

**Kyogle Council**



*Ready to  
GROW*

*Community Strategic Plan  
2016-2026*



## Table of Contents

Table of Contents .....	3
Executive Summary.....	1
About this Plan .....	3
Key Issues and Challenges .....	4
Background .....	4
Strong History, Strong Future .....	4
Cultural and Economic Diversity .....	4
Challenges.....	6
People and services .....	7
Infrastructure .....	7
Agriculture .....	8
Aged and disability services .....	9
Village character.....	9
Tourism attraction and events .....	9
Climate change and the environment .....	10
Planning for the State and the Region .....	11
State and local planning alignment.....	11
Kyogle Council’s Future – Ready to Grow .....	11
Community Vision:.....	12
Our Mission: .....	12
Our Values;.....	12
Implementation .....	13
Levels of service.....	13
Other relevant Council documents.....	13
Monitoring performance.....	13
Strategies and Actions.....	14
Priority actions .....	14
Governance and Community Strategies and Actions .....	16
Community Vision:.....	17
Agriculture Strategies and Actions.....	17

Aging in Place, Disability Services and Respite Care Strategies and Actions .....	22
Village Life Strategies and Actions .....	26
Visitor Attraction Strategies and Actions.....	31
Attachment A – State and Regional Planning.....	37
Premier's Priorities.....	37
State Plan .....	38
Regional Plans .....	40
Attachment B – Council Operational Plans.....	42



## Executive Summary

Kyogle Local Government Area (LGA) covers a large geographical expanse and has a diverse population of rural and village-based communities. Kyogle Council maintains a complex road and bridge network and is the custodian of more than \$450 million worth of public assets. Kyogle Council LGA is one of northern New South Wales' most established agricultural areas with a longstanding history of agricultural and forestry production reaching back to Australia's early colonial days. It has always been highly regarded for its rich river flats, excellent pasture land, and reliable rainfall. Its produce history has, and continues to include, beef and dairy cattle, sustainable timber production, piggeries, cereal cropping and horticulture. Its unique location strategically places it as a hinterland council area with links to the Northern Tablelands and South East Queensland. The Kyogle LGA also is an important part of the NSW Northern Rivers coastal region.

Rapidly developing overseas markets and growth in Australia's growing urban areas, most significantly in nearby South East Queensland, have provided renewed opportunity for further growth and market opportunities.

This plan is a practical response to the State's growth management needs for the region while simultaneously addressing key community social needs and ensuring the environment, culture and character of the area are preserved and enhanced.



This plan is intended to help recognise Kyogle for its opportunities as an established agricultural and lifestyle locale, ready and capable of offering value investment and growth opportunities as well as being a great place to come for a day, or stay for a lifetime.

The plan provides a range of cues that address priority themes that have been identified through community consultation and developed by community focus group representatives to enhance the liveability and sustainability of the area while ensuring it maintains a contemporary position commensurate with growth and emerging opportunities in other regions.





The recently adopted 20 year Long Term Financial Plan is fundamental to Council's financial capacity required for long term sustainability as part of the NSW Government's *Fit For the Future* (FFTF) reforms and has been key in establishing the objectives, strategies and actions that form a part of this plan.

The four main broad strategies that form the basis of this plan are;

- 1) Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.
- 2) Council to take a lead role in the promotion of local community services, businesses, agricultural opportunities, events and visitor information and improve availability and access to on-line services and information.
- 3) Council to review and amend the Kyogle Local Environmental Plan (LEP) and associated development control and contributions plans to reduce restrictions and provide improved opportunities for economic growth of all local businesses, residential accommodation, rural residential and agricultural land uses, and events, whilst ensuring sustainable environmental outcomes.
- 4) Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.

This plan represents the combined work of five focus groups established around the key areas of governance, village life, agriculture, visitor attraction, and aging in place, disability and respite care.



It articulates the outcomes from the focus groups, expressed in terms of an overall vision, strategies and actions for each of the priority themes with catalyst strategies and actions intended to invigorate and activate development and implementation of the communities' vision for the future.

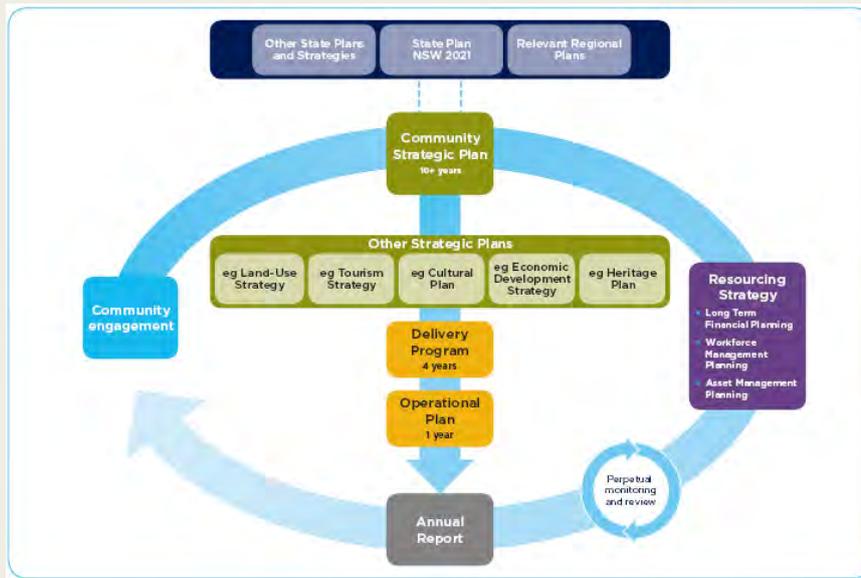
In presenting this plan, Council and the community are showing that they are **Ready to Grow.**

## About this Plan

The Community Strategic Plan is the Kyogle Council's highest level plan and identifies the community's main priorities and aspirations for the future and establishes the over-arching framework for its other operational plans into the future. It is a prosperity-led plan that recognises the area's exciting potential through its diverse people, established and emerging agricultural opportunities, stunning scenic landscape and enviable proximity and access to a range of markets.

'Growth' is the fundamental tenet of the plan in that it seeks to grow the area's cultural diversity, its economy through investment into services, infrastructure and local sustainable businesses, and the use of sustainable resources while maintaining a strong link with its agricultural past and future.

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the current *Integrated Planning and Reporting Framework* set down by the NSW Government.



One of the key elements of the Integrated Planning and Reporting (IP&R) framework is the development of a Community Strategic Plan, and its ongoing review.

In preparing this plan, Council has considered the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan, it is not wholly responsible for its implementation. Other partners,

such as state agencies, the non-government sector, various representative bodies, community groups and the community itself also play key roles in owning the goals outlined in the plan and delivering the long-term objectives.

The plan stems from an initial meeting of councillors and senior staff that Council held on 21 January 2014 which identified key issues that should be considered in the review of the existing Community Strategic Plan.

Council subsequently established a number of focus groups consisting of staff as well as individual community members and councillors who had expressed interest in involvement, being:

### Governance and community

- Clr Danielle Mulholland
- Clr Bob Dwyer
- Clr Maggie Creedy
- Dean Draper
- Peter Clarke
- Simon Dejoux

- Clr Lindsay Passfield
- Nancy Martin
- Pauline Rorich

### Visitor attraction

- Clr Danielle Mulholland
- Clr Bob Dwyer
- Clr John Burley
- Clr Chris Simpson
- Mary-Anne Godfrey
- Ben Radic

### Agriculture

- Clr Maggie Creedy
- Clr Chris Simpson
- Clr Robert Dwyer
- Trevor Wilson
- Les O'Reilly
- Fiona Borello
- Karen Glover

### Village life

- Clr Danielle Mulholland
- Clr Janet Wilson
- Debbie Rein
- Lynette Zito
- Sheryl Graham
- Gabrielle Blackwell

### Ageing in place, disability and respite care

- Clr John Burley
- Clr Bob Dwyer

This plan represents the combined work of the focus groups which is expressed in terms of an overall vision, strategies and actions for each of the priority themes with catalyst strategies and actions intended to invigorate and activate development and implementation of the other strategies and actions.

## Key Issues and Challenges

### Background

Kyogle Council covers a Local Government Area of 3,584km<sup>2</sup> with a population of 9,550 residents based on information from October 2014 provided by the NSW Department of Planning and Environment. The population density of the LGA is 2.66 people/km<sup>2</sup>.

Council maintains a complex 1,216 kilometre road network, including 341 bridges, in the upper Richmond and Clarence catchment areas which have highly variable soils and steep topography. Kyogle Council maintains about 10% of NSW's timber bridges with 192 timber bridges located within the LGA. This equates to a timber bridge for every 27 rateable assessments. There is also a high proportion of land on which Council cannot levy rates (1,052 km<sup>2</sup>, or 30% of the total LGA), being mainly State Forest or National Park.

Council is the custodian of more than \$450M worth of public assets. Funding to maintain and renew this infrastructure has been reduced by both State and Federal Governments over the years relative to the costs associated with the upkeep of the assets. This progressive reduction in funding over time, in combination with cost shifting by both levels of government, has resulted in a budget shortfall.

This has caused a backlog of infrastructure renewals in the order of \$48 million, which leads to the deterioration of assets, increased costs of maintenance and reduced levels of service. Council is working hard to address this funding shortfall, however it is acknowledged that the challenge is substantial unless more support is forthcoming to keep up with the increasing maintenance and replacement needs.



The recently adopted 20 year Long Term Financial Plan is Council's starting point in addressing the questions of scale, capacity and long term sustainability. The process around the development of the Long Term Financial Plan and the response to the NSW Government's Fit For The Future reform initiative has been a powerful exercise in determining Council's future

directions and setting a course for the future.

The Community Strategic Plan review is the next step in setting the vision for the future of our council area.

## Strong History, Strong Future

### Cultural and Economic Diversity

The Kyogle Council LGA has a well-established cultural identity extending back to its indigenous origins and colonial pioneers. Both have traditionally regarded the land as a key feature of life in the region, relying on it to sustain and grow communities. This has translated into the current day demographics for the area which reflect a diverse range of backgrounds and skills, well suited to take the region into a new era of globalisation while maintaining a strong sense of local identity.

While population growth in the Kyogle Council LGA has been variable, with periods in the past of population decline being strongly linked to vagaries of economic circumstances, overall the Kyogle Council LGA has maintained a steady increase in population in line with the region's overall growth.

While population growth is currently planned to be modest, much of this is expected to be influenced by comparative economic circumstances in adjoining regions, in particular strong regional growth and rapid increases in the South East Queensland population.



Kyogle Council's close proximity to South East Queensland and the heavily populated coastal centres of the Northern Rivers, combined with its comparative lower priced land, is increasingly making it the area of choice for many people seeking business investment opportunities and lifestyle choices.

Traditionally, the Kyogle Council area has had a strong agricultural and forestry background. The latest Australia Bureau of Statistics data show the agriculture, forestry and fishing industries contribute \$53.8 million annually to the gross regional product of the LGA. This is reflected in the area's labour force figures which show the agriculture, forestry and fishing industries are the largest employer in the Kyogle Council area, employing 21% of the workforce.

Similarly, the agriculture, forestry and fishing industries are the second fastest growing in the LGA and represent the largest number of businesses in the Kyogle Council area.

While much of the area's economic and community development activities have been centred on traditional forms of grazing and forestry, the rapid advancement in global and regional agricultural markets has seen a shift towards a re-invigoration of traditional forms of agriculture including advanced multi-cropping, increased organic farming and introduction of technology to increase agriculture output.

Much of the potential resurgence in agriculture is fuelled by the growth in the adjoining South East Queensland population, estimated in 2015 to be approximately 3.5 million people, and the rapidly developing Asian markets. Another important factor has been the expansion of the Port of Brisbane and the establishment of the Brisbane West Wellcamp Airport.

Free Trade Agreements are also fuelling opportunities for the council area's potential agricultural resurgence through an expected increase in demand for Australian agricultural products.



Specific strengths and opportunities that have been identified are included in Table 1.

**Table 1 - Specific Strengths and Opportunities**

Strengths	Opportunities
<ul style="list-style-type: none"> <li>- Natural attractions/proximity to World Heritage Areas</li> <li>- Diverse agricultural industry</li> <li>- Clean air and water</li> <li>- Relaxed rural lifestyle and vibrant village life</li> <li>- Safe, friendly and caring communities</li> <li>- Variety and affordability of lifestyles</li> <li>- Community spirit</li> <li>- Proximity to Brisbane &amp; coastal areas</li> <li>- Good sporting facilities</li> <li>- Quality urban infrastructure in Kyogle, Bonalbo and Woodenbong</li> <li>- Community resilience and support</li> <li>- Local knowledge and sense of identity</li> <li>- Availability of vacant land for development.</li> <li>- Friendly and welcoming communities</li> <li>- Dispersed population and many small villages ensuring space to live, work and play.</li> </ul>	<ul style="list-style-type: none"> <li>- Enhanced technological improvements</li> <li>- Development of industrial zoned areas</li> <li>- Reclassification of non-rateable land</li> <li>- Promotion of Kyogle Council area as a destination for lifestyle, recreation and industry.</li> <li>- Growing tourism around key festivals and events</li> <li>- Value adding to existing agricultural businesses</li> <li>- Aged and disability care services and transitional housing</li> <li>- Better regional co-operation and resource sharing</li> <li>- Redistribution of Financial Assistance Grants to those who need it most</li> <li>- Potential for improved equity and funding assistance through better distribution and increased allocation of Financial Assistance Grants and investigation of low cost loans through State Borrowing Facility</li> <li>- Access to external grant funding</li> <li>- Reviews of regulatory and reporting requirements by NSW Government to reduce red tape and the administrative burden on Local Government</li> <li>- Proximity to major transport routes such as the Sydney to Brisbane railway line, Summerland Way, Mount Lindesay Road, and Bruxner Highway</li> <li>- Creation of Regional Joint Organisations of Councils</li> <li>- Growth in life-stylers, self-funded retirees, hobby farmers, weekend retreats and tree-changers</li> <li>- Growth in rural industries and associated economic opportunities</li> </ul>

## Challenges

Interest in the Kyogle Council area as a potential location for lifestyle and business investment has grown with increasing populations and costs in adjoining regions.

While interest is expected to increase, our community recognises the need to ensure that the area maintains a commensurate level of service in terms of its social services and infrastructure to sustain growth and provide the necessary thresholds for improved services.

At the same time, it is imperative for the community's identity that its character as a friendly, community-minded area that is appreciative and supportive of its rural and natural settings is maintained.

The rapid growth in adjoining regions and globalisation of Australian markets for trade and tourism mean that Kyogle Council has recognised that an opportunistic approach to its community development is no longer reflective of modern society and that a more targeted and purposeful approach is required to shape its destiny as reflected by this plan.

Monitoring to ensure the outcomes sought by this plan are reflective of the area's capabilities and the more volatile changing regional needs and opportunities will be a constant challenge for the area and its community.

## People and services

The Kyogle LGA's reliance on agriculture and some significant downturns in agriculture and forestry in the past has, up until now, led to a declining diversity in its economic base and associated local job opportunities. This, coupled with its relatively low population density, has meant that its social disadvantage status has often been seen as high compared to other more highly populated locations with increased and diverse employment opportunities.

With the lower population, there have also been lower thresholds for some government and private sector services at the local level. This, to some extent, has been compensated by the relatively close proximity to such services situated within adjoining centres, most notably Lismore and to a lesser extent Casino.



While its social disadvantage status may, at times, seem high in measured quantitative terms, recognition of this situation by the Council and strong coordinated lobbying by it and other organisations has the potential to turn this situation into a positive by targeting appropriate services for the area that will lead to social service improvements and a stronger future for the community.

A key aspect of the area's people is the diversity of comparatively recent

European immigrants merged with the culturally strong indigenous heritage represented by the local Bundjalung People.

Providing a framework for effective social integration for existing and new members of the community while being able to recognise the richness of cultural diversity, will be a significant measure of the success of the plan's implementation.

## Infrastructure

Infrastructure is a significant issue for the Council and its community because it helps to bind the area together and connect it with outside regions. The Council's ability to maintain effective infrastructure networks is a fundamental aspect which affects all of the themes considered by the focus groups for a managed and sustainable approach to community service delivery and growth for the area.

While roads and other services are matters for which the Council has a strong role to play, many services and some regional infrastructure are primarily the responsibilities of the State and Federal Governments to provide.

This significantly includes the provision of modern telecommunications infrastructure to ensure that local businesses and community members can be adequately connected to information and people for education, business, health and leisure services and opportunities as well as providing a range of portals to promote Kyogle Council area to the outside world.

Adequate internet and mobile telephone services form an integral and crucial part of this infrastructure, and Council will continue to lobby for improvements to these systems to maximise the opportunities that reliable telecommunications can provide for industry, services, and social enterprise alike.

Council has water supply and sewerage systems servicing Kyogle, Bonalbo and Woodenbong. The need for reticulated sewerage services has also been identified for the villages of Tabulam, Wiangaree and Mallanganee.

Council will continue to develop plans for the servicing of these villages, and look to access financial assistance to provide these essential services so that growth in these villages can occur without the impact, limitations and restrictions that the existing on-site sewerage systems present.



Council has a significant partnership role with the NSW Government in the delivery of transport services, primarily through Roads and Maritime Services, but also involving other councils in the region, and the Australian Government.

This includes the maintenance and upkeep of the state and regional road network, as well as road safety improvements and pedestrian and cycleway facilities. Major priorities within this partnership have been identified as follows, and in no particular order;

- Ongoing maintenance and ordered works contract between Council and Roads and Maritime Services for the Summerland Way and Bruxner Highway
- The construction of the east of Mount Lindesay deviation of the Summerland Way in NSW and Mount Lindesay Highway in QLD
- Improvements to the Clarence Way between Woodenbong and the Bruxner Highway
- Improvements to Kyogle Road between Cawongla and Kyogle
- Improvements to the Mount Lindesay Road between Woodenbong and Legume
- Initial sealing of the access road into the Toonumbar Dam precinct
- Improvements to Gradys Creek Road/Lions Road scenic tourist drive
- Initial sealing of the highly trafficked unsealed roads within the council area
- Replacement of the remaining timber bridges within the council area
- Improvements to local roads servicing larger rural industries such as Culmaran Creek Road and Tabulam Road
- Improvements to access roads into the Border Ranges and Richmond Ranges National Parks
- Transfer to Council and upgrade of the Mount Brown and Peacock Creek roads within National Parks and State Forests which provides the east west link between Bonalbo and Kyogle via Toonumbar
- Replacement of the Tabulam Bridge on the Bruxner Highway
- Improved connections to South East Queensland via the Sydney-Brisbane railway and the Summerland Way/Mount Lindesay Highway rail and road transport links

## Agriculture

Agriculture has been a cornerstone of the Kyogle Council area since European settlement. Indigenous history associated with sustainable local food gathering and cultural activities is significantly older.

Agriculture is expected to remain the cornerstone for much of the area's short to medium term economic future. Recognising agricultural opportunities and providing adaptable, but sustainable, responses to such opportunities will be important in ensuring that economic growth through increased agricultural production and value-added industries (e.g. food processing).

Other complimentary activities (e.g. agri-tourism) also will be important for the long term realisation of a prosperous future for the area, while at the same time maintaining much of its character.

Associated with this will be an ongoing need for the area and its community to maintain a strong link with regional decision makers to ensure that regional service and local agricultural production opportunities remain effectively aligned.

This will include consideration of the area's integration with local and regional processing facilities such as Hurford Timbers, Boral Timbers, Mara Seeds, Mara Global, Mountain Blue Farms, Yugalbar Station and the Casino meatworks, and developing transport nodes and facilities for road and rail, and development of local industrial land.

An ongoing strong local community is expected to be significantly influenced by corresponding strong agricultural sectors in the area.

The agricultural future for the council area is expected to be influenced by a need to remain constantly informed of changing market needs and embrace responsive changing technologies. This is already increasingly the case in the area with many new businesses.

The challenge for the Council and the community will be to ensure that its planning and servicing frameworks can be responsively and practicably aligned with changing agricultural needs that are seen by the broader community to reflect its vision for the area's future.

## Aged and disability services

The Kyogle Council area, like many other Australian locations, is facing a rapidly ageing population which brings about an increased need for appropriate services and living opportunities.

It is estimated that approximately 17% of the council area's population is aged 65 years (Cartwright, 2015).

The number of people aged 65 years and over is expected to double in NSW by 2050. This is also expected to be reflected in the Kyogle Council area's population and will pose significant planning issues for the Council and community in terms of suitable accommodation options, service delivery and ensuring older people can continue to maintain enjoyable and rewarding lives within the broader community.

This plan recognises the needs of its current and emerging older community members as well as those with disabilities as an integral part of the council area's ongoing social fabric.

The need to recognise and facilitate the Kyogle Council area as an 'age-friendly place' is regarded by the plan to be an integral part of reinforcing an important part of the community's character, its empathy and commitment towards all groups within its society as well as realising the knowledge and contribution that people from all walks of life can make towards sustaining a prosperous future.

## Village character

The Kyogle Council area has a legacy of a number of smaller and important communities. Many of these are steeped in local and regional history, are of small scale and provide a key influence to the defining character of the area as a whole.

The villages have maintained an intimate atmosphere, with a strong association to the surrounding land. Kyogle, while being the key centre for the council area, also has retained much of the village characteristics of the area as a whole.



While providing an insight to the area's past and a taste of a potentially attractive rural lifestyle, access to services and appropriate infrastructure as well as appropriate urban design will be necessary to ensure that a sustainable 'village life' character can be maintained.

## Tourism attraction and events

Tourism has traditionally played an on-going, but low-key, role in the area, with most tourism in the region focused on its coastal locations. Managing the area's scenic attractions, which include internationally acclaimed World Heritage areas, other national parks and expansive rural landscapes, in a way which facilitates improved and increased access, while ensuring that the inherent attractive characteristic are not adversely affected, will continue to be a challenge for the community. The success of tourism and visitor attraction to the area will be dependent on the community's ability to develop and maintain a strong and

distinctive local 'brand' and marketing presence across other regions, nationally and increasingly internationally.

This will include identifying local attractions and unique features such as the Toonumbar Dam precinct and the Gradys Creek/Lions Road areas, as well as being able to leverage off other regional tourism opportunities.



## Climate change and the environment

Climate change is an increasingly recognised issue of global concern. While climate change may not appear to affect the area as dramatically as may be expected along the coast through rising sea levels, it is still likely to have a direct and indirect impact.

Directly, climate change is expected to result in more extreme weather fluctuations which may influence land uses and the management of infrastructure across the area. While this is expected to be slow and gradual, there will be an increasing need to engage with a range of stakeholders to ensure that appropriate and timely community resilience can be incorporated into the area's future.

The area's relatively favourable climate change outlook compared to some other locations is also likely to increase the area's significance as a preferred area for a range of activities. Increased interest and potential pressure from a range of uses is likely to also bring the need for the Council to ensure that appropriate management is in place so that beneficial outcomes for the area can be maximised.

While climate change is likely to provide as many positive as potentially negative outcomes, the



realisation of, and effective management for, such outcomes will be dependent on how the community gets its message out in the longer term.

Community engagement and dialogue over the life of this Community Strategic Plan is likely to be an indicator of how effectively the community and the Council are able to address this matter in the long term.

Specific potential weaknesses and threats are identified in Table 2.

**Table 2 - Potential Specific Weaknesses and Threats**

Weaknesses	Threats
<ul style="list-style-type: none"> <li>– High infrastructure backlog, associated with large number of aging timber bridges</li> <li>– Road and bridge maintenance and capital renewal costs</li> <li>– Large areas of non-rateable land</li> <li>– Small rate base/large land area ratio</li> <li>– Limited employment opportunities</li> <li>– Lack of investment/new industries</li> <li>– Lack of public transport</li> <li>– Limited but improving telecommunications coverage</li> <li>– High road length per person ratio</li> <li>– Limited urban infrastructure in villages other than Kyogle, Woodenbong and Bonalbo</li> <li>– Limited aged and disability care services and facilities</li> <li>– Dispersed population and many small villages necessitating duplication of services.</li> <li>– Past population decline</li> </ul>	<ul style="list-style-type: none"> <li>– Major infrastructure failure (bridges and roads)</li> <li>– Dependence on external grant funding</li> <li>– Loss of existing major employers</li> <li>– Natural disasters (flooding/bush fire)</li> <li>– Potential future population decline</li> <li>– Limited future external and private investment in the area</li> <li>– Increased cost shifting from other tiers of government</li> <li>– Risk of loss of employment in small business and not-for-profit sector and related loss of social capital</li> <li>– Council Mergers and loss of local identity</li> </ul>

## Planning for the State and the Region

### State and local planning alignment

In preparing this plan, consideration was given to existing plans for the state and the region.

The relevant NSW Government State and Regional Plans are *NSW 2021 A Plan to Make NSW Number One* and the *Northern Rivers Regional Action Plan*, as well as the 30 new priorities for the State of NSW announced by Premier Baird in September 2015 under the banner of *NSW Making It Happen*. There is also the Regional Development Australia Northern Rivers NSW plan *Northern Rivers Regional Plan 2013-2016* which relates to the council area and the Northern Rivers Region.

This plan aligns closely with, and provides a practical local response to, the implementation of the priorities of these plans.

This plan maintains the underlying prosperity-led intent of planning for the state and the region, while maintaining an important balance between the local area's social, environmental and economic needs.

The relevant state and regional plans and their specific relevance to the Kyogle Council area are discussed further in Attachment A to this plan.

## Kyogle Council's Future – Ready to Grow

The town of Kyogle is the main centre for the Kyogle Council area, with nearby Lismore being the main centre for the region, and the sub-regional centre of Casino situated to the south of Kyogle.

Kyogle is strategically located along the main inland route between Grafton and Queensland along the Summerland Way, which is an increasingly important road route for transport and tourism.



This includes important cattle transport through Kyogle from within its own area and Queensland, produce transported to South East Queensland markets, with some for further interstate and international export, as well as tourism trade from southern regions and Queensland.

Kyogle Council area is also an important hinterland area for the Northern Rivers region as a whole, providing additional diversity to the region in terms of produce, living opportunities and scenic attractions for tourists looking for complementary alternative attractions to the bustling coastal tourist markets of Byron Bay, Ballina and the Tweed Coast.

As the overall region grows, Kyogle Council area is well placed to be an affordable alternative for living and business opportunities. It has a comfortable level of service and diverse living and business opportunities while still being well placed to service the larger coastal settlements and take advantage of growing Queensland-based metropolitan markets.

The vision for the Kyogle Council area was developed out of a workshop of Kyogle Councillors and senior council staff and was further refined through joint focus group discussions used to reconcile and integrate the strategies and actions developed by the respective groups.

The vision is descriptive and reflects the aspirations and needs of the community in light of anticipated opportunities and drivers affecting the community in the local, regional, national and global contexts.

The over-arching plan is focused around: growth in community services, social character, diversity, and economic potential; recognition as a preferred location of choice for lifestyle and agricultural investment; and an area that is *Ready to Grow*.

The vision focuses on the need for balance and to work as a community regardless of specific outcomes.

This plan addresses the vision and mission of Council and its communities in terms of the priority themes that were identified for the council area.

## Community Vision:

*Working together to balance environment, lifestyle and opportunity*

## Our Mission:

*To meet the challenges of our unique and diverse region*

## Our Values;

- *Respect and respond to community needs*
- *Improve the quality of our services*
- *Be open and accessible*
- *Act with honesty and integrity*
- *Encourage and value people's contribution*
- *Support the culture of teamwork, cooperation and safety*

These statements of vision and mission are articulated into the following response to the question, *How do we see the Kyogle Council area in ten years' time?*

*The Kyogle Local Government Area will be thriving – socially, environmentally, culturally and economically.*

*A sense of community with a rural focus will be evident, and people of all backgrounds and interests will be choosing to - and supported to - live, play, work, create and stay within the area. The economy will be strong and diverse with opportunity ranging from small acreage to large industry. Each opportunity will be developed efficiently and effectively so as to deliver real market, (supply/demand) social and economic outcomes. Responsible management of the environment and social growth will maintain the natural resources and feeling of community safety. Systems, products, services and other opportunities will have facilitated the expansion into neighbouring and further regions to add value and enhance sustainability across the council footprint.*

These articulations lead to the creation of five focus groups to provide the forum for consultation and input into this plan.

The focus groups are:

- 1) **Governance and community services**
- 2) **Ageing in place, disability services and respite care**
- 3) **Agriculture**
- 4) **Visitor attraction**
- 5) **Village life**



## Implementation

### Levels of service

The levels of service across the full range of Council's functions were reviewed as part of the preparation of Council's Long Term Financial Plan. The review was undertaken to find a balance between the expectations of the community and its ability and willingness to resource its reasonable expectations.

The resulting adopted service levels provide for a significant increase in funding associated with community infrastructure assets, particularly in the areas of roads, bridges and stormwater.

The adopted service levels are documented in the Long Term Financial Plan, and have been considered during the review of the Community Strategic Plan to ensure alignment with community aspirations.

In addition to the Long Term Financial Plan, there are a number of other documents and plans that have been prepared by Council which cover service levels and other strategic outcomes and objectives. These are listed in Attachment B of this plan. Many of these plans were prepared some time ago and will require review to ensure that the strategies included in future revisions of these plans align with this Community Strategic Plan.

### Other relevant Council documents

Implementation of the plan will be based on existing and yet-to-be reviewed operational plans that are prepared and administered by the Council.

These plans include specific strategic and operational outcomes as well as defining resource limitations, timelines and measures of success for the realisation of outcomes.

Many of the documents form a statutory obligation of the Council to prepare and review while others are supporting technical and guiding documents. A more detailed list of associated documents is contained in Attachment B.

### Monitoring performance

This plan is intended to be a flexible document that forms part of the Council's overall operations. It is to serve as the underlying basis for the Council's planning and the implementation of its programs, projects and general service delivery.

Other stakeholders are also expected to have regard for the plan as a community document which is intended to identify and define locally preferred outcomes.

The Council will use its existing reporting systems and functions to monitor the outcomes and effectiveness of the plan, including through its formal Budget, Operational Plan and Works Programs preparation processes as well as a range of internal management processes.

Ongoing community participation in keeping with the Council's Community Engagement Policy and other community consultation initiatives is encouraged.

While the plan does not statutorily bind other parties, the broader community is encouraged to use it as a base document for general guidance and alignment of actions with the overall community outcomes reflected in the plan.

## Strategies and Actions

Strategies and actions for the plan are grouped according to the priority themes that are identified as important in realising the plan's intent and vision. Strategic outcomes are identified for each of the priority themes to provide greater context for the specified strategies and actions.

The strategies define the broader desired outcomes for each priority theme, with a range of specific actions identified for each strategy. Each action includes a list of community partners that are likely to be key stakeholders and are recognised as being important in the implementation of the action.

Actions each have an indicative timing allocated for the commencement of implementation. Timing is described in the short-term (less than 2 years), medium-term (2-3 years) and long-term (greater than 3 years), or as an ongoing action or consideration.

### Priority actions

Priority actions are those that represent catalyst actions which have been identified as key in activating other actions and helping to realise the plan's vision. Priority actions are generally identified as having a more immediate timing to be undertaken as part of the short-term and have been taken from the strategies and actions tables and are summarised in Table 3 below.

**Table 3 - Priority Actions**

Priority Actions
<b>Governance and community</b>
<ul style="list-style-type: none"><li>• Build a LGA wide Community Calendar and Community and Business Directory accessible through Council's website and in hard copy</li><li>• Council to have active involvement in the development of the Northern Rivers Joint Organisation (JO) including an examination of resource sharing opportunities and regional service delivery options</li><li>• Complete Information Technology strategy that optimises access to on-line services for the community and provides integrated access to records and mobile services for staff</li><li>• Actively prepare applications for external grant funding and lobby appropriate levels of government to attract grant funding required for implementation of the Long Term Financial Plan</li><li>• Develop an integrated framework for the development and review of Council Policy that provides a clear vision to all stakeholders</li></ul>
<b>Agriculture</b>
<ul style="list-style-type: none"><li>• Expand agricultural business opportunities through promotion and marketing of local produce, information on contemporary agricultural practices that are innovative and aid diversification, and identifying the advantages of the region and the unique environment of the Kyogle Council area</li><li>• Review and amend the Kyogle Local Environmental Plan to allow for a variety of activities in rural areas and ensure removal of any barriers to development that enhances the agricultural sustainability and economic viability of rural land</li><li>• Promote cross-generational involvement in agriculture and facilitate the opportunities for young farmers to have access to land and allow older farmers to retire</li><li>• Identify areas where infrastructure is not adequate to support agricultural activities, and implement strategies to improve the infrastructure including lobbying other levels of government to help improve the quality of transport and telecommunications infrastructure in particular</li><li>• Partner with relevant government agencies to encourage and support sustainable land management practices</li></ul>

## Priority Actions

### Ageing in place, disability and respite care

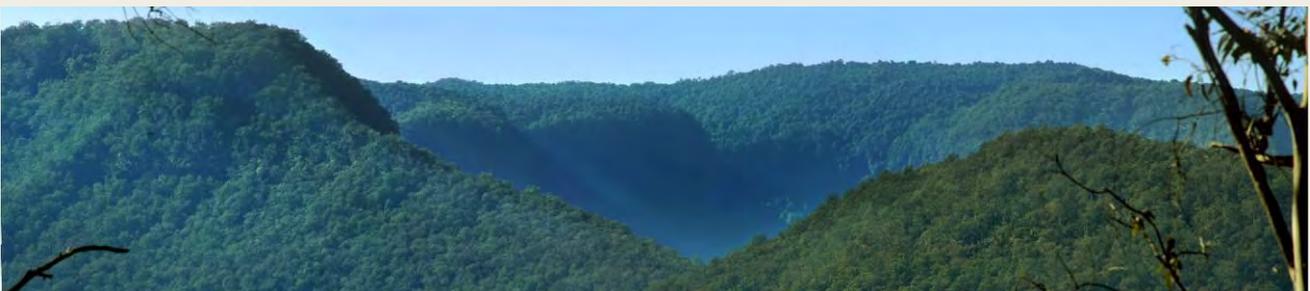
- Establish a Working Party of local community service providers and agency representatives to investigate diverse housing options for older people and people with disability service needs in the Kyogle Council area
- Ensure that Kyogle Council is part of any regional forums or efforts around affordable housing, aged and disability care, and respite services and promote regional awareness of Kyogle Council areas needs and opportunities
- Development of a community transport information resource kit for distribution within the council area
- Undertake a feasibility study for the provision of community information across service functions and the whole council area, including consideration of the establishment of Community Information Centre/s at suitable Council, community and privately operated locations

### Village life

- Undertake a “Visions of Village Life” project involving the preparation of village-based master plans to articulate the future vision for Woodenbong, Old Bonalbo, Bonalbo, Tabulam, Mallangane, and Wiangaree. The plans for each village to compile the projects relating to Council functions including stormwater, flooding, Crown Reserves, footpaths and cycleways, parks and gardens, community buildings, town streets, water and sewerage, cemeteries, waste, pools and recreational facilities, as well as community and place making aspects that provide for the sense of place that exists in village life.
- Establish village-based advisory groups to ensure community input and consultation around planning, aspirations, needs and future visions for each village and surrounding areas.
- Review the provisions of the Kyogle Local Environmental Plan and associated development control and contributions plans with a view to streamlining the approvals process for the establishment of new businesses in the village areas, and diversification of income sources on the surrounding agricultural land
- Undertake assessments of Council buildings and other assets to identify energy efficiency improvements and implement improvements wherever possible to deliver long-term savings and promote the image of Council as a local leader in renewable energy
- Maximise opportunities for improving youth employment and training across the Local Government area through mechanisms such as school-based traineeships, apprenticeships, work experience, and work for the dole programs

### Visitor attraction

- Develop the Kyogle Local Government Area brand in collaboration with regional and interstate tourism and visitor destination strategies and identify what makes the Kyogle Council area unique and why people come to visit, and develop a targeted promotional strategy based on the message of rainforest, lifestyle and culture
- Identify a common vision for Kyogle and Villages to develop a series of well-coordinated events that attract a range of visitors and community members, including a signature community-showcasing and celebration event and establishment of a central community and event calendar on the Council website to help promote the activities of community organisations
- Enable a range of recreational, heritage, cultural activities and access to places of interest including our world class heritage areas, National Parks, and visitor facilities by undertaking a review of existing facilities and services and identifying potential improvements and opportunities for partnerships to realise these improvements.
- Develop a Destination Management Plan and Visitor Economy Strategy around recreational, heritage, cultural activities and places of interest with a view to identifying the most appropriate platform/s for promotion and marketing.



## Governance and Community Strategies and Actions

- Kyogle Council recognised as innovative, pro-active and a leader in the field of local government
- The vision of Kyogle Council is being articulated, achieved and recognised on time and within budget
- A range of community services and cultural activities are developed and supported across the Local Government Area

Strategies	Actions	Community Partners	Timeframe
A. Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.	1. Develop a clear vision that is promoted to all key stakeholders, most importantly the community, through the development of integrated, effective and flexible policies.	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	2. Encourage public participation and provide opportunities to ensure that the public actively participates and partnerships are developed in Council's and community groups' activities.	Kyogle Council (lead) assisted by the community	Ongoing
	3. Build a council area wide Community Calendar and Community and Business Directory to be available on Council's website and in hard copy.	Kyogle Council (lead) assisted by the community with Key Partners: Kyogle and District Chamber of Commerce	Short-term
	4. Ensure Council's planning is integrated and long term, reflecting the community's' desires expressed through the ten year community strategic plan.	Kyogle Council (lead) assisted by the community	Ongoing
	5. Ensure that Council's decision making is accountable, accessible and transparent by making relevant information concerning Council's decision making available through the Council website	Kyogle Council (lead) assisted by the community	Ongoing
	6. Promote leadership and decision-making by the Councillors that reflects the diversity of the community.	Kyogle Council (lead) assisted by the community	Ongoing
	7. Undertake community surveys to establish satisfaction with the decisions made by Councillors and the implementation of these decisions.	Kyogle Council (lead) assisted by the community	Survey to be undertaken bi-annually
	8. Council to have active involvement in the development of the Northern Rivers Joint Organisation (JO) including an examination of resource sharing opportunities, e.g. plant & equipment, libraries, procurement, etc.	Kyogle Council (lead) assisted by the community	Short-term
B. Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	1. Continue to enhance financially sustainable and compliant practices that reflect industry best practice models	Kyogle Council (lead) assisted by the community	Ongoing
	2. Ensure Council continues to be well managed, cost effective and operationally efficient and all statutory requirements are met.	Kyogle Council (lead) assisted by the community	Ongoing
	3. Be widely known as a respected and reputable employer with high levels of staff satisfaction	Kyogle Council (lead) assisted by the community	Ongoing
	4. Foster a corporate culture with an emphasis on quality customer service ensuring a high standard of response.	Kyogle Council (lead) assisted by the community	Ongoing

Strategies	Actions	Community Partners	Timeframe
	5. Complete full integration of online DA lodgement and tracking, and investigate opportunities for other online services.	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
C. The sustainable management of roads, bridges and other infrastructure.	1. Actively lobby appropriate levels of government to attract additional funding	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	2. Develop relationships and partnerships with peak industry bodies and lobby groups to support Council and community initiatives	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	3. Ensure responsible asset management including continual review of construction and maintenance practices.	Kyogle Council (lead) assisted by the community	Short-term and then ongoing



## Agriculture Strategies and Actions

- A range of economically, environmentally and socially sustainable initiatives to enhance agricultural opportunities across the Kyogle LGA and further strengthen the region
- Effective integration of agriculture with other complimentary activities that may leverage improved social and economic advantage for the community and act as a driver for improved prosperity

Strategy	Actions	Community Partners	Timing
A. Expand agricultural business opportunities through promotion and marketing of local produce and unique environment in the Kyogle local government area	1. Collate and disseminate information, and develop programs to assist agriculture and measure success.	Kyogle Council (lead) assisted by the community with Key Partners: Department of Primary Industries	Short-term and then ongoing
	2. Research, collate and disseminate existing information from Department of Primary Industries, and industry bodies such as Northern Rivers Food, Regional Development Australia, Trade and Investment, New Rural Industries Australia	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	3. Support and promote opportunities for export and domestic markets (e.g. fresh products to Brisbane and Gold Coast, export via Toowoomba airport)	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	4. Research available data and increase awareness of the potential impact of climate change on climate stability	Kyogle Council (lead) assisted by the community with Key Partners: Department of Primary Industries	Medium-term
	5. Promote the maintenance and expansion of carbon farming opportunities	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	6. Research advantages of the region and promote through information channels	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	7. Provide a report on the economic benefits to expand the utilisation of water for agriculture from Toonumbar dam	Kyogle Council (lead) assisted by the community	Short-term
B. Enhance the economic viability of agriculture in the Kyogle local government area	1. Review RU1 and RU2 zones to ensure that land use controls are properly aligned with beneficial emerging agricultural activities	Kyogle Council (lead) assisted by the community	Short-term
	2. Review use of overlays where possible to appropriately balance land use controls with agriculture, other land uses and environmental management requirements	Kyogle Council (lead) assisted by the community	Medium-term
	3. Allow for a variety of sizes of landholdings to accommodate all forms of agriculture, including for emerging beneficial agricultural practices	Kyogle Council (lead) assisted by the community	Medium-term
	4. Review and rationalise unnecessary duplication of approval requirements affecting agricultural activities	Kyogle Council (lead) assisted by the community	Medium term

Strategy	Actions	Community Partners	Timing
	5. Identify high value land suitable for intensive agriculture	Kyogle Council (lead) assisted by the community	Medium term
	6. Identify successful processing/value adding activities potentially suited to the Kyogle area promote to farmers	Kyogle Council (lead) assisted by the community	Medium term
	7. Lobby for improved access to areas of sustainable forest timber for timber production and locally produced timber products	Kyogle Council (lead) assisted by the community	Short-term
	8. Promote and support the State Government's initiative to increase agricultural production by 30% by 2020	Kyogle Council (lead) assisted by the community	Ongoing
	9. Develop fact sheets, promotional documentation and resources to inform and assist Councillors, staff and community members about the opportunities for lobbying for beneficial agricultural outcomes in the Kyogle Council area	Kyogle Council (lead) assisted by the community	Short-term
	10. Investigate opportunities for the reuse of sewage, domestic waste, forestry waste, etc	Kyogle Council (lead) assisted by the community	Medium-term
	11. Lobby for enhanced access to relevant research & development	Kyogle Council (lead) assisted by the community	Short-term
	12. Lobby to reinstate relevant agricultural extension services	Kyogle Council (lead) assisted by the community	Short-term
	13. Research and provide information on complementary and innovative industries	Kyogle Council (lead) assisted by the community	Medium term
	14. Encourage diversification by providing information on the potential agriculture opportunities relevant to the region	Kyogle Council (lead) assisted by the community	Medium term
	15. Identify and collate the various agricultural activities that are currently practised in the area	Kyogle Council (lead) assisted by the community	Medium term
	16. Make information available to assist marketing, start-ups, etc	Kyogle Council (lead) assisted by the community	Medium term

Strategy	Actions	Community Partners	Timing
C. Encourage and support land management practices that will ensure the long term sustainability of agriculture and the environment	1. Develop partnerships with relevant agencies and support government initiatives	Kyogle Council (lead) assisted by the community with Key Partners: Department of Primary Industries	Medium-term
	2. Work closely with relevant agencies to deliver training and eradication services	Kyogle Council (lead) assisted by the community with Key Partners: Department of Primary Industries	Medium-term
	3. Kyogle Council to positively support weed management efforts by actively managing weeds within the road reserve and on other council-maintained land	Kyogle Council (lead) assisted by the community with Key Partners: Department of Primary Industries	Medium-term
	4. Promote excellence in land management practices through media campaigns, awards, etc	Kyogle Council (lead) assisted by the community	Long-term
	5. Work closely with North Coast Weeds to deliver training and eradication services	Kyogle Council (lead) assisted by the community	Medium-term
D. Ensure Infrastructure is adequate and supports and enables agricultural activities	1. Identify and document potential transport blockers (e.g. substandard roads, load limited bridges)	Kyogle Council (lead) assisted by the community with Key Partners: Roads and Maritime Services	Short-term
	2. Include agriculture as a consideration when prioritising renewals and upgrades of transport infrastructure	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	3. Lobby State and Federal Government to recognise first mile from farm gate as important	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	4. Kyogle Council to apply for available funding where relevant(e.g. Fixing Country Roads, National Stronger Regions, Bridge Replacement program)	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	5. Lobby State and Federal Government to contribute funding to roads and bridges that are used to access unrateable properties such as national parks, state forests	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	6. Lobby government and service providers to provide a higher level of mobile phone, internet and broadband services	Kyogle Council (lead) assisted by the community	Short-term and then ongoing

Strategy	Actions	Community Partners	Timing
E. Promote Social Cohesion	1. Promote an agriculture social licence to allow legitimate farming activities to be undertaken without hindrance	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	2. Support initiatives to help aging farmers in transition to retirement and hand over to the younger generation of farmers	Kyogle Council (lead) assisted by the community with Key Partners; Department of Primary Industries	Medium-term and then ongoing
	3. Implement a mentoring program utilising the skills and experience of retired farmers	Kyogle Council (lead) assisted by the community	Medium-term
	4. Link farmers who want to expand their operation with those that are seeking to scale back their operation	Kyogle Council (lead) assisted by the community with Key Partners; Department of Primary Industries	Medium-term and then ongoing
	5. Lobby banks and State and Federal Government for low interest loans for start-up or expanding agriculture business.	Kyogle Council (lead) assisted by the community	Short-term



## Aging in Place, Disability Services and Respite Care Strategies and Actions

- Financially sustainable, appropriate and accessible range of options of services and facilities for the maturing population, people with disabilities and their carers.
- Creation of locally based jobs and businesses to support the associated activities
- The Kyogle Council area is known as an age-friendly environment

Strategy	Action	Community Partners	Timing
A. Position Kyogle as a council recognised for its implementation of social equity principles for its community, including older people and people with disability service needs	1. Identify clear social equity principles for the community, including its senior citizens and people with disability service needs to guide community development into the future	Kyogle Council (lead) assisted by the community	Short-term
	2. Continue to use and implement the NSW Affordable Housing Guidelines as a basis for a local affordable housing strategy including for transitional housing arrangements for older people and people with disability service needs	Kyogle Council (lead) assisted by the community with Key Partners: Department of Planning and Environment; developers	Ongoing
	3. Develop social inclusion programs and improvement initiatives that ensure older people and people with disability service needs are able to participate as ongoing valued, respected and contributing members of society within Kyogle.	Kyogle Council (lead) assisted by the community with Key Partners: Kyogle Family Support Services, Northern Rivers Care Connections	Short-term
B. Local responsive housing for older people and people with disability needs	1. Establish a working party of local and agency representatives to investigate diverse housing options for older people and people with disability needs in the Kyogle Council area	Kyogle Council (lead) assisted by the community with Key Partners: Department of Planning and Environment; Urban Development Industry of Australia; Master Builders Association NSW; Whiddon Group; UnitingCare	Short-term
	2. Through a working party, identify indicative housing options that may be suited to Kyogle's needs using examples from within the council area and from other housing markets	Kyogle Council (lead) assisted by the community with Key Partners: Department of Planning and Environment; Urban Development Industry of Australia; Master Builders Association NSW; Whiddon Group; Unitingcare	Short-term
	3. Participate in regional affordable housing forums to identify housing options and promote regional awareness of Kyogle's needs and opportunities	Kyogle Council (lead) assisted by the community	Short-term
	4. Market test housing options that may be best suited to the needs of Kyogle's older people and those in need of disability services in conjunction with service providers and the development industry	Kyogle Council (lead) assisted by the community with Key Partners: Urban Development Industry of Australia; Master Builders Association NSW; Property Council of Australia; existing service providers	Short-term
	5. Investigate the feasibility of providing site-specific additional accommodation for older people within Woodenbong	Kyogle Council (lead) assisted by the community with Key Partners: Urban Development Industry of Australia; Master Builders Association NSW; Property Council of Australia; existing service providers	Medium-term

Strategy	Action	Community Partners	Timing
C. Facilitate development of additional housing for older people and people with disability needs	1. Benchmark Kyogle Council's development costs for accommodation for older people or people with disability needs against other councils	Kyogle Council (lead) assisted by the community	Medium-term
	2. Review the Kyogle Local Environmental Plan and Development Control Plan requirements to ensure that practicable facilitation of accommodation and services is enabled, including within outlying village areas and their surrounds	Kyogle Council (lead) assisted by the community	Ongoing
	3. Investigate options for short and long term incentives to facilitate accelerated development of accommodation for older people and people with disability needs in the Kyogle Council area	Kyogle Council (lead) assisted by the community with Key Partners: Urban Development Industry of Australia; Master Builders Association NSW; Property Council of Australia; existing service providers	Medium-term
	4. Assist landowners to obtain site compatibility pre-certification through the State Environmental Planning Policy for Seniors' Housing of land within Woodenbong and other village locations for specific sites	Kyogle Council (lead) assisted by the community	Long-term
D. Establish Kyogle as an 'age-friendly community' that is facilitating innovative housing design and options for older people and people with disability needs	1. Develop and provide awareness material, using social media and print media, for the community and potential investors regarding the area's favourable framework for diverse housing development within its urban, village and rural locations	Kyogle Council (lead) assisted by the community	Medium-term
E. Provide for a community-led approach to integrated transport provision for older people and people with disability needs	1. Continue to support the local Transport Working Group as the principal coordinating body for the area's local community transport planning requirements	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Local Bus Operators, Roads and Maritime Services	Ongoing
F. Establishment and identification of an integrated transport network for older people and people with disability needs	1. Development of a transport information resource kit for community distribution within Kyogle council area	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Local Bus Operators, Roads and Maritime Services	Short-term
	2. Advocate for a regional bus plan	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Local Bus Operators, Roads and Maritime Services	Short-term
	3. Identify opportunities for improved integrated scheduling including around service provision schedules	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Local Bus Operators, Roads and Maritime Services	Short-term
	4. Identification of options and implementation strategies to improve bus transport services within Kyogle Council area	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Local Bus Operators, Roads and Maritime Services	Short-term
	5. Support Community Transport to deliver additional services	Kyogle Council (lead) assisted by the community	Ongoing

Strategy	Action	Community Partners	Timing
G. Achieve equitable access within public places and commercial precincts	1. Review and update the Pedestrian Access and Mobility Plan on a regular basis utilising Disability Access Audit findings	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Roads and Maritime Services Council; Kyogle and District Chamber of Commerce; Villages Progress Associations	Medium-term
	2. Investigate any concessions for the provision of retrofitted disability or improved access to banks and other buildings	Kyogle Council (lead) assisted by the community	Medium-term
	3. Advocate improved access to key buildings and businesses within Kyogle and the villages	Kyogle Council (lead) assisted by the community with Key Partners: Transport Working Group; Roads and Maritime Services Council; Kyogle and District Chamber of Commerce; Villages Progress Associations	Short-term
H. Ensure the Kyogle Council area has sufficient infrastructure to facilitate effective communication throughout the Kyogle community	1. Continue to advocate and support the development of improved telecommunication infrastructure, including mobile telephone services	Kyogle Council (lead) assisted by the community with Key Partners: NSW Telecommunications Authority; Department of Communications; telecommunications providers	Ongoing
	2. Ensure that all telecommunications infrastructure (including cabling and exchanges) is of a standard to support a range of services, including sufficient capacity for telephone, internet and other data requirements, sufficient for present needs and future growth	Kyogle Council (lead) assisted by the community with Key Partners: NSW Telecommunications Authority; Department of Communications; telecommunications providers	Ongoing
I. Create an aware community able to support its older citizens or those who are in need of disability services	1. Prepare a locally focused information campaign for residents stating the need for improved, appropriately located and designed telecommunications facilities to support its older people, people with disability needs and the general community	Kyogle Council (lead) assisted by the community with Key Partners: NSW Telecommunications Authority; Department of Communications; telecommunications providers	Medium-term
	2. Undertake a feasibility study for the provision of a Community Information Centre and that any such facilities are able to be recognised separately from any other welfare and support services	Kyogle Council (lead) assisted by the community	Short-term
	3. Dedication of a designated Council staff member responsible for the production of community-relevant information	Kyogle Council (lead) assisted by the community	Medium-term
	4. Develop a locally responsive community information awareness plan for specific localities across the Kyogle Council area utilising a range of media and including locations and businesses/service providers that are likely to be more regularly frequented by older people and those with disability needs	Kyogle Council (lead) assisted by the community	Medium-term

Strategy	Action	Community Partners	Timing
	5. Work with local Indigenous organisations to identify and develop appropriate awareness material to communicate any specific services for Indigenous older people and those with disability needs	Kyogle Council (lead) assisted by the community with Key Partners: Dharah Gibinj Aboriginal Medical Centre, Gugin Gudduba Local Aboriginal Land Council; Muli Muli Local Aboriginal Land Council; Jubullum Local Aboriginal Land Council	Short-term
J. Maximise the use of E-Health facilities to deal with distance constraints	1. Support local organisations and service providers that are able to expand E-Health facilities and services by ensuring that appropriate planning controls are in place to facilitate this type of service	Kyogle Council (lead) assisted by the community with Key Partners: Department of Social Services, Department of Health, NSW Telecommunications Authority	Short-term
	2. Identify any potential E-Health community hub opportunities across the Kyogle Council area	Kyogle Council (lead) assisted by the community with Key Partners: Department of Health	Medium-term
	3. Lobby Commonwealth and State Governments for funding and other support to help accelerate E-Health hub opportunities across Kyogle Council area, where appropriate, including awareness of services amongst the community	Kyogle Council (lead) assisted by the community with Key Partners: Northern Rivers Regional Development Australia; Department of Trade and Investment; Department of Health	Ongoing
K. Position the community to maximise benefits stemming from changes to Commonwealth and State funding models for older people and people with disability needs	1. Establish a working party to review and respond to opportunities for improved local service delivery out of funding changes	Kyogle Council (lead) assisted by the community with Key Partners; existing service providers	Short-term
	2. Call for expressions of interest from potential service providers to develop an over 55s village for Kyogle and/or clusters independent living units in the villages, notably Bonalbo and Woodenbong; investigate opportunities for improved service provision as part of an expression of interest	Kyogle Council (lead) assisted by the community	Short-term
	3. Identify opportunities to utilise the community's existing base of services and facilities to provide for extended accommodation and services	Kyogle Council (lead) assisted by the community with Key Partners; existing service providers	Short-term



## Village Life Strategies and Actions

- A series of well-connected villages that provide a range of services, activities and events whilst promoting a strong sense of community and inclusion
- Preservation of the natural and built environments which allow the lifestyle that makes the villages and surrounding areas the place where people come for a day and want to stay for a lifetime

Strategy	Action	Community Partners	Timing
A. To value and harness the sense of community within the main town and the villages and build capacity within those communities	<ol style="list-style-type: none"> <li>1. Revisit the 'Sense of Place' process with an aim of engaging the communities around the contents of the existing document and to liaise with respective villages to determine aspirations, needs, and future visions for each village and surrounding area               <ol style="list-style-type: none"> <li>a) Establish village-based advisory groups to ensure community input and consultation around village planning, aspirations, needs and future visions for each village and surrounding areas</li> </ol> </li> </ol>	Kyogle Council (lead) assisted by the community with Key Partners; Village Maintenance Agreement Groups; Progress Associations; Community Trusts; Community Sector; Health Services; Schools; Transport Providers	Short-term
	<ol style="list-style-type: none"> <li>2. Promote and facilitate cross generational collaboration.               <ol style="list-style-type: none"> <li>a) Continue to support the Youth Advisory Committee and other youth programs that promote social inclusion, education and leadership amongst younger people</li> <li>b) Improve the use of social media in the undertaking of Council's business and promotion of Council's achievements</li> </ol> </li> </ol>	Kyogle Council (lead) assisted by the community with Key Partners; Youth Advisory Committee; Service Clubs (Rotary, Quota, Lions etc.); Village Maintenance Agreement Groups; Progress Associations; Local RSL; Schools; Kyogle Together; Local Aboriginal Land Council	Short-term
	<ol style="list-style-type: none"> <li>3. Enhance the sense of inclusion.               <ol style="list-style-type: none"> <li>a) Improve communication between Kyogle town and the villages</li> <li>b) Utilise existing resources and mechanisms such as village and school-based newsletters</li> <li>c) Encourage community groups to embrace electronic communications</li> <li>d) Identify common issues between villages and Kyogle town</li> <li>e) Regular "talk to the people" days, such as Mayoral Meetings</li> <li>f) Pursue partnerships and external grants</li> <li>g) Utilise key community hubs across the villages</li> </ol> </li> </ol>	Kyogle Council (lead) assisted by the community with Key Partners; Schools; Kyogle and District Chamber of Commerce; Village Maintenance Agreement Groups; Progress Associations; Local Aboriginal Land Councils; Community Sector; Not-For-Profit Sector	Short-term and then ongoing
	<ol style="list-style-type: none"> <li>4. Work in co-operation with Aboriginal communities to support their continuous development               <ol style="list-style-type: none"> <li>a) Support the continuation of local reconciliation groups and plans</li> <li>b) Provide cultural awareness training for relevant Council staff</li> <li>c) Promote inclusion of Aboriginal communities in village planning, recreational and cultural activities, and economic development</li> </ol> </li> </ol>	Kyogle Council (lead) assisted by the community with Key Partners; Local Aboriginal Land Councils; Local Aboriginal Elders; Reconciliation Groups; NSW Department of Aboriginal Affairs.	Short-term and then ongoing

Strategy	Action	Community Partners	Timing
	<p>5. Define what a “Sense of Community” is - e.g. physical, social, culture and general well-being.</p> <p>a) Recognise that there are a number of diverse communities with different interests</p> <p>b) Ensure that the sense of belonging is acknowledged for the various communities</p> <p>c) Eliminate the “silos” that isolate different communities and groups</p> <p>d) Provide an outlet within the community to enable residents to feel valuable and empowered</p> <p>e) Establish suitable forum for community-based consultative group/s</p>	Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; Village Maintenance Agreement Groups; Progress Associations; Local Aboriginal Land Councils; Community Sector; Not-For-Profit Sector	Short-term and then ongoing
	<p>6. Identify the range of services that will contribute to the agreed Sense of Community e.g. Police, Education, Health, Aged Care, Disability Care, Families and Children, Libraries, Galleries</p> <p>a) Preparation and maintenance of an on-line community directory that covers the whole council area through the web site</p> <p>b) Compilation and maintenance of database of on-line contacts for community groups and service providers</p> <p>c) Publication of hard copy community directory on a semi-regular basis for distribution across the villages</p>	Kyogle Council (lead) assisted by the community with Key Partners; Community Groups and their Representatives; State Government Agencies; Non-Government Service Providers; Private Enterprise	Short-term and then ongoing
	<p>7. Engage with groups that may form partnerships in the delivery of services and opportunities that enhance the sense of community - e.g. public sector, private sector, Non-Government Organisations, community sector, not for profit.</p> <p>a) Continue community liaison with various stakeholders and service providers</p> <p>b) Form relationships with government and private sector organisations</p> <p>c) Build partnerships and capacity within local organisations to deliver services needed</p> <p>d) Continue to support an annual Health and Wellbeing Expo to showcase community services for the whole of the council area</p>	Kyogle Council (lead) assisted by the community with Key Partners; Community Groups and their Representatives; State Government Agencies; Non-Government Service Providers; Private Enterprise; Community Sector; Not-For-Profit Sector	Short-term and then ongoing
B. Develop a vision for urban renewal which accommodates social and economic life of the community.	<p>1. Understand how people want to live, work and play in their urban environment.</p> <p>a) Essential and desirable services are required</p> <p>b) Transport needs around freight, and private and public transportation</p> <p>c) Support for young people and families</p> <p>d) Growth of social, sporting and educational facilities</p> <p>e) Provision of both hard and soft infrastructure</p> <p>f) Telecommunications issues around mobile phone and internet access</p>	Kyogle Council (lead) assisted by the community with Key Partners; Community Groups and their Representatives; Kyogle and District Chamber of Commerce; Progress Associations; State Government Agencies; Private Enterprise; Community; Sporting groups; School groups; Community Sector; Not-For-Profit Sector	Short-term and then ongoing
	<p>2. Promote the master plan for Kyogle Main Street, provide additional page on Council's web site to provide access to the master plan for the Kyogle Main Street, and any other master plans for specific sites</p>	Kyogle Council (lead) assisted by the community	Short-term

Strategy	Action	Community Partners	Timing
	<p>3. Undertake the development of master plans for each of the villages and key sites within the township of Kyogle</p> <p>a) Incorporate all relevant functions including stormwater, flooding, paths and cycleways, parks and gardens, Crown Reserves, Community Buildings, town streets, water and sewerage, cemeteries, waste, pools and recreation facilities.</p> <p>b) Not limited to Council responsibilities only, but to include any community areas, buildings, government services and business districts</p>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; Village Maintenance Agreement Groups; Progress Associations; Community Trusts; Community Groups and their Reps.; State Government Agencies; Non-Government Service Providers; Private Enterprise</p>	<p>Short-term</p>
	<p>4. Commence the review of Crown Reserves around each of the villages as input to the development of master plans.</p>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Gateway to the Rainforest Reserve Trust; Community Based Advisory Group; All existing Crown Reserve Trusts</p>	<p>Short-term</p>
<p>C. Identify and create opportunities for economic development e.g. attraction of investment, small business, etc.</p>	<p>1. Encourage the attraction and retention of professionals, visitors, and locals to provide future sustainable population growth. Focus on people who chose to live in Kyogle Council area and commute to work in other places, life-stylers looking for the Kyogle Council area way of life, and retirees.</p> <p>a) Promote the “Come for a day, stay for a lifetime” slogan</p> <p>b) Promote the “Paddock to plate” concept by showcasing local produce and products</p>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; National Parks; Tourism Groups; Community Groups and their Reps.; State Government Agencies; Private Enterprise</p>	<p>Short-term and then ongoing</p>
	<p>2. Invest funding in social and community activities that both create economic development opportunities and promote skills development and social inclusion</p> <p>a) Support for village-based events around all kinds of activities</p> <p>b) Promote events and activities which highlight the benefits of living and working in the Kyogle Council area.</p> <p>c) Establish and maintain a community events calendar on Council's website with easy access by Community Groups and event organisers</p> <p>d) Support and promote creative arts and cultural industries and organisations</p> <p>e) Grant application training for community groups</p> <p>f) Review current grant funding programs administered by Council, such as the Futures Funding and Community Assistance and Donations programs.</p>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; External Event Organisers; Sporting Clubs; Special Interest Groups; Community Sector; Not-For-Profit Sector</p>	<p>Short-term</p>
	<p>3. Provide funding to improve the transport infrastructure that links the villages with priority given to the Clarence Way</p>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Adjoining Councils; NSW Government; Australian Government; Local Industry</p>	<p>Short-term</p>

Strategy	Action	Community Partners	Timing
<p>D. Support innovation in village life particularly with respect to environmentally and socially sustainable development.</p>	<ol style="list-style-type: none"> <li>1. Have an adaptive Local Environmental Plan and Development Control Plan that encourages innovative strategies that the agricultural industry can easily access to create additional income and facilitate future growth, and also accommodates innovation and entrepreneurial activities without undue restrictions or regulation.               <ol style="list-style-type: none"> <li>a) Streamline the approvals process for the establishment of new businesses in the village areas, and for the growth and/or diversification of existing businesses.</li> <li>b) Promote amendments that provide additional opportunities for landholders such as allowing second dwellings</li> <li>c) Increase awareness of exempt and complying development</li> <li>d) Promote and encourage development of Industrial Zoned areas</li> <li>e) Consult with local industry representatives to allow small business issues to be considered and addressed</li> <li>f) Review development contributions plans to ensure balance between promoting growth and investment and provision of future infrastructure needs</li> <li>g) Facilitate minimal regulation for short-term events and group activities to remove barriers preventing them from occurring</li> <li>h) Develop an appropriate information service for customers and the general public</li> </ol> </li> </ol>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; Local Businesses; State Government Agencies; Private Enterprise; Community Sector; Not-For-Profit Sector</p>	<p>Short-term</p>
	<ol style="list-style-type: none"> <li>2. Continue to lobby for the roll out of Broadband across the Northern Rivers and Kyogle LGA and the addressing of mobile phone, internet and television blackspots               <ol style="list-style-type: none"> <li>a) Promote co-location of telecommunication facilities</li> <li>b) Encourage use of Council-owned and controlled sites</li> <li>c) Ensure streamlined development process for provision of new facilities and upgrades to existing</li> </ol> </li> </ol>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Adjoining Councils; Emergency Services; Telecommunications; Authorities and Service Providers; NSW Government; Australian Government; State and Federal Local Members; Local Industry; NOROC</p>	<p>Short-term</p>
	<ol style="list-style-type: none"> <li>3. Promote renewable energy opportunities and energy efficiency improvements               <ol style="list-style-type: none"> <li>a) Implement energy efficiency improvements on key Council buildings and sites</li> <li>b) Continue to maximise energy efficiency in the provision of street lighting services</li> <li>c) Investigate potential income opportunities through the use of renewable energy</li> </ol> </li> </ol>	<p>Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; Local Businesses; State Government Agencies; Private Enterprise</p>	<p>Short-term and then ongoing</p>

Strategy	Action	Community Partners	Timing
E. Conservation of heritage and the use of heritage places to promote village identity or identity of place.	1. Conservation of priority cultural heritage and heritage structures and places. a) Ensure considered in the preparation of village master plans b) Promote local galleries, museums, libraries and other cultural activities c) Utilise new technologies to promote cultural heritage places and organisations d) Foster opportunities for development of Aboriginal cultural activities and cultural centres e) Partner with National Parks and State Forests to improve access to these areas and to facilitate development for visitor and tourist attraction, for example development of mountain bike trails, ecotourism accommodation, motor bike and horse riding f) Investigate the establishment of a Local Heritage Fund	Kyogle Council (lead) assisted by the community with Key Partners; Historical Society; National Parks and State Forests; Arts Council; Local Aboriginal Land Council; Local Businesses; Special Interest Groups; Kyogle and District Chamber of Commerce; Australian National Museum; State Government Agencies; Federal Government Agencies; State Heritage Council; National Heritage Council	Short-term and then ongoing
	2. Preparation of a master plan for the development of the Kyogle Memorial Institute Hall to enable it to become a cultural focal point within the council area a) Master Plan to encompass the building structure itself and allow for a staged development over time b) Seek input from users and key stakeholders c) Develop a formal business plan around the Kyogle Memorial Institute Hall including marketing and promotion strategy d) Review current booking system to allow for on-line bookings and more efficient and effective management of user needs and security of the building	Kyogle Council (lead) assisted by the community with Key Partners; Kyogle RSL Sub-Branch; Arts Council; Hall Users; Historical Society	Short-term
F. Address issues around youth drift and aging drift.	1. Provide additional opportunities for youth employment and support for aging population a) Encourage use of traineeships and apprenticeships and mature aged classes and skills b) Facilitate opportunities for improved housing and care services for the aged c) Ongoing consultation to identify opportunities with youth and aged care groups and other tiers of government d) Investigate opportunities for social enterprise activities that will provide training and skills sharing between generations, e.g. Men's Sheds, community gardens, etc e) Enhance access to transport services and associated infrastructure f) Enhance access to IT services and technology especially high speed broadband services g) Facilitate improved housing and care for aging and disabled residents to support independent living	Kyogle Council (lead) assisted by the community with Key Partners; Alignment with Aging in Place, Disability and Respite Care Focus Group; Youth Advisory Committee; Kyogle Together; NSW Government; Australian Government; State and Federal Local Members; Local Industry; Schools; Hospitals; Aged Care providers; Community Sector; Not for Profit Sector	Short-term and then ongoing

Strategy	Action	Community Partners	Timing
	2. Village and cross council area connectivity. Encourage regional cooperation to enhance village life. 'In the region of villages'.	Kyogle Council (lead) assisted by the community with Key Partners; Adjoining Councils; NOROC; NSW Government; Australian Government; State and Federal Local Members; Local Industry	Short-term and then ongoing
	3. Encourage community health, wellbeing, safety and security. a) Increased consultation with local Police in village life b) Safe and clean public amenities available all hours	Kyogle Council (lead) assisted by the community with Key Partners; NSW Police; Village Maintenance Groups; Progress Associations	Short-term and then ongoing
G. Facilitate organisational cooperation and a cohesive approach to community.	1. Identify collaborations, common visions and partnerships accordingly. Promote the value of harnessing social capital and the importance of social cohesion a) Encourage collaboration of community groups to breakdown community silos b) Provide assistance and training in governance for community organisations c) Provide support for volunteers, promote the value of volunteers amongst the broader community, and try to encourage more people to volunteer. d) Council to host meetings of community groups at various villages e) Support and encouragement for younger people to join community groups	Kyogle Council (lead) assisted by the community with Key Partners; Community Groups and their Reps.; Village Maintenance Agreement Groups; Progress Associations; Community Trusts; Youth Advisory Committee; Service Clubs (Rotary, Quota, Lions etc); Local Aboriginal Land Councils; Grove House Community Hub	Short-term and then ongoing



## Visitor Attraction Strategies and Actions

- The Kyogle Council area is renowned as a great place to visit
- A series of well-coordinated events that attract a range of visitors and community members
- Access to expansive areas of world class natural beauty and heritage areas, national parks, visitor facilities and services
- A range of recreational and cultural activities, heritage areas and other places of interest

Strategy	Actions	Community Partners	Timing
A. Develop the Kyogle Council area brand	1. Develop the brand to; <ol style="list-style-type: none"> <li>Identify what makes the Kyogle Council area unique and why people come to visit</li> <li>Develop a targeted promotional strategy</li> <li>Collaboration with other councils and regional bodies in the development and promotion of the brand</li> <li>Be consistent with the Northern Rivers brand message of environment and village life</li> <li>Be consistent with Australia's Green Cauldron regional experience signature message of Rainforest, Lifestyle, Culture (AGC include surf instead of lifestyle)</li> </ol>	Kyogle Council (lead) assisted by the community	Medium-term
	2. Develop budget for branding exercise	Kyogle Council (lead) assisted by the community	Short-term
B. Series of well-coordinated events that attract a range of visitors and community members	1. Establish a central community and event calendar on the Council website and promote the opportunities to community organisations	Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; External Event Organisers; Sporting Clubs; Special Interest Groups; Community Sector; Not-For-Profit Sector	Short-term and then ongoing
	2. Include events information in Council newsletter and local media	Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; External Event Organisers; Sporting Clubs; Special Interest Groups; Community Sector; Not-For-Profit Sector	Short-term and then ongoing
	3. Consolidate the Council and Visit Kyogle websites to deliver integrated information	Kyogle Council (lead) assisted by the community	Short-term
	4. Develop an event management policy and associated budget and funding guidelines	Kyogle Council (lead) assisted by the community	Medium-term
	5. Review the existing Event Management Plan and streamline so that it is more user-friendly	Kyogle Council (lead) assisted by the community	Short-term
	6. Encourage the coordination and promotion of events that attract visitors from outside the region	Kyogle Council (lead) assisted by the community	Short-term and then ongoing

Strategy	Actions	Community Partners	Timing
	7. Promote and encourage community involvement in Council's activities in a positive and inclusive way through various sources of media, social media, Council newsletter and other engagement activities	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	8. Liaison and collaboration within Kyogle Council area and with other councils with regard to scheduling and promoting events and activities	Kyogle Council (lead) assisted by the community	Medium-term and then ongoing
C. Enable and Promote access to our world class heritage areas, National Parks, visitor facilities and services	1. Audit of existing facilities and services and potential improvements required and opportunities	Kyogle Council (lead) assisted by the community with Key Partners; National Parks; existing tourism facility operators	Medium-term
	2. Collaborate with and develop partnerships with National Parks, State Forests NSW, Aboriginal Groups and other stakeholders	Kyogle Council (lead) assisted by the community with Key Partners; National Parks; Forests NSW	Short-term and ongoing
	3. Future planning for an integrated, accessible and attractive centre (museum, Visitors centre, National Park services, local craft) that provides virtual reality access to the Kyogle Council area and its villages	Kyogle Council (lead) assisted by the community	Medium-term
	4. Encourage the control and eradication of pests and weeds in high priority areas	Kyogle Council (lead) assisted by the community with Key Partners; Far North Coast Weeds	Medium-term
	5. Identify existing and potential sites: establish and promote scenic drives and rides around the Council area with "look-out" and visitor "pullover" areas	Kyogle Council (lead) assisted by the community	Short-term
	6. Identify and promote private and public transport services and infrastructure	Kyogle Council (lead) assisted by the community	Short-term and ongoing
	7. Kyogle Regional Transit Centre development	Kyogle Council (lead) assisted by the community	Long-term
	8. Sealing Toonumbar Dam Access Road	Kyogle Council (lead) assisted by the community	Medium-term
	9. Improve Mt Brown – Peacock Creek Road to West of the Range	Kyogle Council (lead) assisted by the community with Key Partners; National Parks; Forests NSW; State and Federal Governments	Long-term
D. Range of recreational, heritage, cultural	1. Conduct an audit of Tourism Product - recreational, heritage, cultural activities and places of interest	Kyogle Council (lead) assisted by the community	Medium-term

Strategy	Actions	Community Partners	Timing
activities and places of interest	2. Engage local Aboriginal groups with a view to developing Cultural Tourism Opportunities	Kyogle Council (lead) assisted by the community with Key Partners; Local Aboriginal Land Councils, Local Reconciliation Group, Aboriginal Elders, Aboriginal Corporations	Medium-term
	3. Development and support of the Kyogle LGA Museum and Historical Society	Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Historical Society	Short-term
	4. Develop 'Place Making Areas' in Kyogle and Villages	Kyogle Council (lead) assisted by the community	Medium-term
	5. Encourage the development of 'Shades of Village Life' Place Making Emporium in the Old IGA building	Kyogle Council (lead) assisted by the community	Medium-term
	6. Explore opportunities to diversify farming productivity through Agri-tourism (multifunctional farms)	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	7. Develop a Recreational Opportunities Strategy for Toonumbar Dam	Kyogle Council (lead) assisted by the community	Short-term
	E. Development of Kyogle Council area to reflect and compliment the Brand	1. Develop Destination Management Plan and Visitor Economy Strategy for inclusion in the Economic Development Strategy	Kyogle Council (lead) assisted by the community with Key Partners; Kyogle and District Chamber of Commerce; Kyogle High School, NSW TAFE
2. Assist with grant and funding applications		Kyogle Council (lead) assisted by the community	Short-term and then ongoing
3. Identification and promotion of business opportunities including small business, eco-tourism, adventure tourism, nature based tourism		Kyogle Council (lead) assisted by the community	Medium-term
4. Develop capacity building workshops and mentoring programs for associated small businesses		Kyogle Council (lead) assisted by the community	Medium-term
5. Support the Adopt A Business program Social Media Marketing for small businesses		Kyogle Council (lead) assisted by the community	Medium-term
6. Annual update and production of new Residents and Investors Guide		Kyogle Council (lead) assisted by the community	Medium-term and on-going
7. Annual update and production of Kyogle and Villages Visitor Guide		Kyogle Council (lead) assisted by the community	Medium-term and on-going
8. Kyogle and Villages Level 2 Accredited Visitor Information Centre to sponsor and help develop existing businesses to become Level 3 Visitor Information Centres in the other villages.		Kyogle Council (lead) assisted by the community	Medium-term

Strategy	Actions	Community Partners	Timing
F. Identify a signature event – community showcasing event	1. Identify stakeholders to drive events	Kyogle Council (lead) assisted by the community	Medium-term
	2. Assist local and non-local event coordinators with in-kind support	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	3. Assist with coordination of event management team(s)	Kyogle Council (lead) assisted by the community	Medium-term
	4. Assist with Event Management Plan development	Kyogle Council (lead) assisted by the community	Medium-term
	5. Assist with grant and funding applications	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
G. Development of partnerships	1. Maintain strong cross border, State and regional partnerships with RTO, LTO, govt. agencies and stakeholders	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	2. Develop and maintain strong relationship with Tourism Operators Cluster Group	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	3. Assist in developing a Northern Rivers Visitor Guide and supportive material to strengthen the Northern Rivers brand	Kyogle Council (lead) assisted by the community	Medium-term
	4. Participate in the Northern Rivers Economic Development Officers Regional Branding exercise	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	5. Develop and maintain strong relationship with community groups and organisations	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	6. Develop and maintain strong relationship with sporting groups and organisations	Kyogle Council (lead) assisted by the community	Short-term and then ongoing
	7. Develop and maintain strong relationship with visiting event organisers	Kyogle Council (lead) assisted by the community	Short-term and then ongoing



*Our Mission:  
To meet the challenges of our unique and diverse  
region*

## Attachment A – State and Regional Planning

In preparing this plan, it is critical that we ensure that our strategies and priorities are aligned with those of the NSW Government for the state of NSW and the Northern Rivers region in particular. In this regard, consideration must be given to the strategic plans developed by the NSW Government for these areas. The relevant NSW Government state and regional plans are *NSW 2021 A Plan to Make NSW Number One* and the *Northern Rivers Regional Action Plan*.

At the time of publication, 30 new priorities for the State of NSW were announced by Premier Baird on 29 September 2015 under the banner of *NSW Making It Happen*. The implementation of these new priorities, and the flow on effect to the *NSW 2021 A Plan to Make NSW Number One* and the *Northern Rivers Regional Action Plan* have yet to be announced.

There is also the Regional Development Australia Northern Rivers NSW plan *Northern Rivers Regional Plan 2013-2016* which relates to the council area and the Northern Rivers Region.

### Premier's Priorities

The goals for the State outlined by the Premier are contained in *NSW – Making It Happen* and are grouped into the following five categories;

- ***A Strong Budget and Economy***
- ***Infrastructure***
- ***Protecting the Vulnerable***
- ***Better Services***
- ***Safer Communities***

These categories are further articulated through a series of 18 goals as shown below;

## State Priorities



- Making it easier to start a business
- Encouraging business investment
- Boosting apprenticeships
- Accelerating major project assessment
- Increasing housing supply
- Protecting our credit rating
- Delivering strong budgets
- Improving Aboriginal education outcomes
- Transitioning to the National Disability Insurance Scheme
- Better government digital services
- Cutting wait times on planned surgeries
- Increasing cultural participation
- Ensure on-time running for public transport
- Creating sustainable social housing
- Reducing violent crime
- Reducing adult re-offending
- Reducing road fatalities
- Improving road travel reliability

In addition, the Premier has outlined a further 12 goals described as the 'Premier's Priorities' as follows –



Progressive implementation of these goals, together with changes to the State's integrated Planning and Reporting frameworks, will occur sometime in the months following release of this Community Strategic Plan, however specific details were not available at time of publication.

Those most relevant to the Kyogle Local Government Area are;

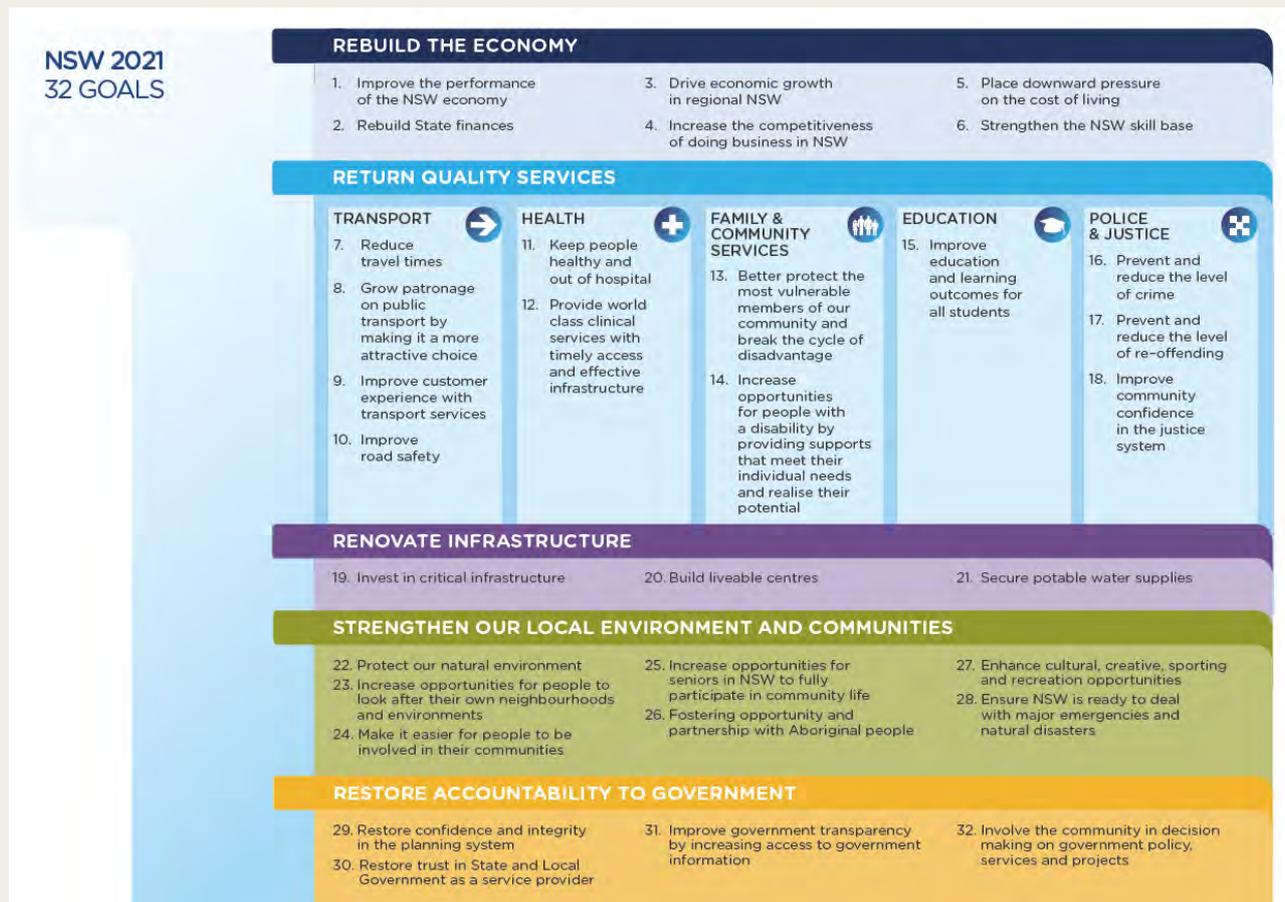
- Creating jobs
- Building Infrastructure
- Reducing domestic violence
- Keeping our Environment Clean
- Faster housing approvals
- Improving government services
- Making it easier to start a business.
- Encouraging business investment
- Boosting apprenticeships
- Increasing cultural participation
- Reducing violent crime
- Reducing road fatalities
- Improving road travel reliability

## State Plan

The goals for the state contained in *NSW 2021 A Plan to Make NSW Number One* are grouped into the following five categories;

- ***Rebuild the economy***
- ***Return quality services***
- ***Renovate Infrastructure***
- ***Strengthen our local environment and communities***
- ***Restore accountability to government***

These categories are further articulated through a series of 32 goals as shown below;



Those most relevant to the Kyogle Local Government Area are;

3. Drive economic growth in regional NSW
5. Place downward pressure on the cost of living
10. Improve road safety
11. Keep people healthy and out of hospital
13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
16. Prevent and reduce the level of crime
19. Invest in critical infrastructure
21. Secure potable water supplies
22. Protect our natural environment
24. Make it easier for people to be involved in their communities
25. Increase opportunities for seniors in NSW to fully participate in community life
27. Enhance cultural, creative, sporting and recreational opportunities
29. Restore confidence and integrity in the planning system
30. Restore trust in State and Local Government as a service provider

## Regional Plans

The regional priorities from the *Northern Rivers Regional Action Plan* are;

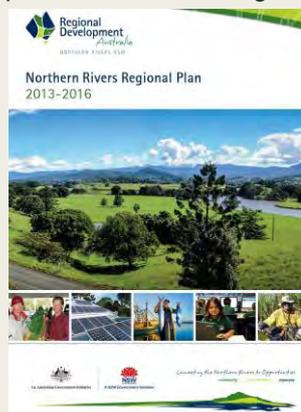
- **Improve access to public transport and improve road safety**
- **Support industry and grow local jobs**
- **Improve education and training opportunities**
- **Reduce crime and anti-social behaviour**
- **Build service capacity and support vulnerable groups in the community**
- **Age proof the region and improve access to health services**
- **Balance Land use while protecting the natural environment**
- **Improve housing affordability**



These priorities will be progressively revised and enhanced as the implementation of the priorities listed as part of *NSW – Making It Happen* are revealed and embedded into the State’s Integrated Planning and Reporting Framework.

The Regional Development Australia Northern Rivers NSW plan *Northern Rivers Regional Plan 2013-2016* is based on a 10-year overarching vision and identifies seven priorities for investing in the Northern Rivers’ economic, social and natural capital. The seven priorities are;

1. Connected communities
2. A learning region
3. Natural infrastructure
4. Sustainable industry
5. Inclusive communities
6. Regional identity
7. A collaborative region



The plan then goes on to identify 27 initiatives and projects to address the issues, challenges and opportunities that impact on the region as follows;

### Connected communities

- 1.1 Develop an integrated regional transport plan to address the Northern Rivers’ intra-regional transport infra-structure shortfalls.
- 1.2 Support implementation of the *Northern Rivers Digital Economy Strategy*.
- 1.3 Support initiatives to use existing or ageing infrastructure to meet future needs (e.g. the Casino to Murwillumbah rail trail).

### A learning region

- 2.1 Identify barriers and enhance drivers of/opportunities for education accomplishment and support collaborative measures to increase the region’s education attainment levels.
- 2.2 Support innovative measures to tailor education and training for the region’s school-leavers and workforce and raise awareness to provide sustainable employment pathways.

## **Natural infrastructure**

- 3.1 Support measures to maintain and improve the region's irreplaceable natural infrastructure, in particular the key strategies and actions identified in the *Northern Rivers Catchment Action Plan 2013-2023*.
- 3.2 Support a region-wide program to quantify the economic, social, cultural and environmental value of the Northern Rivers' natural infrastructure, to inform regional land use planning.

## **Sustainable industry**

- 4.1 Review and update the *Regional Industry and Economic Plan* to focus economic development strategy and identify industry development priorities.
- 4.2 Support the region's health care and 'healthy living' sector using collaborative approaches to workforce planning.
- 4.3 In collaboration with education and training providers and government agencies, promote the region's strengths and achievements as a provider of education services and lifelong learning.
- 4.4 Support and promote sustainable food and fibre production in the Northern Rivers.
- 4.5 Support the growth and development of the region's creative industries including emerging sectors such as sustainable building design.
- 4.6 Promote R&D and investment in technologies which support the generation and delivery of renewable energy.
- 4.7 Encourage collaborative approaches to innovation, R&D and investment in the region's existing and emerging industry clusters.
- 4.8 Attract investment to the region to complement and grow established and emerging new industries.
- 4.9 Support the development of programs to increase micro-business capacity building and innovation, e.g. Kyogle Adopt a Business and other mentoring programs.

## **Inclusive communities**

- 5.1 Implement the recommendations of the *Northern Rivers Regional Social Plan 2013-2018*.
- 5.2 Develop a regional social procurement strategy.
- 5.3 Increase sustainable, adaptable and affordable housing choice for diversity of needs across different segments of the region's community.
- 5.4 Support the development of health care infrastructure and service delivery.

## **Regional identity**

- 6.1 Collaboratively re-affirm the identity of the Northern Rivers region of New South Wales.
- 6.2 Grow and develop the Northern Rivers' visitor economy consistent with the region's identity.
- 6.3 Promote the region's rich natural asset base and high quality and clean, green image as a means of communicating competitive advantage and accessing international, national and regional markets.

## **A collaborative region**

- 7.1 Co-ordinate the region's economic development planning, promotion, facilitation and development activities using cluster (industry) and/or place-based approaches.
- 7.2 Establish a framework for collaboration amongst the region's education and training institutions, key government agencies and employers to address the Northern Rivers' workforce and labour market challenges.
- 7.3 Support collaborative long-term sustainable land use planning integrated with infrastructure investment and whole of government implementation for the region.
- 7.4 Collaborate with South East Queensland RDAs, the Cross-Border Commissioner and other key agencies on regional development matters of common interest.

## **Attachment B – Council Operational Plans**

### **Integrated Planning and Reporting Documents**

- Operational Plan and Delivery Program 2015-2019
- Long Term Financial Plan 2015/2034
- Workforce Management Plan 2012
- Asset Management Strategy 2012

### **Planning Instruments and Statutory Documents**

- Kyogle Local Environmental Plan 2012
- Kyogle Development Control Plan 2014
- Kyogle Council Section 94 Development Contributions Plan, Residential, Rural Residential and Heavy Haulage Development 2008
- Kyogle Council Section 94 Contributions Plan Urban and Rural Roads 2001
- Kyogle Council Development Servicing Plan 1: Kyogle and villages water supply, sewerage and stormwater services 2011
- Kyogle Council Section 94 Contributions Plan 1992
- Kyogle Council Local Growth Management Strategy, 2008
- Kyogle Strategy for Closer Rural Settlement and Urban Expansion, 2005
- Kyogle Structure Plan 2007
- Road Infrastructure Upgrade Assessment Report, 2007

### **Roads and Bridges**

- Road Network Management Plan 2005
- Road Reserve Management Plan 2012
- Property Access and Addressing Management Plan 2005
- Public Gate and Bypass (Cattle Grid) Management Plan 2014
- Roadside Vegetation Management Plan 2003
- Pedestrian Access and Mobility Plan 2009
- Bridge Management Strategy 2004

### **Community and Economic Development**

- Kyogle LGA cultural Strategy 2010
- Crown Reserves Strategic Plan 2009-2013
- Kyogle Council Social Plan 2009-2014
- Kyogle Sense of Place Project Economic Development Plan 2005-2010

### **Water and Waste**

- Kyogle Council On-site Sewage and Wastewater Management Strategy, 2000
- Kyogle Floodplain Risk Management Plan 2009
- Kyogle Integrated Water Cycle Management Strategy 2006
- Strategic Business Plan for Water Supplies 1999/2000
- Strategic Business Plan for Sewerage Services 1999/2000
- Urban Stormwater Management Strategy May 2002
- Drinking Water Management System December 2012
- Kyogle Council Water Services Drought Management Plan 2005

### **Emergency and Risk Management**

- Local Emergency Management Plan 2015
- Emergency Risk Management Plan 2009
- Core Infrastructure Risk Management Plan 2012