

For the Reader – These 2 pages are not part of the strategy document and will be removed – they are for your information only:

This document forms the **draft copy** for Edward River 2050 – Fast Track for Growth Strategy.

Whilst the design concept/ mock-up base is included as a watermark in relevant sections of this report this document has **NOT yet received full graphic design treatments**.

This document has been generated in MS PowerPoint to provide an indication of the draft content and where certain content may fall on each page.

Please note that there are some sections of this draft content that looks clunky/ does not quite line up as a result of having not yet gone through full graphic design.

This approach has been undertaken to ensure all feedback is received and incorporated before finalisation in a graphically designed format.



Edward River
2050
Fast Track for Growth



Edward River
COUNCIL



Deniliquin Detail



- Residential Housing Expansion
- Industrial Expansion
- Transfer/ Development of Crown Lands
- Road Upgrades
- CBD and Events Precinct
- Dedicated Emergency Services Road

Intermodal Hub

- Transporting Freight
- Agri-Business
- Storage / Warehousing / Refrigeration / Packaging
- Biowaste to Energy/ Recycling
- Value Adding Agriculture (Manufacturing)

Hospital Relocation

- Small health & allied care facilities
- Facilities to support inter-health specialists

Dedicate MacKnight Dr to Emergency Services

Agribusiness Export Services

Airport Extension
Introduction of Passenger Services

Expanded Industrial Development

Flight / Pilot School

Ring Road
To bypass Deniliquin CBD

Deni Ute Muster & other Large Scale events

Events Precinct

Private aged care centre / Deniliquin Aged Care Village

McLeans Beach Redevelopment

Additional Secondary School/ Tertiary Campus/ Agriculture School of Excellence

TAFE Expansion Opportunities

Proposed EnergyConnect Route



Regular events at village pubs/ facilities



Residential Housing Expansion



Diversified agricultural product, lower water use, & carbon offset trading



Wind and Solar Energy Opportunities

Tourism Opportunities

- Events (Minor and Major)
- Skills and Service Enhancement
- Heritage, Arts, and First Nations Culture
- Accommodation
- Products, Packages, and Trails
- River Activation
- Other (Aviation, Agri/ Farm Stay, Sports, Outdoor Adventure, Travelling Business Representative Market, Paddock to Plate Dining)

Edward River

Our Path Towards 19,800 Residents

Our Opportunities for Growth

- Tourism & Events
- Residential Construction & Affordable Housing
- Care & Emergency Services
- Agribusiness Expansion
- Manufacturing & Intermodal Hub
- Education, Training & Research

Boooroorban

Wanganella

Conargo

Pretty Pine

Mayrung

Deniliquin

Blighty

Werai Indigenous Protected Area

Proposed VNI West Route

Message From Mayor

Our region is in the South-Western Riverina of New South Wales, with an abundance of natural beauty, agricultural activity, untapped potential and a vibrant community spirit. We, as Council, stand poised to lead and support the ambitious targets of Edward River 2050. We are on the threshold of a future filled with promise, growth and a vision that exceeds ordinary expectations.

Our goal, to more than double our population by 2050, is not merely a numerical aspiration. It is a testament to our commitment to enhancing the lives of our people, our environment, and our economy, whilst maintaining what makes our community unique.

As we embark on this transformative journey, we recognise the challenges will be substantial. We must address the complex needs of a growing and ageing population and help bridge the gaps in education and health services. We must inspire investment and ignite the engines of industry, tourism, and infrastructure. We embrace these challenges, as they define the path towards prosperity.

Edward River 2050 outlines a comprehensive plan to elevate all aspects of community, lifestyle, and liveability in our region. It is a roadmap that will guide our decisions, fuel our aspirations, and shape our future.

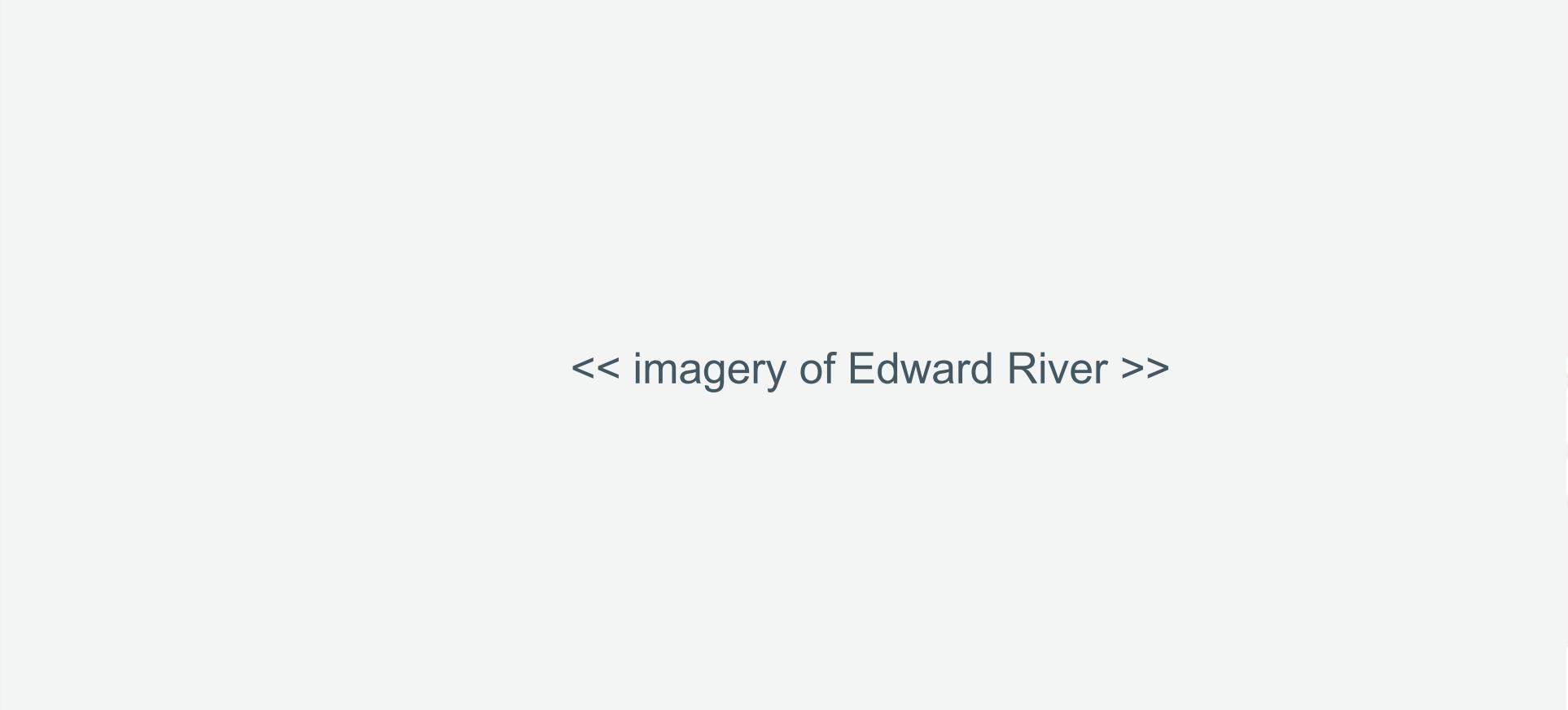
Our journey on our *Fast Track For Growth* requires a collaborative effort from Council, community, and public/ private sector partners. Together, let's realise the growth vision for the region – it is a future that belongs to all of us.



Peta Betts

[signature]

Mayor of Edward River Council



<< imagery of Edward River >>



Acknowledgement of Country

The Edward River Council acknowledges and embraces the Traditional Owners of the Lands within Edward River – the Wamba Wamba/ Perrepa Perrepa Peoples – and pay our respects to their elders, past, present, and emerging.

Edward River Council also recognises the diversity of different cultures within our community and their contribution to our unique character.



Celebrating Our Cultural Heritage

Kawir & Kuthun

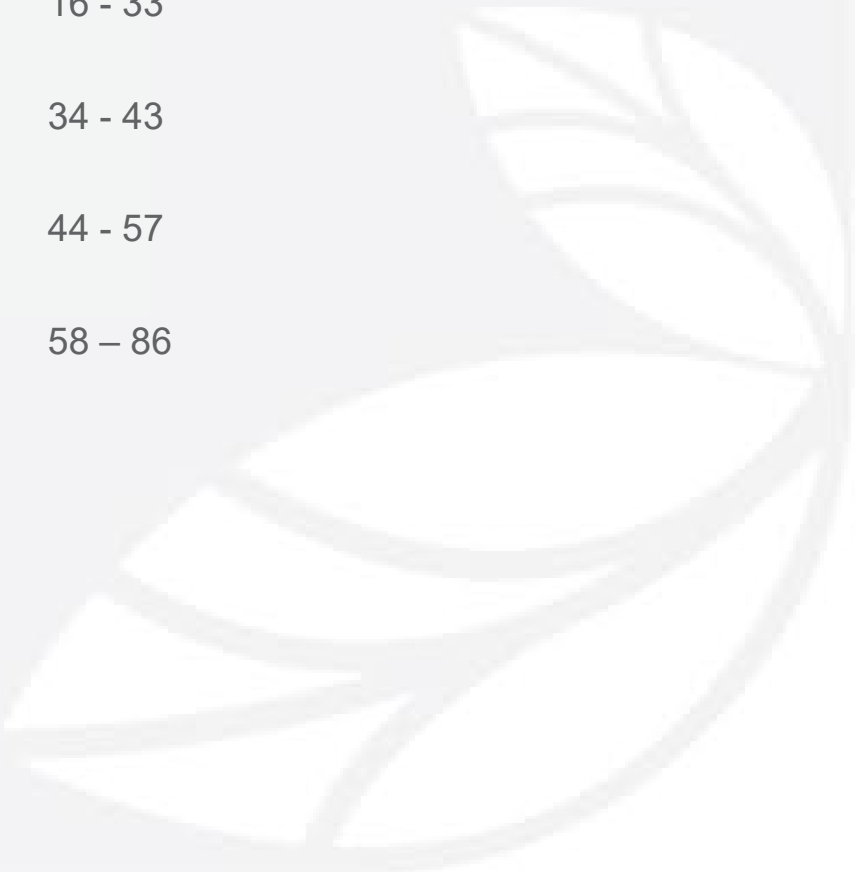
“Kawir & Kuthun” is the first book published in Wamba Wamba / Wemba Wemba by the Deniliquin community.

It was created by the community in Deniliquin and illustrated by local Indigenous children. The book was created as part of the Deniliquin Indigenous Language Project in 2018.

Production of 'Kawir & Kuthun' was funded by a grant from the Indigenous Languages and Arts Program Australian Government Department of Communication and the Arts.

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Background

<< imagery of Edward River >>



About Edward River

Our Region

Nestled at the heart of Edward River lies Deniliquin, a vibrant epicenter surrounded by six rural villages – Blighty, Booroorban, Conargo, Mayrung, Pretty Pine, and Wanganella. We are strategically positioned in the South-West Riverina, with highways seamlessly linking us to Melbourne, Canberra, Adelaide, and Sydney. Our economic vitality thrives on the pillars of agriculture, tourism, and population servicing sectors, offering a rich tapestry of opportunities for businesses to flourish. Despite our modest population of approximately 8,500 residents, our community stands united, embodying traits of cohesion, support, and inclusivity. We acknowledge the need for growth and we eagerly welcome fresh ventures and investments. As we look forward, we are committed to preserving our economy and enhancing our liveability, understanding that sustaining growth is essential for our collective future.

Our Commitment

Embracing a visionary approach, Edward River Council is steadfast in its commitment to transformative growth, investing in our region's diverse people, places, services, and key industries. The journey towards a vibrant future requires not just Council's dedication, but also the unwavering support of the community, local businesses, and State and Federal Government to ensure no one is left behind. Together, through collaboration and collective action, we can foster population growth, expand housing options, activate new industries, create sustainable employment opportunities, and stimulate economic activity, shaping a future filled with promise and possibility for generations to come.

Building Our Success Story

In our pursuit of transformative growth, we are not only dedicated to realising and delivering on our region's potential but also showcasing our region as a beacon of success for small rural communities nation-wide. Our experience and learnings through this transformative growth program will serve as a compelling case study, inspiring similar regions to embrace bold visions for their future and realise the boundless potential of place-based regional development. This endeavor is not just about shaping the trajectory of Edward River's growth but also about empowering other small communities to chart their own paths towards sustainable prosperity and resilience.

<< imagery of Edward River >>



Edward River 2050

A Strategic Roadmap

Edward River 2050 provides a strategic roadmap for achieving sustainable growth in Edward River. Edward River 2050 considers where are we now, where we want to be, how will we get there, and how we will know when we have arrived.

To accomplish our growth target, we must be proactive and responsive to opportunities for growth. New industries and significant investment must be attracted to the region, at the same time, the liveability and lifestyle of the region must also be retained. Together, we can pave the way for a thriving future for our region, by establishing solid foundations, leveraging competitive advantages, embracing new opportunities, being flexible, proactive and innovative with planning and infrastructure, and remaining receptive to transformational ideas.

Informed By The Community

Edward River 2050 was developed through a process involving rigorous background research/ analysis and an extensive stakeholder consultation campaign. Background research/ analysis included reviewing socio-economic data, literature and strategic documentation, planning considerations, and case studies to understand the strengths, challenges, and opportunities for the region.

Local community/ business consultation formed the cornerstone of Edward River 2050, incorporating valuable insights from community members, local businesses, regional and industry leaders, through one-on-one discussions, workshops, and an online community and business survey. The prioritisation of local input in Edward River 2050 reflects Council's commitment to open, inclusive, and collaborative governance.

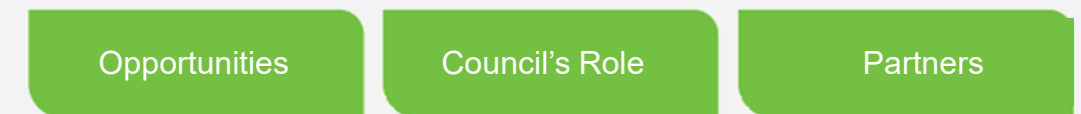
Starting Point



Vision



Opportunities & Enablers



Implementation

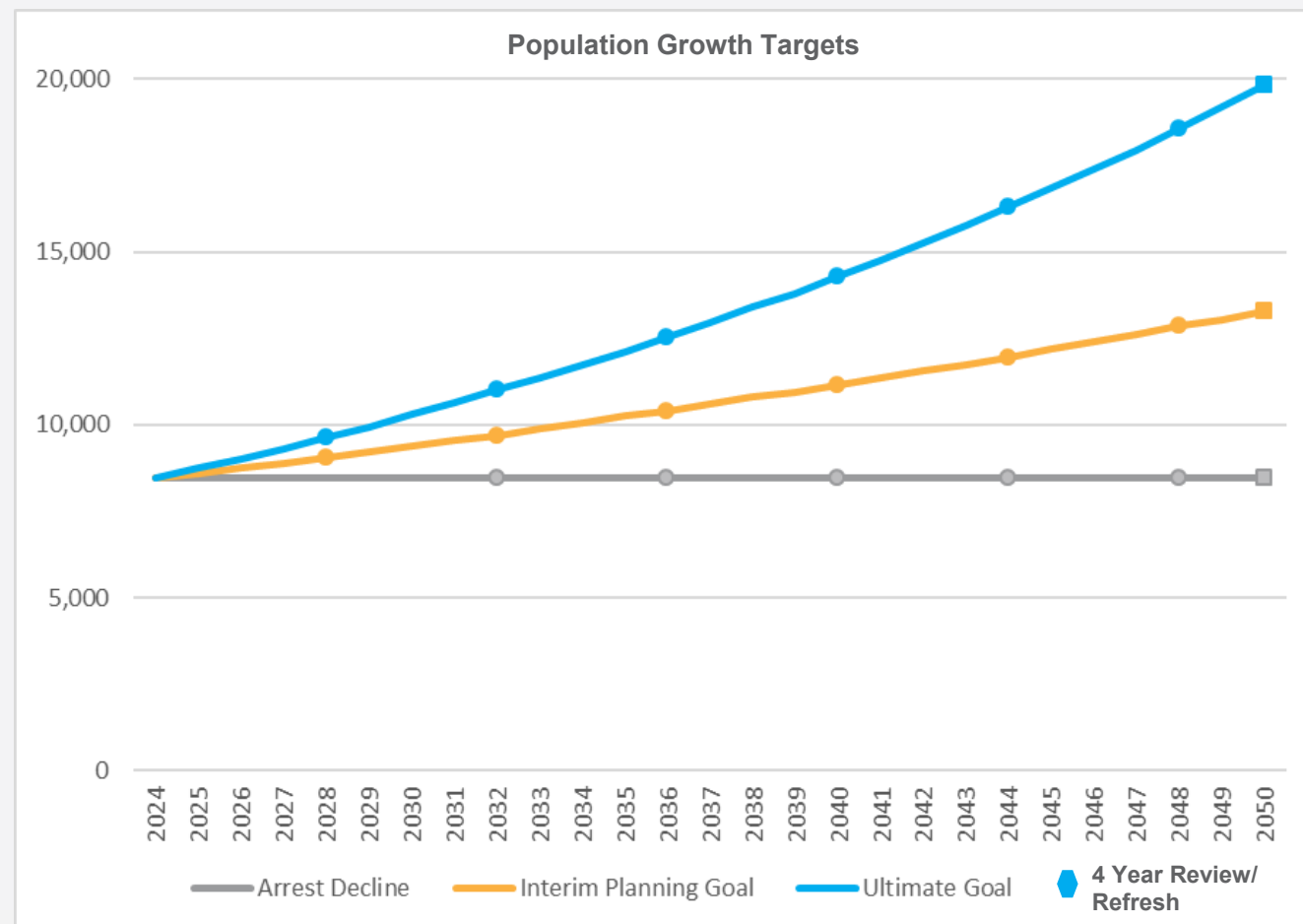


Our Growth Targets

Our future holds an ambitious growth path that, if achieved, will fundamentally change the future for our region. Our growth targets are to:

- First and foremost, arrest the population decline to maintain **8,500 residents**.
- Set the platform to support growth to around **13,300 residents** (interim goal).
- Invest in and deliver growth to reach around **19,800 residents** (ultimate goal).

Now is the time to reset our growth expectations and structure for the region.



Realising Growth

Edward River 2050 has not yet been funded. Realising growth will, therefore, require a collaborative effort from the following partners to see success in arresting the population decline:

- **Community:** To pursue a growth scenario (Scenario 3 of the Long-Term Financial Plan), continued community contribution is required to enhance liveability.
- **Council:** Council will continue to invest in our internal resourcing to plan, investigate, enable, and advocate for funding.
- **State/ Federal Bodies:** Successful implementation of Edward River 2050 will rely on grants and funding commitments from State/ Federal Bodies for infrastructure and investment attraction programs.

Note: This growth is indicative (only) of the growth path that will need to be realised to achieve the interim planning and ultimate goal by 2050. The primary goal is to arrest the projected population decline. Population growth above the baseline scenario should be considered a successful outcome from proactive action.

Our Integrated Planning Framework

The NSW State Government’s Integrated Planning and Reporting (IP&R) legislation sets clear requirements for all local governments to lead the development of long-term plans for their communities. The IP&R framework ensures that local planning and reporting is informed, relevant, and responsive to community needs.

Edward River 2050 will be delivered, monitored, and reported upon within the IP&R framework.

Implementation

At an operational level, Edward River 2050 will be:

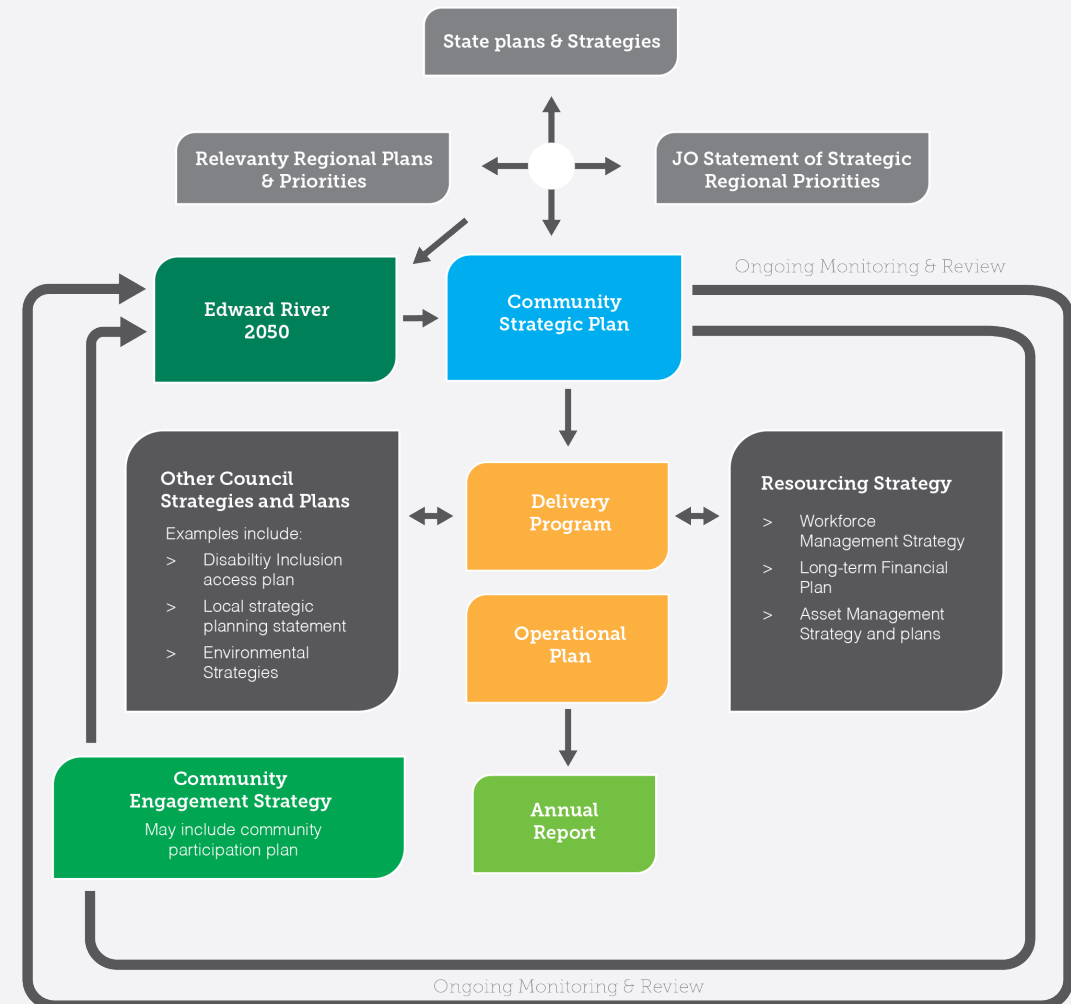
- Resourced as per Council’s **Annual Budget** and **Ten-Year Resourcing Strategy** as well as by our State and Federal funding partners.
- Implemented through Council’s **4-Year Delivery Program** and each **Annual Operational Plan**, which outlines the activities and actions that are the responsibility of Council in achieving our shared vision.

These operational documents will be updated in line with IP&R requirements (every four years) and support the delivery of Edward River 2050.

Monitoring & Reporting

To monitor our progress, we will incorporate updates on *Edward River 2050 – Fast Track For Growth* to our existing progress reporting in the:

- 6 Monthly Delivery Program Progress Report
- Council’s Annual Report.



<< imagery of Edward River >>



Starting Point

<< imagery of Edward River >>

Our Townships & Villages

Starting Point



Booroorban
 Booroorban, located on the Cobb Highway in the Hay plains, is the smallest community and features a campground, farm stays, a pub, and stories of the Headless Horseman.

Population: 36 (0.4% of Edward River)
Employed Residents: 22 (0.6% of Edward River)
Dwellings: 24 (0.6% of Edward River)

Pretty Pine
 Pretty Pine is a small close-knit community, mixing a rich colonial history with recreation grounds and modern events to appeal to all residents and visitors.

Population: 59 (0.7% of Edward River)
Employed Residents: 38 (1.0% of Edward River)
Dwellings: 25 (0.7% of Edward River)

Deniliquin
 Deniliquin is the heart of Edward River, with vast industrial estates, McLeans Beach, and various social services. Deniliquin is host to much of Edward River's critical infrastructure.

Population: 7,038 (85.2% of Edward River)
Employed Residents: 3,030 (83.6% of Edward River)
Dwellings: 3,245 (85.8% of Edward River)

- Notes:**
- 588 residents (7.1% of Edward River) live outside the townships and villages.
 - Totals will not sum to the total residents presented later in the strategy, due to different data availability/ sources.

Data sourced from: ABS (2021) Census of Population and Housing.

Wanganella

Wanganella, located on the Cobb Highway and the Billabong Creek, has a countryside setting, featuring the General Store and outdoor adventure activities. Wanganella is the birthplace of the Peppin merino sheep breed, the most common breed of sheep throughout Australia.

Population: 61 (0.7% of Edward River)
Employed Residents: 28 (0.8% of Edward River)
Dwellings: 28 (0.7% of Edward River)

Conargo

Conargo, located on the Billabong Creek, is a passionate pastoral community, with sheep stations/ merino studs, numerous landmarks, and interpretative signage to commemorate this heritage.

Population: 117 (1.4% of Edward River)
Employed Residents: 61 (0.8% of Edward River)
Dwellings: 51 (1.3% of Edward River)

Mayrung

Mayrung, located within the Berriquin Irrigation Area, is a small community and recognised as the ‘heart of grain country’, with rice and cereal farms located around the town.

Population: 171 (2.1% of Edward River)
Employed Residents: 67 (1.8% of Edward River)
Dwellings: 60 (1.6% of Edward River)

Blighty

Blighty, located on the way to Albury, is home to numerous rice and other grain farms and storage. There is strong community spirit through the school, pub, and sporting grounds. The community is young and has experienced significant population growth in the five years to 2021.

Population: 192 (2.3% of Edward River)
Employed Residents: 84 (2.3% of Edward River)
Dwellings: 81 (2.1% of Edward River)

Conargo



Mayrung



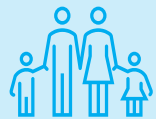
Blighty



Our Community

Starting Point

PEOPLE



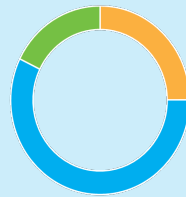
8,450 Residents

Avg. Ann. Change
Edward River: -0.8%
NSW: 1.1%



43.5 Yrs

NSW: 39.4 Yrs



Youth: 17.8%
Working Age: 57.3%
Elderly: 24.9%

EDUCATION



38.2% High School Completion

NSW: 61.0%



55.5% Non-School Qualification

NSW: 62.8%

CULTURAL DIVERSITY



90.0% Born in Australia

NSW: 69.1%



5.2% ATSI Representation

NSW: 3.6%

HOUSEHOLDS



71.4% Home Ownership

NSW: 64.7%



\$900/ Wk Avg. Household Income

NSW: \$1,070/ Wk



1.6 Rooms Avg. Underutilised Bedrooms per Household

NSW: 1.2 rooms



11.4% of Renters In Social Housing

NSW: 12.5%



5.7% pa Growth In Homelessness

NSW: 2.4% pa



\$350,000 Median House Price

NSW: \$905,000



939.2 SEIFA Score (Index of Relative Socio-Economic Advantage & Disadvantage)

Australia: 1,000

Note: All data presented in this document is the latest data as of November 2023.

Data sourced from:

- ABS (2021). Census of Population and Housing
- ABS (2023). Estimated Resident Population
- ABS (2023). SEIFA
- Dept. of Communities and Justice, 2023. Housing and Rent

<< Image of happy
community >>

COMMUNITY CONTEXT

Skills in health, water services, agriculture, and manufacturing: Edward River has a strong concentration of workers and skills in several key industries, including health, water services, agriculture, and manufacturing. This indicates a high degree of specialisation, which can be leveraged for future growth.

First Nations: There is a rich cultural presence of the Wamba Wamba/ Perrepa Perrepa Peoples in Edward River, with around one in twenty of our residents identifying as Aboriginal or Torres Strait Islander. Our First Nations residents contribute to our local workforce and economy as well as our heritage/ cultural offering for residents and visitors.

Need to enhance the Southern Gateway to town: Improvements to southern entrance of Deniliquin are required to enhance the public realm, which will attract visitors, industry, and residents.

Natural environment, parks, and community spaces/ activities: Edward River is endowed with numerous rivers, canals, and bushland, which provides a varied natural environment. There are also numerous parks and community spaces throughout the region that facilitate community activities, including the Deni Ute Muster in Deniliquin, among others.

Strong demand for services from elderly and youth cohorts: Edward River has the opportunity to further develop housing, retail and entertainment, health care, and social services catered towards older Australians, as well as for younger families attracted to the region.

High quality recreational infrastructure: Edward River has an abundance of high quality recreational and sporting infrastructure across the region, with river access for boating, multiple sports grounds, active and passive recreational opportunities, and community recreational grounds in most of the villages.

Regional lifestyle: Edward River possesses an idyllic lifestyle, with people living out the Australian Dream of home ownership, vast natural landscapes, and small-town charm.

Opportunity to enhance local education and career pathways: Edward River has the opportunity to increase local education pathways to boost secondary and tertiary education participation, aiding in the future growth in professional industries and retaining residents that want to attain higher education.

Health services: On a per capita basis, when compared to the surrounding regions, Edward River has a proportionately high level of access to healthcare services, with a hospital, various clinics and health centres, and aged care centres providing the region with an abundance of services, ranging from speech pathology to dental services, general practitioners to specialists, and many more.

Lower cost of living: Housing in Edward River is relatively more affordable than in metropolitan regions.

Australian dream is alive: The lower cost of housing in Edward River results in a higher proportion of residents owning their own home, compared to New South Wales, and a lower mortgage stress rate, indicating the 'Australian Dream' is still alive in Edward River. This may be attractive to residents in major urban centres, who are experiencing significant housing affordability issues to undergo a 'treechange'. Rates in Edward River are comparatively higher than similar regions, though the rating effort is lower, indicating there is opportunity for the community to further contribute to whole of region growth.

Need for investment in utilities infrastructure: There is a need to invest in utilities infrastructure to support further population growth, particularly in sewage treatment, water and waste management, and energy transmission.

Strong provision of emergency services: Deniliquin has a strong presence of local and regional level emergency service facilities, primarily located near the airport. These services include Murray RFS, police training facility, SES, NSW fire and rescue, volunteer rescue, and the Deniliquin Hospital.

Potential to integrate sustainability practices into infrastructure/ services: Edward River has the opportunity to integrate green/ sustainable practices into infrastructure and services, such as green public transport and waste recovery.

Opportunity to reposition the town to face the river: The location of Deniliquin on the Edward River can be leveraged to reposition the town to face the river, maximising its attractiveness and liveability as a charming and picturesque waterfront destination.

Opportunity to expand affordable rental and housing options: Edward River has the opportunity to expand the diversity, affordability, quantity and quality of housing options across the region.

Strong European settlement history: Edward River has a rich history of the Wamba Wamba/ Perrepa Perrepa Peoples and European Settlers, that can be leveraged to cultivate a rich, diverse, and inclusive community. Furthermore, the diverse history of Edward River can be leveraged to attract all types of visitors.

Our Economy

Starting Point

OUR ECONOMY



\$775.3 Million
Gross Regional Product

Avg. Ann. Change:
Edward River: -0.1%
NSW: 2.1%



\$379.0 Million
Trade Balance

Exports: \$822.3 Million
Imports: \$443.3 Million



425
Businesses

2021: 389 Businesses
2020: 364 Businesses

OUR LABOUR MARKET



4,100 Jobs

Avg. Ann. Change:
Edward River: -0.9%
NSW: 1.8%



3.8%
Unemployment
Rate

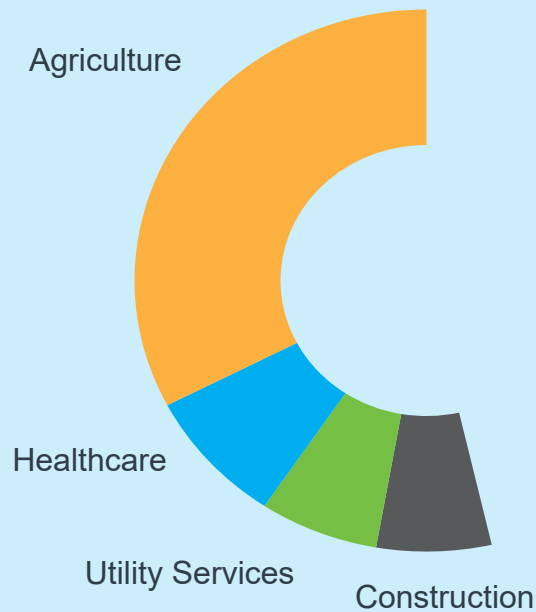
NSW: 3.5%



91.9% Residents
Work in Edward River

Murray River: 3.8%
Berrigan 1.8%
Rest of NSW: 2.1%

OUR KEY INDUSTRIES



Agriculture
776 Total FTE
(19.1% of all jobs)

- Sheep, Grains, Beef & Dairy Cattle**
651 FTE (83.8%)
- Agriculture Support Services**
78 FTE (10.0%)
- Poultry & Other Livestock**
32 FTE (4.1%)

Healthcare
642 Total FTE
(15.8% of all jobs)

- Residential Care & Social Assistance**
357 FTE (55.7%)
- Health Care Services**
285 FTE (44.3%)

Utility Services
128 Total FTE
(3.1% of all jobs)

- Water Supply, Sewerage & Drainage Services**
106 FTE (83.1%)
- Electricity Market Services**
21 FTE (16.6%)

Note: All data presented in this document is the latest data as of November 2023.

Data sourced from:

- ABS (2021). Census of Population and Housing
- ABS (2023a). Counts of Australian Businesses
- ABS (2023b). Labour Force
- Flegg, A.T. (2021). A new approach to modelling the input-output structure of regional economies using non-survey methods.
- Jobs and Skills Australia (2023). Small Area Labour Market
- AEC (unpublished a). GRP Model
- AEC (unpublished b). Employment Model

<< Image of key local industry/ business >>

ECONOMIC CONTEXT

Potential for substantial economic growth: Edward River has experienced subdued economic growth over the last few decades. Edward River 2050 presents an opportunity to reverse this trend and realise a step change in the economic growth path.

Vast productive agricultural lands, with agricultural and horticultural diversity: Edward River's economy is founded on a robust agriculture and horticulture sector (sheep, rice, grain, and cattle), which has withstood recent droughts and floods. In addition to primary agriculture, the region also contains various facilities for the transport and processing of agricultural goods (such as GrainCorp and SunRice). Opportunities exist to realise the existing carbon offset value of the region.

Need to increase efficiency in water usage: Changes to water ownership across the Murray Basin presents a need to support increased water use efficiency in Edward River.

Strategic location: Edward River is located near a major internal freight route for Australia, with the Deniliquin airport, the Moama rail line, the Cobb Highway (north-south) and Riverina Highway (east-west), and connections to the Newell Highway through the Riverina Highway.

Strong industrial base: Edward River has a strong industrial base in South Deniliquin, which includes a variety of companies from the agriculture, manufacturing, construction, transport, and emergency services industries. Deniliquin has an abundant supply of zoned industrial land that can support future growth.

Interest in upskilling residents or attracting residents with high/ suitable skillsets: Local businesses have an interest in supporting the upskilling of residents or the attraction of new residents to adapt to an everchanging economy, supporting the future economic development and stability of the region.

Supportive Council: Edward River Council is supportive of the socio-economic development and growth of the region.

Opportunity to expand infrastructure and development throughout the region: Whilst the majority of population growth will be accommodated in Deniliquin, there is potential to expand infrastructure and development into the more rural areas of the region.

A diverse economy: Edward River possesses an economy with relatively high economic diversity, with significant economic contribution from agriculture, utility services, construction, retail and education. Furthermore, there is a strong skills match across these diverse industries, with high levels of self-containment reported for the community.

Readiness to address climate concerns: Edward River can support several avenues of climate readiness and strengthening, including flood and drought mitigation strategies, renewable energy generation and consumption, urban greening, and lifestyle changes.

Land for residential development: Edward River has an abundance of available land for development, with a variety of lot sizes to attract people to the region.

Supportive environment for growth of the local residential construction sector: There is an opportunity to support the expansion of both on-site and prefabricated residential construction businesses in the region, supporting the local economy and providing housing for new residents. Particular considerations should be made regarding improving housing availability and meeting the requirements of young families, the elderly, and NDIS recipients. Current limitations on the low-voltage electricity capacity to support residential construction may hinder the opportunity.

Endowed with natural resources supporting green energy potential: Edward River is endowed with ample natural resources, which present opportunities for renewable energy projects (e.g. wind or solar) particularly in the northern part of the region, in the South West Renewable Energy Zone (REZ).

Opportunity to leverage the airport: The proximity of Deniliquin Airport to the town can be leveraged to expand economic activity in the region, particularly in transport and warehousing, agricultural products, and tourism.

Opportunity to further protect and increase local biodiversity: Given its significant and diverse local biodiversity, Edward River has an opportunity to further protect and expand existing sensitive biodiversity/ vegetation areas.

Regionally strong provision of services: Edward River possess a more diversified economy than surrounding Councils, with the service sector contributing a larger share of economic activity, particularly in health care and water services.

Potential to develop Crown Lands: There is considerable Crown Land in Edward River, which can be developed to support economic diversification and resident attraction. Private public partnerships may form a possible solution to utilising this land.

Need to increase flood mitigation infrastructure, services, and strategies: Edward River is on a floodplain, with most of the land being flat. There is a need to increase flood mitigation infrastructure and services, as well as strategies to enable further economic activation.

Our Tourism & Visitor Economy

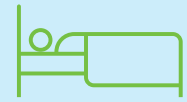
Starting Point

Visitors



**161,000
Visitors**

NSW: 105.4 million



**2.9 nights
Avg. Length of
Visitor Stay**

NSW: 4.7 nights

Visitor Spend

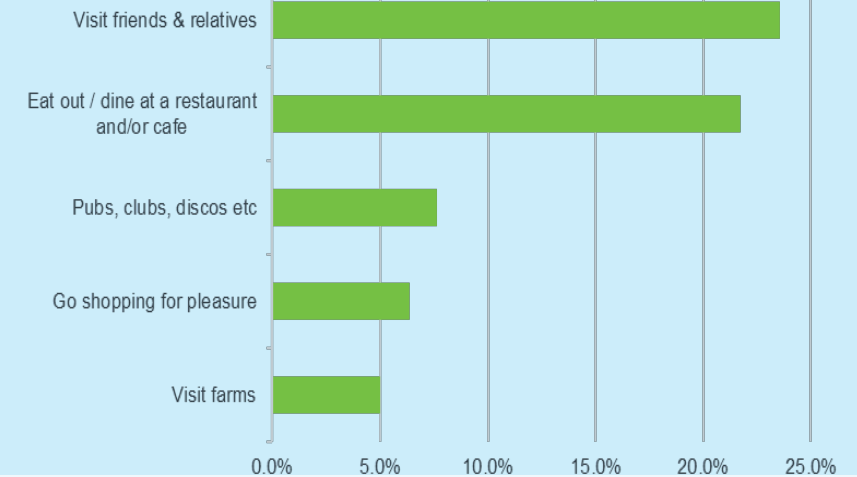


**\$340/ Night
Average Domestic
Overnight Visitor
Spend**

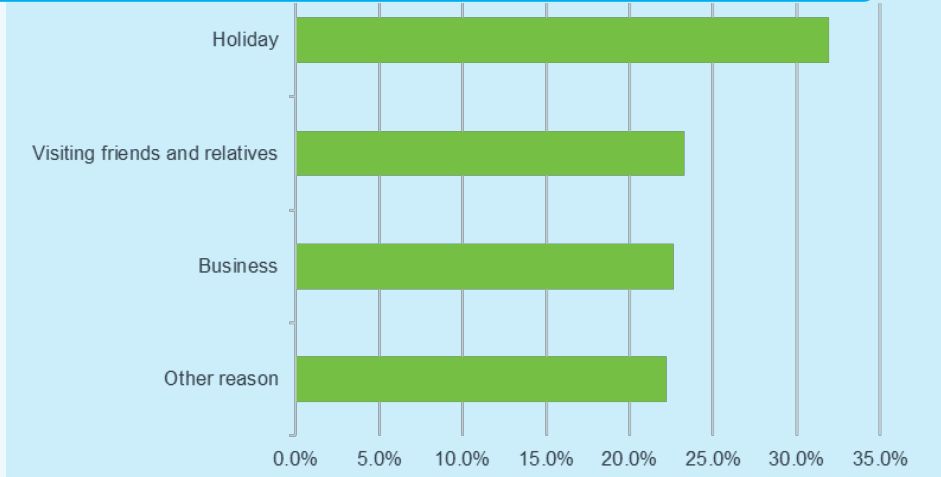


**\$90/ Trip
Average Daytrip
Visitor Spend**

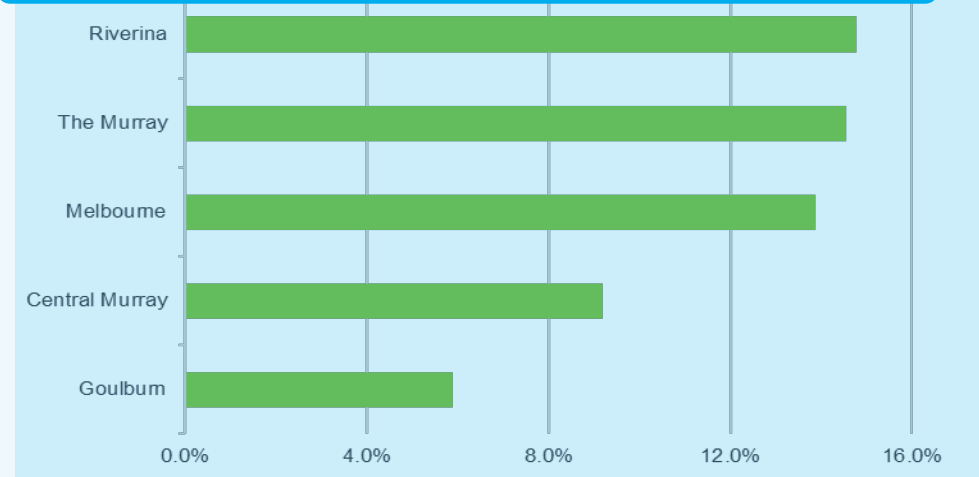
Top Activities Undertaken



Purpose of Visit



Domestic Visitor Place of Residence



Note: All data presented in this document is the latest data as of November 2023.

Data sourced from:

- TRA (2023). Daytrips
- TRA (2023). Domestic Overnight Trips
- TRA (2023). International Trips
- TRA (2019). Local Government Area Profiles

<< Image of Deni Ute
Muster >>

TOURISM & VISITOR ECONOMY CONTEXT

Opportunity to develop a greater variety of accommodation options: Edward River can develop a greater variety of accommodation options that appeal to a wide range of tourists, including farm stays, glamping, hotels, house/ apartment rentals, campsites, resorts, and homestays.

Broad range of tourism infrastructure: A broad range of tourism attractions, including the high-quality main streets, the Deni Ute Muster site, various museums, cultural sites, and sports centres, collectively offer a diverse range of tourism attractions.

Untapped weekend and night-time economy: Edward River can enhance the local visitor economy through the expansion of food and retail offerings, particularly during nights and weekends.

Natural assets that provide an array of recreational activities: Edward River has a bounty of natural assets including the riverine environment (particularly the Edward River and Billabong Creek) and the associated natural environment, ecology, and recreational sites (park lands, walking trails, and riverfront).

Recognised tourism brand: Edward River has a recognised tourism brand associated with Visit Deni, the Deni Ute Muster, river tourism and boating, as well as a strong arts and cultural base throughout the region. Opportunities exist to both leverage the existing brand and expand what the region is known for.

Cultural tourism offering: The rich and diverse history of Edward River, including Wamba Wamba/ Perrepa Perrepa Peoples, European settlement, and agrarian history can be leveraged to support the development of cultural tourism offerings throughout the region.

Data sourced from:

- TRA (2023). Daytrips
- TRA (2023). Domestic Overnight Trips
- TRA (2023). International Trips
- TRA (2019). Local Government Area Profiles

Opportunity to fortify the riverfront: Edward River has the opportunity for riverfront activation, through increased flood mitigation strategies, riverbank enhancement, increased tree cover, and better waterflow management to support increased attraction of visitors.

Strong recent growth in visitation: Visitation to Edward River in 2022-23 was up 90.8% from the prior year, with visitation projections indicating that visitor numbers are set to stabilise at just over 200,000 visitors per year.

Potential to develop a rural, agrarian tourism brand: The distance from urban centres and agrarian nature of Edward River presents an opportunity to develop a unique tourism brand.

What Our Community Said

Edward River locals, of all ages, want to be involved in decision making that affects them and their future. In developing Edward River 2050, we have listened to what the local community and businesses had to say about local issues, successes/ strengths, the desired future state for the region, and the priority industries for development.

Their words and ideas have shaped the vision and opportunities for Edward River 2050. We also heard and understand the importance of monitoring and reporting on the outcomes on a regular basis, to keep the community and businesses informed and up to date with the implementation of the plan.

Who Was Involved



Over 350 Consultations

- 11 - Individual Meetings
- 6 - Workshops
- 348 - Survey Responses



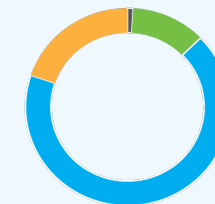
93.8% Residents or Business Owners

- 1.9% External Ratepayer
- 4.4% Other



88.7% Survey Respondents Live in Deniliquin

- Other Townships: 6.8%
- Outside: 4.6%



Age Demographics

- 15 – 34 years: 19.8%
- 34 – 64 years: 67.5%
- 65+ years: 11.8%
- N/A: 0.9%

Our Community's Thoughts on Edward River in 2050

Our community envisions the future Edward River to be progressive, sustainable, safe, vibrant, and inclusive. These form the guiding principles of Edward River 2050.

Our community prioritised the following five key industries:

1. Healthcare and wellness
2. Education and training
3. Residential construction
4. Recreation tourism
5. Aged Care.

18.2%

Of residents will probably/ definitely not be moving away from Edward River in the next five years.

7 / 10

Would recommend Edward River as a place to live for relatives or friends.



Our 2050 Community Vision

By 2050, the Edward River region will be bustling:

- *Ready for growth.*
- *Open to new ideas and attracting new residents.*
- *Open to new challenges.*

We will be active and skilled with healthy people, a connected community, and a diverse growing economy. People will live in the region, and visit, to enjoy the beauty of the natural environment and the vibrancy of the towns and villages.

An Adaptation From The Community Consultation Report (Sefton, 2021)

Edward River 2050 will build upon five key community identified principles to achieve this vision:

Progressive: Edward River is open to new ideas, embracing change and progress, and fostering innovative ways to achieve economic, social, and infrastructure development.

Sustainable: The local environment, economy, and unique culture are appreciated and cared for by all throughout Edward River. On a day-to-day basis, residents and businesses make a conscious effort to minimise harm and protect Edward River's environment, economy, and culture for future generations, while also fostering sustainable infrastructure development. All stakeholders are working towards the transition to Net Zero emissions.

Safe: Residents experience a sense of safety not only within their homes but also at their workplaces, within the community, and while on the roads, fostering a conducive environment for economic growth and job creation.

Vibrant: Edward River thrives with engaged, connected, and active residents, businesses, and visitors, contributing to a dynamic economy and vibrant job market. Edward River is a desirable place to live and visit, bolstered by continuous infrastructure development and economic opportunities.

Inclusive: All residents and visitors, regardless of background or circumstance, feel accepted, valued, represented, and appreciated in Edward River, ensuring economic benefits and job opportunities are accessible to everyone in the community. We value our First Nations community, and encourage the sharing of their knowledge, traditions, and beliefs with both residents and visitors alike.

<< imagery of Edward River >>



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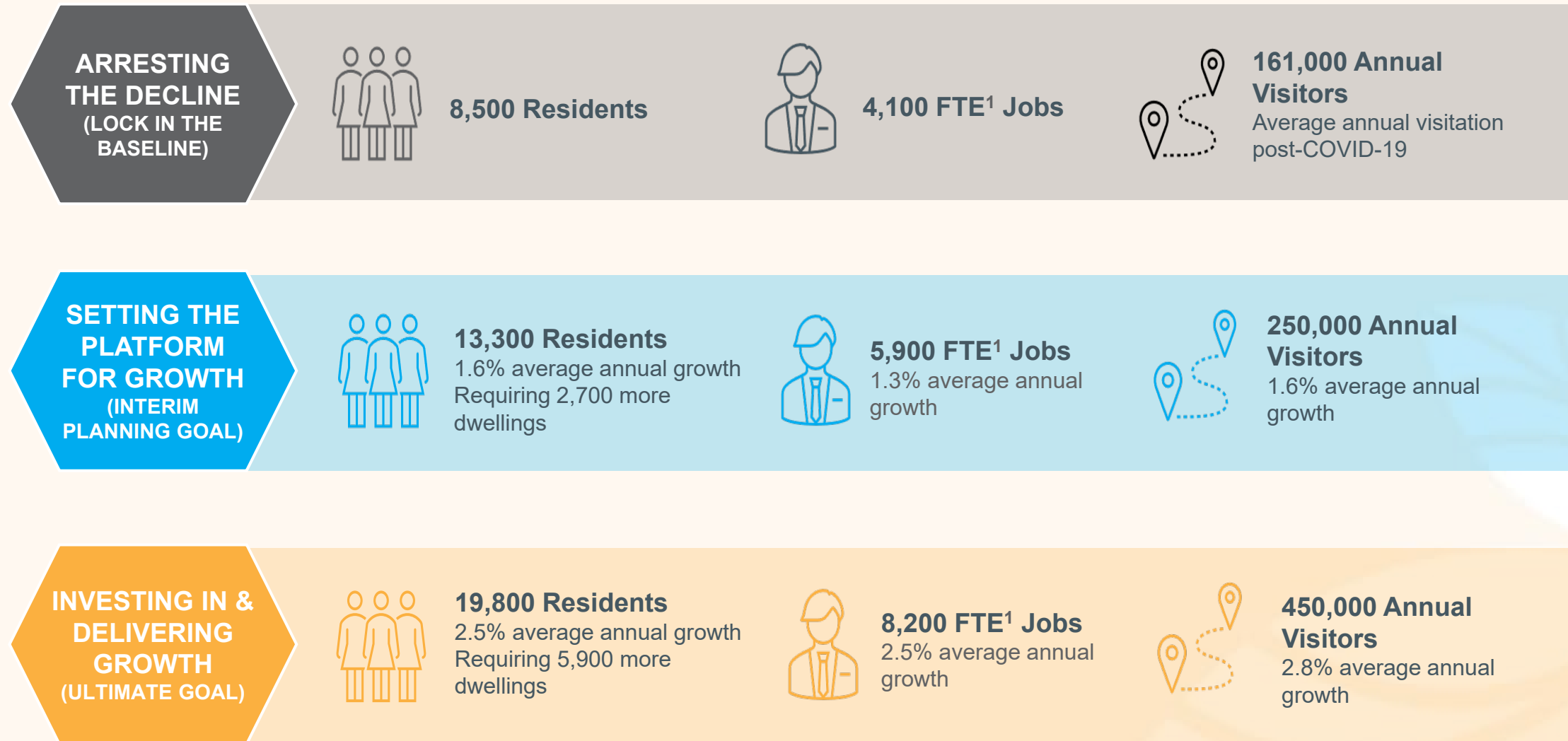
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Success Is



Note: 1 FTE refers to full-time equivalent, a measure of all jobs in a region. 1 FTE can be one person working full-time, or five people working one day a week.

Activated CBD

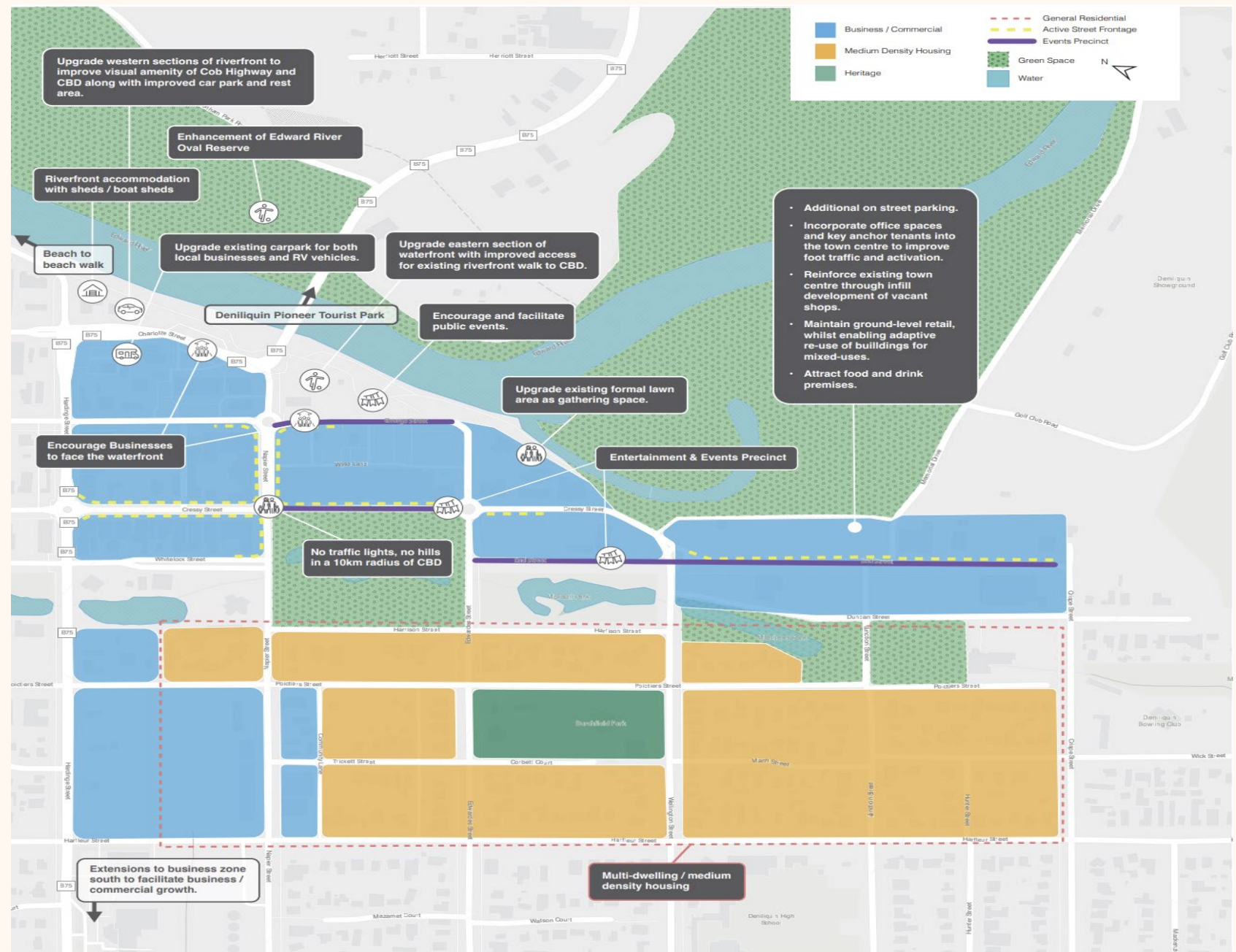
Deniliquin already has much to offer, but it lacks connections and synergy, particularly along the riverfront and has a public realm in need of optimisation. To achieve this, the town must reconsider its planning approach, focusing on whole-town planning that integrates cultural and natural heritage considerations.

An activated CBD with upgraded public spaces, diverse businesses, ample parking, public transport, and a variety of dining options will enhance its appeal to residents and visitors.

By prioritising cultural and natural heritage alongside commercial revitalisation, Deniliquin can create a vibrant and sustainable urban environment that reflects its past while embracing its future. Leveraging crown land sites for tourism activation and closing streets for events will further contribute to the CBD's vibrancy and attractiveness.

Edward River Council will ensure the business frontage within the CBD remains up-to-date by providing incentives to local businesses.

VISION

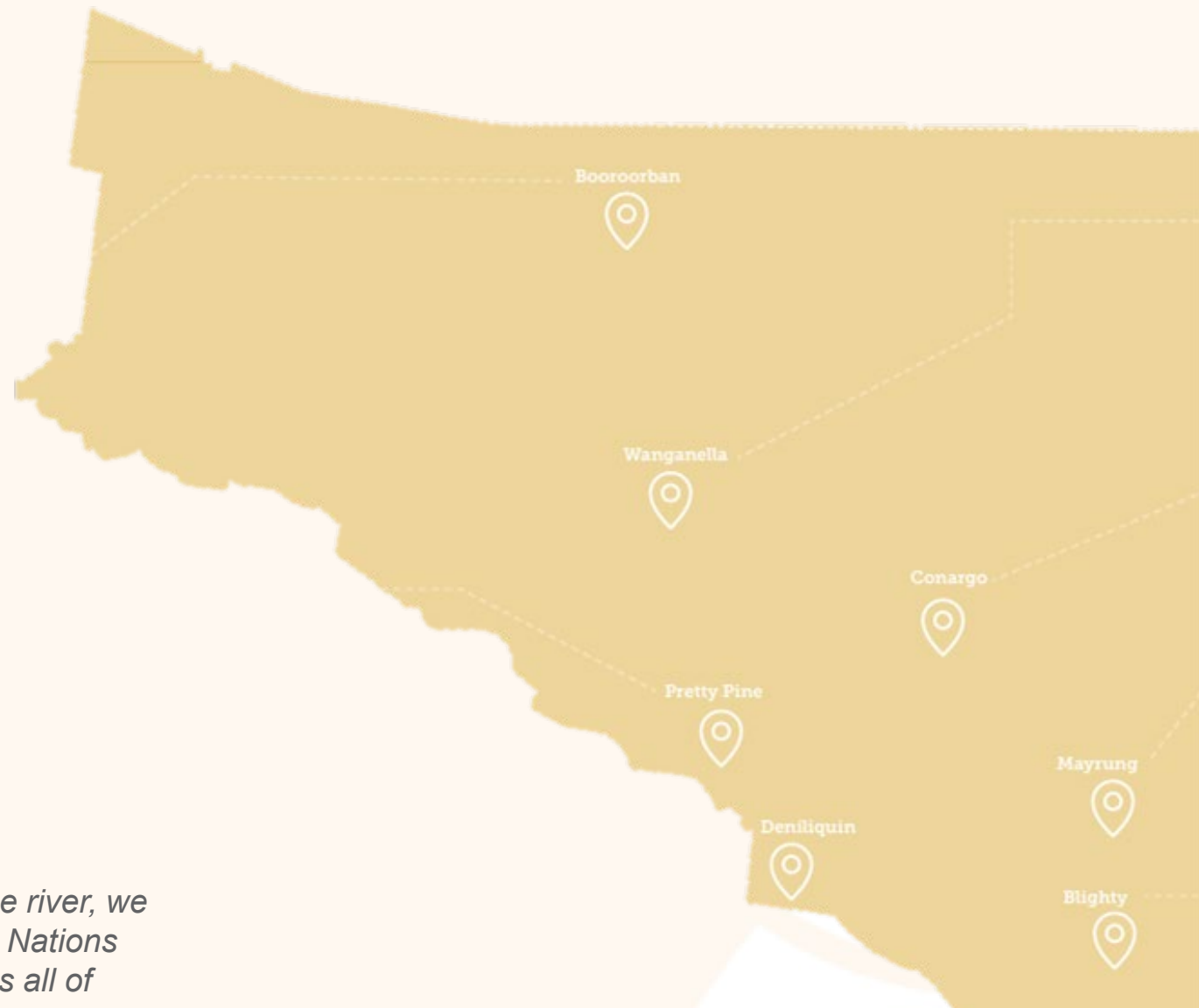


Lively Villages

Edward River's network of unique villages have significant potential to increase the draw of visitation from both Deniliquin residents and those from around the region:

- Maintain the community feel within each village (with supporting education, recreational grounds, and social gathering spaces).
- Regular/ rotating monthly/ quarterly/ annual village events.
- Extended trading hours for retail and tourism/ hospitality operators.
- Public art scapes and exhibitions to showcase the region's local artists.
- Interpretive signage promoting the village's heritage and First Nations culture.

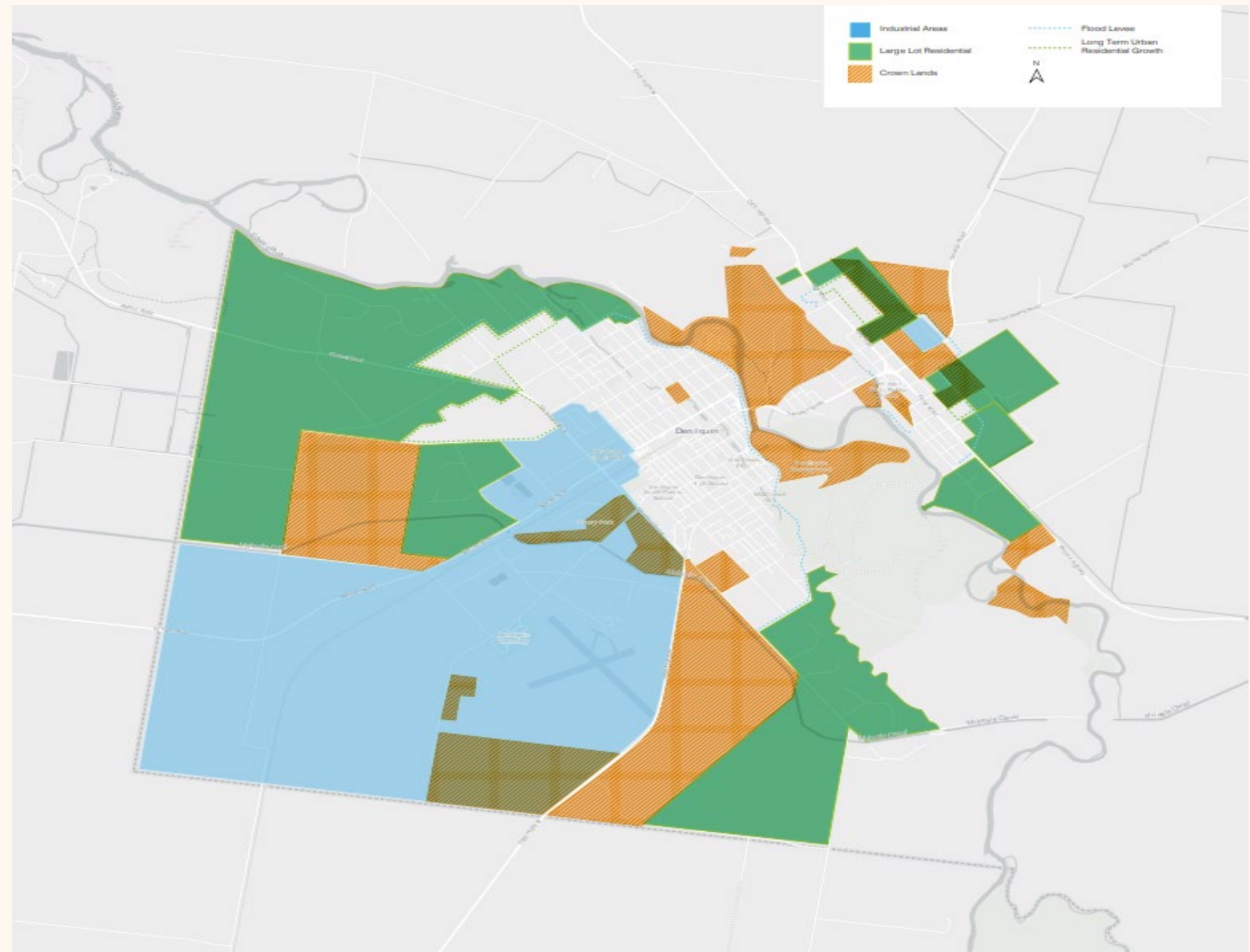
From the stars to the plains to the forest to the river, we commit to engaging with and enhancing First Nations outcomes and our natural environment across all of Edward River.



Industrial & Residential Expansion

There is significant untapped potential for industrial development in Deniliquin. Existing zoned industrial land is poised and able to meet the interim planning growth trajectory. Realising the ultimate growth goal will see the attraction of larger industrial operators to Deniliquin, supported by effective long-term planning.

Edward River has an abundance of available land for residential development, with a variety of lot sizes to attract people to the region.

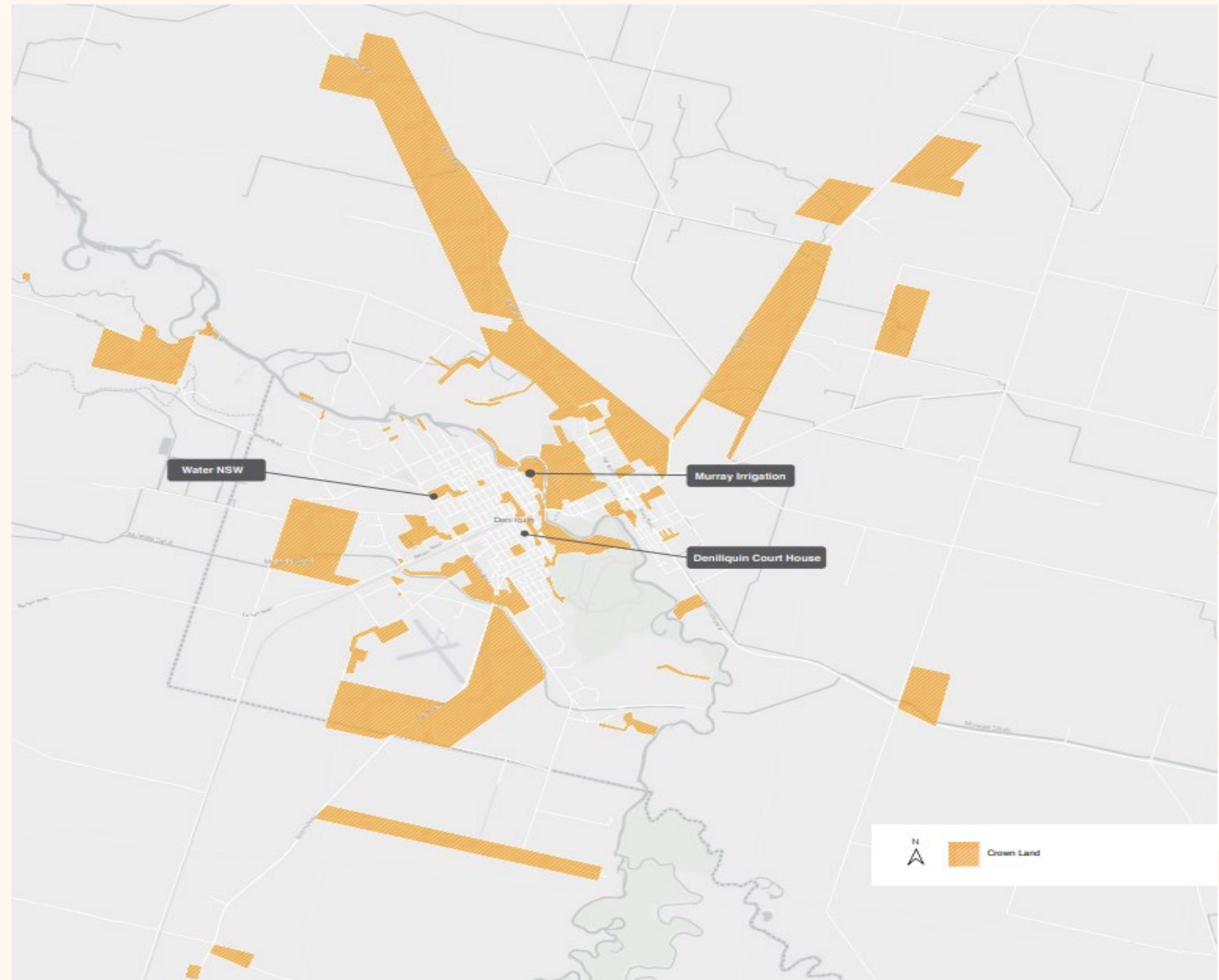


Crown Lands Development

The crown lands in Deniliquin and surrounds present a significant opportunity for development and revitalisation. Currently underutilised, these assets could be strategically leveraged to foster economic growth and community development.

The process to unlock this potential involves engaging with the state government and private enterprise (to encourage private public partnerships) to explore the possibility of accessing these assets for immediate and future development initiatives. Edward River Council will act as a success story for how Council can take control of their own destiny through this process.

By bringing together these disparate parcels of land under a cohesive development plan, we will be able to catalyse positive change and create opportunities for job creation, infrastructure enhancement, and community enrichment. This proactive approach not only maximises the value of these crown lands but also aligns with our vision of fostering inclusive, vibrant, and sustainable growth in Edward River.



McLeans Beach

VISION





Opportunities & Enablers

<< imagery of Edward River >>



Our Opportunities for Growth

To drive a 'step change' in Edward River's growth trajectory, there needs to be a pipeline of realistic and achievable opportunities that enhance liveability, activate new industries, expand upon pre-existing strengths, and drive the attraction of visitors/ tourists. These six opportunities are best suited in realising our potential as a region, leveraging the strengths of Edward River and providing the most effective use of resources to deliver the desired population and jobs growth.

Opportunities & Enablers

Tourism & Events



A renowned **regional tourism destination**, as the events capital for the broader region, with a strong/ diverse product offering, enhanced visitor experience, and linkages to activity in Echuca/ Moama.

Funding Sought: \$10 to \$20 million

Residential Construction & Affordable Housing



An **expanded residential construction sector**, with a focus on **affordable housing**, prefabrication, regeneration, diverse accommodation models, and innovative housing delivery models.

Funding Sought: \$200 million to \$400 million

Care & Emergency Services



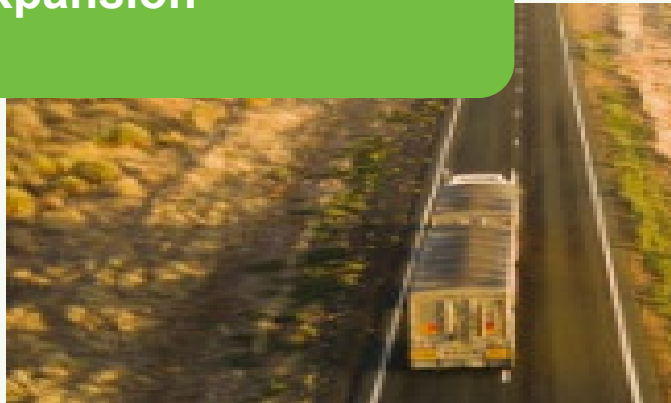
A regionally significant centre for **care and emergency services**, including health and allied care, aged care (beyond independent living), disability care, and emergency services.

Funding Sought: \$150 to \$300 million

Note: Please note, these estimates are very high level and not indicative of detailed quotes.

These opportunities form the blueprint for Edward River's strategic direction to 2050, for all of Edward River Council's partners. Each opportunity has an Implementation Plan, which outlines how Edward River Council will create the environment which enables and supports this growth whilst also indicates the areas for private sector proponents to get involved.

Agribusiness Expansion



An **expanded and intensified agri-business sector**, with diversified agricultural product, value-adding production, carbon offsets, and achievement of outcomes of the agri-business masterplan.

Funding Sought: \$20 to \$80 million

Manufacturing & Intermodal Hub



A **co-located manufacturing and intermodal hub** to service the South-Western NSW region, in transit to the Port of Melbourne. Recycling, waste-to-energy, and opportunities to supply regional renewable energy projects may arise in the longer-term.

Funding Sought: \$150 to \$400 million

Education, Training & Research



An **education and training** sector that meets local needs, including a Country University Campus, high school with tailored courses, links to industry, and **research** programs for the betterment of the local region.

Funding Sought: \$45 to \$200 million

Utilities Infrastructure Requirements

All of the opportunities will require infrastructure development, particularly in relation to utilities. Current utilities infrastructure cannot support the targeted growth beyond approximately 12,000 people, requiring targeted planning and investment in these areas.

Sewer

Edward River has only one sewage system and treatment plant (STP) located in South Deniliquin, with the other villages relying upon on-site waste facilities. The STP has a theoretical capacity of 12,000 people, but load issues may suggest it is already at or near capacity, requiring significant upgrades for ongoing use and to support additional population growth. The current STP is not easily scalable to respond to future growth.

Council will need to investigate options for meeting future requirements, including:

- Extending the life of the existing STP by at least 10 years.
- Seeking to develop a new STP, with a starting capacity of 12,000, that can scale up through modular extensions.

Council's plans for future sewage management can be seen in the *Integrated Water Cycle Management Strategy*.

Water

Deniliquin has a network of approximately 115 kilometres of water mains and more than 5,500 other forms of water assets, including a water treatment plant (WTP), reservoirs, hydrants, valves, and meters.

The WTP, located in the South-East of Deniliquin, supplies the township with water through a conventional water treatment process including flocculation, coagulation, filtration, chlorination, fluoridation, and the addition of powder activated carbon. The current WTP is an older style sand filtration plant, which has recently had upgrades to the pumps. The WTP has a chlorination capacity of 26ML/day, which corresponds to a capacity of approximately 12,000 people.

Outside of Deniliquin, other villages rely on on-site water storage, with Conargo and Wanganella pumping water from Billabong Creek to tank storage.

Council will investigate options for meeting future water requirements. Council's plans for future water management can be seen in the *Integrated Water Cycle Management Strategy*.

Telecommunications

Edward River faces challenges due to limited internet speed and mobile coverage, particularly across the villages. To capitalise upon growth opportunities, Council will advocate for improved internet services in the region, as well as seeking further investment from State and Federal Governments in addressing mobile blackspots.

The current challenges, if left unaddressed, will limit the attraction of residents and visitors to Edward River who require a higher level of digital interconnectivity. Furthermore, these problems also limit the expansion and adoption of distance education opportunities (TAFE, CUC, etc.), online business development, work-from-home arrangements, as well as technological advancements in agriculture, industry and service provision across Edward River.

The lack of digital connectivity may also negatively impact emergency and health services in times of critical importance.

Electricity

Edward River faces challenges due to limited low-voltage electricity capacity, leading to the need for expensive transformers and increased development costs.

There is a TransGrid 132/66kVA substation North-East of Deniliquin, which is connected to four high voltage 66/132kV transmission lines. Additionally, there exists a 220kV transmission network extending across the North-Western part of the Shire connecting Darlington Point across south of Hay and Balranald to Broken Hill.

Council will investigate options for meeting future voltage requirements, through Development Servicing Plans and Contributions Plans.

The South-West Renewable Energy Zone (REZ), which encompasses parts of Northern Edward River, has the potential to increase green energy generation and transmission infrastructure throughout the broader region. There are several new substation developments proposed as well as various renewable energy projects in the process of obtaining approvals for developments in the South-West REZ in Northern Edward River. This presents Edward River with the potential to access clean and affordable energy to support residential and economic development.

Council's Role in Supporting Growth



Enabler

Edward River Council, as an enabler of growth and curator of the local business investment environment and public realm, has a role in enhancing liveability through placemaking and beautification to ensure public spaces meet the needs of locals and encourages activation. Council also has a key role in supporting and building relationships with local businesses through resource centres, networking events and seminars, streamlined processes, and improvements to infrastructure. Council is committed to resourcing this and will implement a dedicated development facilitator to act as the concierge between planning, development, and investing to encourage timely development.



Planner

Edward River Council plays a critical role in acting as a planner and legislator of the local area. This includes planning and designing future communities, providing for development in the local area, improving local amenity, ensuring buildings are safe and well-built, and facilitating development of the enabling infrastructure and amenities to support further investment attraction. The mechanisms Council can use to enact change in these areas include the elements of the Integrated Planning Framework (the Corporate/ Operational Plan, Local Planning Scheme, Local Laws/ Regulation, etc.), strategic planning for growth that reduces development barriers (Development Contributions Plans), as well as streamlining approvals processes.



Investigator

Edward River Council, to support prioritisation of key initiatives, investment attraction and advocacy efforts, will undertake detailed options analysis, feasibility studies, and business case development to ensure each opportunity pursued is viable and the benefits/ outcomes are clearly communicated.



Advocator

Edward River Council, as a recognised community leader, can successfully engage with the community, other local, state and federal leaders as well as the private sector to develop commitment, energy and support towards economic development. Council plays a fundamental role in securing both public sector grant funding as well as private sector investment funding and activity, with an 'evidenced based ask' and clear advocacy agenda/ campaign (as articulated in the Delivery Program for each Council term). Council also plays a role in acting as an advocator, through leading, for best-practice development for its own sites.

Council's Commitment

Establishing the evidence base is an early and key component in supporting successful advocacy and investment attraction efforts to secure funding for major infrastructure projects that are set to drive growth across Edward River.

Where this information supports the further pursuit of the opportunity, we commit to continuing efforts to progress the implementation plans for these opportunities, including resourcing and advocating for funding.

Edward River Council commits to refreshing the strategy every four years to ensure continued progress towards the long-term outcomes. Each year, Edward River Council will identify our priorities in our **Annual Operational Plan**.

Community Champions

Edward River 2050 is a collective commitment to shaping the bright future of our region. The continued participation of the community will be critical to its successful implementation and to the success of our broader goals.

In supporting this, we will support a program of Community Champions. Community Champions are local residents from culturally diverse backgrounds that are connected to the community and local businesses, are strong communicators, and are passionate about supporting the achievement of Edward River 2050. Community Champions will encourage collaboration between stakeholders, support the development agenda, and advocate for action.





Enabling Growth

Enhancing Liveability

We will creatively improve the region with thoughtful development, activation of the region's urban realm, and cultural awareness/ multiculturalism. Key elements of liveability need to be actively improved, including accessibility, equity, local character and heritage, environmental sustainability, amenity, community, recreation, and local ownership of outcomes. Place, precinct and township specific enhancements will include:

- **Place Activation:** Placemaking/ beautification (delivered through better street lighting, wider footpaths, and kerbside recycling), improved connectivity, accessibility, activity, interaction, education, events, acts, and performances.
- **Precinct Activation:** Placemaking/ beautification, investigation of an entertainment precinct and McLean's Beach precinct, coordination of extended trading hours.
- **Township Activation:** Continue to build on existing town centre master plans and beautification strategies as well as creating a retail and business strategy, placemaking/ beautification, and a cycle of events at township pubs. Identify key sporting areas where Deniliquin could host regional and state-level sports events and more efficiently use existing recreational infrastructure in less flood affected areas.
- **Riverfront Activation:** Identification of key sites to increase access to the riverfront and provide suitable sustainable activities that are flood protected.

Each of the above should consider the concept of the "Power of Ten in Placemaking" (i.e., ten things to do in each place, precinct and township) to maximise foot traffic, increase interactions across different demographics, increasing local spend, and improving long-term economic and social sustainability. Resourcing and funding will be secured to support the above via DSPs, Special Rates Variation, Contributions Plans, and as part of Council's Resourcing Strategy.

Local Business Support

We will support local businesses through:

- Facilitating a "Buy Local" campaign.
- Investigating ways to adapt retail to changing demands that focus on smaller experiential retail at ground level with adaptive re-use of rear and upper levels with complementary uses.
- Supporting connection of businesses and industry with training and upskilling providers (e.g., State training programs).
- Support and guide new businesses through planning and successfully navigating their establishment and consolidation period.
- Encouraging innovation through facilitating connections/ networks and hosting events/ workshops focused on entrepreneurship/ innovation to build capacity.



Planning For Growth

Strategic Planning Considerations

Priority planning considerations include having a clear vision outlining the growth agenda supported by strategic planning:

- **Appropriate Zoning:** A clear separation of residential/ heavy industrial land is required, and expansion areas allowed for each.
- **Infrastructure/ Service Delivery:** Consideration of timing/ staging to support efficient land release/ development.
- **Approvals Processes:** Planning should allow for flexible and fast paced development approvals, with clear guidelines on acceptable impacts.
- **Funding/ Finance:** Grant funding as well as a special rates variation should be considered and Development Servicing Plans (DSPs) and Contributions Plans should be utilised for funding.
- **Council Resourcing:** Council should consider the resource requirements (staff, budget allocation, and revenue strategies) in line with the vision.
- **Net Zero Agenda:** Finding opportunities for renewable energy that does not detract from agricultural activity.
- **Master Planning:** Masterplans should be developed that simply and clearly outline identified priority growth and activation precincts.
- **Long Term Re-Focus:** All planning should align with the longer-term refocus of Council on the growth agenda in a financially sustainable fashion.

Zoning Considerations

Industrial

Zoned land is sufficient to meet demand. Additional land or extensions/ augmentation of existing land may be necessary should several larger industrial operators come to Deniliquin or there is low release of industrial land.

Commercial/ Community

Existing zoned land should meet the short-to-medium term growth demands, adaptable to changing demands. Minor extensions of the business zone are required south along the highway and Napier St to facilitate activation.

Large Lot Residential (LLR)

Higher density urban settlement patterns should be prioritised, with some LLR lands close to the urban area. in Deniliquin to optimise infrastructure utilisation and provision. Additional LLR areas should be supported in Deniliquin outside the flood levee that do not conflict with industrial land, and in surrounding villages with suitable infrastructure in the longer term.

Urban/ Residential

There is significant Zone R1 General Residential within the flood protected levee area. There needs to be strategic and detailed structure planning of remaining vacant lands and an investigation and planning controls that minimise fragmentation of Zone R5 Lot Residential Land within the flood levee and reduce the risk of inefficient subdivision consuming this in the medium term.



Investigating Opportunities

We are committed to facilitating long term and sustainable growth of our population and economy. Each opportunity requires adequate investigation and planning, building the evidence base to inform and drive advocacy/ investment attraction. The following image summarises the information capture states and flow.

Opportunities & Enablers





Advocating For Support

We will pursue, evaluate and refine advocacy efforts to secure both public sector funding and private sector business investment to drive priority development (i.e., business and industry start-ups, relocation and/ or expansion) initiatives.

Public Sector Advocacy

We will consider the following in our public sector advocacy:

- Utilisation of a priority infrastructure list/ Advocacy Agenda.
- Formation of strategic alliances and/ or regional partnerships (i.e., joint advocacy efforts).
- Leverage of regional organisations.
- Local industry champions.
- Cohesive branding and marketing efforts.

The advocacy priorities will form part of the **Annual Operational Plan**. Indigenous and cultural heritage is a key point of difference for Edward River, which is likely to support the targeted attraction of funding to support these businesses and communities.

Private Sector Investment Attraction

We will plan for and attract private sector investment and will maintain and refine the following regularly:

- Investment Attraction Policy & Incentives Framework.
- A proactive “ready for growth” attitude (solution focused).
- Efficient and effective Council policy and procedures.
- Be ready with information and evidence to support decision making.

Partners in Delivery

The key to the success of each of the opportunities is collaboration between local stakeholders, all tiers of government, and private sector proponents.

We would like to recognise our community partners and collaborators who will work with Edward River Council to contribute to a thriving Edward River.

Using a collaborative approach to our opportunities and challenges means we will take full advantage of our knowledge/expertise and networks for a common cause.

- Australian Government**
 A key funding partner across health, education, disability support, housing, Indigenous services, disaster recovery, and environmental policy.
- State Government**
 A funding provider and deliverer of services. Our main partners are the Department of Regional NSW, Transport for NSW, Department of Premier and Cabinet, Department of Planning and Environment, and Tourism NSW.
- Regional Organisations**
 Regional organisations play a key role in supporting planning, collaboration, advocacy, and education/ training. Our main partners include RAMJO, RAI, RDA, DRM, MRTB, and MRT.
- Local Government**
 Council has a key role in advocating for funding support for initiatives, whilst supporting private enterprise and the local community in realising the goals. Partnerships with surrounding local governments will enhance the expertise, quality, and success of funding efforts and implementation. Surrounding municipalities may contribute if they see benefits.
- Private Enterprise**
 Businesses across Edward River play a key role in investing in our future, providing jobs and services that will support the goals of sustainable growth. This includes strong connections to our local First Nations businesses.
- Local Community**
 The local community plays a key role in driving change in Edward River, through supporting initiatives by Council and private enterprise.

Note: RAMJO = Riverina and Murray Joint Organisation. RAI = Regional Australia Institute, RDA = Regional Development Australia, DRM = Destination Riverina Murray, MRTB = Murray Regional Tourism Board , MRT = Murray Regional Tourism.

<< imagery of Edward River >>



Implementation

<< imagery of Edward River >>



Tourism & Events

Overview

Objective: Established as the events capital of the broader region, with a strong and diverse product offering that builds upon the region's many strengths and leverages existing activity in the broader region.

Events

Events act as the primary drawcard for visitors to Deniliquin and an avenue to promote the liveability of the region. Critical will be the development of a clear Events Strategy, which includes consideration of holding 2-3 major events at the Deni Ute Muster site per year targeting 5,000 plus visitors, supported by a network of smaller day and night events to display arts and culture, activating Deniliquin and the villages. Due to the significant cost of holding major events, the demand for events needs to be strong. This could be explored through further activation of the Deni Ute Muster site through overflow camping.

Skills & Service Enhancement

Upskilling local tourism service providers to meet the expectations of and enhance customer experience for locals, regular visitors (e.g., sales representatives), and new visitors.

Heritage, Arts & First Nations Culture

Build upon the existing offering, including expansion of public sculptures to connect and activate spaces, sharing of Indigenous culture and food experiences, Indigenous artwork/ stories at Wanganella Caravan Park, a dedicated regional gallery space, and a community cinema.

Accommodation/ Products/ Packages/ Trails

River activation and heritage, arts, and culture are two areas where Edward River has an existing advantage to build upon, with a variety of other potential opportunities in the longer term. Each of these opportunities requires linkages between like-minded tourism providers across the broader region (including Echuca), and packages to group experiences/ activities for certain markets (such as the weekend sports market), or trails (i.e., heritage/ arts trail with Echuca). Increasing accommodation supply will be critical to improving visitation outcomes.

River Activation

Enhanced activation and accessibility of the river (e.g., lighting the beach-to-beach walk, connectivity, activation), providing First Nations and natural environment activities/ tours, attracting water sports hire, boating hire, fishing hire, fishing tours, and bird watching as well as delivery of McLeans Beach revitalisation as part of the Deniliquin Masterplan (2018).

Other Identified Opportunities

Aviation (leverage aerodrome/ flight strip), agri/ farm stay tourism, sports tourism, outdoor adventure experiences (mountain biking, water sports, shooting, hunting, boating, motocross), travelling business representative market, paddock to plate dining experiences.

Impact

Expansion of the tourism industry will support growth in Edward River through:

- Generating ongoing employment opportunities.
- Enhancing recreational/ entertainment opportunities.
- Boosting overnight visitation, length of stay, and induced visitor spend.
- Enhanced brand and awareness of the region nationally.

Implementation Plan

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 1		
Review of local planning scheme and infrastructure planning in consideration of the potential land use conflict.	Planner (Local Community/ Private Enterprise)	Accounted for in previous opportunity.
Identification and designation of event precincts/ streets for events.	Investigator (Local Community, Private Enterprise)	Fee: \$10,000 to \$50,000 Internal Council FTE: <0.25 FTE
Investigation of accommodation supply opportunities.	Investigator (Local Community, Private Enterprise)	Fee: \$10,000 to \$50,000 Internal Council FTE: <0.25 FTE
Refresh and refocus investment attraction: <ul style="list-style-type: none"> Review of Investment Attraction Policy to target businesses in tourism, accommodation, and hospitality. Development of Investment Attraction Program and forward budget (minimum 4 years). 	Planner (Local/ External Private Enterprise, Consultants)	Accounted for in previous opportunity.
Enhancement of engagement with the Arts and Culture Advisory committee to identify and build the heritage, arts and culture vision for the region, with a focus on local First Nations arts and culture.	Enabler (Private Enterprise, Regional Organisation)	N/A
Encouragement of collaborative marketing between tourism operators (possibly as part of a regional facilitator).	Enabler (Private Enterprise, DRM, MRTB, MRT)	Fee: \$20,000 to \$100,000 Internal Council FTE: 0.25 to 0.5 FTE
Establishment of connections for businesses with MRTB to leverage their regional marketing/ promotion program.	Enabler (Private Enterprise, MRTB)	N/A
Reactivation of the local Tourism Advisory Committee.	Planner (Local Community/ Private Enterprise, DRM, MRTB, MRT)	Fee: N/A Internal Council FTE: <0.25 FTE
Development of Edward River & Region Events Strategy.	Planner (Private Enterprise, DRM, MRTB, MRT, State/ Federal Government)	Fee: \$50,000 to \$200,000 Internal Council FTE: 0.5 to 1.0 FTE
By End of Year 4		
Development of Edward River Tourism 2035 Master Plan.	Planner (Private Enterprise, DRM, MRTB, MRT, State/ Federal Government)	Fee: \$100,000 to \$300,000 Internal Council FTE: 0.5 to 1.0 FTE
Development of Edward River Marketing Strategy to promote the region as a premier tourism, lifestyle, cultural and nature destination.	Planner (Private Enterprise, DRM, MRTB, MRT, State/ Federal Government)	Fee: \$50,000 to \$200,000 Internal Council FTE: 0.5 to 1.0 FTE

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 4 (Cont'd)		
Work with potential operators to identify the information they would need to re-introduce passenger services at the airport and work through and support the establishment of a trial.	Investigator (Private Enterprise)	Fee: \$50,000 to \$150,000 Internal Council FTE: 0.5 to 1.0 FTE
By End of Year 10		
Monitoring and evaluation of market conditions (including skill needs) and refining of advocacy and investment attraction initiatives (every 5 years).	Investigator (Local Community/ Private Enterprise, Consultants)	Accounted for in previous opportunity.
Development of high-level business cases for supporting infrastructure (water, sewer, electricity, ICT, etc.), to support efficient and effective land development.	Advocator (State/ Federal Government, Private Enterprise)	Accounted for in previous opportunity.
Ongoing		
Execution of Investment Attraction Program.	Advocator (Private Enterprise)	Fee: N/A Internal Council FTE: 0.5 to 1.0 FTE
Continue implementation of the Deniliquin and Surrounds Local Area Plan	Planner, Enabler, Investigator, Advocator (as per Local Area Plan)	As per Local Area Plan.
Advocacy to key project partners for public funding and private investment in priority projects, utilising evidence base comprised of demand/ business cases, masterplans and/ or preliminary impact assessments.	Advocator (State/ Government, Private Enterprise)	Accounted for in previous opportunity.
Execution of infrastructure delivery program efficiently (on time, on budget) as funding becomes available.	Advocator (State/ Federal Government, Private Enterprise)	Fee: TBA Internal Council FTE: TBA
Marketing of Edward as a tourism destination to promote the expansion of tourism businesses and visitors, as per the Marketing Strategy.	Advocator (Private Enterprise, General Community)	Fee: \$50,000 to \$200,000 Internal Council FTE: 0.5 to 1.0 FTE

Note: Fees assume the work is undertaken by a consultant/ contractors (rather than Council internal resourcing). Internal Council FTEs represents the positions required to manage and oversee the works. Please note, these estimates are very high level and not indicative of detailed quotes.

Residential Construction Expansion & Affordable Housing

Overview

Objective: Expansion of the residential construction services sector across Edward River, with an emphasis on residential pre-fabrication and utilisation of innovative housing delivery models to increase supply of affordable housing/ accommodation.

There is a reasonable presence of local businesses in construction and fabrication, though this could be further expanded. Existing construction businesses are located in the North Deniliquin Industrial Area and South (Barham Road) Precinct. The existing industrial land in Deniliquin is suitable for accommodating growth of these businesses (subject to infrastructure), as it includes over 870 hectares of relatively unconstrained general industrial land that is largely outside the flood planning area, very flat and suited to large format buildings, has a variety of lot sizes, is well serviced, and has the potential to expand to the south for future growth.

The cost of building in regional areas is higher than major centres and construction products have increased in value significantly since COVID, with a smaller pool of qualified trades and lower ability to respond to significant growth demands. There is significant opportunity for further residential development (including independent aged care living and disability care providers) and a regeneration of old houses. Residential development will be a natural follower of private sector investment.

Expanding the local construction sector will support affordable housing locally, through providing affordable services and materials. Affordable housing can further be supported locally through Council's provision of key industry worker accommodation, allowing companies to build worker accommodation, and exploring diverse housing models/ the housing accord (through generating a special purpose vehicle and leveraging the National Housing Accord and the Housing Australia Future Fund). The provision of cost-effective housing in Deniliquin and the villages may be a core attraction, if supported by suitable employment options.

Impact

Expansion of the residential construction sector will support growth in Edward River through:

- Increasing local construction labour capability.
- Generating ongoing employment opportunities.
- Greater ability to react to growth in demand.
- Delivery of affordable housing options in a more effective and robust local housing market.
- Realisation of housing and infrastructure to accommodate residential attraction.

Implementation Plan

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 1		
Exploration of options with the Housing Australia Future Fund and National Housing Accord (e.g., establish a Special Purpose Vehicle for housing development and release to means tested households at below market rate. Critical steps will include: setup entity, determine governance structure, reach a funding agreement with the Australian Government, undertake a market assessment, rollout model).	<p style="text-align: center;">Investigator (Consultants, State/ Federal Government, RDA, RAMJO, RAI)</p>	<p style="text-align: center;">Fee: \$200,000 to \$500,000 Internal Council FTE: 0.5 to 1.0 FTE</p>
<p>Review of the local planning scheme and infrastructure planning in consideration of:</p> <ul style="list-style-type: none"> • Focusing on efficient (i.e., intensified) use of limited flood-protected and less constrained land that leverages existing and future infrastructure to minimise costs of development. • Addressing constraints such as the limited water, power, and sewage capacity across some areas of Edward River, to support population expansion. • Review and refine Infrastructure Contributions policy and charging framework. • The majority (90% to 95%) of residential growth can/ should occur in Deniliquin, with flow-on growth to surrounding villages with suitable infrastructure. Only minor planning changes (e.g., locating/ zoning of LLR) are required to support this. • Streamline approvals processes and incentives to become a Council known as being developer friendly, where there are clear guidelines for acceptable outcomes/ levels of impact. • Approval of development of short-term workers accommodation by large companies on their own site (where suitable) to support periods of high industry activity, which can pivot into other uses. 	<p style="text-align: center;">Investigator (Local Community/ Private Enterprise)</p>	<p style="text-align: center;">Accounted for in previous opportunity.</p>
Development of a comprehensive marketing program to promote Edward River as a place to live.	<p style="text-align: center;">Planner (Consultants, Local Community/ Private Enterprise)</p>	<p style="text-align: center;">Fee: \$50,000 to \$150,000 Internal Council FTE: 0.5 to 1.0 FTE</p>
Encouragement of collaboration between local businesses and local RTOs to provide training programs/ experiences to foster a local talent pool.	<p style="text-align: center;">Enabler (Local Community/ Private Enterprise)</p>	<p style="text-align: center;">Accounted for in previous opportunity.</p>
By End of Year 4		
Development of demand/ business cases and/ or preliminary impact assessments to advocate for the construction of workers accommodation for key industry workers	<p style="text-align: center;">Investigator (Local Community/ Private Enterprise, Consultants, State/ Federal Government, RDA, RAMJO, RAI)</p>	<p style="text-align: center;">Fee: \$100,000 to \$300,000 Internal Council FTE: 0.5 to 1.0 FTE</p>

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 10		
Monitoring and evaluation of market conditions (including skill needs) and refining of advocacy and investment attraction initiatives (every 5 years).	Investigator (Local Community/ Private Enterprise, Consultants)	Accounted for in previous opportunity.
Development of high-level business cases for supporting infrastructure (water, sewer, electricity, ICT, etc.), to support efficient and effective land development	Advocator (State/ Federal Government, Private Enterprise)	Accounted for in previous opportunity.
Assess the viability and consider opportunities for higher density residential developments in the CBD area.	Investigator (Local Community/ Private Enterprise, Consultants)	Fee: \$150,000 to \$250,000 Internal Council FTE: 1.0 FTE
Ongoing		
Roll out of the marketing program to promote Edward River as a place to live.	Advocator (Local Community, Private Enterprise, General Public)	Fee: \$50,000 to \$150,000 Internal Council FTE: 0.5 to 1.0 FTE
Advocacy to key project partners for public funding and private investment in priority projects, utilising evidence base comprised of demand/ business cases, masterplans and/ or preliminary impact assessments.	Advocator (State/ Government, Private Enterprise)	Accounted for in previous opportunity.
Execution of infrastructure delivery program efficiently (on time, on budget) as funding becomes available.	Advocator (State/ Federal Government, Private Enterprise)	Fee: TBA Internal Council FTE: TBA

Note: Fees assume the work is undertaken by a consultant/ contractors (rather than Council internal resourcing). Internal Council FTEs represents the positions required to manage and oversee the works. Please note, these estimates are very high level and not indicative of detailed quotes.

Health/ Aged & Disability Care/ Emergency Services

Overview

Objective: Deniliquin as a regionally significant centre for health, aged and disability care, and emergency services. Demand for these services will continue to be driven by population growth.

There are key opportunities to expand hospital services, health and allied services, disability care services (with a strong existing base), and provide aged care options for local residents beyond independent living.

There is also an opportunity for Deniliquin to support a regional emergency services precinct that is not only used in emergencies but provides a backbone service for the Riverina/ NSW.

Impact

Expansion of the health/ aged and disability care/ emergency services industry will support growth in Edward River through:

- Generating ongoing employment and training opportunities.
- Supporting a healthy resident population.
- Timely response to emergency situations through providing more permanent/ scalable emergency response facilities that can respond quickly to emergencies with supporting temporary accommodation & infrastructure.
- Enhancing quality of life for elderly residents.
- Retaining residents in their local area through the full continuum of care to curtail population loss to larger centres.

Implementation Plan

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 1		
Review of the local planning scheme and infrastructure planning in consideration of: <ul style="list-style-type: none"> The protection of the area along Macknight Drive as an Emergency Services Precinct for regional services and disaster response. A staged medium to longer term relocation of the hospital outside of the town centre and the Probably Maximum Flood zone to support reactivation of the riverfront. 	<p align="center">Planner (Local Community/ Private Enterprise)</p>	Accounted for in previous opportunity.
Development of a business case and feasibility to form the evidence base to: <ul style="list-style-type: none"> Support funding advocacy and investment attraction for the relocation of the hospital. Investigate the viability of a private sector aged care (independent living, and short- and longer-term respite care and other higher care) health precinct. 	<p align="center">Investigator (Local Community/ Private Enterprise, Consultants, State/ Federal Government, RDA, RAMJO, RAI)</p>	<p>Fee: \$200,000 to \$550,000 Internal Council FTE: <0.5 FTE</p>
Refresh and refocus investment attraction: <ul style="list-style-type: none"> Review of Investment Attraction Policy to target businesses aligned with health and aged care. Development of Investment Attraction Program and forward budget (minimum 4 years). 	<p align="center">Planner (Local/ External Private Enterprise, Consultants)</p>	Accounted for in previous opportunity.
Encouragement of collaboration between local businesses and local RTOs to provide training programs/ experiences to foster a local talent pool.	<p align="center">Enabler (Local Community/ Private Enterprise)</p>	Accounted for in previous opportunity.
By End of Year 4		
Development of demand/ business cases, feasibility studies and/ or preliminary impact assessments to form the evidence base to support funding advocacy and investment attraction for: <ul style="list-style-type: none"> The continued rollout of the Edward River Aged Care Village (i.e., future stages). Small health and allied care consulting space (such as mental health clinics and First Nations dedicated services). Facilities to support tele-health for specialist services. 	<p align="center">Investigator (Local Community/ Private Enterprise, Consultants, State/ Federal Government, RDA, RAMJO, RAI)</p>	<p>Fee: \$600,000 to \$2.2 million Internal Council FTE: 1.0 to 2.0 FTE</p>

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 10		
Monitoring and evaluation of market conditions (including skill needs) and refining of advocacy and investment attraction initiatives (every 5 years).	Investigator (Local Community/ Private Enterprise, Consultants)	Accounted for in previous opportunity.
Development of high-level business cases for supporting infrastructure (water, sewer, electricity, ICT, etc.), to support efficient and effective land development	Advocator (State/ Federal Government, Private Enterprise)	Accounted for in previous opportunity.
Ongoing		
Execution of Investment Attraction Program.	Advocator (Private Enterprise)	Fee: N/A Internal Council FTE: 0.5 to 1.0 FTE
Advocacy to key project partners for public funding and private investment in priority projects, utilising evidence base comprised of demand/ business cases, masterplans and/ or preliminary impact assessments.	Advocator (State/ Government, Private Enterprise)	Accounted for in previous opportunity.
Execution of infrastructure delivery program efficiently (on time, on budget) as funding becomes available.	Advocator (State/ Federal Government, Private Enterprise)	Fee: TBA Internal Council FTE: TBA

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Agri-Business Expansion

Overview

Objective: Expansion of the agri-business sector across Edward River to become a region which generates diverse agricultural products, agri-businesses, and value-add production activity.

Primary production could expand from a focus on rice, dairy, wheat, and livestock products to include niche and specialist farming including cotton products, CBD products (fibre and medicinal) as well as other annual, higher-value, and higher input production systems (which require large, albeit sometimes seasonal, workforces), including vegetables, cut flowers, herbs, vines, berries, and others. Other examples of agriculture value adding would be the development of carbon offsets. Agri-business activities developed should respond to broader agricultural trends and growth sub-sectors. Where processing does not take place on farms, they should be co-located at the proposed intermodal hub site, or in the other industrial zoned areas.

The Agri-Business Masterplan (released in 2019) should continue to be implemented, including fostering a culture that embraces new ideas, extracting more value from outputs, equipping people for a new normal, maximising water assets, attracting capital for growth, supporting business transition (including into agri-tech, food-tech, agriculture biotechnology, utilisation of farm management software), and inspiring confidence for the future. Value-add production activity could be attracted from businesses looking to relocate from Melbourne (to a more affordable area with strong connections to the Port of Melbourne).

Impact

Expansion of the agri-business industry will support growth in Edward River through:

- Generating ongoing employment opportunities through expansion of existing activities.
- Attracting new business and industry and associated employment opportunities.
- Increasing market opportunities for existing agricultural producers in the region.
- Diversifying risk through commodity differentiation.

Implementation Plan

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 1		
Review and update of the local planning scheme and infrastructure planning in consideration of: <ul style="list-style-type: none"> • Zoning of large lot residential (LLR) and industrial land to reduce potential for conflict. LLR growth should occur in areas of lower agricultural productivity and/ or with more fragmented lot patterns where agriculture is less viable. • Subdivision of industrial land at the airport with enabling infrastructure to provide additional (market-ready) land for agri-business. • Protection of the existing infrastructure at the airport from potentially conflicting development, including clear controls and mapping of the Obstacle Limitation Surface and residential noise contours to provide land for agri-business. 	<p style="text-align: center;">Investigator (Local Community/ Private Enterprise)</p>	Accounted for in previous opportunity.
Determine Council's position on water allocations and the associated advocacy agenda.	<p style="text-align: center;">Investigator (Local Community/ Private Enterprise)</p>	<p style="text-align: center;">Fee: N/A Internal Council FTE: <0.25 FTE</p>
Refresh and refocus of investment attraction: <ul style="list-style-type: none"> • Review of Investment Attraction Policy to target businesses aligned with the agribusiness masterplan. • Development of Investment Attraction Program and forward budget (minimum 4 years). 	<p style="text-align: center;">Planner (Local/ External Private Enterprise, Consultants)</p>	Accounted for in previous opportunity.
Encouragement of collaboration between local businesses and local RTOs to provide training programs/ experiences to foster a local talent pool.	<p style="text-align: center;">Enabler (Local Community/ Private Enterprise)</p>	Accounted for in previous opportunity.
By End of Year 4		
Encourage and support local businesses in setting up carbon offset trading, purchasing renewable energy, and developing appropriate energy infrastructure.	<p style="text-align: center;">Advocator (Private Enterprise, NSW Farmers Association, Rice Growers Australia)</p>	<p style="text-align: center;">Fee: N/A Internal Council FTE: <0.25 FTE</p>
Development of an options/ feasibility assessment to transition to lower water use/ demand for higher-value agricultural products and advocacy for funding for the infrastructure to help reshape these agricultural practices.	<p style="text-align: center;">Investigator, Advocator (Local Community/ Private Enterprise, Consultants, State/ Federal Government)</p>	<p style="text-align: center;">Fee: \$100,000 to \$300,000 Internal Council FTE: 0.5 to 1.0 FTE</p>
Develop an advocacy program to support the practical transition of agricultural activities towards best practice sustainable approaches.	<p style="text-align: center;">Advocator (Private Enterprise, NSW Department of Agriculture, NSW Farmers Association, Rice Growers Australia)</p>	<p style="text-align: center;">Fee: \$25,000 to \$50,000 Internal Council FTE: <0.5 FTE</p>

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 10		
Investigation of the introduction of export services at the airport.	Investigator (Local Community/ Private Enterprise, Consultants)	Fee: \$50,000 to \$200,000 Internal Council FTE: 0.5 to 1.0 FTE
Monitoring and evaluation of market conditions (including skill needs) and refining of advocacy and investment attraction initiatives (every 5 years).	Investigator (Local Community/ Private Enterprise, Consultants)	Accounted for in previous opportunity.
Development of high-level business cases for supporting infrastructure (water, sewer, electricity, ICT, etc.).	Advocator (State/ Government, private enterprise)	Accounted for in previous opportunity.
Ongoing		
Commit to the support and implementation of the agribusiness masterplan.	Planner, Enabler, Investigator, Advocator (as per Agribusiness Masterplan)	As per agribusiness masterplan.
Execution of Investment Attraction Program.	Advocator (State/ Federal Government, Private Enterprise)	Accounted for in previous opportunity.
Marketing of the Investment Attraction Policy to potential relocating businesses and how to work with Council to relocate.	Advocator (Private Enterprise)	Accounted for in previous opportunity.
Advocacy to key project partners for public funding and private investment in priority projects, utilising evidence base comprised of demand/ business cases, masterplans and/ or preliminary impact assessments.	Advocator (State/ Government, Private Enterprise)	Accounted for in previous opportunity.
Execution of infrastructure delivery program efficiently (on time, on budget) as funding becomes available.	Advocator (State/ Federal Government, Private Enterprise)	Fee: TBA Internal Council FTE: TBA

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Manufacturing & Intermodal Hub

Overview

Objective: Establishment of a co-located manufacturing and intermodal hub in Deniliquin for the broader South-Western NSW region that connects Albury-Wodonga, Wagga Wagga and surrounds to Northern Victoria, particularly Echuca, Bendigo, and Ballarat, and further to the port of Melbourne.

The Deniliquin Manufacturing and Intermodal Hub would expand on the existing Caruso Brothers Transport site, leveraging the connections to Cobb Highway, the Deniliquin railhead, the proposed ring road realignment, and nearby airport. The existing site has good access to the Cobb Highway and 1.16km frontage to the railway line, providing potential to be used as a rail siding.

Intermodal hubs are typically dedicated to transporting freight between different modes of transport, with warehousing capabilities. This, co-located with processing and packaging activities, would provide a critical transport and logistics function to the South-Western NSW region.

The intermodal terminal would attract an array of businesses, including agri-business, manufacturing/ processing, packaging, storage/ warehousing/ refrigeration, and waste to energy (utilising agricultural waste and wood waste to convert to renewable energy and/ or an anaerobic digester facility). Once the region is producing more value-added agricultural activity, there may be opportunities to export manufactured product via air transport.

Impact

The manufacturing and intermodal hub will support growth in Edward River through:

- Generating ongoing employment opportunities.
- Attracting business/ industry.
- Providing critical and enabling transport and logistics infrastructure.
- Providing efficiencies for businesses (incl. reduced freight and transport costs).
- Diversifying the local employment base and reliance.

Implementation Plan

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 1		
Review and update of the local planning scheme and infrastructure planning in consideration of: <ul style="list-style-type: none"> Protection of existing industrial areas and maintain a buffer from residential areas to maintain 24/7 operations. Appropriate zoning for medium to larger industrial operations (considering a 50m to 100m buffer to the railway line) and maintenance of ease of access. Supporting expansion of industrial and related development around the airport. Review potential rezoning of Zone R1 Residential Crown land north of Mulwala Canal/ south of Cobb Highway to a suitable employment zone and engage with Crown for future business growth. 	<p style="text-align: center;">Planner (Local Community/ Private Enterprise)</p>	<p style="text-align: center;">Fee: \$100,000 to \$250,000 Internal Council FTE: 1.0 to 2.0 FTE</p>
Refresh and refocus of investment attraction: <ul style="list-style-type: none"> Review of Investment Attraction Policy to target businesses aligned with the objectives. Develop Investment Attraction Program and forward budget (minimum 4 years). 	<p style="text-align: center;">Planner (Local/ External Private Enterprise, Consultants)</p>	<p style="text-align: center;">Fee: \$30,000 to \$80,000 Internal Council FTE: <0.25 FTE</p>
Support for the development of the evidence base for funding advocacy and investment attraction through: <ul style="list-style-type: none"> Development of a business case for a ring road realigning the highway to bypass the Deniliquin town centre, improving road transport efficiency and town amenity. Update of the airport master plan with expansion/ upgrade of the existing sealed airport runway for slightly larger aircrafts, to support funding advocacy and investment attraction. 	<p style="text-align: center;">Investigator (Local Community/ Private Enterprise, Consultants, Department of Regional NSW, Transport for NSW, RDA, RAMJO, RAI)</p>	<p style="text-align: center;">Fee: \$300,000 to \$1.1 million Internal Council FTE: 0.5 to 1.0 FTE</p>
Encourage collaboration between local businesses and local RTOs to provide training programs/ experiences to foster a local talent pool.	<p style="text-align: center;">Enabler (Local Community/ Private Enterprise)</p>	<p style="text-align: center;">Fee: \$15,000 to \$30,000 Internal Council FTE: <0.25 FTE</p>
By End of Year 4		
Develop demand/ business cases, masterplans and/ or preliminary impact assessments to form the evidence base to support funding advocacy and investment attraction for: <ul style="list-style-type: none"> Associated road/ rail intermodal infrastructure for the hub to load freight on the active railway. Road connection between Macknight Drive and Saleyards Road via Wright Bros Drive for alternative access to/ from the airport and to open up land north of the airport for industrial growth. Biowaste to energy facility and/ or recycling facilities manage hub waste. Potential sites for renewable energy within the Edward River region. 	<p style="text-align: center;">Investigator (Local Community/ Private Enterprise, Consultants, Department of Regional NSW, Transport for NSW, RDA, RAMJO, RAI)</p>	<p style="text-align: center;">Fee: \$450,000 to \$1.7 million Internal Council FTE: 1.0 to 2.0 FTE</p>

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 4, cont.		
Advocate to NSW/ Victorian Governments to improve rail services to Edward River.	Advocator (State/ Federal Government, Private Enterprise)	Fee: \$50,000 to \$120,000 Internal Council FTE: 0.5 to 1.0 FTE
By End of Year 10		
Monitoring and evaluation of market conditions (including skill needs) and refining of advocacy and investment attraction initiatives (every 5 years).	Investigator (Local Community/ Private Enterprise, Consultants)	Fee: \$50,000 to \$120,000 Internal Council FTE: 0.5 to 1.0 FTE
Development of high-level business cases for supporting infrastructure (water, sewer, electricity, ICT, etc.).	Advocator (State/ Federal Government, Private Enterprise)	Fee: \$30,000 to \$80,000 (per business case) Internal Council FTE: 0.5 to 1.0 FTE
Ongoing		
Execution of Investment Attraction Program.	Advocator (Private Enterprise)	Fee: N/A Internal Council FTE: 0.5 to 1.0 FTE
Advocacy to key project partners for public funding and private investment in priority projects, utilising evidence base comprised of demand/ business cases, masterplans and/ or preliminary impact assessments.	Advocator (State/ Federal Government, Private Enterprise)	Fee: N/A Internal Council FTE: 0.5 to 1.0 FTE
Execution of infrastructure delivery program efficiently (on time, on budget) as funding becomes available.	Advocator (State/ Federal Government, Private Enterprise)	Fee: TBA Internal Council FTE: TBA

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Education, Training & Research

Overview

Objective: Education, training, and research offerings that meet the needs of the local youth and local industry (agribusiness, aviation, transport/ logistics, construction, healthcare, etc.) and leverage the diversity of the region.

Edward River Council recognises the pivotal role of a robust and continually evolving education and training sector in fostering sustained growth. The education and training offering should be inclusive of diverse user groups, such as those with disabilities and the Indigenous community (with existing success in local organisations providing education and training program dedicated to indigenous communities).

Key opportunities include supporting alignment of TAFE courses to local and future industry employment needs, facilitating the Country Universities Centre development on the TAFE site, attracting another secondary school, and connecting registered training providers (RTOs) to industry for educational purposes. There should be a focus on ensuring there are accessible pathways for people living with disabilities/ disadvantages to find meaningful employment opportunities.

Further opportunities exist for the region to leverage its diverse agricultural and natural assets to collaborate with universities on research programs in areas that would benefit the region (i.e., flood management, solar/ energy, efficient design for affordable regional construction, community space activation, etc.). Research programs should focus on areas of research that benefit and set the Edward River apart (e.g. flood management, efficient design for regional construction, activation of community spaces, renewable energy, etc)

Impact

Expansion of education, training and research activities will support growth in Edward River through:

- Providing education and career pathways for residents, aligned to the local economy & future demand.
- Enhancing liveability, supporting residential retention and attraction, particularly of younger and working age groups.
- Generating ongoing employment opportunities.
- Fostering innovation and knowledge sharing for synergies that have economic multipliers.

Implementation Plan

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 1		
Review of the local planning scheme and infrastructure planning in consideration of the optimal positioning of education facilities near existing urban areas to leverage existing infrastructure and services, such as roads, water, sewerage and waste services, public transport and other social/ community infrastructure and activation precincts.	Planner (Local Community/ Private Enterprise)	Accounted for in previous opportunity.
Development of demand/ business cases, feasibility studies and/ or preliminary impact assessments to form the evidence base to support funding advocacy and investment attraction for a Country Universities Centre at Deniliquin on the TAFE Site (in collaboration with supporting universities, such as Charles Sturt University).	Investigator (Local Community/ Private Enterprise, Consultants, State/ Federal Government, RDA, RAMJO, RAI, TAFE)	Fee: \$200,000 to \$500,000 Internal Council FTE: 0.5 to 1.0 FTE
By End of Year 4		
Regular collaboration with TAFE and local industry to review courses to ensure they are matched to local employment needs.	Advocator (TAFE, Private Enterprise, Local Community)	Fee: \$50,000 to \$150,000 Internal Council FTE: <0.5 FTE
Investigations and advocacy to make it easier for Victorian border residents to attend TAFE in NSW	Advocator (State/ Federal Government, RDA, RAMJO, RAI)	Fee: \$50,000 to \$150,000 Internal Council FTE: <0.5 FTE
Development of demand/ business cases, feasibility studies and/ or preliminary impact assessments to form the evidence base to support funding advocacy and investment attraction for: <ul style="list-style-type: none"> • Flight/ pilot training centre/ academy at the airport. • Additional secondary school. • Consider upgrade of a local secondary school to an Agri Tech Centre of Excellence or development of a tertiary campus. 	Investigator (Local Community/ Private Enterprise, Consultants, State/ Federal Government, RDA, RAMJO, RAI)	Fee: \$450,000 to \$1.5 million Internal Council FTE: 1.0 to 2.0 FTE
Support the delivery of a range of educational materials/ services/ programs to enhance local knowledge and understanding on environmental issues and concerns, as well as local First Nations history and culture. Educational offering should be accessible and inclusive of the whole community, including the disadvantaged and First Nations.	Enabler (Local Community/ Private Enterprise)	Fee: \$10,000 to \$30,000 Internal Council FTE: <0.5 FTE

Actions	Council's Role (Implementation Partners)	Resourcing (Indicative Only)
By End of Year 4, cont.		
Advocate for upgrades to Deniliquin High Sschool, including an upgrade to science, industrial arts/ technology, and hospitality.	Advocator (State/ Federal Government, Private Enterprise, Consultants)	Fee: \$50,000 to \$100,000 Internal Council FTE: 0.25 to 0.5 FTE
Assess the potential for a Charles Sturt University agricultural campus in Deniliquin through developing an evidence base (businesses case/ feasibility study).	Advocator (Charles Sturt University, State/ Federal Government, Private Enterprise, Consultant)	Fee: \$250,000 to \$500,000 Internal Council FTE: 0.25 to 0.5 FTE
Collaborate with Latrobe University and Charles Sturt University to deliver a program where recent education graduates are placed into schools across Edward River.	Enabler (Latrobe University, Charles Sturt University, State / Federal Government)	Fee: \$10,000 to \$30,000 Internal Council FTE: <0.5 FTE
By End of Year 10		
Identification of the priority research areas for the local region, and work with research institutions to develop PhD and Masters programs that enhance knowledge around local needs, issues, and opportunities.	Investigator (RAMJO, RAI, RDA, State/ Federal Government, Private Enterprise, Local Community)	Fee: \$100,000 to \$300,000 Internal Council FTE: 0.5 to 1.0 FTE
Monitoring and evaluation of market conditions (including skill needs) and refining of advocacy and investment attraction initiatives (every 5 years).	Investigator (Local Community/ Private Enterprise, Consultants)	Accounted for in previous opportunity.
Development of high-level business cases for supporting infrastructure (water, sewer, electricity, ICT, etc.), to support efficient and effective land development.	Advocator (State/ Federal Government, Private Enterprise)	Accounted for in previous opportunity.
Ongoing		
Advocacy to key project partners for public funding and private investment in priority projects, utilising evidence bases comprised of demand/ business cases, masterplans and/ or preliminary impact assessments.	Advocator (State/ Government, Private Enterprise)	Accounted for in previous opportunity.
Execution of infrastructure delivery program efficiently (on time, on budget) as funding becomes available.	Advocator (State/ Federal Government, Private Enterprise)	Fee: TBA Internal Council FTE: TBA

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Our Commitment

Resourcing

We will commit to securing funding through State and Federal avenues, the private sector, partnerships, collaborations, and mergers for building the evidence base as well as the internal resources to successfully execute the plan. High level estimates of the resources required to execute this plan are as follows:

- Funding required to plan, implement, and achieve the opportunities is between **\$575 million and \$1.4 billion**, including:
 - **Manufacturing & Intermodal:** Based on \$1 million to \$6 million in evidence base building/ planning, and the majority (remainder) in infrastructure development/ construction).
 - **Agribusiness Expansion:** Based on up to \$0.5 million in evidence base building/ planning, and the majority (remainder) in infrastructure development/ construction.
 - **Residential Construction & Affordable Housing:** Based on \$0.5 to \$1.0 million in evidence base building/ planning, and the remainder in residential development (i.e., development of between 260 (interim planning) and 580 (ultimate goal) affordable houses, or 10% of required dwelling development, at \$500,000 each).
 - **Education, Training & Research:** Based on \$0.5 to \$2.5 million in evidence base building/ planning, and the remainder in infrastructure development (i.e., training centres, university hub, agri tech centre of excellence, etc.).
 - **Care & Emergency Services:** Based on \$0.5 to \$3.0 million in evidence base building/ planning, and the remainder in infrastructure development (i.e., hospital, aged care precinct, future Edward River Aged Care Village stages, etc.).
 - **Tourism & Events:** Based on \$0.5 to \$1.0 million in evidence base building/ planning, and the remainder in tourism infrastructure development (i.e., 2 to 8 tourism developments at an average cost of \$2.5 million each).
- Internal Council staff required to support planning and implementation across the growth plan is between **5 to 15 FTE** annually.

Monitoring

Council is committed to the delivery and success of Edward River 2050 and welcomes the support of all collaborators and partners throughout this process.


Monitoring and reporting is a key element of the IP&R framework. Council uses a variety of tools to report back to our community about our progress, implementation, and financial performance.

Edward River 2050 will be implemented through Council's **4-Year Delivery Program** and each **Annual Operational Plan**, which outlines the activities and actions that are the responsibility of Council in achieving our shared vision.

To monitor our progress, we will incorporate updates on Edward River 2050 to our existing progress reporting in the:

- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Annual Report:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.

Edward River 2050 will also be reviewed and refreshed every four years in line with Council's operational cycles. This provides an opportunity to ensure implementation plans/ actions are still relevant, take into consideration new opportunities, and are aligned with the longer-term vision.



Long-Term Growth Measures

Achievement of the broader growth targets of Edward River 2050 will be monitored throughout delivery. These growth measures provide an indication of the success of Edward River 2050 in the longer term and can be supported by all of Council's collaborators and partners.

We will have been successful when we have arrested the population decline and achieve regular and consistent population growth. Population and dwelling growth targets have been identified at four yearly intervals for the three growth scenarios. These scenarios represent aspirational targets for our community that should be planned for and invested in to realise enhanced economic and liveability outcomes for all. To meet these growth targets the region needs an average of between 500 (interim planning goal) and 800 (ultimate goal) additional people every year and an average of between 250 (interim planning goal) and 400 (ultimate goal) additional dwellings each year to 2050. Due to the nature of the growth plan, greater growth is required in the later years compared to earlier in the projection horizon.

Review Year	2024	2028	2032	2036	2040	2044	2048	2050	Change (2024 to 2050)
Arresting The Decline									
Population (No.)	8,450	8,450	8,450	8,450	8,450	8,450	8,450	8,450	-
Dwellings (No.)	3,900	4,000	4,100	4,100	4,200	4,200	4,200	4,200	300
Visitors ('000s)	161	161	161	161	161	161	161	161	-
Setting The Platform For Growth									
Population (No.)	8,450	9,050	9,700	10,400	11,150	11,950	12,850	13,300	4,850
Dwellings (No.)	3,900	4,300	4,700	5,100	5,500	5,900	6,400	6,600	2,700
Annual Dwelling Requirement (No.)	-	400	400	400	400	400	500	200	-
Visitors ('000s)	161	172	184	197	211	226	242	250	89
Investing In & Delivering Growth									
Population (No.)	8,450	9,650	11,000	12,550	14,300	16,300	18,550	19,800	11,350
Dwellings (No.)	3,900	4,600	5,300	6,100	7,100	8,100	9,200	9,800	5,900
Annual Dwelling Requirement (No.)	-	700	700	800	1,000	1,000	1,100	600	-
Visitors ('000s)	161	189	221	259	303	355	415	450	289

Other growth measures that should be monitored for improvements overtime include gross regional product, jobs, business counts, building approvals, innovation, and infrastructure development.

Note: The above growth is indicative (only) of the growth path that will need to be realised to achieve the interim planning and ultimate goal by 2050. The primary goal is to arrest the projected population decline. Population growth above 8,500 residents should be considered a successful outcome from proactive action. The scenario where the population decline is arrested may still require dwelling growth, due to changes in preferences of household structures and declining average household size.

Acknowledgements

We would like to acknowledge and thank all contributors and stakeholders involved in the development of Edward River 2050.

In particular:

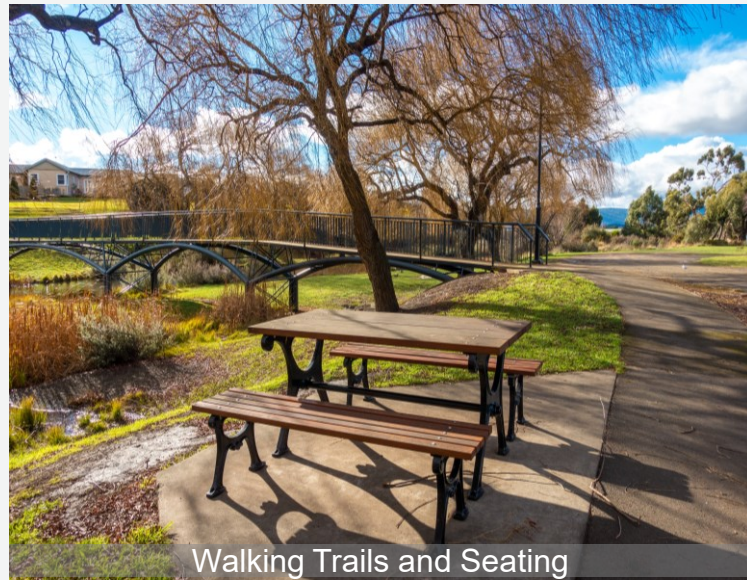
- Community members/ groups
- Local business representatives (including Sefton's)
- Committee representatives (Arts and Culture, Growth Strategy Project Advisory)
- Edward River Councillor
- Executive Leadership Team
- Council staff
- Murray Regional Tourism
- RAMJO
- Regional Australia Institute
- Department of Regional NSW
- RDA Murray
- Project Control Group



Visualising Success For Our Community



Public Amenities



Walking Trails and Seating



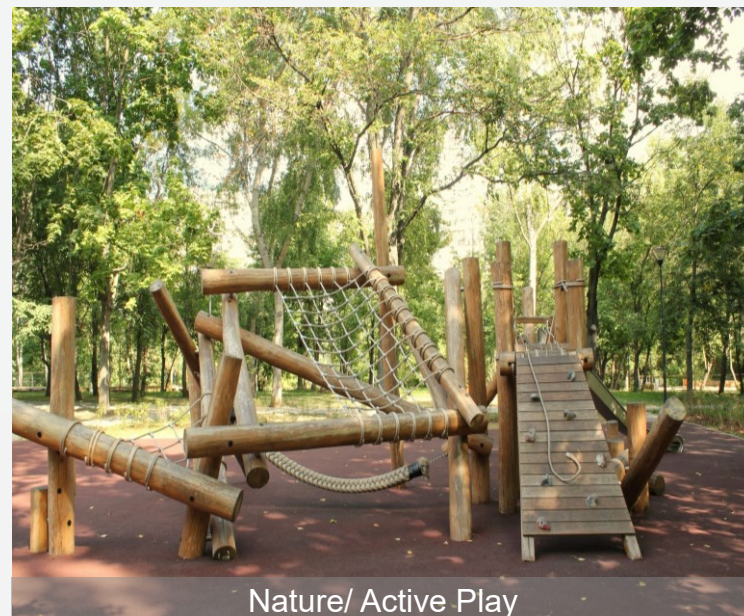
Indigenous Art



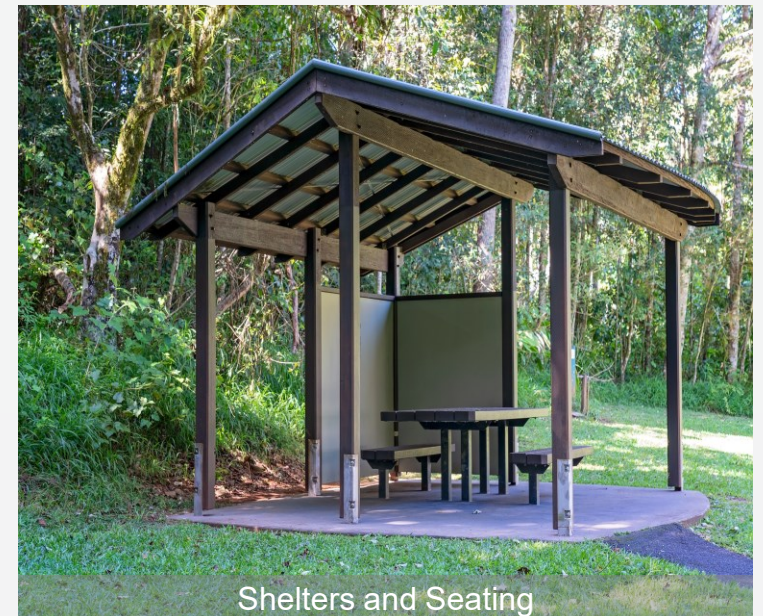
Art of Local Wildlife



Shared Riverfront Paths



Nature/ Active Play



Shelters and Seating



Vibrant Waterfront Destinations



Community Events



Activated Night Time Economy



Water-Based Activities

Whole of Community Strategy

Edward River 2050 is more than just a vision; it is a collective commitment to shaping the bright future of our region.

The participation of our community has been a vital part of the formation of Edward River 2050 over the past few years, commencing during the development of the Edward River Community Consultation Report (2021). The continued participation of the community will be critical to its successful implementation and to the success of our broader goals.

Want To Invest?

Edward River Council is the first point of contact if you are considering purchasing, relocating, or establishing a new business in Edward River.

Whether you need advice on how to start a new business, connections with businesses in your industry, or would like to understand how else Council can support you, we are here to help.

POLICY VERSION CONTROL			
Policy Title	Edward River 2050		
Date Endorsed/ Adopted			
Council Minute Number			
Responsible Officer	Chief Executive Officer		
Version Number	Modified By	Modification Made	Date and Resolution Number
Next Revision			



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