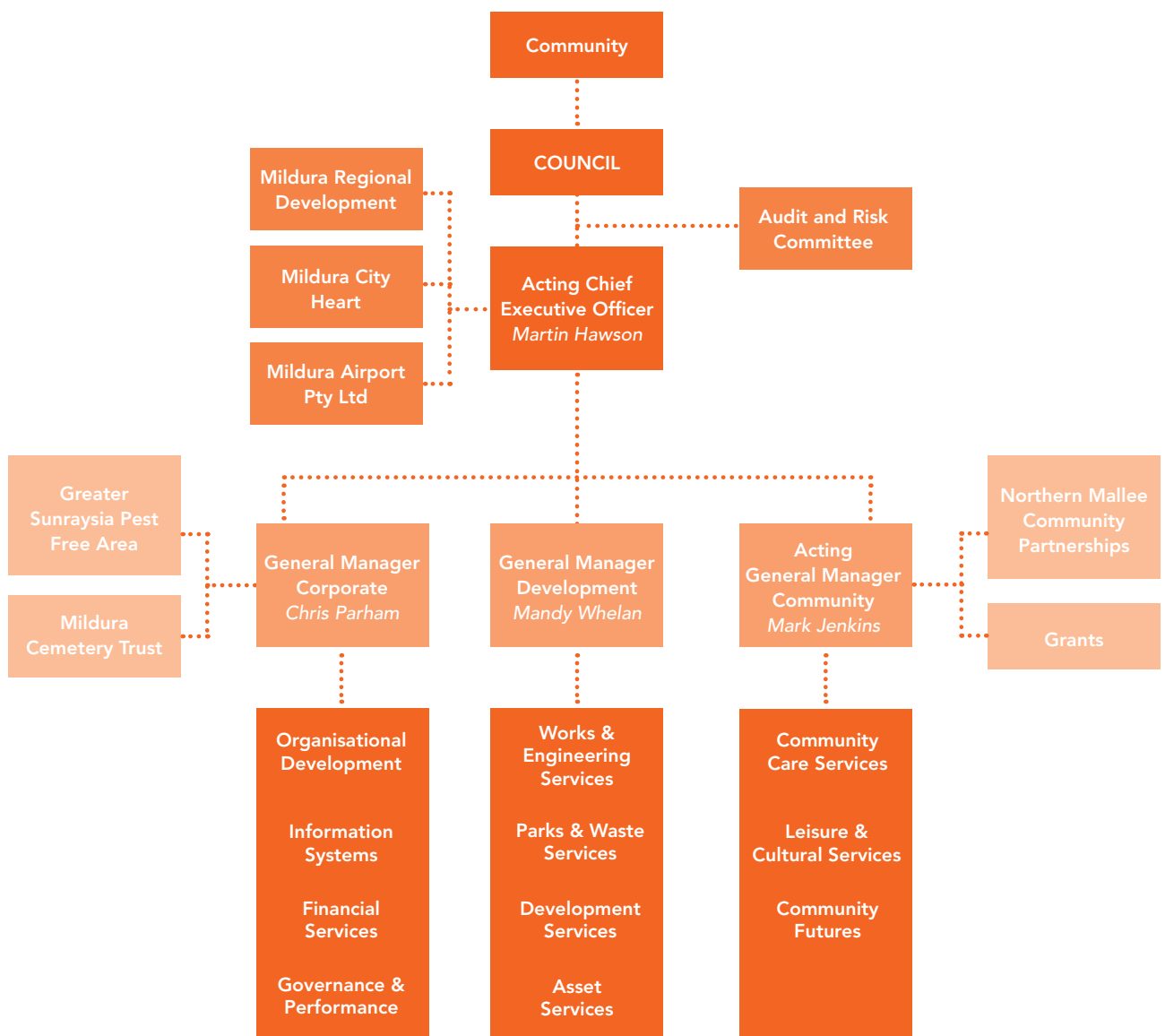
Though a workforce of 600+ staff, Mildura Rural City Council delivers more than 100 services, facilities and infrastructure to support the community. We are responsible for a range of areas including local roads, parks, waste, land use planning, local laws, urban planning, libraries, community and early years services, recreation, community development, emergency management, building and maintaining assets and advocating for community needs.

The day-to-day operations of the organisation are managed by the Chief Executive Officer, who is appointed by the Mayor and Councillors. Reporting directly to the Council, the CEO oversees service delivery, implements Council decisions and is responsible for all staffing related matters.

The CEO ensures Councillors receive the strategic information they need to make decisions in the best interests of the municipality and in line with state and federal legislation and various funding agreements.

While the CEO operates under the delegation of the elected Council and is responsible for the overall management and performance of the organisation, this can only be achieved with the support and expertise of our people.

The figure opposite is a summary of the different departments in our organisation and the General Managers who lead them.





Our values

All staff and Councillors commit to our organisational values and principles. We display these in the way we work, the decisions we make and in everything we do to serve the community.

Respect - We will be respectful towards others and value differences.

Honesty - We will be ethical and open.

Integrity - We will be reliable and trustworthy in all that we do.

Transparency - We will be objective and fair in our communications and decisions.

Accountability - We will be consistent and responsible for our actions.



Our principles

Leadership - By providing clear direction through strategies and plans Council will achieve agreed outcomes for our community.

Customers - Council is here to provide services to the whole municipality and therefore our community should have a say in what we do and how we do it.

Systems Thinking - Council recognises that achieving excellent outcomes for our community is done through all parts of the organisation working together effectively and with other levels of government and the wider community.

People - By involving and developing people, Council enhances commitment, performance and working relationships to improve organisational outcomes.

Continuous Improvement - To remain relevant and capable of producing excellent results our organisation needs to continually learn and adapt.

Information & Knowledge - Council will make the best quality decisions when effort is spent to collect and present all objective relevant data and information.

Variation - By addressing the underlying factors that cause our processes to deliver inconsistent or unpredictable outcomes (variation) Council's customers will receive the highest standard of service.

Corporate & Social Responsibility - Council will manage its operations to comply with law and ethical standards and to produce an overall positive impact on our community.

Sustainable Results - To deliver sustainable results Council must have a culture that promotes accountability through all levels of the organisation.



Our role

Local government is an integral element of the Australian federal system of government and is recognised in the Victorian Constitution as a distinct and independent tier of government. It is the level of government closest to the people and gives people a say in matters affecting their local area.

All Victorian councils are required to provide leadership for the good governance of the municipality and the local community.

Council also provides valuable support to key partner organisations and advocates for projects, programs and initiatives that benefit the region.

To understand more about the services Council provides, refer to Our Organisation on page 12 and the Glossary of services on page 42.



Provider

Council provides services and infrastructure including waste collection, open spaces, local road and footpath networks, stormwater drainage, maternal and child health, libraries and many other community services and programs.



Regulator

Council is responsible for regulating a range of activities throughout the municipality. Ensuring that local laws and government legislation and the administration of it is done in a way that is supporting the Community Vision.



Partner

Council has many partners across the community including service providers, agencies, businesses and community groups who we collaborate with to deliver services, infrastructure and events.



Facilitator

Council has a role in bringing groups of people and organisations together to support collaboration and new partnerships to create new opportunities and solve problems for the community.



Advocate

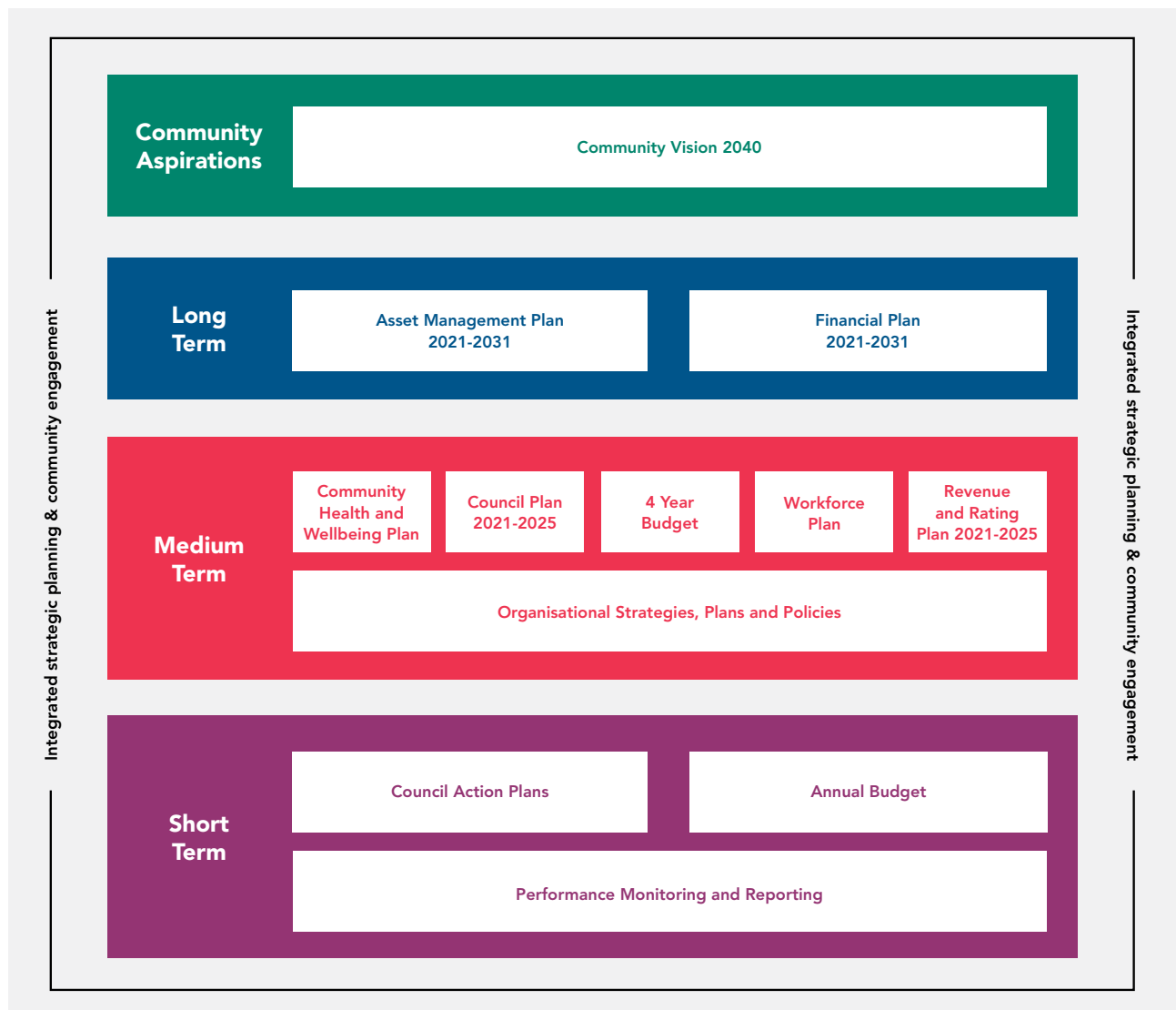
Council advocates on behalf of the community to other levels of government and various other decision-makers to deliver the best possible outcomes for the Mildura Rural City Council community.

Integrated Strategic Planning and Reporting Framework

Our Integrated Strategic Planning and Reporting Framework guides how Mildura Rural City Council will work towards achieving the long-term aspirations of our community.

This framework consists of a number of long, medium and short-term plans that consider the priorities and resources needed to achieve the strategic objectives of Council.

As demonstrated in the figure below, each of these documents and plans should outline how they support and contribute to the delivery of the Community Vision, and are underpinned by our organisational values and principles.



Community Vision

The Community Vision describes what everyone wants for the future of our region and community over the next two decades. It highlights what the community values most and sets out its long-term vision and key priorities for achieving that vision. The Community Vision was informed by deliberative community engagement, research and consultation. It is underpinned by five Vision Statements.

Asset Management Plan

Provides a long-term (10+ years) strategic and financial plan of how Council proposes to manage \$1.1 billion portfolio of assets that it owns and controls. This includes our obligations to maintain and upgrade existing assets or renew, expand or acquire new assets, or decommission or dispose of assets which are no longer required to support service delivery.

Financial Plan

Outlines financial resources, decisions and assumptions required to support the delivery of the Council Plan and other strategic plans. The Financial Plan defines the broad fiscal boundaries for the Council Plan, Asset Management Plan, other subordinate policies and strategies and budget processes over a 10-year period.

Community Health and Wellbeing Plan

The Community Health and Wellbeing Plan aims to protect, improve and promote public health and wellbeing across the Mildura Rural City Council area. It is developed every four years, in collaboration with local health and wellbeing partners to create a healthy environment for a thriving community – consistent with the strategic direction of the Council Plan and Community Vision.

Council Plan (this Plan)

A new Council Plan is developed every four years following Local Government elections. It sets out the strategic direction of Council and the organisation for the next four financial years. Informed by the Community Vision, it details key strategies and initiatives that Council will deliver to help achieve the Community Vision.

Workforce Plan

The Workforce Plan sets out the organisation's staffing requirements to achieve delivery of the Council Plan, including seeking to ensure gender equality, diversity and inclusiveness.

4-Year Budget

Council is required to develop a four-year budget under the Local Government Act 2020. This medium-term Budget sets the directions and priorities for the next four years of the Council. It includes things like managing waste, upgrading our infrastructure, community facilities and parks, operating our libraries, recreation centres, events and festivals, and services to people at all stages of life.

Revenue and Rating Plan

The four-year Revenue and Rating Plan determines the most appropriate and affordable revenue and rating approach for Mildura Rural City Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

Organisational Strategies, Plans and Policies

Council services are delivered in accordance with a range of adopted policies, plans and strategies. Developed incorporating input from the public, these documents are reviewed on an ongoing basis.

Council Action Plans

Annual Action Plans outline what Mildura Rural City Council plans to achieve during the coming 12 months and how it aligns to our Community Vision and Council Plan.

Annual Budget

The Annual Budget details Council's planned income and expenditure over a twelve month period. It outlines how we will use our resources to deliver on our strategies and plans on a yearly basis. This includes capital works programs, the provision of services and operational spending.

Performance monitoring and reporting

The Local Government Planning and Reporting Framework is designed to improve transparency and accountability of council performance to ratepayers and to provide meaningful information to the public. The framework is made up of 58 measures and a governance and management checklist of 24 items which together build a comprehensive picture of council performance. Mildura Rural City Council reports on these measures annually, in line with State Government legislation.

Our Community Vision

Almost 2,000 people took up the opportunity to Imagine 2040 and help develop our Community Vision. The Vision describes what everyone wants for our region and community over the next two decades and is underpinned by five vision statements.

Environment

We will sustain and enhance our natural environment and resources for current and future generations

Community

We will be a healthy, respectful and connected community

Place

We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle

Economy

We will have a thriving economy that harnesses our strengths and capitalises on opportunity

Leadership

We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making



How to read this document

This document is Mildura Rural City Council's response to the Community Vision. It details what the organisation will do over the next four years to achieve the long-term aspirations our community has for the region.

The community's aspirations are at the very heart of our Council Plan and its structure reflects the five themes and Vision Statements of the Community Vision.

Strategic directions

These reflect the five themes of our Community Vision and are what the community identified as being really important in our 2040 Community Vision. They are also Council's high-level priority areas; and set the strategic direction for Council over the next four years.

Strategic outcomes

The results that Council will work towards achieving in response to the Community Vision aspiration and goals for each strategic direction. The outcomes describe the future state we are aiming for in four years.

4-year priorities

These are the strategic actions and initiatives Council will focus on to help achieve our outcomes.

Strategic indicators

These are how we will monitor our progress towards achieving the outcomes.

Supporting Policies, Plans and Strategies

These are the documents that contain the specific actions, measures and timeframes to achieve desired outcomes.





Environment

We will sustain our natural environment and resources for current and future generations

The natural environment is vitally important to our community.

A healthy river, natural bushland, parks, reserves and other green spaces benefit our health, wellbeing and economy. We share our community's passion and concern for biodiversity and climate action. With zero emissions our target, Council is committed to looking carefully at our services and operations – especially in waste, water and energy use – to address the impacts of climate change.



Outcomes

- Protected and enhanced natural environment
- Reduced waste to landfill and enhanced resource recovery
- A community that actively addresses the causes and impacts of climate change
- Increased community knowledge, skills and action to live sustainably
- Access to a secure and high-quality water supply

Our 4-year priorities

- Protect and enhance native vegetation within Murray Riverfront Reserves, lakes, wetlands, roadside reserves and parks
- Reduce illegal dumping and littering in our natural and urban environment
- Advocacy for waste reduction at the source
- Reduce waste to landfill and increase waste diversion
- Achieve net zero emissions for Council operations, services and infrastructure by 2040, and 2050 for landfill
- Support our community to reduce emissions and address the causes and impacts of climate change
- Increase environmental awareness and education about energy efficiency, waste management, biodiversity, climate change and water conservation
- Advocacy for a sustainable Murray Darling Basin that supports the human, social, economic and environmental wellbeing of our community
- Partner with organisations to advocate for further development in sustainable agriculture and horticulture

Strategic indicators

- Community satisfaction with protection of natural bushland
- Community satisfaction with management of wetlands
- Net increase in trees
- Community satisfaction with waste management
- Waste diverted from landfill
- Community satisfaction with environmental sustainability



Supporting Strategies and Plans

- Native Vegetation Plan
- Invasive Plants and Animals Plan
- Sustainable Water Use Guidelines*
- Waste Resource and Recovery Strategy
- Litter and Illegal Dumping Strategy
- Towards Zero Emissions Strategy
- Climate Change Mitigation and Adaptation *
- Community Climate Emergency Plan #
- Environmental Sustainability and Climate Change Policy
- Environmental Education Plan
- Advocacy Plan *#

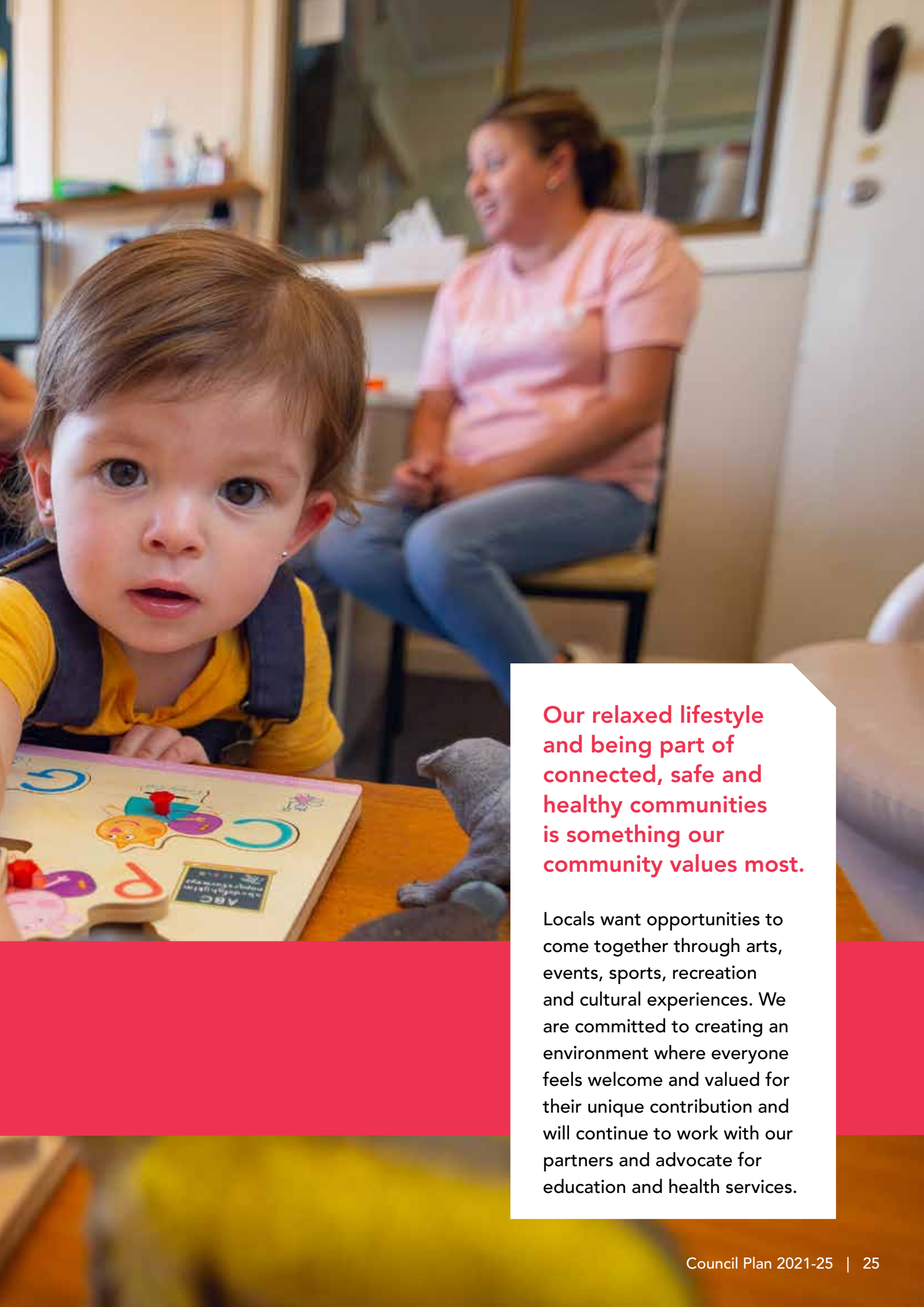
* denotes internal strategy/plan/policy

denotes strategy/plan/policy under development or to be developed



Community

*We will be a healthy, respectful
and connected community*



Our relaxed lifestyle and being part of connected, safe and healthy communities is something our community values most.

Locals want opportunities to come together through arts, events, sports, recreation and cultural experiences. We are committed to creating an environment where everyone feels welcome and valued for their unique contribution and will continue to work with our partners and advocate for education and health services.

Outcomes

- Access to quality local health services to support physical, mental and emotional wellbeing
- A community where people feel safe
- A resilient community that is able to respond to and recover from emergencies
- Arts, culture and heritage that connect community and improve health and wellbeing
- Health and wellbeing is promoted for everyone that lives, learns, works and plays in our community
- Social and cultural diversity is respected, supported and celebrated
- Youth are supported to reach their full potential
- Respect Aboriginal culture, connection to country and Traditional Owners of the land

Our 4-year priorities

- Advocate for equitable, affordable and flexible health and education services across our region based on community need
- Improve service integration and coordination in partnership with community and service providers
- Reduce the incidence of fatalities and serious injuries on our roads
- Provide safe public spaces and facilities
- Work with our partners to prevent family violence
- Work with other agencies to maintain public health and safety
- Build community resilience and support recovery from the COVID-19 pandemic and its emotional, social and economic impacts
- Partner with other agencies to ensure our community and organisation are well-prepared for emergency response and recovery
- Enhance, promote and provide access to a diverse range of arts and culture experiences to inspire our community and beyond.
- Value and embrace our history and heritage
- Build and promote the Mildura Arts Centre Collection on a local, national and international level and manage and conserve items to ensure the Collection is available for future generations
- Support quality and diverse community events
- Improve community and health and wellbeing outcomes, reduce health inequalities and create healthy environments for all stages of life
- Increase participation rates in sport and recreation
- Shape a community in which children and their families can reach their full potential
- Promote gender equality
- Foster a broader level of social inclusion and active participation in the community
- Reduce barriers and increase access for people with a disability to promote inclusion and participation
- Develop partnerships to support culturally diverse communities to transition, settle and actively participate in community life
- Promote youth engagement, participation and development
- Work with Aboriginal community members and organisations towards reconciliation, self-determination and closing the gap

Strategic indicators

Community perception of personal safety
Community satisfaction with emergency and disaster management
Community satisfaction with community and cultural activities
Active library borrowers in the municipality
Community satisfaction with arts and cultural facilities
Community satisfaction with arts and cultural programs
Community satisfaction with Council support to arts and cultural groups
Percentage of Community Health and Wellbeing Plan actions completed
Participation in the Maternal and Child Health Service
Level of participation in sport and recreation activities
Percentage of Reconciliation Action Plan actions completed

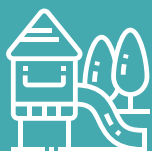


Supporting Strategies and Plans

- Advocacy Plan # *
- CCTV Governance Framework
- Domestic Animal Management Plan
- Public Lighting Strategy #
- Road Safety Strategy
- COVID-19 Community relief and Recovery Plan
- Municipal Emergency Management Plan
- Arts, Culture and Heritage Strategy
- Mildura Arts Centre Loans Policy
- Mildura Arts Centre Collections Policy
- Library Services Strategy
- Community Health and Wellbeing Plan
- Healthy Aging Action Plan
- Municipal Early Years Plan
- Playground Strategy
- Recreation Strategy
- Disability Action Plan
- Gender Equality Action Plan #
- Social Inclusion Policy
- Workforce Plan # *
- Youth Engagement Strategy
- Aboriginal and Torres Strait Islander Recognition Policy
- Reconciliation Action Plan
- Community Local Law No 2

* denotes internal strategy/plan/policy

denotes strategy/plan/policy under development or to be developed



Place

We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle



Our community generally loves where they live.

They value our relaxed lifestyle and want to see it retained as areas grow and develop. As Victoria's largest local government area, transport and connections to and within our region are also a priority. It is our role to plan, maintain and sustain the significant network of assets, public spaces and infrastructure Council is responsible for. We will partner with and advocate to service providers and all tiers of government to this end.

Outcomes

A well-developed long-term land use vision

Diverse open spaces and public facilities that are well-connected, accessible, resilient and promote active healthy lifestyles

Sustainable infrastructure that meets the current and future community needs

Improved transport services for our region

A transport network that is fit-for-purpose

Access to affordable housing, including social housing, that is appropriate for the housing needs of very low, low and moderate income households

Enable projects that enhance and activate our community

Vibrant, prosperous and activated CBD and town centres

Our 4-year priorities

Ensure long-term land supply to enable future growth

Create and maintain welcoming open spaces that are accessible and connected

Continue developing the Mildura Riverfront Precinct

Provide access to a diverse range of quality sporting and recreation facilities and programs

Ensure long-term water security for Council facilities

Use innovative design to provide buildings and facilities that are sustainable and fit-for-purpose to meet community needs

Advocate for better transport services for our municipality

Develop an Integrated Transport and Land Use Strategy to plan future transport network requirements

Advocate for the development of a Murray River trail

Advocate for funding to support projects that benefit our communities

Communities are supported to determine their own vision and priorities

Strategic indicators

Number of strategic land use projects completed
Percentage of Asset Management Strategy and Plan actions implemented
Percentage of Capital Works program delivered
Community satisfaction with the condition of sealed local roads in your area
Community satisfaction with maintenance of unsealed roads in your area
Community satisfaction with the condition of local streets and footpaths in your area
Community satisfaction with recreation facilities
Activation of the Mildura Riverfront Precinct
Activation of Mildura Sporting Precinct
Number of Community Plans developed and reviewed



Supporting Strategies and Plans

- Mildura Planning Scheme
- Mildura South Urban Design Plan
- Asset Management Strategy
- Asset Management Plan
- Aquatic Facilities Redevelopment Strategy
- Mildura CBD Access and Mobility Strategy #
- Deakin Avenue Master Plan
- Sustainable Landscape Guidelines
- Playground Strategy
- Public Open Space Strategy
- Tracks and Trails Strategy
- Urban Tree Strategy
- Vegetation Management Plan
- Native Vegetation Plan
- Towards Zero Emissions Strategy
- Environmental Education Plan
- Mildura CBD Plan
- Mildura Riverfront Masterplan
- Recreation Strategy
- Road Hierarchy Plan
- Municipal Road Management Plan
- Road Safety Strategy
- Integrated Transport and Land Use Strategy #
- Mildura Airport Master Plan
- Advocacy Plan # *
- Mildura Housing and Settlement Strategy
- Community Plans
- Public Toilet Strategy
- Community Local Law No.2

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Economy

*We will have a thriving economy
that harnesses our strengths and
capitalises on opportunity*



Now more than ever, our community recognises the value of an agile and thriving local economy.

Locals want secure employment opportunities, education and career pathways. These, along with attracting investment and skilled labor to the region will help sustain our economy and our social wellbeing. We are committed to continuing our work to build the capacity of our local businesses and find new ways to support local industries and employment, attract investment and grow our visitor economy.

Outcomes

Resilient local businesses that are supported to thrive, contributing to the viability and character of our towns

A valued and vibrant tourism industry and recognised visitor destination

An agile economy underpinned by innovation and industry diversity that attracts investment

Access to a range of education, training and employment pathways

A skilled workforce that meets current and future industry needs

Access to digital infrastructure to support education, health and economy

Mildura Regional Airport is a major air traffic gateway for the region

Our 4-year priorities

Support local businesses to recover from the COVID-19 pandemic

Partner with State and Federal government to advocate and implement support to recover from the COVID-19 pandemic

Support quality tourism services and experiences

Attract and support major events and conferences

Collaborate with regional and state tourism bodies

Support the sustainability of our region's agricultural and horticultural sectors

Implement place-based initiatives that create opportunities for improved amenity, economic growth and tourism

Advocacy for infrastructure and services needed to attract investment and stimulate economic growth

Work with government and partners to address skill and workforce shortages across the region

Advocacy for access to high quality digital infrastructure

Maintain Mildura Airport as a critical regional asset

Strategic indicators

Community satisfaction with tourism development
Visitor satisfaction with visitor information servicing
Yield of tourism
Building activity
Community satisfaction with business and community development
Gross Regional Product



Supporting Strategies and Plans

- COVID-19 Community Relief and Recovery Plan
- Loddon Mallee COVID-19 Economic Recovery Plan
- Visitor Servicing Strategy
- Events Strategy
- Mildura Airport Master Plan
- Mildura Regional Development Strategic Plan
- Mildura City Heart Strategic Plan
- Mildura Retail Strategy
- Tourism (Recreational Vehicles, Caravan and Camping) Strategy #
- Transient Accommodation Strategy #
- Industrial Strategy Review
- Mildura CBD Plan
- Regional Workforce Plan
- Advocacy Plan # *

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Leadership

We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making



Our community has high expectations of Council.

As custodians of public resources we are obligated to work in the best-interests of our community. This means being an agile and responsive organisation, and putting the community at the heart of everything we do. We will create genuine engagement opportunities where all sectors of our community can be involved in decisions that impact them. Importantly, this helps ensure transparency, integrity and trust in Council processes. We are committed to good governance, financial stewardship and a culture of continuous improvement.

Outcomes

The community has a voice through inclusive engagement and participation

Trust, respect and understanding between community and Council

A workplace and culture that is healthy, safe, inclusive and diverse

A high performing organisation

A financially sustainable organisation

Effective governance to deliver results in line with community expectations

Serve the community by providing great customer experience, value for money and quality services

Advocate on behalf of the community to address needs and priorities

Collaborative leadership and partnerships that build capacity and increase opportunities

Our 4-year priorities

Provide the community opportunity for input into decisions that affect them through good governance and meaningful community engagement

Create opportunities for Councillors and staff to listen and connect with the community

Regularly communicate information about Council decisions, projects, services, strategies, and performance

Utilise the Business Excellence Framework to maintain a high performing customer driven organisation that provides value for money

Ensure Council's workforce reflects the principles of diversity, inclusion and gender equality in our day-to-day leadership and workforce planning

Maintain a workplace culture where staff and Councillors are healthy and safe

Implement an integrated approach to planning, monitoring and performance reporting to ensure Council is accountable to the community

Seek customer feedback on a regular basis about our services

Work with our community to advocate for local needs and on key issues including prevention of family violence, gender equality, climate change, water security, health and wellbeing, equitable rating system

Work in partnership with other organisations to actively seek opportunities to address community needs

Strategic indicators

Community satisfaction with community consultation and engagement
Community satisfaction with decisions made in the interest of the community
Community satisfaction with informing the community
Percentage of Gender Equality Action Plan actions implemented
Community satisfaction with value for money in services and infrastructure
Financial and Sustainable Capacity Indicators
Community satisfaction with overall Council direction
Community satisfaction with the overall performance of Council
Community satisfaction with customer service
Community satisfaction with lobbying on behalf of the community
Percentage of advocacy plan actions completed / number of representations



Supporting Strategies and Plans

- Community Engagement Strategy
- Community Engagement Policy
- Integrated Marketing and Communications Strategy * #
- Human Resources Strategy *
- Occupational Health & Safety Strategy *
- Workforce Plan *#
- Gender Equality Action Plan #
- Organisational Development Strategy *
- Information Systems Strategy *
- Procurement of Goods, Services and Works Policy
- Financial Plan
- Revenue and Rating Plan
- Asset Management Strategy #
- Public Transparency Policy
- Freedom of Information Policy
- Open Data Policy *
- Business Continuity and Disaster Recovery Strategy *
- Risk Management Strategy *
- Customer Experience Strategy # *
- Advocacy Plan # *
- Mildura Future Ready Funding and Advocacy Strategy

* denotes internal strategy/plan/policy

denotes strategy/plan/policy under development or to be developed

Implementation, monitoring and reporting

Implementation of the Council Plan will be delivered through the Annual Plan and the Annual Budget. Performance against the Council Plan is monitored quarterly and reported to our community through the Annual Report at the end of each financial year.

The Council Plan will be reviewed on an annual basis to ensure that it continues to reflect the needs of Council and our community, and remains adaptive to our changing environment. We will engage with the community on an ongoing basis and make any necessary updates to this plan.





Glossary of services

Aged and Disability Services

This service provides a range of home and community care services for the aged and people with a disability including home care, personal care, respite care, home maintenance and planned activity groups.

Arts and Culture

This service provides arts and culture activities throughout the municipality with the delivery of visual and performing arts programs and services at Mildura Arts Centre across gallery and heritage, community cultural development, marketing and development (including customer service/box office ticketing, café and theatre) and technical services. The service includes presentation of an entrepreneur program in both the visual and performing arts through funding from Creative Victoria, as well as the venue hires of the theatre auditorium and foyer spaces for community, corporate and commercial organisations. In addition, this service includes overseeing Mildura's most important heritage building Rio Vista Historic House, as well as Mildura Station Homestead.

Asset Management

This service prepares long-term maintenance management programs for Council's infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These assets include road and drainage networks, municipal buildings, pavilions and other recreational equipment and outdoor spaces.

Building and Enforcement

This service provides statutory building services to the Council community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.

Chief Executive Office

This area of governance includes the Mayor, Councillors, Chief Executive Officer and associated support.

Civic Compliance

This service provides staff at school crossings throughout the municipality to ensure that all pedestrians, but mainly school aged children,

are able to cross the road safely. It maintains and improves the health and safety of people, animals and the environment, providing animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. It also provides education, regulation and enforcement of the general local law and relevant state legislation.

Community Development

This service has the responsibility to support and develop community initiatives listed in individualised, township-based community plans and to strengthen the local community's capacity to drive its own growth, economic, social and physical development. The service is a conduit between Council services and the wider community.

Community Health

This service provides family-oriented support services including universal and enhanced maternal and child health and immunisation.

Customer Service

Customer Service is the first point of contact the public has with Council and acts as the interface between the organisation and the community. This service provides face-to-face service in three Council service centres, call centre operations, processes customer requests and payments, and issues permits and receipts. Customer Service staff also provide internal administrative support to the whole organisation.

Early Years

Provides family day care, centre-based child care and other early years planning and programs such as Best Start and supported playgroups.

Economic Development and Tourism

The economic development and tourism service assists the organisation:

- to facilitate growth within Council by working with industry and business to grow/sustain existing business and develop new investment opportunities
- to encourage and form strategic alliances with key stakeholders in industry and government to

help build a vibrant and sustainable community

- to commit to working in partnership with Mildura Regional Development to maximise economic development within the Council region through specialised projects and initiatives
- through facilitation of tourism enquiries and booking of accommodation. The Visitor Information Centre (VIC) is responsible for assistance and providing specialised services that are tailored to meet customer and client needs.

Engineering Services

This service undertakes design, tendering, contract, project management, and supervision of various infrastructure works within Council's capital works program. The service also approves and supervises private development activities such as subdivisions and infrastructure associated with unit developments.

Environmental Health

This service protects the community's health and well-being through coordination of regulatory services of premises for food safety, accommodation, hair and beauty, skin penetration businesses, tobacco retailers, smoke free legislation and wastewater disposal. The service also works to rectify any public health concerns relating to unreasonable noise emissions, air quality issues and smells etc.

Environmental Sustainability

This service develops, coordinates and implements environmental policy, plans, strategies and initiatives, and works with other services to improve Council's environmental performance. Reducing energy and water usage within Council operations, protecting and enhancing Council managed natural areas and roadsides, and educating the community are key priority areas for environmental sustainability.

Events

The business conferencing and event service is responsible for assistance and facilitation of business enquiries, events and conferencing. Services are specialised and tailored to meet customer and client needs.

Facilities Management

This service is responsible for the maintenance, operations, upgrade and renewal of Council's building asset portfolio.

Financial Services

This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, raising and collection of rates and charges, and valuation of properties throughout the municipality.

Governance and Risk

This area provides a range of governance and statutory services. Services include legislative compliance, maintenance of public registers and coordination of Council meetings, coordination of legal services, insurance, business risk management and business continuity services. It also provides leadership in emergency management through planning for disaster emergencies and coordinating emergency services and support agencies in their planning and response to emergencies.

Information Systems

This service enables and supports the information and communication technology (ICT) needs of all of Council. This encompasses all mobile and fixed voice, data record management, GIS and software applications across all sites and field operations to all staff enabling the timely and efficient delivery of services to the community.

Libraries

This service provides public libraries at five locations plus the pop-up mobile library service to four remote locations and support to a Library Agency. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and visitors. The service also provides a focal point for the community where they can meet, relax and enjoy the facilities, programs and services offered.

Marketing and Communications

This service works with all areas of the organisation to ensure the community is informed about and involved in Council decisions, services, projects and facilities. Key tasks include media liaison, online communications, website management, publication development, graphic design, advertising and marketing.

Glossary of services

Organisational Development

This service provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resource, industrial relations, occupational health and safety, corporate planning, reporting and business improvement services. The service also assists managers to determine and progress toward future structures, capability and cultures in their service units. It also includes the payment of salaries and wages to Council employees.

Parks Services

This service is divided into several operational units including tree pruning, planting, removal of vegetation, planning and street tree strategies. It provides for the management of conservation and parkland areas, and other areas of environmental significance.

Procurement and Fleet

This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs and to maximise the performance and minimise operational cost of the fleet. In addition, it also provides procurement and contracting of services.

Recreation and Sport

This service includes management of recreation facilities (wet and dry) including the Mildura Sporting Precinct and aquatic facilities, facility redevelopment, and provision of grant funding for grass roots participation.

Social Development and Projects

This service has the responsibility to frame and respond to the challenges of social inclusion across a broad range of areas. It is the responsibility of this service to ensure that issues of a social policy nature are responded to appropriately by Council. The area also manages a broad range of specific project based initiatives including Advancing Country Towns, Northern Mallee Community Partnership and community safety.

Statutory Planning

The Statutory Planning service processes all planning applications, provides advice and makes decisions about development proposals that require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal, where necessary.

Strategic Planning

Strategic Planning monitors Council's planning scheme, as well as consulting and preparing major policy documents shaping the future of the city. It also prepares and processes amendments to the Council planning scheme and carries out research on demographic, urban development, economic and social issues affecting Council.

Waste Management

This service provides waste collection and waste management services, including kerbside waste, recycling and organics collection, the operation of three landfills and eight rural transfer stations, litter bin collection, street sweeping, bin maintenance and event bins.

Works and Infrastructure Services

This service inspects and maintains Council's main civil infrastructure assets in a sustainable and prioritised manner to a defined service level. These include roads, laneways, car parks, footpaths, shared/bike paths and Council's drainage network. The service also includes delivery of civil capital works projects, plus inspection and maintenance of VicRoads arterial roads located within the municipality.

Youth Engagement Services

Youth Engagement Services provides youth-oriented services including education programs, personal development programs, and health and safety programs.



Supporting Strategies and Plans

Aboriginal and Torres Strait

Islander Recognition Policy

Provides the mechanism for respect and recognition of the Aboriginal communities within our municipality and to create avenues and develop pathways which connect Council and the local Aboriginal community.

Advocacy Plan

Outlines the advocacy activities which align with the Council Plan and will improve the social, economic or environmental wellbeing of the Mildura region.

Aquatic Facilities

Redevelopment Strategy

Provides a long-term, planned approach for Council to undertake maintenance and improvement work at community aquatic facilities.

Arts, Culture and Heritage Strategy

Details our approach to enrich people's lives through arts and cultural experiences with a focus on four key areas of development: culture, people, places and the organisation.

Asset Management Plan

Provides a long-term (10+ years) strategic and financial plan of how Council proposes to manage \$1.1 billion portfolio of assets that it owns and controls. This includes our obligations to maintain and upgrade existing assets or renew, expand or acquire new assets, or decommission or dispose of assets which are no longer required to support service delivery.

Asset Management Strategy

Details the implementation and documentation of longer term asset management practices, plans, processes and procedures within Council.

Business Continuity and Disaster

Recovery Strategy

Outlines a strategic approach to continuing the provision of Council services following a significant interruption or disaster.

CCTV Governance Framework

Provides guidance for the development and delivery of CCTV services for Mildura Rural City Council's approach to community safety and includes a partnership with Victoria Police that aims to reduce crime and provide a safe environment for our community.

Climate Change Mitigation

and Adaptation

Identifies the plans, strategies and policies in place at a local, state and federal level related to climate change mitigation and adaptation.

Community Engagement Policy

This Policy underpins Council's strategic and legislated commitment to community centered practice, through systematic integration of the key elements of good community engagement design into our day to day practice.

Community Engagement Strategy

Identifies key strategic actions to support the organisation to embed Community Engagement Principles into organisational practice.

Community Health and Wellbeing Plan

A legislated/statutory plan under the Public Health and Wellbeing Act 2008 which sets the broad mission, goals and priorities to enable people living in the municipality to achieve maximum health and wellbeing.

Community Local Law No. 2

Governs how Council protects the community's peace and order, safety, public health, assets, amenity, roads and many other aspects of living in the Mildura Rural City municipality.

Community Plans

Community Plans are based on common aspirations of the local community. It improves the effectiveness of services, programs and projects whilst taking into account emerging needs and supports the development of local communities.

COVID-19 Community Relief and

Recovery Plan

Provides clarity on the responsibilities, expectations and arrangements to effectively coordinate relief and recovery services across the municipality in response to the COVID-19 pandemic.

Customer Experience Strategy

Provides strategic direction and agreed standards for the organisation to strive to provide excellent customer service for internal and external customers.

Deakin Avenue Master Plan

Guides the long term development and

management of Deakin Avenue, including garden beds, trees, monuments, sculptures, naturestrips and landscape features.

Disability Action Plan

Provides direction for supporting people with a disability in our community across three key themes: infrastructure and access, awareness and advocacy.

Domestic Animal Management Plan

A statutory plan under the Domestic Animals Act 1994 (The Act) which outlines the services, programs and policies Council has established to address the administration of The Act and the management of dog and cat issues in the community.

Environmental Education Plan

Documents existing and proposed actions undertaken by Council to inform and educate the community about environmental issues.

Environmental Sustainability and Climate Change Policy

Outlines Council's commitment to environmental sustainability and managing climate change through mitigation and adaptation actions.

Events Strategy

Defines Council's role in supporting and facilitating major and community events. Sets direction to position Mildura as a major event destination and drive economic spend in the region.

Finance and Asset Accounting Strategy

Outlines Council's financial and accounting processes and practices to ensure we continue to deliver services to Council and the community which meet best value and best practice principles.

Financial Plan

Outlines financial resources, decisions and assumptions required to support the delivery of the Council Plan and other strategic plans. The Financial Plan defines the broad fiscal boundaries for the Council Plan, Asset Management Plan, other subordinate policies and strategies and budget processes over a 10-year period.

Freedom of Information Policy

To facilitate transparency and support compliance by Council with the Freedom of Information (FOI) Act 1982 by establishing a framework for receipt and effective processing of FOI applications.

Gender Equality Action Plan

Builds on Council's commitment to diversity and inclusion, enhancing our existing gender equality and culture where all employees are able to receive and enjoy the same rewards, resources and opportunities regardless of their gender identity.

Healthy Aging Action Plan

Establishes the strategic direction and service planning for future aged care services to ensure the appropriate support is available to meet the diverse needs of our ageing population.

Human Resources Strategy

Establishes the strategic direction of human resources and articulates Council's commitment to, and focus on, current human resources practices for all employees and the general public across six key areas: recruitment, selection and induction; training and development; performance management; HR systems and processes; work/life balance; and industrial relations.

Industrial Strategy Review

Review and update of the Industrial Zone and overlays provisions in the Mildura Planning Scheme.

Information Systems Strategy

A high level strategic plan for managing the organisation's information and technology systems and resources, identifying opportunities and actions to support customers. It focusses on records management, spatial systems, information and communications technologies, corporate applications, project management, systems analysis and innovation.

Integrated Marketing and Communications Strategy

Outlines the systems and processes we will use to communicate Council messages effectively.

Integrated Transport and Land Use Strategy

Provides a strategic, whole-of-municipality approach to inform the planning, design and development of the long-term transport network. Assists with identifying gaps in the network and prioritising transport infrastructure investment for all levels of government.

Supporting Strategies and Plans

Invasive Plants and Animals Plan

Details the long term strategic management of invasive species through the integration and establishment of partnerships with stakeholders and the community.

Library Services Strategy

Guides Council's direction for the provision of library services.

Litter and Illegal Dumping Strategy

Aims to minimise the incidence of litter and illegal dumping of rubbish in the municipality through a focus on education, enforcement and infrastructure for litter and illegal dumping mitigation.

Loddon Mallee COVID-19 Economic Recovery Plan

This Plan articulates economic recovery priorities to support the local economies that underpin thriving and resilient communities in the Loddon Mallee region. The Plan looks to local and regional efforts through measures such as business and industry support, investment and resource activation, capacity building and workforce development.

Mildura Arts Centre Collections Policy

Provides guidelines for the considered collection of items for the Mildura Arts Centre Permanent Collection (the 'Collection') by purchase, gift/bequest, transfer or commission.

Mildura Arts Centre Loans Policy

Sets out the Mildura Arts Centre (the 'Gallery') principles and guidelines for the management of incoming and outgoing loans.

Mildura CBD Access and Mobility Strategy

Sets out strategies to improve access and mobility to and around the Mildura CBD.

Mildura CBD Plan

Sets out a strategic vision and framework to guide the growth, development and enhancement of the Mildura CBD.

Mildura City Heart Strategic Plan

Sets out strategies for promoting and improving Mildura City Heart to add value to the trader and visitor experience.

Mildura Future Ready Funding and Advocacy Strategy

A plan to secure investment in major infrastructure projects that will diversify our region's economy and enhance community wellbeing.

Mildura Housing and Settlement Strategy

A strategic framework and associated guidelines regarding the rezoning and development of land to ensure the types of neighbourhoods and housing developed within the municipality will meet current and future needs of the community.

Mildura Planning Scheme

A legal document in accordance with the Planning and Environment Act 1987, prepared and approved by the Minister for Planning with Council contribution to local policy direction. It contains policies and provisions that control land use and development.

Mildura Regional Airport Master Plan

Outlines a long term planning framework to guide and manage the growth and development of the Mildura Regional Airport.

Mildura Regional Development Strategic Plan

A strategy on behalf of Council by Mildura Regional Development for the growth of tourism and economic development within the municipality.

Mildura Retail Strategy

Guides the future location of retail development.

Mildura Riverfront Masterplan

A Masterplan to guide land use and development of the iconic Riverfront site.

Mildura South Urban Design Plan

Outlines the development of the Mildura South growth area and includes the precinct structure plan and development plan, along with other documents that support land use and development.

Municipal Early Years Plan

Provides key strategic directions that focus on health and education, including prevention, equity and long term health and social and educational outcomes for children aged zero to eight years.

Municipal Emergency Management Plan

Guides the development and implementation of emergency management policy and program priorities, in particular the promotion of safer and more secure and resilient communities. It is a tool for the effective integration of emergency management planning and programming across agencies and sectors.

Municipal Road Management Plan

Council's strategic document to guide and inform the community of its legislated obligations to road management under the Road Management Act 2004 and provides direction on how council maintains the road network and responds to customer requests.

Native Vegetation Plan

A framework for the long-term successful management of native vegetation through the integration of management between Council, key stakeholders and the community.

Occupational Health & Safety Strategy

Establishes the strategic direction of Occupational Health and Safety (OH&S) and articulates Council's commitment to, and focus on, current OH&S practices for all employees, contractors and the general public across eight key areas: strategic leadership of OH&S; systems and processes; training; prevention of bullying and harassment; contractor management; emergency management; OH&S regulations; and return to work.

Open Data Policy

Provides direction on the release, licensing and management of Council-collected open data so that it can be used and reused to benefit the community, businesses and increase the productivity of Council operations.

Organisational Development Strategy

Sets out the actions that will enable Council to achieve a high standard of operating excellence.

Playground Strategy

Guides the provision of playground facilities and infrastructure in public open space.

Procurement of Goods, Services and Works Policy

Clearly sets out the requirements to be met by all staff, Councillors and temporary employees when procuring and/or contracting goods and services on behalf of Mildura Rural City Council.

Public Lighting Strategy

Guides the appropriate and consistent quality standards and service levels for public and street lighting.

Public Open Space Strategy

Defines Council's framework for the integrated approach to public open space provision.

Public Toilet Strategy

Guides the location, construction and quality standards of public toilet facilities in the municipality.

Public Transparency Policy

Outlines the type of information Council will make publicly available.

Reconciliation Action Plan

Sets the strategic direction for achieving Council's reconciliation vision. It provides a comprehensive set of measurable actions and details a range of department and organisational commitments to work towards reconciliation.

Recreation Strategy

Establishes the strategic direction for sport and recreation provision.

Revenue and Rating Plan

Determines the most appropriate and affordable revenue and rating approach for Mildura Rural City Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

Risk Management Strategy

Details strategy and program management concepts that will be used to ensure and improve upon the organisation's Risk Management program.

Supporting Strategies and Plans

Road Hierarchy Plan

Provides details on the road design standards for various classes of roads across the road network so that there is a level of consistency amongst the hierarchy of roads.

Road Safety Strategy

Outlines a structured approach to road safety in both engineering and education programs across four key themes: safer roads and roadsides, safer speeds, safer vehicles and safer users.

Social Inclusion Policy

A framework and set of guiding principles for Mildura Rural City Council to address issues that impact on a well functioning community.

Sustainable Landscape Guidelines

Establishes common and consistent requirements for sustainable and appropriate landscapes in public open spaces throughout the municipality.

Sustainable Water Use Guidelines

Identifies the plans, strategies, guidelines and policies in place at a local and state level relating to sustainable water use.

Tourism (Recreational Vehicles, Caravan and Camping) Strategy

This Plan establishes the strategic direction for Mildura Rural City Council to assist with meeting and managing the changing needs of a diverse range of travellers and develop a consistent approach across the whole municipality.

Towards Zero Emissions Strategy

Defines Council's approach to achieving zero net carbon emissions by 2050 in line with the current Victorian Government target, and outlines priority areas to achieve this target by reducing carbon emissions associated with Council's services, operations and infrastructure.

Tracks and Trails Strategy

Sets out strategies to identify, develop, upgrade, manage and maintain a network of linked and shared on and off road cycling and walking paths suitable for commuting and recreation purposes.

Transient Accommodation Strategy

Provides strategy to assist the coordinated development of temporary stay accommodation including: caravan parks, RV facilities, rural worker accommodation, back packers and others.

Urban Tree Strategy

Details how street trees are managed in accordance with industry best practice to provide improved quality and increased numbers of trees within the townships, resulting in increased canopy cover.

Vegetation Management Plan

Outlines the collaborative management of vegetation across Council managed land including parks, gardens, building grounds, Crown land, natural areas, sporting reserves and roadsides.

Visitor Servicing Strategy

Outlines how Council will continue to deliver its visitor information services in new and innovative ways and connect with visitors at different points of their journey.

Waste Resource and Recovery Strategy

Identifies local waste service and infrastructure needs and sustainability into the future.

Workforce Plan

Sets out the organisation's staffing requirements to achieve delivery of the Council Plan, including seeking to ensure gender equality, diversity and inclusiveness.

Youth Engagement Strategy

Guides Council's youth development and service provision.

Acknowledgements

Thank you to the almost 2,000 community members who shared their ideas and feedback as part of our formal consultation process to develop the Community Vision, which in turn has informed this Council Plan. We also acknowledge the contributions of Councillors and Council staff involved in this project and their efforts to implement this Plan over the next four years.

Photography

All images appearing in this publication depict people and settings from the Mildura Rural City local government area. All photos were captured by local photographers.

Alternative formats

This publication is available online at mildura.vic.gov.au and in large text format. If you would like large text copy please contact us.

Disclaimer

Information contained in this publication was correct at the time of printing. Every effort has been made to ensure its accuracy, however no liability is accepted for any inclusions, advice given or omissions.



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