

GANNAWARRA SHIRE  
**COUNCIL**  
*PLAN*  
2017 – 2021

# VISION

Building upon our strengths of people, place and pride to inspire a positive future together.

# MISSION

Together with our community we will capitalise on our natural assets, support our business and agriculture sector and deliver quality services to our community.

# VALUES

**Be Collaborative** - We will work closely with our community using our collective skills and knowledge to build a positive future. Together with our partners we will deliver great things for our community.

**Be Resourceful** - We will be resourceful and resilient, employing creative problem solving to our challenges. We will plan and be prepared for when opportunities present.

**Be Innovative** - We will embrace new ideas and technology to deliver quality services to our community at a lower cost. We will make time to consider the big issues and actively seek creative solutions.

## ... And we will listen

We will listen to our community and use our collective knowledge and sound judgement to respond and close the loop.

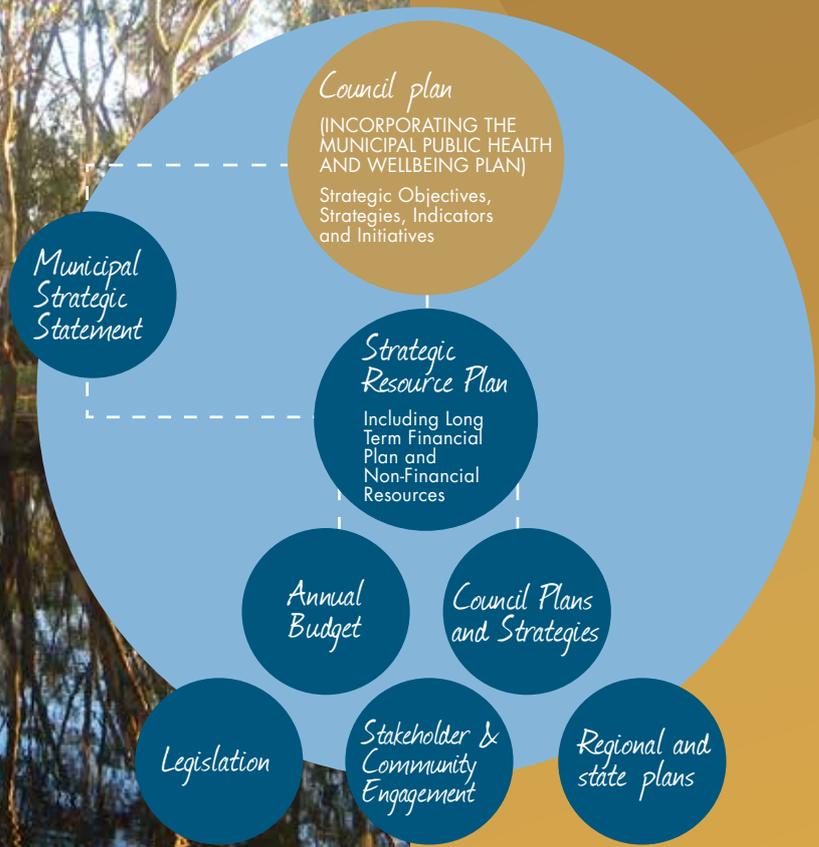
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## ABOUT THE COUNCIL PLAN

The Council Plan serves as a 'road map' to focus Council's activities over the next four years as we continue to work towards a liveable, productive, and sustainable municipality where opportunities are provided for all. A Council Plan is a requirement of the Local Government Act 1989.

This Council Plan also includes the Municipal Public Health and Wellbeing Plan that identifies goals and strategies based on evidence for creating a local community in which people can achieve maximum health and wellbeing. A Municipal Public Health and Wellbeing Plan is a requirement of the Public Health and Wellbeing Act 2008.



# OUR SHIRE



**GANNAWARRA SHIRE IS DIVIDED INTO FOUR WARDS**

**AVOCA** – including Lake Charm, Lalbert, Benjeroop, Mystic Park and Quambatook.

**MURRAY** – including Koondrook, Myall and Murrabit.

**PATCHELL** – including Kerang, Mead and Macorna.

**YARRAN** – including Cohuna, Leitchville and Horfield.

## YOUR COUNCILLORS

THERE ARE SEVEN ELECTED GANNAWARRA SHIRE COUNCILLORS.

### AVOCA



CR CHARLIE GILLINGHAM

### MURRAY



CR STEVE TASKER

### PATCHELL



CR BRIAN GIBSON  
MAYOR



CR JODIE BASILE

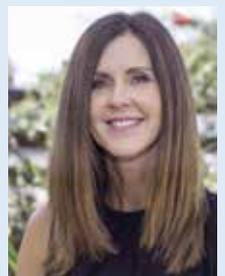


CR MARK ARIANS

### YARRAN



CR LORRAINE LEARMONTH



CR SONIA WRIGHT

Gannawarra Shire Council acknowledges the traditional custodians of the land and pays our respect to Elders past and present.

*People, Place, Pride*

# BIG PICTURE THINKING

Council's aspirations for Gannawarra into the future cover a diverse range of developments and opportunities, from waterfront development right through to accessibility improvements and increased connections within and between our communities.

As a collective we will work to achieve the greatest outcomes for our community, promote our Council area, improve liveability and be leaders.

We believe in what we are doing and we want to move forward by supporting and advocating priorities for Council and the community.

Here are some of the big ideas we have for our community:

*We will...*

SUPPORT A VIBRANT AND CREATIVE COMMUNITY BY INVESTING IN ARTS, CULTURE AND EVENTS

EMBRACE INNOVATION, ENTREPRENEURIAL IDEAS, NEXT GENERATION FOCUS

ENCOURAGE OPPORTUNITIES FOR YOUNG PEOPLE AND FAMILIES TO MOVE TO GANNAWARRA THROUGH JOB CREATION AND INNOVATIVE PLACE MAKING

ADVOCATE FOR A FAST TRAIN BETWEEN SWAN HILL AND BENDIGO

FOCUS ON WATERFRONT DEVELOPMENTS SUCH AS RESTAURANTS, MARINAS, 5-STAR HOTEL

EXPLORE CREATIVE BUSINESS PARTNERSHIPS AND INVESTMENTS FOR OUR LONG-TERM FUTURE



# MAYOR'S MESSAGE

Together with my fellow Councillors I am delighted to present to our community and stakeholders the 2017-2021 Council Plan.

This document will provide strategic pathways for the future which will help us work to improve connectivity, liveability, promote economic growth, protect and celebrate our environment, be leaders and create strong and healthy communities.

As Councillors we were committed to developing this plan with our community. We have done this by listening to our community and making sure that the voices of our community is the focus. As we make decisions over the next four years, we will continue to listen to our community, and work collectively to create a positive future together.

By working together we can build a sense of hope and confidence within Gannawarra and do great things over the next four years.

We know we have challenges but equally we have some great opportunities. Our strengths lie within the *people* that live within our communities, the wonderful *place* we live in, and the immense *pride* we have in our communities. Our shire is filled with magnificent natural assets such as our waterways and forests; but we have so much more to share, see and experience.

By harnessing the strengths of *people, place and pride* we believe we can walk the same path as one unified community, to lead and advocate with a clear voice and be bold in our decision making.

We will also be bold in using our collective strengths to come up with solutions in a constrained financial environment. We will continually review what we do to ensure we deliver services to our community as efficiently as we can, and we will actively seek out partnerships to support our community's visions, hopes and goals.

This plan is about you. It is about your future. It is about your family's future. It is about our shared future. Let's all work together with great confidence to make Gannawarra a fantastic place to be!

**Cr Brian Gibson**

**WE CAN'T  
DO THIS  
WITHOUT  
*YOU***

COUNCIL ALREADY HAS GUIDING STRATEGIES INCLUDING

# GANNAWARRA *2025*

WHICH FOCUSES ON

## SIX KEY STRATEGY PLATFORMS

REVERSE  
DECLINE IN  
WORKING  
POPULATION

REVITALISE  
OUR TOWNS  
INTO VIBRANT  
PLACES

FOSTER  
ECONOMIC  
PROSPERITY  
THROUGH  
DIVERSITY

EMBRACE  
ENVIRONMENTAL  
SUSTAINABILITY

FOCUS  
EDUCATION  
& LIFELONG  
LEARNING

FACILITATE  
LOCAL, REGIONAL  
& GLOBAL  
CONNECTIVITY

Council also works closely with local, regional, state and federal partners, for the benefit of the Gannawarra community.

COUNCIL HAS  
*OVER 40*  
STRATEGIES AND PLANS  
THAT GUIDE OUR  
OPERATIONAL  
WORKS!



WE LISTENED AND HAVE CONSIDERED

EDUCATION

EMPLOYMENT

AGRICULTURE

INFRASTRUCTURE

TOURISM/  
BUSINESS

ARTS AND  
CULTURE

HEALTH AND  
WELLBEING

WATERFRONT  
DEVELOPMENTS

# WHAT OUR COMMUNITY TOLD US

We want our communities to remain strong and independent but we recognise that we are small in number and need to work with, and support, other communities – we want to be unified.

We want to accept diversity, look after our most vulnerable, improve what we have and build on our strengths.

We want to be fresh and think outside the square but we need a bit of help with ideas and how to go about achieving a new and exciting future.

We are up for a change BUT we love our heritage and our natural environment and we want to have the old melded with the new.

Most of all we want to be involved and listened to when decisions are made that impact on our lives and determine our future.

Brings us with you on the journey.

You can't do it without us...



# WE HAVE HAD A CHAT TO OUR COMMUNITIES ABOUT

What they like most and what they find most challenging about where they live

What services they value most

What they think Council should be focusing on

What they need to be a vibrant, connected, inclusive and proud community

## THIS IS WHAT OUR COMMUNITY'S TOLD US WERE THEIR GOALS FOR THE NEXT FOUR YEARS..

### KERANG

- Recognising our heritage
- Connections and Infrastructure
- Tourism, Culture and Arts

### COHUNA

- Waterfront development
- Arts and Culture
- Health and Wellbeing

### KOONDROOK

- Riverfront development
- Heritage
- Accommodation

### MURRABIT

- Streetscapes, park upgrades and beautification
- Tourism, Events, Arts
- Waterfront development

### LEITCHVILLE

- Investing in children and community
- Recreation
- Streetscape beautification

### QUAMBATOOK

- River Precinct Development
- Recreation
- Community Events/Tourism

### KERANG LAKES

- Waterfront development
- Diversifying agriculture

### LALBERT

- Recreation
- Road connections

### MACORNA

- Developing recreation/community facilities
- Community connectivity

ACROSS OUR ENTIRE COMMUNITY CONSISTENT THEMES WERE WATERFRONT DEVELOPMENT, INCREASED TOURISM, ARTS AND CULTURE, IMPROVEMENTS TO STREETSAPES AND FOR OUR HERITAGE TO BE EMPHASISED.

*Council and the community will work together to seek opportunities to support these goals over the next four years*

# KEY FOCUS AREAS

**CONNECTIVITY**



**ECONOMIC DIVERSITY, GROWTH AND PROSPERITY**



**SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS**



**GOOD GOVERNANCE AND A HEALTHY ORGANISATION**



**STRONG HEALTHY COMMUNITIES**





# People Place Pride

The people who live within our communities would like to have an environment that is safe and welcoming and to know that Council supports diversity and inclusion for all by showing our dynamic and strong spirit and our relaxed atmosphere. Council believes that you would like us to provide quality services and to support those most vulnerable.

Our natural environment, our heritage, being strong and independent and accepting diversity are all important issues to you and Council will bring you on this journey as we can't do this without you. Council believes that you would like to see better connectivity throughout our communities and our neighbouring towns through better rail links and improved digital technology.

We believe our communities and Council together will show immense pride in the quality services that are delivered and the connectedness that will come from all our communities coming together as one to bring the strength of our partnerships alive.

# CONNECTIVITY

*People, Place, Pride*



# Strategic Objective:

Our communities will be well-connected



STRATEGIES		STRATEGIC INDICATORS
PEOPLE		
1	Encourage connections within and between communities	<ul style="list-style-type: none"> <li>• Increase in the percentage of community members who feel connected<sup>1</sup></li> <li>• Evidence of partnerships between communities that are facilitated by Council</li> <li>• Investigate and implement a Councillor engagement program to encourage stronger connections with the community</li> </ul>
2	Improve access to community and tourism information	<ul style="list-style-type: none"> <li>• Council's performance with informing the community above the industry benchmarks<sup>2</sup></li> <li>• Increased visits to Council's tourism website</li> </ul>
3	Support volunteer participation to meet the needs of our community	<ul style="list-style-type: none"> <li>• Increase in the percentage of community members who volunteer<sup>1</sup></li> </ul>
4	Encourage and build community events	<ul style="list-style-type: none"> <li>• The number of Council facilitated events is recorded and shows an increase over four years</li> <li>• Investigate opportunities to capture the economic value of local events, e.g Kerang Show and Shine, The Big Cohuna Festival, Murrabit Market, Riverdaze, Quambatook Tractor Pull, Kerang Races</li> </ul>

<sup>1</sup> Victorian Health Population Data <sup>2</sup> Community Satisfaction Survey

# CONNECTIVITY



## STRATEGIES

## STRATEGIC INDICATORS

### DIGITAL

- |   |   |   |
|---|---|---|
| 5 | Advocate for improved digital connectivity on behalf of our community | <ul style="list-style-type: none"> <li>• Council’s performance with advocacy and lobbying above industry benchmarks<sup>1</sup></li> <li>• Increase in percentage of residents with access to internet in the home<sup>2</sup></li> </ul> |
|---|---|---|

### TRANSPORT CONNECTIONS

- |   |   |   |
|---|---|---|
| 6 | Improving transport connectivity within and between our communities and to the broader region | <ul style="list-style-type: none"> <li>• Decrease in percentage of residents experiencing transport limitations<sup>2,3</sup></li> <li>• Advocate for an increase in rail services to and from our region</li> <li>• Increase in 5% of walkways (e.g. footpaths, tracks and trails etc) to improve pedestrian connectivity</li> </ul> |
|---|---|---|

<sup>1</sup>Community Satisfaction Survey

<sup>2</sup>Australian Bureau of Statistics Census Data

<sup>3</sup>Community Indicators Victoria

## COMMUNITY GOALS

- A connected and inclusive shire
- Unification of communities



**PARTNER PRIORITIES:**

- Regional Strategic Plan
- Mallee Regional Partnership
- Central Murray Regional Transport Strategy
- Tele-health services

## PRIORITY ACTIONS FROM COUNCIL:

PEOPLE	DIGITAL	TRANSPORT CONNECTIONS
<ul style="list-style-type: none"> <li>• Develop a shared events partnership program</li> <li>• Work towards consolidating existing Council events</li> <li>• Develop a unique promotional presence</li> <li>• Host a combined celebration of volunteers annually</li> <li>• Bring town leadership groups together for an annual forum</li> <li>• Bringing young people together for an annual forum</li> <li>• Attend relevant industry expos</li> <li>• Review and implement revised Advocacy Plan which includes a section on Connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Seek funding to implement digital information platforms across the Shire</li> <li>• Seek the installation of new telecommunications infrastructure</li> <li>• Annual increase of site visits to MyWarra.com, a virtual youth space</li> <li>• Develop and implement an Information Technology Strategy to embrace opportunities to adopt digital transformation</li> <li>• Continue to advocate for improved telecommunications in line with current Black Spot report</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Gannawarra Shire Aerodromes Strategic Plan ensuring Council aerodromes are accessible for health, emergency and passenger services</li> <li>• Map and promote the availability of transport services to the community</li> <li>• Further develop and improve the tracks and trails network</li> <li>• Continue advocacy for improved rail services through the Central Murray Regional Transport group</li> </ul>

# ECONOMIC DIVERSITY, GROWTH AND PROSPERITY

*People, Place, Pride*



# Strategic Objective:

Facilitate a growing and prosperous economy

**ECONOMIC DIVERSITY, GROWTH AND PROSPERITY**

STRATEGIES		STRATEGIC INDICATORS
<b>BUSINESS GROWTH</b>		
1	Facilitate growth and diversity opportunities within the Shire	<ul style="list-style-type: none"> <li>• Council's performance with business, community development and tourism aims to be above industry benchmarks<sup>1</sup></li> <li>• Develop and implement the Gannawarra Agribusiness Investment Plan</li> <li>• Develop and implement the Gannawarra Shire Economic Development Strategy 2017 - 2022</li> <li>• Process development applications in line with Customer Service Charter standards</li> <li>• Number of businesses with an ABN in the municipality at the end of the financial year is greater than the number of businesses at the start of the financial year</li> <li>• Increase attendance to business development workshops held annually</li> </ul>
2	Utilise the environs of the rivers, lakes and forests for development opportunities	<ul style="list-style-type: none"> <li>• Develop Waterway Master Plans for across the Shire</li> <li>• Develop a feasibility study around potential rezoning for waterfront residential investment and development</li> </ul>
3	Encourage accommodation options suited to a variety of target markets	<ul style="list-style-type: none"> <li>• Develop a Prospectus based on a range of accommodation styles/types and use this to encourage developments</li> </ul>
4	Create business opportunities to increase Council's revenue	<ul style="list-style-type: none"> <li>• Develop an options paper outlining opportunities to realise external revenue streams</li> <li>• Investigate opportunities to partner with private sector investors or other public agencies</li> <li>• Council will generate an increase of revenue not derived from existing rates of 5% or more over the four year term</li> </ul>
5	Support and advocate for sustainable and renewable energy industries within the Shire	<ul style="list-style-type: none"> <li>• Increase in the number of renewable energy projects within the municipality</li> </ul>

<sup>1</sup> Community Satisfaction Survey

**ECONOMIC  
DIVERSITY,  
GROWTH AND  
PROSPERITY**



STRATEGIES	STRATEGIC INDICATORS
<b>TOURISM</b>	
6 Support the local tourism industry to provide high quality visitor experiences	<ul style="list-style-type: none"> <li>• Develop and implement the Koondrook Wharf Business Opportunities Plan</li> <li>• Review and implement the Gannawarra Tourism Strategy</li> <li>• Council’s performance with business, community development and tourism is above industry benchmarks<sup>1</sup></li> <li>• Number of overnight domestic stays</li> <li>• Increase of visitor numbers to the Shire</li> <li>• Number of new events attracted to the Shire through targeted tourism</li> </ul>
7 Maximise the natural environment to deliver high quality visitor and community experiences	<ul style="list-style-type: none"> <li>• Improve infrastructure to enhance visitor experiences</li> <li>• Increase accessibility to our waterways through the introduction of new infrastructure</li> <li>• Implement the Waterfront Development Plan</li> </ul>

<sup>1</sup>Community Satisfaction Survey

**COMMUNITY GOALS:**

- Diversification of agriculture, adaptation to climate variability, irrigation water access, niche business development and support, intensive agriculture and better use of available land with lower water use
- Job creation, business growth, attracting industry and big business, online business opportunities, access to digital technology, business leaders who are willing to share how to take a business and grow it
- Reduced ‘red tape’ and faster approval processes
- Supporting young people to establish businesses
- Nature based tourism opportunities and bringing nature closer to towns
- Need a big ticket tourist drawcard theme
- 5 day tourism destination
- Maintain, support and improve what we already have then link together and promote
- Better accommodation, better dining
- Finish key projects and activate – such as Koondrook Wharf, Murray Adventure Trail, tracks and trails for tourism and lifestyle
- Better visitor information and better consistency of visitor information in each town
- Tie arts in with events and town beautification – community spaces for arts, performance spaces, outdoor art installations, support for local artists



**PARTNER PRIORITIES:**

- Murray River Adventure Trail
- Loddon Mallee Regional Strategic Plan
- Mallee Regional partnership (plan still to be released)
- Murray Regional Tourism Strategic plan

## PRIORITY ACTIONS FROM COUNCIL:

### BUSINESS GROWTH

- Develop a feasibility study around potential rezoning for waterfront residential investment and development
- Release the Agribusiness Investment Plan and promote to the sector
- Investigate the feasibility of Lifestyle Village/s within the Shire
- Develop a shire wide Prospectus based on a range of accommodation options
- Further subdivision of Council's Industrial Estates aligned to demand
- Implement future stages of the Kerang Town Centre Master Plan
- Develop an action plan from the Cohuna Future Vision Plan
- Develop a business plan outlining external opportunities to realise revenue streams for Council
- Support and advocate for sustainable and renewable energy industries within the Shire
- Facilitate the development of external commercial business investments with interested parties
- Seek funding to undertake infrastructure upgrade work
- Seek funding to support people wanting to establish small businesses and develop creative workspaces
- Establish online permit approval processes
- Review and Implement the Economic Development Strategy

### TOURISM

- Activation of Koondrook Wharf Precinct
- Develop and implement Waterway Master Plans for tourism and community related activities
- Develop and implement a Waterfront Development Plan across the shire
- Successful completion of strategic sections of the Murray River Adventure Trail
  - Kerang – Koondrook Rail Trail
  - Cohuna – Koondrook Forest Trail
  - Koondrook Nature Based Tourism Hub
- Seek resources to implement Stage 2 of the Murray Explored Bio Scan
- Strengthen existing tracks and trails network to create a tourism product and lifestyle appeal
- Develop tourism products that complement existing natural attributes
- Support the community in its coordination and promotion of existing events
- Develop and implement an annual marketing program
- Produce a quarterly report to Council on visitation and marketing activities
- Conduct an audit of visitor assets within the Shire
- Build on the capacity of existing events within the Shire

# SUSTAINABLE NATURAL AND BUILT ENVIRONMENT

*People, Place, Pride*



# Strategic Objective:

To initiate, develop and manage sustainable natural and built environments

**SUSTAINABLE  
NATURAL  
AND BUILT  
ENVIRONMENT**

STRATEGIES		STRATEGIC INDICATORS
<b>SUSTAINABLE ENVIRONMENTS</b>		
1	Encourage an environmentally sustainable community	<ul style="list-style-type: none"> <li>• Reduce Council’s carbon footprint by 10% over four years</li> <li>• Increase in the number of trees planted across the Shire</li> <li>• Investigate the development of solar energy for businesses and community members to utilise renewable energy options and reduce utility costs</li> </ul>
2	Continue to develop sustainable waste management practice	<ul style="list-style-type: none"> <li>• Council’s performance with waste management is above industry benchmarks<sup>1</sup></li> <li>• 35% by weight of kerbside collection diverted from landfill</li> <li>• Achieve full cost recovery for waste management</li> </ul>
<b>NATURAL ENVIRONMENTS</b>		
3	Promote, conserve and celebrate our community’s rich and diverse heritage and culture	<ul style="list-style-type: none"> <li>• Number of planning applications referred to North Central Catchment Management Authority which reference the Victorian Floodplain Management strategy</li> <li>• Adopt a policy to protect our natural environment</li> <li>• Council undertakes the pest plants and pest animal program annually (subject to funding)</li> </ul>

<sup>1</sup> Community Satisfaction Survey

**SUSTAINABLE  
NATURAL  
AND BUILT  
ENVIRONMENT**



STRATEGIES		STRATEGIC INDICATORS
BUILT ENVIRONMENTS		
4	Implement Council's Capital Works Program	<ul style="list-style-type: none"> <li>• Completion of 90% of projects listed in the annual adopted Capital Works budget</li> </ul>
5	Upgrade infrastructure to improve access to key commercial markets	<ul style="list-style-type: none"> <li>• Council's performance with sealed local roads, locals streets and footpaths is above industry benchmarks<sup>1</sup></li> </ul>
6	Improve gateway entrances and township presentations across the Shire	<ul style="list-style-type: none"> <li>• Council's performance with appearance of public areas is above industry benchmarks<sup>1</sup></li> <li>• Completion of Capital Works program relating to presentation of gateway entrances and township presentation</li> </ul>
7	Managing facilities and assets now and into the future	<ul style="list-style-type: none"> <li>• Review and implement Council's Asset Management Strategy including a community engagement plan</li> <li>• Develop a plan that considers the rationalisation and consolidation of Council's facilities and assets</li> </ul>

<sup>1</sup> Community Satisfaction Survey

**COMMUNITY GOALS:**

- Maintain heritage and natural features
- Meld old with the new
- Bring nature closer to towns
- Improve appearance of towns, parks and gardens
- Maintain community assets like public halls and recreation reserves
- Improve footpaths and roads
- Celebrate our wetlands, rivers, forests and Ramsar sites



**PARTNER PRIORITIES:**

- Regional waste minimisation programs
- Loddon Mallee Regional Strategic Plan priorities
- Mallee Regional partnership

**PRIORITY ACTIONS FROM COUNCIL:**

SUSTAINABLE ENVIRONMENTS	NATURAL ENVIRONMENTS	BUILT ENVIRONMENTS
<ul style="list-style-type: none"> <li>• Bulk solar installation on five Council buildings</li> <li>• Implement de-lamping and retrofitting opportunities across Council assets</li> <li>• Investigate the feasibility of introducing an organic waste collection service and expanding the opt-in greenwaste service</li> <li>• Develop and implement long-term sustainable Waste Management Plan, which includes future expansion and business opportunities associated with Denyer’s landfill</li> <li>• Maintain partnerships with local, regional and federal water authorities to advocate on behalf of the community</li> <li>• Work with Regional Waste Management Group/s to deliver waste minimisation programs</li> <li>• Review and implement Council’s Environmental Sustainability Strategy</li> <li>• Review and implement the Domestic Wastewater Management Plan</li> <li>• Work towards zero emissions by 2050 with Central Victorian Greenhouse Alliance</li> <li>• Revisit becoming a plastic bag free Shire by 2021</li> <li>• Design and develop a stormwater installation plan for Murrabit and advocate for funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage invasive roadside pests, plants and animals as grant funding allows</li> <li>• Work with North Central Catchment Management Authority to increase fish population in our waterways</li> <li>• Celebrate our aboriginal heritage and Ramsar sites</li> <li>• Deliver the Beyond the Battle project</li> <li>• Advocate to partner agencies for better outcomes relating to environmental water flows</li> <li>• Revisit the Gannawarra Shire Heritage Study and Planning Scheme Amendment C36</li> <li>• Advocate for priority weeds to be added to the noxious weed list</li> <li>• Support our local Landcare groups</li> <li>• Advocate to State Government to enforce the management of boxthorns on private land</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the opportunity for introducing cultural heritage education information into existing Council service facilities, such as libraries and visitor information centres</li> <li>• Develop an action plan from the Cohuna Future Vision Plan and prioritise the development of the civic space and Tan Track to address the growing success of Cohuna Park Run</li> <li>• Investigate opportunities that improve the connection of the Kerang township to the Loddon River</li> <li>• Develop and review town centre plans and gateway entrances across the Shire aligned with community profiles</li> <li>• Implement future stages of the Kerang Town Centre Master Plan e.g. The area between Fitzroy Street and Victoria Street in Kerang</li> <li>• Seek funding for the next steps of the Sir John Gorton Precinct Project</li> <li>• Undertake a review of Council and community aquatic facilities</li> <li>• Review the ‘fitness for purpose assessments’ of Council buildings</li> <li>• Review and implement revised Advocacy Plan which includes a section on access to key commercial markets by heavy vehicles</li> <li>• Consider best practice urban design/Healthy by Design principles when developing Council initiated projects</li> <li>• Accessibility lift in Council Chambers</li> </ul>



# GOOD GOVERNANCE AND A HEALTHY ORGANISATION

*People, Place, Pride*

## Strategic Objective:

To be leaders in our community supported by a performance focused organisation that embraces innovation

**GOOD  
GOVERNANCE  
AND A HEALTHY  
ORGANISATION**

STRATEGIES		STRATEGIC INDICATORS
ADVOCACY		
1	Advocate in the best interests of our community and region	<ul style="list-style-type: none"> <li>• Council's performance with advocacy and lobbying above industry benchmarks<sup>1</sup></li> <li>• Increase in young people between 20 – 49 years of age living in the community<sup>2</sup></li> </ul>
LEADERSHIP		
2	Inspire leadership within our communities	<ul style="list-style-type: none"> <li>• Number of opportunities provided to develop our current and future leaders</li> <li>• Investigate opportunities to attract young people to live in the community</li> </ul>
FINANCIAL SUSTAINABILITY		
3	Pursue initiatives to achieve long term financial sustainability in line with best practice	<ul style="list-style-type: none"> <li>• Achieve a net underlying surplus by Year 4</li> <li>• Annual reduction of the Asset Renewal Gap</li> <li>• An increase in long-term funding, specifically for visionary projects</li> </ul>

<sup>1</sup> Community Satisfaction Survey

<sup>2</sup> Australian Bureau of Statistics

**GOOD GOVERNANCE AND A HEALTHY ORGANISATION**



STRATEGIES		STRATEGIC INDICATORS
ENGAGEMENT		
4	Our community is consulted on issues that will affect them	<ul style="list-style-type: none"> <li>Council’s performance with community consultation and engagement above industry benchmarks<sup>1</sup></li> </ul>
5	Improve the community’s ability to self-access information on Council’s services and programs	<ul style="list-style-type: none"> <li>Increased traffic through Council’s website</li> <li>Increase in the number of online transactions</li> </ul>
WORKPLACE HEALTH AND WELLBEING		
6	Council is a great place to work	<ul style="list-style-type: none"> <li>Overall staff satisfaction survey score to show satisfied or greater</li> <li>Achieve recognition for the Healthy Together Victoria Achievement Victoria program for Workplaces</li> <li>Percentage of corporate expenditure on staff training and development is consistent with local government industry benchmarks</li> <li>Develop a staff Recognition and Rewards Policy</li> </ul>
INNOVATION		
7	Identify innovative opportunities that create improvements	<ul style="list-style-type: none"> <li>Develop a framework to undertake an organisation wide service planning review</li> <li>Evidence that Council is actively exploring a shared and supported services model</li> </ul>

<sup>1</sup> Community Satisfaction Survey

**COMMUNITY GOALS:**

- Stronger advocacy
- Genuine community engagement and partnerships
- Invest in community leadership
- Celebrate success



## PRIORITY ACTIONS FROM COUNCIL:

ADVOCACY	LEADERSHIP	FINANCIAL SUSTAINABILITY	ENGAGEMENT	WORKPLACE HEALTH AND WELLBEING	INNOVATION
<ul style="list-style-type: none"> <li>Update Advocacy Plan annually including development of an action plan and report bi-annually to Council</li> <li>Build strategic relations with our neighbouring partners by attending various advocacy groups</li> </ul>	<ul style="list-style-type: none"> <li>Undertake community consultation of the Council Plan mid-term</li> <li>Sponsor one Council/community member annually to participate in the Loddon Murray Community Leadership Program</li> <li>Sponsor young people to attend leadership development opportunities, e.g. Youth Parliament program, GRIP Leadership conference</li> <li>Explore funding opportunities that support programs to attract young people to the area, e.g. business incubator, scholarships etc</li> <li>Review Gannawarra 2025</li> <li>Commence preparation of a new long term Strategic Community Plan for the Shire.</li> <li>Review Customer Service Charter</li> <li>Development of a Gender Equity Policy</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and implement a 10 year long term financial plan</li> <li>Proactive involvement in the Loddon Mallee Regional Procurement Excellence Network</li> <li>Develop a Procurement Framework</li> <li>Report back to Council on progress around the development of Council's Big Picture thinking</li> </ul>	<ul style="list-style-type: none"> <li>Continue to facilitate advisory groups and regularly meet and work in partnership with planning and community development groups across the shire</li> <li>Support the community's capacity to prepare funding applications</li> <li>Review and evaluate Community Profiles annually</li> <li>Review the Community Grants program</li> <li>Review and implement the Communications and Engagement Strategy 2016 - 2020</li> <li>Develop and implement a Reconciliation Action Plan (RAP)</li> </ul>	<ul style="list-style-type: none"> <li>85% completion rate for annual staff reviews for eligible staff</li> <li>Develop a program that celebrates staff success and industry recognition</li> <li>Support staff to volunteer in the community</li> </ul>	<ul style="list-style-type: none"> <li>Increase in opportunities in the Council's Opportunity and Risk Evaluator register</li> <li>Identify opportunities for shared service work with neighbouring councils and partners</li> </ul>

# STRONG HEALTHY COMMUNITIES



*People, Place, Pride*



# Strategic Objective:

Our community will be healthy, creative, inclusive and safe

**STRONG  
HEALTHY  
COMMUNITIES**

STRATEGIES		STRATEGIC INDICATORS
<b>QUALITY SERVICES AND PARTNERSHIPS</b>		
1	Ensure quality and accessible services that meet the needs of our community	<ul style="list-style-type: none"> <li>Council's performance with family support and elderly support services above industry benchmarks<sup>1</sup></li> </ul>
<b>ACTIVE AND HEALTHY LIFESTYLES</b>		
2	Provide a range of opportunities that promote active and healthy lifestyles and social connectedness	<ul style="list-style-type: none"> <li>Council's performance with recreational facilities above industry benchmarks<sup>1</sup></li> <li>Achieve recognition for the Healthy Together Victoria Achievement program for Early Childhood Education and Care Settings</li> </ul>
<b>LIFE LONG LEARNING AND CREATIVITY</b>		
3	Foster a community that values life-long learning and creativity	<ul style="list-style-type: none"> <li>Council's performance with art centres and library services above industry benchmarks<sup>1</sup></li> <li>Maintain kindergarten participation rates above 95%</li> <li>Decrease in vulnerability for language and communication<sup>2</sup></li> <li>Family Day Care, Long Day Care and Kindergartens meet or exceed accreditation standards</li> </ul>

<sup>1</sup> Community Satisfaction Survey

<sup>2</sup> Australian Early Development Census

## STRONG HEALTHY COMMUNITIES



### STRATEGIES

### STRATEGIC INDICATORS

#### COMMUNITY INCLUSION AND SAFETY

4	<p>Ensure our communities are welcoming, inclusive and safe for all</p>	<ul style="list-style-type: none"> <li>• Council to consider becoming a Refugee and Immigrant Welcome Zone</li> <li>• Increase the percentage of community members who feel part of the community<sup>3</sup></li> <li>• Council's performance with enforcement of local laws above industry benchmarks<sup>1</sup></li> <li>• Increase in the percentage of community members who feel safe walking alone during the day and at night<sup>3</sup></li> <li>• 100% of 4 week Maternal and Child Health visits include a Family Violence assessment, where safe to do so</li> <li>• Develop a Preventing Family Violence Policy that identifies opportunities for Council to influence a reduction in the incidents of family violence across Gannawarra</li> </ul>
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<sup>1</sup> Community Satisfaction Survey

<sup>2</sup> Australian Bureau of Statistics Census Data

<sup>3</sup> VicHealth Indicators Survey

## COMMUNITY GOALS:

- Improve liveability
- Access to lifelong learning and education
- Focus on the social fabric of communities
- Stronger advocacy to reduce rural disadvantage in accessing health services
- Encouraging social inclusion and welcoming culture
- Sport and recreation opportunities
- Support our disadvantaged children and ageing population
- Improved lighting across the Shire



## PRIORITY ACTIONS FROM COUNCIL:

QUALITY SERVICES AND PARTNERSHIPS	ACTIVE AND HEALTHY LIFESTYLES	LIFE-LONG LEARNING AND CREATIVITY	COMMUNITY INCLUSION AND SAFETY
<ul style="list-style-type: none"> <li>• Participate in the development of Loddon Gannawarra Health Needs Analysis Action Plan to further explore local health indicator data and advocate to overcome areas of disadvantage on the four main health priorities: diabetes, heart health, mental health, and oral health</li> <li>• Host Gannawarra Seniors Advisory Group, Kerang Elders group, Early Years Board and Art Gathering meetings to promote a partnership approach to improve outcomes for our community</li> <li>• Seek grant funding to establish long day care options at Koondrook and Cohuna</li> <li>• Evaluate and advise Council regarding the Aged Care Services implementation (July 2019), identifying community risk</li> <li>• Evaluate and advise Council regarding the National Disability Insurance Scheme implementation (January 2019), identifying community risk</li> <li>• Advocate for fluoridation of the Cohuna town water supply to reduce oral health disadvantage</li> <li>• Advocate for better services to support the impact of drugs, alcohol and mental health in our community</li> <li>• Annual quality surveys undertaken for family support and elderly support services and reported to Council</li> </ul>	<ul style="list-style-type: none"> <li>• Seek funding to improve and develop infrastructure that encourages physical and leisure activities</li> <li>• Develop a framework to guide Council decision making and support community access to sport and recreation funding opportunities</li> <li>• Increase and support female participation in sport across the Shire</li> <li>• Develop a Community Active and Passive Leisure Strategy</li> <li>• Advocate for free access to sport and recreation opportunities for disadvantaged children</li> <li>• Continue to use the 5 Ways to Wellbeing as a platform to encourage healthy lifestyles, mental health and social connections</li> <li>• Work in partnership to deliver VicHealth Walk to School program across primary schools and kindergartens</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Life-long Learning Strategy</li> <li>• Focus on improving transitions across the early years sector (Maternal and Child Health-Early Years-Primary Schools)</li> <li>• Advocate for continuation of 15 hours of kindergarten</li> <li>• Council's family support services working together with partners to improve early literacy levels (communication and language) to improve life-long learning outcomes for children</li> <li>• Seek funding to support an annual Children's Week event that brings children and their families from across the Gannawarra Shire together</li> <li>• Improve homework support for young people and tutor programs through the library service</li> <li>• Install an I-Mac at the Kerang Library</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan to make playgrounds across the shire all-abilities accessible</li> <li>• Implement Child Safe Standards across Council as required by legislation</li> <li>• Implement the 'Team around the Child' model into ongoing Maternal and Child Health service delivery to better support vulnerable children and their families</li> <li>• Embed the 'Be Cool in Gannawarra' program into ongoing service delivery to reduce vulnerability to heat for children under 5 years of age and older people</li> <li>• Advocate for services that provide support to Special Needs groups across our community</li> <li>• Investigate opportunities to partner with local social enterprises that support Special Needs groups</li> <li>• Continue to celebrate diversity within our community through a range of mediums</li> </ul>

# PRIORITY ACTIONS FROM COUNCIL:

## QUALITY SERVICES AND PARTNERSHIPS

- Review and implement the Early Years Plan 2015-2018, Children and Youth Strategy 2016-2020 and Positive Ageing Strategy 2016-2020

## ACTIVE AND HEALTHY LIFESTYLES

- Review Health Promotion Charters for kindergartens and the Gannawarra Children's Centre
- Develop and implement a Healthy Eating Policy across Council, which includes increasing access to public drinking water
- Implement the next phase of the Victorian Tobacco Reforms by introducing Smoke Free Outdoor Dining

## LIFE-LONG LEARNING AND CREATIVITY

- Advocate to education providers to provide certificate level courses in Gannawarra
- Implement Creative Arts and Activation Strategy
- Encourage the establishment of Maker's Place concept to support collaboration, learning and a place to pursue business ideas

## COMMUNITY INCLUSION AND SAFETY

- Explore the opportunity to incorporate cultural heritage centres into existing Council facilities
- Implement Victorian Emergency Management reforms as they relate to local government
- In partnership investigate measures to increase community safety perceptions
- Maintain the Gannawarra Resilience Network
- Implement key works to protect community assets including levee bank construction at Quambatook and Koondrook
- Develop and implement a Social Inclusion Strategy to replace the Disability Action Plan 2012-2015
- Review and implement Community Safety Plan 2012-2015
- Review and implement Domestic Animal Management Plan

## PARTNER PRIORITIES:

Council is required under the Public Health and Wellbeing Act 2008 to work in partnership with the Department of Health and Human Services and other agencies undertaking public health initiatives, projects and programs to contribute to the achievement of the Victorian Public Health and Wellbeing Plan.

At a local level, Council works particularly closely with Northern District Community Health, Kerang District Health, Cohuna District Hospital, Victoria Police, Mallee District Aboriginal Service, and the Southern Mallee Primary Care Partnership. This partnership group, known as Gannawarra Local Agency Meeting (GLAM), operates under a Memorandum of Understanding which outlines how these health providers work together, share resources and support initiatives that improve health and wellbeing outcomes for our community.

The GLAM partnership has determined that the following health priorities will be focused on over the next four years. These priorities have been informed by a thorough assessment of health population data, other evidence, legislative requirements and the strategic priorities of the Victorian Public Health and Wellbeing Plan:

- Improving mental health and wellbeing
- Encouraging healthier eating and active living (including oral health)
- Preventing family violence
- Reducing harmful alcohol and drug use (including tobacco)
- Improving sexual and reproductive health

In working towards these identified health priorities, a specific focus will be on:

- Aboriginal health
- Vulnerable children and young people

In focusing on these priority areas, GLAM agencies will work with a range of other partners to achieve outcomes that support the health and wellbeing of our community. Other partners include the Department of Education and Training, Mallee Children and Youth Area Partnership, Loddon Mallee Aged and Disability Consortium, Murray Primary Health Network, the Centre for Excellence in Rural Sexual Health, Sport and Recreation Victoria, Mallee Sports Assembly, Dental Health Services Victoria, Women's Health Loddon Mallee, the Royal Flying Doctor Service and Headspace.

Population health data relating to the Gannawarra Shire will be monitored over the four year period and updated into the Gannawarra Health and Wellbeing Profile on Council's website.



# REVIEW AND EVALUATION

The 2017 - 2021 Council Plan provides a sound framework to guide Council decision making processes over the coming four year period.

An annual Action Plan for each of the five priority areas will be developed to support the staged implementation of this plan.

The Council Plan and annual Action Plan only shows a small portion of Council's activities and Council will continue to work in many other areas and have flexibility to act on emerging issues to support communities into the future.

Performance against this Council Plan will be monitored on a twice annually basis.

Each year, the Council Plan will undergo an annual review. This review will be two-fold and include achievement against the actions set for the twelve month period in the annual Action Plan, and also at the outcome and objective level through a review of success indicators.

The integration of the Municipal Public Health and Wellbeing Plan into this Council Plan will see Council answer the following questions as part of the review process on issues that impact on health and wellbeing:

1. Have we done what we said we would do?
2. Are we having the influence we expected?
3. Have we achieved the change we sought?
4. What worked well and what needs improvement?

It is noteworthy that some of the success indicators Council has used are based on external sources such as Census data, Victorian Health Population Survey and the VicHealth Indicators Survey.

While not all of these data sources are produced annually, they will give an indication of success within the four year period.

There is a strong focus on strengthening existing partnerships and building new partnerships within this 2017 - 2021 Council Plan.

Working collaboratively with a broad cross section of partners enhances Council's ability to deliver on our community's aspirations and visions for the future.

Partners as well as the community will be involved in the review and evaluation and kept well informed of Council's progress towards meeting the set objectives.

# STRATEGIC RESOURCE PLAN

The Council Plan is a key strategic document which outlines at a high level what Council intends to achieve over the next four years. The Strategic Resource Plan is a rolling four year plan that outlines the resources required to achieve the strategic objectives described in the Council Plan.

Council has prepared a SRP for the four years 2017/18 to 2020/21 that takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment Land, Water and Planning

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council’s strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP include:

- Generally maintain existing service levels
- Move towards an underlying surplus to ensure long term financial sustainability
- Maintain a robust capital expenditure program with a focus on asset renewal
- Achieve positive cash flows every year

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Local Government Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The Strategic Resource Plan is updated annually.



The following Statements together provide information in relation to the financial and human resources to assist in the delivery of the objectives of the Council Plan. They should be read in conjunction with each other to obtain an overall understanding of Council's forecast financial position and human resources employed.

The Statements of Comprehensive Income, Balance Sheet, Cash Flow, Capital Works and Human Resources for the Strategic Resource Plan are prepared in formats consistent with the Budget and the Financial Statements.

## COMPREHENSIVE INCOME STATEMENT

for the four years ending 30 June 2021

The Comprehensive Income Statement for the Strategic Resource Plan shows what is expected to occur in terms of revenue, expenses and other adjustments from all activities.

Surplus results from ordinary operations have been created through receipt of grant funding for capital works and therefore should be read in conjunction with the Statement of Capital Works.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income</b>					
Rates and charges	11,916	12,183	12,427	12,675	12,929
Statutory fees and fines	366	399	405	411	417
User fees	2,991	3,296	3,362	3,429	3,498
Grants - Operating	10,435	6,744	9,506	9,649	9,794
Grants - Capital	4,705	3,294	1,469	3,458	963
Contributions - monetary	226	453	220	220	220
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	148	246	201	157	140
Other income	440	419	426	436	445
<b>Total income</b>	<b>31,227</b>	<b>27,034</b>	<b>28,016</b>	<b>30,435</b>	<b>28,406</b>
<b>Expenses</b>					
Employee costs	11,436	11,229	11,454	11,683	11,916
Materials and services	6,332	8,535	8,663	8,793	8,925
Bad and doubtful debts	4	-	-	-	-
Depreciation and amortisation	5,219	5,598	5,600	5,700	5,800
Borrowing costs	56	47	40	33	26
Other expenses	1,228	1,143	1,066	1,157	1,169
<b>Total expenses</b>	<b>24,275</b>	<b>26,552</b>	<b>26,823</b>	<b>27,366</b>	<b>27,836</b>
<b>Surplus/(deficit) for the year</b>	<b>6,952</b>	<b>482</b>	<b>1,193</b>	<b>3,069</b>	<b>570</b>
<b>Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods</b>					
Net asset revaluation increment /(decrement)	-	-	-	3,838	-
<b>Total comprehensive result</b>	<b>6,952</b>	<b>482</b>	<b>1,193</b>	<b>6,907</b>	<b>570</b>

## BALANCE SHEET

for the four years ending 30 June 2021

The Balance Sheet for the Strategic Resource Plan shows a snap shot of the expected financial situation at the end of each year. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	6,401	<b>4,168</b>	4,261	4,199	4,066
Trade and other receivables	1,208	<b>1,150</b>	1,136	1,235	1,155
Other financial assets	3,165	<b>3,211</b>	3,243	3,276	3,308
Inventories	420	<b>400</b>	404	408	412
Non-current assets classified as held for sale	725	<b>575</b>	485	440	375
Other assets	156	<b>185</b>	185	185	185
<b>Total current assets</b>	<b>12,075</b>	<b>9,689</b>	<b>9,714</b>	<b>9,743</b>	<b>9,501</b>
<b>Non-current assets</b>					
Property, infrastructure, plant & equipment	188,354	<b>191,206</b>	192,333	199,203	199,994
<b>Total non-current assets</b>	<b>188,354</b>	<b>191,206</b>	<b>192,333</b>	<b>199,203</b>	<b>199,994</b>
<b>Total assets</b>	<b>200,429</b>	<b>200,895</b>	<b>202,047</b>	<b>208,946</b>	<b>209,495</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	1,047	<b>1,096</b>	1,083	1,104	1,124
Trust funds and deposits	154	<b>139</b>	140	142	143
Provisions	2,321	<b>2,367</b>	2,414	2,463	2,512
Interest-bearing loans and borrowing	95	<b>101</b>	108	116	90
<b>Total current liabilities</b>	<b>3,617</b>	<b>3,703</b>	<b>3,745</b>	<b>3,825</b>	<b>3,869</b>
<b>Non-current liabilities</b>					
Provisions	1,282	<b>1,281</b>	1,307	1,335	1,360
Interest-bearing loans and borrowing	666	<b>565</b>	456	340	250
<b>Total non-current liabilities</b>	<b>1,948</b>	<b>1,846</b>	<b>1,763</b>	<b>1,675</b>	<b>1,610</b>
<b>Total liabilities</b>	<b>5,565</b>	<b>5,549</b>	<b>5,508</b>	<b>5,500</b>	<b>5,479</b>
<b>Net assets</b>	<b>194,864</b>	<b>195,346</b>	<b>196,539</b>	<b>203,446</b>	<b>204,016</b>
<b>Equity</b>					
Accumulated surplus	77,439	<b>77,921</b>	79,114	82,183	82,753
Reserves	117,425	<b>117,425</b>	117,425	121,263	121,263
<b>Total equity</b>	<b>194,864</b>	<b>195,346</b>	<b>196,539</b>	<b>203,446</b>	<b>204,016</b>

# STATEMENT OF CASH FLOWS

for the four years ending 30 June 2021

The Statement of Cash Flow for the Strategic Resource Plan shows what is expected to happen during the next four years in terms of cash. A critical measure shown at the bottom of the Statement of Cash Flows is the Cash and Cash Equivalents balance at the end of each financial year.

The net cash flows from operating activities, shows how much cash is expected to remain after paying for services to the community which may be invested in things such as capital works.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	11,916	<b>12,183</b>	12,433	12,634	12,965
Statutory fees and fines	365	<b>399</b>	405	410	418
User fees	2,991	<b>3,296</b>	3,364	3,418	3,508
Grants - operating	10,435	<b>6,744</b>	9,511	9,618	9,822
Grants - capital	4,705	<b>3,294</b>	1,470	3,447	966
Contributions - monetary	226	<b>453</b>	220	220	220
Interest received	189	<b>163</b>	165	169	173
Trust funds and deposits taken	-	-	1	1	1
Other receipts	251	<b>256</b>	261	265	273
Employee costs	(11,436)	<b>(11,229)</b>	(11,461)	(11,671)	(11,906)
Materials and services	(6,332)	<b>(8,535)</b>	(8,672)	(8,788)	(8,921)
Other payments	(1,228)	<b>(1,143)</b>	(994)	(1,082)	(1,092)
<b>Net cash provided by/(used in) operating activities</b>	12,082	<b>5,881</b>	6,703	8,641	6,427
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(9,034)	<b>(8,690)</b>	(7,039)	(9,050)	(6,991)
Proceeds from sale of property, infrastructure, plant and equipment	443	<b>718</b>	602	521	605
Payments for investments	-	-	(32)	(32)	(33)
<b>Net cash provided by/ (used in) investing activities</b>	(8,591)	<b>(7,972)</b>	(6,469)	(8,561)	(6,419)
<b>Cash flows from financing activities</b>					
Finance costs	(56)	<b>(47)</b>	(40)	(33)	(26)
Repayment of borrowings	(170)	<b>(95)</b>	(102)	(108)	(116)
<b>Net cash provided by/(used in) financing activities</b>	(226)	<b>(142)</b>	(142)	(141)	(142)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	3,265	<b>(2,233)</b>	93	(61)	(134)
Cash and cash equivalents at the beginning of the financial year	3,136	<b>6,401</b>	4,168	4,261	4,199
<b>Cash and cash equivalents at the end of the financial year</b>	6,401	<b>4,168</b>	4,261	4,199	4,066

## CAPITAL WORKS PROGRAM

for the four years ending 30 June 2021

The Statement of Capital Works for the Strategic Resource Plan sets out all expected capital expenditure in relation to non-current capital assets for each financial year. It also reflects the amount of capital works expenditure categorized by the following types: New, Renewal, Expansion and Upgrade.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	15	321	218	148	148
<b>Total land</b>	15	321	218	148	148
Building improvements	214	375	631	675	149
<b>Total buildings</b>	214	375	631	675	149
<b>Total property</b>	229	696	849	823	297
<b>Plant and equipment</b>					
Plant, machinery and equipment	683	1,625	1,141	1,380	1,259
Fixtures, fittings and furniture	4	-	-	-	-
Computers and telecommunications	450	320	159	200	200
Library books	103	93	80	87	80
<b>Total plant and equipment</b>	1,240	2,038	1,380	1,667	1,539
<b>Infrastructure</b>					
Roads	2,822	3,193	2,505	2,525	2,550
Bridges	1,672	-	-	-	-
Footpaths and cycleways	203	327	310	315	320
Drainage	200	590	400	105	700
Recreational, leisure and community facilities	2,025	1,610	875	3,325	680
Waste management	378	312	395	90	505
Parks, open space and streetscapes	445	642	100	100	100
Aerodromes	7	-	-	-	-
Other infrastructure	-	425	225	100	-
<b>Total infrastructure</b>	7,752	7,099	4,810	6,560	4,855
<b>Total capital works expenditure</b>	9,221	9,834	7,039	9,050	6,691
<b>Represented by:</b>					
New asset expenditure	1,341	2,292	1,641	2,110	1,560
Asset renewal expenditure	6,197	5,960	4,266	5,485	4,055
Asset expansion expenditure	169	317	227	292	216
Asset upgrade expenditure	1,514	1,265	905	1,164	860
<b>Total capital works expenditure</b>	9,221	9,834	7,039	9,051	6,691

## STATEMENT OF HUMAN RESOURCES

for the four years ending 30 June 2021

Gannawarra Shire Council recognises that staff are our most important resource. A number of programs, policies and procedures are in place to ensure that our people are managed in the best way possible to ensure our objectives are achieved and we deliver the best outcome for the Gannawarra community. The following tables reflect the Human Resources employed by the Council to work on achieving the strategic objectives in the Council Plan.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	11,436	11,229	11,454	11,683	11,916
Employee costs - capital	430	579	589	599	609
<b>Total staff expenditure</b>	<b>11,866</b>	<b>11,808</b>	<b>12,043</b>	<b>12,282</b>	<b>12,525</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	144.0	144.0	144.0	144.0	144.0
<b>Total staff numbers</b>	<b>144.0</b>	<b>144.0</b>	<b>144.0</b>	<b>144.0</b>	<b>144.0</b>

# COMMUNITY PROFILES



# KERANG

## COMMUNITY PROFILE

### ABOUT US

Kerang is the largest centre within the Gannawarra Shire; a friendly, welcoming and inclusive community that values freedom and space. Kerang has a strong connection to heritage and a rich sporting and volunteering culture. Kerang draws in surrounding rural communities with its choice of schools, agricultural support services and strong health sector. Kerang has a busy retail sector, with some lovely new boutique businesses commencing in the last few years.

#### WHAT'S IMPORTANT TO US?

- Lakes and Rivers
- Heritage and local history
- Sporting culture
- Business sector

#### WHAT ARE OUR CHALLENGES?

- Declining working age population
- Employment opportunities
- Diversifying our local economy

#### WHAT ARE OUR OPPORTUNITIES?

- Catering for an ageing population
- Retail and manufacturing
- Diversifying economy with new opportunities in agriculture and energy
- Including young people

#### HEALTH, EDUCATION AND COMMUNITY GROUPS

- Early Years Education
- Primary and Secondary Education
- Health Services eg: Hospital, Community Health etc.
- Churches
- Service Clubs eg: Lions, Rotary, Probus, U3A etc.
- Northaven Retirement Village
- Kerang & District Community Centre

#### ECONOMIC DRIVERS

- Business – Agriculture, manufacturing and retail
- Education – Prep to Year 12
- Renewable energy
- Ageing sector – Community Care and Nursing homes
- Tourism
- Transport connections ie: Airport, rail and train

#### COMMUNITY INITIATIVES

- Kerang Car Club – Show and Shine
- Kerang Turf Club – Twice annual Race meetings
- Kerang Show
- New Years Eve Party in the Park
- Annual Gannawarra Toy Run
- Heritage Day at the Kerang Museum
- Annual Steam Train Visit
- Kerang Rotary Easter Art Show
- Tri-annual Quilt Show
- Annual Orchid Show
- Annual Easter Kerang Golf, Tennis & Bowls Tournament
- Kerang Music Society
- Combined churches Community Carols
- Monthly Kerang Community Market

#### DEMOGRAPHICS

Kerang has 3,567 residents with a median age of 46 years.

# KERANG COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 1 RECOGNISING OUR HERITAGE AND CULTURE

- Plaques for historical buildings, especially those in Victoria Street and possibly expanding out to other streets in connection with the Self Guided Walk or Drive of Historic Kerang
- Heritage centre focusing on Indigenous culture/colonial heritage

### 2 ACCOMMODATION

- Quality accommodation – including quality motels, boutique accommodation and caravan parks.
- Develop RV camping to facilitate easy access to the town centre
- More rental accommodation
- Encourage independent/individual living aged care accommodation and improved facilities for retirees and families to relocate

### 3 CONNECTIONS AND INFRASTRUCTURE

- Safe crossing to Atkinson Park for access to the town centre and the present Information Service at the Kerang Library
- Pedestrian crossing in Victoria Street to improve safety
- Pedestrian and cycling linkages – footpath at end of Scoresby Street to Basketball Stadium, linkages to schools to improve safety and encourage walking and cycling
- Transport connections for education, employment and health
- Walkway from Victoria Street through to Fitzroy Street – install lighting, artwork along walkway, establish carparking in this area with shade, seating and tables, grass. Consider CCTV
- Railway Station connection to the town centre
- Access to digital technology

### 4 HEALTH AND WELLBEING

- Improve public oral health services to reduce rural disadvantage
- Improve access to mental health services
- BMX track – possibly near the skate park
- Walking/bike tracks around the Loddon River
- Development of walking/bike track between Kerang and Koondrook linking to the Murray River Adventure Trail
- Bird watching platforms along the Loddon River
- Boats on Loddon River – provision of canoe trails etc
- Ensure accessibility for older people including more seats around the town.

### 5 TOURISM, EVENTS AND ARTS

- Music, comedy and outdoor art which reflects the history of Kerang
- Build on key events such as the Kerang Museum Heritage Weekend, New Years Eve Party in the Park and Kerang Show and Shine
- More dining / eating places for tourists

# KERANG COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 5 TOURISM, EVENTS AND ARTS CONTINUED..

- Greater access to out of hours information for visitors, e.g. Notice boards or an external touch screen with information in Atkinson Park which directs visitors into the town and to walking tracks
- Lights on and upgrade of the old Water Tower next to the Kerang Library – Develop as an extension of the museum, information centre or perhaps develop to reflect the children’s books written about it
- More events for young people
- Murals on some of the less attractive building surfaces
- Improved acoustics in the Kerang Memorial Hall

### 6 BUSINESS AND AGRICULTURE

- Job creation, business growth and attracting industry
- Agriculture opportunities and diversification – attracting new business and therefore employment

### 7 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Streetscape beautification e.g. more trees and increasing shade along streets
- The connection of nature/ parks into town centre
- Shop façade upgrades
- Christmas decoration upgrade.
- Clean up and beautify all entrances to Kerang
- Improve railway approaches into town







# COHUNA

## COMMUNITY PROFILE

## ABOUT US

Cohuna is a vibrant town within the Gannawarra Shire. Farm, Forest, Factories and Family are the themes from the recent Cohuna Vision consultation resulting in a robust future plan for the community which capitalises on the connection to the Gunbower Creek, Forest, Murray River and Indigenous history. Cohuna has a well-established and proud sporting culture, with an emerging arts and culture scene.

### WHAT'S IMPORTANT TO US?

- Gunbower Creek and Forest and Murray River
- Sense of community and belonging
- Revitalised retail sector
- Strong agriculture
- Cohuna District Hospital and Cohuna Retirement Village

### WHAT ARE OUR CHALLENGES?

- Employment opportunities
- Loss of irrigation water
- Population Decline

### WHAT ARE OUR OPPORTUNITIES?

- Waterfront development
- Tourism
- Arts and Culture
- Business establishment and growth
- Aged Care Sector development
- Events
- Agriculture

### DEMOGRAPHICS

Cohuna has 1,818 people with a median age of 54 years.

### HEALTH AND EDUCATION CHALLENGES

- Oral Health – Lack of Fluoridation in water
- Mental Health
- Diabetes
- Heart Health
- Year 12 completion rates

### ECONOMIC DRIVERS

- Agriculture – dairy and intensive animal industries
- Ageing sector – Nursing homes and hostels
- Industry and manufacturing

### COMMUNITY INITIATIVES

- ACE Club
- Cohuna Bridge 2 Bridge
- The Big Cohuna Festival
- Operation Next Gen
- Music on the Murray
- Cohuna Agricultural Show

# COHUNA COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 1 COHUNA WATERFRONT PRECINCT - MASTER PLAN: SEE DRAFT CONCEPT PLAN

Includes:

- Cohuna Water Play complex
- More dining/eating places for community and tourists with family friendly outdoor dining
- Waterfront Boat Shed on the Gunbower Creek at Apex Park – Provides access to canoes, paddleboards and kayaks for community and tourists.
- Bird watching platform on the Gunbower Creek along Island Road near the caravan park, with bird hides in Gunbower Forest
- Extending Gateway to incorporate modern Library
- Better linking the town to creek- pontoon, boat platforms
- Refer to Cohuna Vision Plan

### 2 TOURISM

- After hours information for visitors – digital kiosks
- Capitalise on the Murray Explored work, including the development of a film about Blandowski's life
- A Blandowski exhibition/cultural centre based around Gunbower Island
- Connect to Backroads Trail – ie. Windella Farms, 400 acres, Alden's Olives, Factory and Field, Elm Tree Nursery, Kow Swamp, Workshop Café, Torrumbarry Weir
- Marketing of Kow Swamp – billboard, signage
- Promote Cohuna as a great Wedding venue
- Develop events calendar- sent out with rates

### 3 ACCOMMODATION

- Quality accommodation – Including quality motels, boutique accommodation, encouraging Glamping in the forest, improve Cohuna Waterfront Holiday Park and develop RV camping
- Accommodation audit and ability to book at Gateway- link on website
- Investment in Farm stay
- Airbnb training for community members
- Investigate lifestyle village accommodation and improving facilities for retirees and families to relocate
- More rental accommodation needed

### 4 HEALTH AND WELLBEING

- Continue advocacy for water fluoridation to improve oral health outcomes for Cohuna residents
- Development of Integrated Children's Centre and long day care
- Community garden (perhaps best placed within a school – Stephanie Alexander Kitchen Garden concept) Paddock to Plate
- BMX Track
- Walking and Bike Tracks- maintain and signage: where possible link into Park Run



# COHUNA COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 4 HEALTH AND WELLBEING CONTINUED...

- Fix up the railway bridge across the Barr Creek to complete the Barr Creek Revegetation Trail and also renovate the trail
- Track out to the Cohuna Golf Club following the Gunbower Creek
- Rail trail between Gunbower and Cohuna
- Walking bridge over the Gunbower Creek at Mills Road to complete fitness track
- Extend Cohuna Skatepark
- New building at Cohuna Recreation Reserve and update Gateway Entrance to Recreation Reserve
- Refer to Cohuna Vision Plan

### 5 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Upgrade playground at Apex Park
- More trees along streets (Chinese Elms, Mandurian Pears suggested), increase shade along streets, connecting nature/ parks into town.
- Shop facades & Christmas decorations unique to Cohuna in partnership with Progress
- Beautification of Town entrance
- Fix up the ski run facilities
- Ensure accessibility for older people including more seats around town, gratitude seat
- Streetscape RSL – 2ND PHASE
- Refer to Cohuna Vision Plan

### 6 CONNECTIONS

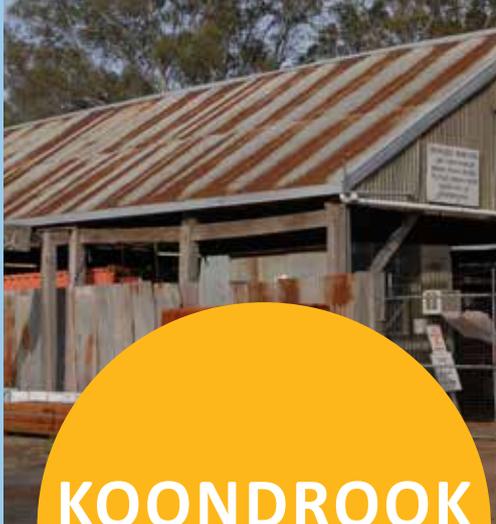
- Advocacy - Reduce speed limit in Sampson Street
- Traffic flow -Roundabout at intersection of Main Street & Sampson Street to control Traffic flow
- Truck stop at Shell- investigate diverting trucks from main street
- Investigate, pedestrian crossing near Cohuna Hospital and Village to improve safety

### 7 EVENTS AND ART

- More music, comedy and outdoor art
- More prominent location for gallery
- Building on key events like the Bridge 2 Bridge and Big Cohuna Festival

### 8 RED BRICK BUILDING

- Investigate feasibility of utilising the Red Brick Building to become a destination for fully programed school camps, conferences and retreats – Links to Tree Tops, farms, art programmes, wetlands & Indigenous history



# KOONDROOK

## COMMUNITY PROFILE

## ABOUT US

Koondrook is a Murray River town, which has a thriving boutique burgeoning food movement. A proud town, with strong connection to its red gum heritage and aboriginal ancestors. Koondrook boasts passionate community members willing to put time and energy into new and exciting ventures.

### WHAT'S IMPORTANT TO US?

- The Murray River and Gunbower Creek
- Tourism opportunities yet to be fully realised
- Gunbower, Benwell & Guttrum Forests
- Community assets – Wharf, Apex Park, Bridge
- Small business development e.g. Wetlander, Long Paddock
- Redgum and Arbutnot Sawmills

### WHAT ARE OUR CHALLENGES?

- Ageing population
- Maintaining business activity
- Diversifying business base in agriculture and other
- Infrastructure to attract business

### HEALTH, EDUCATION & COMMUNITY

- Koondrook Primary School, Koondrook Kindergarten and Family Day Care
- Men's Shed
- Maternal and Child Health

### DEMOGRAPHICS

Koondrook has 739 people with a median age of 53 years.

### WHAT ARE OUR OPPORTUNITIES?

- Koondrook Wharf precinct development, including a Marina in Gunbower Creek
- Goods Shed/Greenways Block/glamping
- Develop heritage buildings in Koondrook into unique business opportunities
- Develop old butter factory into a creative arts precinct
- Murray River/Gunbower Creek waterways
- Connect Koondrook to the Murray River Adventure Trail
- Connect Koondrook to Cohuna via the forest trail
- Connect Koondrook to Kerang via the Rail Trail
- Consider the renewable energy opportunities that fit within the 'natural' Koondrook brand
- Diversify the agriculture opportunities and further develop local food concepts
- Long Day Care option in Koondrook

### ECONOMIC DRIVERS

- Tourism
- Agriculture – diversification and production
- Café culture and accommodation
- Manufacturing – redgum timber
- Koondrook Wharf

# KOONDROOK COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 1 WATERFRONT DEVELOPMENT

- Koondrook Wharf development, including business opportunities, Gunbower Creek marina, connecting Wharf to 3 phase power, board walk servicing Goods Shed, connecting NBT hub to Wharf, grey waste and water
- Development of the Goods Shed
- Nature Based Tourism Hub development

### 2 CONNECTIONS AND INFRASTRUCTURE

- Rail Trail and cycling linking to the Murray River Adventure Trail
- Pedestrian crossing in Main Street on bend adjacent to Wharf
- School crossing and lighting
- Road upgrades and footpaths
- Maintain walking track from Condidorios Bridge to Barham Koondrook Bridge and investigate lighting options
- Extend walking track up to Cassidy Lane
- Connection between Bridge and Wharf
- Footbridge extension to Gunbower Island
- Wattle Street stormwater upgrade and Vine Street along Murray Parade/Murrabit Road stormwater extension
- Heritage precinct development
- Access to information for visitors at the Wharf (i.e. outdoor iPads, digital kiosks etc)
- Swimming Pool enhancement
- Repair old weighbridge in Riverside Park

### 3 TOURISM AND ACCOMMODATION

- Rail Trail/Cycling link between Koondrook and Cohuna through the Gunbower Forest
- Caravan Park upgrades
- RV Friendly Town
- Leverage off existing bus tours

### 4 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Town entry statement at Koondrook Bridge (after bridge construction completed)
- Future proposals for Memorial Hall site

### 5 BUSINESS DEVELOPMENT

- Solar farm opportunity to provide electricity to town (take Koondrook off grid)
- Support business development opportunities through integrated planning
- Looking at opportunities to increase industrial zoned land
- Develop old butter factory into creative arts precinct
- Diversify the agriculture opportunities and further develop local food concepts

# LAKES DISTRICT

## COMMUNITY PROFILE



## ABOUT US

The Lakes District, including Lake Charm, Kangaroo Lake and Mystic Park are diverse, vibrant communities encompassing many picturesque Lakes which provide the backdrop for immense tourism potential and the opportunity to increase commercial investment.

### WHAT'S IMPORTANT TO US?

- Our Lakes
- Close proximity to larger centres like Kerang and Swan Hill
- Climate
- Unique surrounds
- Diverse agriculture

### WHAT ARE OUR CHALLENGES?

- Uniting the Lakes Community, getting locals involved
- Supporting our ageing population
- Attracting young families to the area and keeping them here
- Integrating large businesses into the community
- Building on tourism potential
- Attracting commercial/residential development
- Water management
- Cleaning up after tourists

### COMMUNITY LIFE

- Lake Charm Primary School
- Kerang and Lake Charm Power Boat Club
- Lake Charm Yacht Club
- Lake Charm Hall
- Lake Charm Mystic Park Senior Citizens Group
- Lake Charm Mystic Park Lions Club

### WHAT ARE OUR OPPORTUNITIES?

- Attracting young families to the area
- Waterfront development
- Water based tourism, e.g. the Lakes, Marshes and Ibis Rookery
- Artistic centre (photography, art, history, music, coffee shop)
- Community bus
- Develop a Feed mill
- Roads to Market
- Bus tours around Lake Charm, Kangaroo Lake and Mystic Park
- Tourism and eco-tourism (e.g. the Avoca Wetland when full of water)
- Caravan Park development

### ECONOMIC DRIVERS

- Lake Charm Salt
- Mystic Park Hotel
- Agriculture
- Tourism – lakes and caravan parks

### COMMUNITY INITIATIVES

- Mystic Melodies
- Cooking Up a Storm
- Ski races held throughout the year
- Community Garden at the school

### DEMOGRAPHICS

The Kerang Lakes district, incorporating Lake Charm, Mystic Park and Kangaroo Lake areas has a population of 495 with a median age of approximately 43 years.

# LAKES DISTRICT

## COMMUNITY PROFILE

### NO. COMMUNITY GOALS

#### 1 KERANG LAKES WATERFRONT DEVELOPMENT PROJECT

- Masterplan development including board walks, foreshore development, BBQs, toilet upgrades and coffee shop
- Investigate event space at Kangaroo Lake
- Fogarty Point improvements including walking tracks and boardwalks into the water
- Assist caravan parks to incorporate new developments into the Kerang Lakes Foreshore Management Plan and Waterfront Project
- Residential development opportunities

#### 2 TOURISM

- Build a tourism destination based around the lakes capitalising on the nature aspects of the area and Ramsar listings
- Develop a unique aquatic brand for the Kerang Lakes that sets it aside from other locations
- Increasing focus on the Lakes – skiing, camping, major events, aboriginal history
- Brochure on Ramsar lakes – natural assets, bird and wildlife
- Bikes, fishing platforms, canoes and boats for hire
- Big sign on highway with photo of lake so people turn off the highway
- Turning lane for Lake Charm East Road/Murray Valley Highway

#### 3 CONNECTIONS AND INFRASTRUCTURE

- All weather road around Lake Charm
- Walking track around foreshore of Kangaroo Lake and Lake Charm
- Maintaining current assets and services, e.g. primary school and Hall
- Trail between Lakes and Kerang

#### 4 BUSINESS AND AGRICULTURE

- Build on local businesses and agriculture
- Develop value add agricultural projects e.g. bio-dynamic fruit and viticulture



# MURRABIT & DISTRICT COMMUNITY PROFILE

## ABOUT US

Murrabit is a self-sufficient community located on the Murray River that is well known for hosting the monthly Murrabit Country Market. The market is a community driven success story that has been a major drawcard to the area since its establishment in 1977. A primary school, playgroup, access to childcare and a range of sporting clubs makes Murrabit an attractive place to live for young families while commuting to surrounding larger towns for work. Surrounded by agricultural land, the Murray River, waterways and redgum forests, Murrabit and district is also a great place to visit and enjoy!

### WHAT'S IMPORTANT TO US?

- Murrabit Market
- Murray River location with interstate bridge
- Sense of community
- Diverse range of community groups and sporting clubs
- Recreation reserve and strong football/netball club
- Murrabit Group School

### WHAT ARE OUR CHALLENGES?

- Sustainability of Murrabit Market, agriculture and football/netball club/sporting clubs
- Loss of population
- Volunteer burn-out
- Lack of rental housing for young families

### WHAT ARE OUR OPPORTUNITIES?

- Murrabit Market
- Tourism
- Diversifying agricultural base
- Population growth based on location and lifestyle
- Accommodation options
- Heritage promotion
- Use of community owned land
- Leadership capacity building

### HEALTH AND EDUCATION

- Access to services to support our ageing population to continue living in their community
- Maintaining early childhood services and primary school to attract and retain young families
- Participation in sport and recreation based around the Murrabit Recreation Reserve
- Mental health and wellbeing

### ECONOMIC DRIVERS

- Murrabit Market
- Agriculture
- Small business, particularly self-employed trades
- Close proximity to larger neighbouring towns

### COMMUNITY INITIATIVES

- Murrabit Market
- Community enterprises based around Murrabit Market
- Murrabit Cod Challenge
- Visitor information service centre and gift shop
- Men's Shed educational programs with primary school
- Murrabit Playgroup and integration of library program with Murrabit Group School

### DEMOGRAPHICS

Murrabit has 330 people with a median age of 48 years.

# MURRABIT & DISTRICT COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 1 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Install a town stormwater system that includes drainage at the Murrabit Hall/Market Site and removal of open cut roadside drains
- Investigate raw water supply to water community sites – Lions Park, Market Site, War Memorial, Murrabit Hall
- Beautify Market site, Lions Park and War Memorial – additional shade and seating, landscaping and grassed areas, signage, pioneer recognition, drinking water fountain

### 2 TOURISM, EVENTS AND ART

- Establish a modern service and visitor information centre including a heritage centre and exhibition space
- Incorporate art and culture into Murrabit Market by developing an annual events calendar, pop up art and permanent art installations
- Investigate new 'Tinny Muster' event – Murrabit to Koondrook Wharf along Murray River
- Investigate use of the Murrabit Market site for other major events

### 3 WATERFRONT DEVELOPMENT

- Improve Miss Keats Picnic Park (boat ramp) – signage, roadworks, bollards, general beautification, RV camping
- Install a marina at the Murrabit Boat Ramp for tying up of boats - connect to Koondrook Wharf

### 4 CONNECTIONS AND INFRASTRUCTURE

- Continue to support public halls at Murrabit, Benjeroop and Myall
- Establish a trail between Murrabit and Koondrook through Guttrum and Benwell Forests and create a sealed bike/walking track between Murrabit township and the Murray River
- Support older people to continue to live in their own community by promoting available transport options and starting a monthly social meal

### 5 HEALTH AND WELLBEING

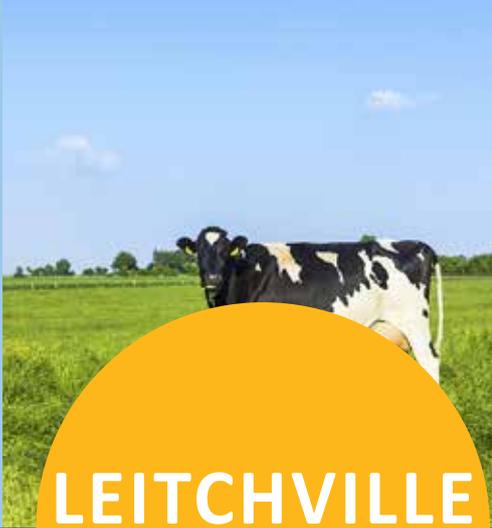
- Establish a community garden on land between Men's Shed and Murrabit Group School
- Facilitate programs that support intergenerational interaction and lifelong learning based around the Men's Shed
- Support ongoing access to playgroup and childcare
- Promote access and inclusion to a diverse range of sport and recreation opportunities
- Promote volunteerism and meaningful opportunities for young people to be involved in the community
- Support capacity of volunteers to apply for grants and take on leadership roles
- Stimulate community enterprise and encourage business development based around the Murrabit Market – eg. community garden sales, tree propagation, publishing Book Week competition books, local art, craft and produce sales

### 6 ACCOMMODATION

- Improve RV camping at Murrabit Recreation Reserve by installing a camp kitchen and toilet/shower facilities
- Investigate housing options for older residents who want to downsize but continue to live in the community and rental accommodation to retain young families in the area

### 7 AGRICULTURE

- Develop a Murrabit Agriculture Prospectus



# LEITCHVILLE

## COMMUNITY PROFILE

### ABOUT US

Leitchville is a small, proud town with everything you need. The heart of the community is the Football/Netball club, and there are many other active committees supporting the community. The Leitchville community was affected by the closure of the Murray Goulburn Factory closing in 2010, but there are promising signs of recovery with the opening of the Red Gum Bakery and The Good Meat Co. Butchers, and with success on the footy and cricket fields.

#### WHAT'S IMPORTANT TO US?

- Connections to Kow Swamp
- Small town - close knit caring community
- Peace and Quiet

#### WHAT ARE OUR CHALLENGES?

- Ageing population
- Declining population

#### WHAT ARE OUR OPPORTUNITIES?

- Kow Swamp
- Mt Hope
- Dairy & Pig industry
- Large existing industrial space
- Solar

#### DEMOGRAPHICS

Leitchville has 247 people with a median age of 50 years.

#### HEALTH AND EDUCATION

- Leitchville Primary School
- Pre-school
- Leitchville Rural Transaction Centre
- Library
- Men's Shed
- Recreation Reserve and sporting clubs
- Senior citizens

#### ECONOMIC DRIVERS

- Dairy and Piggeries

#### COMMUNITY INITIATIVES

- Leitchville Alive – Bi-Annual Arts Festival
- Town Garage sale
- Garden walks
- Jazz for Fun

#### NEW BUSINESSES

- Red Gum Bakery
- Good Meat Company

# LEITCHVILLE COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 1 TOURISM AND ACCOMMODATION

- Install a noticeboard at the RV Camping site
- Investigate opportunities for a digital kiosk at Leitchville to better connect visitors and community
- Better promotion and use of key environmental assets – Mount Hope and Kow Swamp (new signage/photos)
- Maintenance and enhancement of tracks and trails

### 2 HEALTH AND WELLBEING

- Continue to support and invest in our children and community resources - Library, Kinder and School

### 3 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Streetscape beautification
- Explore parking at Lions Park
- Explore opportunities for irrigation at Trigg Park (Scout Hall/Railway precinct)

### 4 RECREATION

- Improve and modernise tennis club
- Improve children's playground behind Leitchville pre-school
- Ensure recreation reserve and community complex are well maintained, look at installation of a skate park
- Enhance swimming pool precinct

### 5 BUSINESS DEVELOPMENT

- Continue to investigate options for use of the Murray Goulburn factory
- Support new businesses to establish in Leitchville



# LALBERT

## COMMUNITY PROFILE



### ABOUT US

Lalbert is a rural township in the Mallee, surrounded by a district of large wheat growing farms. The heart of the community is the local community centre that is also home to the local football club the 'Mallee Eagles'. The golf course is just down the road from the township on the edge of Lake Lalbert.

#### WHAT'S IMPORTANT TO US?

- Recreation Reserve and Football Club
- Large open space, fresh air, peace and quiet and safety
- Community park and amenities block
- Re-opening of shop
- Recreation Reserve Community Centre
- Golf Club
- Local employment opportunities for young people
- Bus to Swan Hill weekly (Thursdays)
- VLine bus to Bendigo 3 days per week

#### WHAT ARE OUR CHALLENGES?

- Non-potable water supply
- Getting our children to places can be difficult
- Lack of public transport
- Improving community relations across the district
- Less labour intensive farming methods
- Declining services
- Declining population
- Power outages

#### DEMOGRAPHICS

Lalbert has 224 people residing within its district, which includes the localities of Lalbert, Connie, Tittybong, Beauchamp, Budgerum East and Sandhill Lake. The median age is 43 years.

#### WHAT ARE OUR OPPORTUNITIES?

- Main arterial road location
- Increasing traffic through town
- Lake Lalbert and abundance of native wildlife
- RV camping
- Renewable energy
- Stronger connection to Quambatook Community Resource Centre

#### HEALTH, EDUCATION & COMMUNITY

- Participation in sport and recreation based around the Lalbert Recreation Reserve and Lalbert Golf Club.
- Community consultation indicates that access to education and health occurs in Swan Hill. The local primary school closed in 2014.
- Access to district nurse when required
- Lalbert Seniors and Craft Group

#### ECONOMIC DRIVERS

- Agriculture – grain, sheep and beef
- Road freight transport
- Local shop, post office, fuel depot

## NO. COMMUNITY GOALS

### 1 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Improve town entry and exists including signage
- Develop a history wall/board at the exit to the community park/amenities block
- Beautify main street along the old, now unused, Graincorp site. Consider tree planting along road edge to improve appearance and truck rest parking
- Cemetery compilation of names and location board at front of cemetery

### 2 RECREATION

- Ensure community centre and recreation reserve are well maintained

### 3 CONNECTIONS AND INFRASTRUCTURE

- Better road to Kerang
- Install new community noticeboard at mail boxes

### 4 TOURISM AND ACCOMMODATION

- Golf Club upgrade and RV camping
- Lake Lalbert improvements – investigate eco-tourism opportunities
- Possible boat ramp



# QUAMBATOOK COMMUNITY PROFILE

## ABOUT US

Quambatook 'On the Avoca River', is a great place to call home! Quambatook aims to be a sustainable, well maintained, proud and friendly community. Our vision is aimed at maintaining and growing our community and improving the quality of life for all residents.

### WHAT'S IMPORTANT TO US?

- Rural lifestyle
- Freedom
- Agricultural industry
- Heritage
- Variety of local events
- Football club and sporting hub

### WHAT ARE OUR MAIN CHALLENGES?

- Attracting young families
- Attracting industries
- Remoteness
- Engaging the community

### WHAT ARE OUR OPPORTUNITIES?

- Quiet, peaceful location
- Tight knit community
- Avoca River
- Promotion of our heritage and history
- Market the Caravan Park
- Commuter town

### DEMOGRAPHICS

Quambatook has 213 people with a median age of 53 years.

### HEALTH AND WELLBEING

- Quambatook Group School - unstaffed
- Northern District Community Health
- Men's Shed
- Quambatook Community Resource Centre

### ECONOMIC DRIVERS

- Agriculture
- Graincorp bunkers
- Out loading facility/grain receivables
- Solar farmers
- Fuel station

### OUR ACHIEVEMENTS

- Fuel station
- Pub open
- Tractor Pull
- Silo Cinema
- Skate Park
- Fishing Club with 50+ members
- Strong volunteerism
- Active and vital service groups

# QUAMBATOOK COMMUNITY PROFILE

## NO. COMMUNITY GOALS

### 1 WATERFRONT DEVELOPMENT

- Weir pool project proposal
- Improve public space – area to the north of bowling club, low maintenance, self-sustaining
- Extend walking track to weir/linking flood levee banks

### 2 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Weed control – bindii and other
- Look at ways Landcare can be more active to access funding
- Street beautification – Main street
- Mowing public areas in town to ensure Quambatook is always presented well
- Signage to promote what Quambatook has to offer and things to do
- Town entry sign at end of Suttie Road
- Promotion and marketing of town – through social media and other

### 3 SPORT AND RECREATION

- Support and build on the Recreation Reserve, including developing the infrastructure to suit the needs to the community
- Bowling Club
- Swimming Pool
- Golf Club
- Fishing Club
- Tractor Pull complex
- Men's Shed
- Tennis Club precinct development
- Support newly formed Quambatook Angling Club

### 4 TOURISM, EVENTS AND ACCOMMODATION

- Growing and promoting existing events including: Silo Cinema, Tractor Pull Championship, Heritage Day, Bowls, Golf and Fishing
- Caravan Park, including investigating the possibility of an RV Dump point
- Outdoor movie cinema – market, promote the experience, link to the 'Wimmera silo art gallery'
- Link in with skate park events in the Shire/neighbouring towns



# MACORNA TRAGOWEL COMMUNITY PROFILE

## ABOUT US

Macorna is a proud and pro-active community who hold their Recreation Reserve in high regard and see it as the heart of their community. They are very proud of their community and have a real focus on being a family friendly inclusive sporting club, which has drawn families from surrounding bigger towns. Macorna has many intergenerational farming families, who are proud of their heritage and their connection to the land.

### WHAT'S IMPORTANT TO US?

- Sport/football netball club
- CFA/Fire Brigade
- Farming industry
- Tragowel Hall
- Macorna Recreation Reserve

### WHAT ARE OUR CHALLENGES?

- Young people leaving and not coming back
- Water challenges
- Loss of population - big farms buying out little farms and families leaving the area

### WHAT ARE OUR OPPORTUNITIES?

- Diversifying agriculture with lower water use
- On-farm tourism

### DEMOGRAPHICS

As the 2014 Census did not release data for gazetted localities it is difficult to produce accurate population figures for the Macorna district.

### HEALTH, EDUCATION & COMMUNITY

- Community members access education and health services in either Kerang or Cohuna.
- Participation in sport and recreation based around the Macorna Recreation Reserve.

### ECONOMIC DRIVERS

- Agriculture

**MACORNA  
TRAGOWEL**  
COMMUNITY  
PROFILE

**NO. COMMUNITY GOALS**

**1 RECREATION**

- Ensure community centre and recreation reserve are well maintained

**2 CONNECTIONS AND INFRASTRUCTURE**

- Improve roads around the district
- Reinstate outdoor toilet at Tragowel Hall
- Advocate for National Broadband Network

**3 HEALTH AND WELLBEING**

- Provide mentoring and volunteering opportunities, particularly for young people
- Assist sporting clubs to deal with drug and alcohol issues
- Investigate avenues for 'Take a Stand' family violence training

**4 AGRICULTURE**

- Investigate opportunities for development of agricultural land at Macorna

