



Canberra Region Joint Organisation **Regional Community Strategic Plan**

February 2022



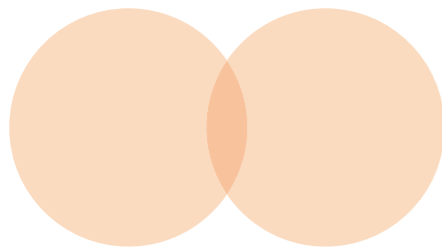


Towards 2042, Regional Community Strategic Plan

Prepared for Canberra Region Joint Organisation
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Contributors Projectura, Bega Valley Shire Council, Goulburn Mulwaree Council, Queanbeyan-Palerang Regional Council, Snowy Monaro Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Yass Valley Council, and Taverner Research Group.

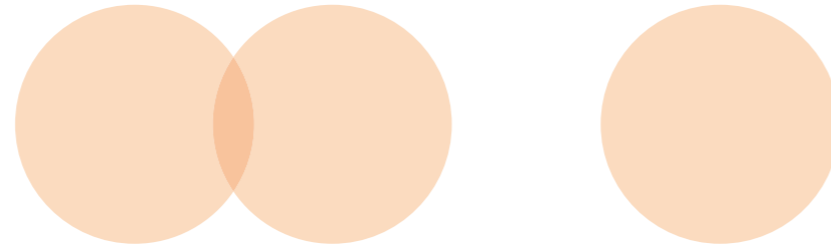
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Executive Summary

We acknowledge the Traditional Custodians of the land on which we work and recognise their ongoing connection to the Wiradjuri and Yuin land and waterways.

We recognise the Ngunnawal People, Ngarigo People, Namadgi People, Walbanga People, Walgalu People, Murrumurang People, Djiringanj People, Gundungurra People, Thaua People, and Bemerangal People.

We also recognise the many other Aboriginal and Torres Strait Islander community members across the region who make up the vibrant communities where we visit and work.

We pay respect to the wisdom of Elders, past, present, and emerging and shares a commitment to engaging communities with a spirit of reconciliation and respect.

About this document

This document outlines the aspirations of the region and sets strategies to achieve them. It is split into three sections, introduction, regional findings and Community Strategic Plans (CSP). Each participating Council has a chapter outlining their CSP. Each CSP is framed by five themes essential to the liveability and prosperity of local communities: community, economy, environment, infrastructure and civic leadership.

Introduction

In 2021, the Canberra Region Joint Organisation (CRJO) and seven member Councils resolved to collaborate to review their current Community Strategic Plans (CSPs) and apply a regional lens to identify the region's challenges and opportunities. The Regional Community Strategic Plan (RCSP) project was established with an outlook to 2042 and publicly named Towards 2042. CRJO engaged Projectura to work with the group and the broader community to deliver the Draft Regional Community Strategic Plan.

Community Strategic Plan

All NSW Councils must have a Community Strategic Plan (CSP) under the Local Government Act 1993. The CSP documents the community's vision, aspirations, and priorities. It must have a minimum outlook of ten years and be reviewed with the community every four years to ensure it is relevant. The CSP is the Council's highest level planning document and informs the strategic direction of the Council's integrated planning and reporting framework. Guided by the aspirations in the CSP, Councils will prepare a suite of supporting documents, including the Delivery Program, Resourcing Strategy, and Operational Plan, to deliver the community vision.

A regional approach

The Towards 2042 project was built on the success of the Tablelands Regional Community Strategic Plan, which was developed in 2016 by Goulburn Mulwaree, Upper Lachlan, and Yass Valley councils. It also seeks to build on the work of participating councils who have worked with their communities to develop CSPs that outline the long-term aspirations of the community.

From past work developing Community Strategic Plans, it was clear that each village, town, and municipality have separate identities with their own unique set of aspirations and priorities. Since its inception, CRJO has noted that the priorities identified in one Council area are shared across the region by fellow Councils in many instances. Similarly, some challenges and opportunities share a regional status.

This RCSP provides a local CSP for each contributing Council area that articulates local priorities and places a regional strategic lens across each Council's findings to build a solid evidence base for collaboration and advocacy. The RCSP shares a 20-year outlook with local CSPs and ensures an integrated approach to planning, monitoring, and performance across the region. The regional approach presents a range of progressive, cooperative opportunities.

The benefits of this joint approach are value for money through joint procurement and the strengthening of regional priorities and strategies via measuring community sentiment through a coordinated engagement approach.



Project development and overview

The CRJO Integrated Planning and Reporting and Wellbeing Working Group (IPRWWG) guided the project.

Essential tasks delivered by Projectura included >> >>

- MAR 2021 Project inception**

Project inception meeting and inception and engagement design workshop.
- APR 2021 Background review**

Desktop review of data, past engagement findings, and relevant strategic documents to form a detailed picture of the region. Review the current suite of CSPs and explore community sentiment about contemporary challenges and opportunities.
- APR-MAY 2021 Community Engagement Strategy (CES)**

Work closely with participating councils to prepare, issue and finalise the Community Engagement Strategy.
- JUN-AUG 2021 Implement CES**

Design and issue promotional material, informing documents, and engagement collateral to prepare for community involvement in the project. Issue communications. Vary the engagement approach to navigate COVID-19 restrictions and lockdowns announced the week the engagement program was to begin. Implement the community engagement program.
- AUG-OCT 2021 Engagement reporting**

Analyse engagement findings, and prepare and issue Engagement Report. Issue further communications.
- OCT-DEC 2021 Prepare Draft Regional Community Strategic Plan**

Prepare and issue the Draft Regional Community Strategic Plan.
- Feb 2022 Present Draft Regional Community Strategic Plan**

Present the Draft RCSP to new Councillors in early 2022.
- Feb-June 2022**

Each Council will then: Finalise Community Strategic Plan: place the Draft RCSP on public exhibition and seek community input and clarification before being finalised and adopted by Council.

What the community told us

Between 21 June to 13 August 2021, 6,700 people from across the Canberra region participated in Towards 2042 engagement. The community contributed their thoughts and opinions through a survey, discussion guides, drawing sheets, pop up sessions, workshops, and telephone interviews.

Their findings were reported in the Towards 2042 Engagement Report and informed the development of the RCSP and local CSPs.

The following priorities were identified across the region >> >>

Beautification and town identity



Revitalise streetscapes to enhance the character of townships and villages, along with their unique history and heritage.

Business support



Support businesses, particularly in sectors such as agriculture, tourism and retail.

Climate change mitigation and adaptation



Our communities desire to take action on climate mitigation and adaptation, carbon neutrality, clean energy, more robust environmental policy, council leadership, and sustainable living.

Council operations



Improve Council operations relating to financial management, governance, transparency and leadership.

Council partnership with community



Strengthen the relationships between Council and the community through improved communications and community engagement.

Economic Growth



Grow the regional economy by diversifying and attracting new responsible industries.

Employment



People have access to well-paying, long term, local jobs across the region. Similarly, employers can attract and retain employees. Provide local education and training pathways, mainly to keep young people in the area.

Environmental conservation



Less extractive practices, environmental stewardship, waste management, protection and preservation of our natural landscapes.

Greener spaces



Additional parks and gardens, more open space, and focus on trees and landscape. Additional trees for shade, especially in town.

Housing availability and affordability



Address housing options available and at more affordable prices. There are concerns regarding the supply of housing and its ability to accommodate a growing population. Our communities are also seeking accommodation that suits the changing demographics and is accessible for older people.

Planning



Improve the process and transparency of decision making regarding land use, planning and development.

Renewable energy



100% renewable energy for our community, solar, green economy/development that is sustainable and good for the environment.

Sport and recreation facilities



Enhance sports and recreation facilities to support active lifestyles. Focus on constructing rail trails, active travel routes, sport and recreation precincts, and aquatic facilities.

Strong community



Focus on community safety and build resilience to natural, economic and health disasters. Improve the accessibility of our infrastructure and services, support mental health and wellbeing, and improve the inclusivity and acknowledge First Nations people.

Transport



Improve road infrastructure, car parking and footpaths, and improve access to, and options for, public and community transport.

Young people



Support young people in our region by addressing housing issues, increasing the variety and supply of quality education, training, and employment options, and providing more recreational activities.



Message from CRJO

Welcome to the first Canberra Region Joint Organisation (CRJO) Regional Community Strategic Plan (RCSP), a document that elevates the voices of local communities to a regional level. One of CRJO's core functions is to work with member Council's to deliver better outcomes for our communities and the region.

This project crystallises the regional priorities our organisation will be working towards. This RCSP builds on the excellent work undertaken to develop the Tablelands Regional Community Strategic Plan 2016-2036 that amplified the community's voice in determining their future vision and priorities. With the development of the RCSP, we have extended the community's vision across seven local government areas in our region.

Between June and August 2021, we heard from more than 6,700 people across our region. Through this plan, we honour the unique aspirations of local communities while identifying challenges and opportunities that are common to all areas across our region.

Some of the key findings across our region were that participants highly valued the natural environment, people, community, and lifestyle. The challenges identified at a local level that were consistent across the region included jobs and employment, environmental sustainability, retaining and supporting young people, roads and transport, and financial sustainability of our Council's.

Our RCSP sets out the strategies we will employ to reach our shared goals throughout the Canberra region.

Cr. Russell Fitzpatrick
Chair of the Board
Canberra Region Joint Organisation



Introduction





About CRJO

In 2017, the NSW Parliament passed the Local Government Amendment (Regional Joint Organisations) Act 2017, to establish a network of joint organisations (JOs). The JOs are local government entities with legal powers to enable councils to work together at a regional level and with state agencies and other organisations to achieve better planning, economic development and service delivery outcomes in regional NSW.

The Canberra Region Joint Organisation (CRJO) provides a forum for councils, State agencies and other stakeholders to work together at a regional level to identify shared priorities; delivering important regional projects and better outcomes for communities.

The CRJO's core objectives include:

1. Strategic Planning and Priority Setting

Establishing strategic regional priorities and developing plans for delivering these priorities.

2. Shared Leadership and Advocacy

Providing leadership and advocating for strategic regional priorities.

3. Intergovernmental Collaboration

Identifying opportunities for intergovernmental cooperation on matters relating to the region.

The Canberra Region is a unique and diverse geographic region which stretches from the South-West slopes, through the Sydney-Canberra corridor across the Eurobodalla down to the Sapphire Coast and then to the Snowy Mountains. The CRJO^[1] consists of ten (10) member councils, three (3) associate members and one (1) affiliate member. The total population of the CRJO region, including the ACT, is 750,000 (2017) with a total area of 48,000km² and a gross regional product of \$9.82 billion.

[1] Member Councils: Bega Valley Shire, Eurobodalla, Snowy Monaro, Snowy Valleys, Queanbeyan-Palerang, Goulburn-Mulwaree, Hilltops, Yass Valley, Wingecarribee, Upper Lachlan. Associate Members: Wagga Wagga City Council, East Gippsland, ACT Government. Affiliate Member: Canberra Airport.





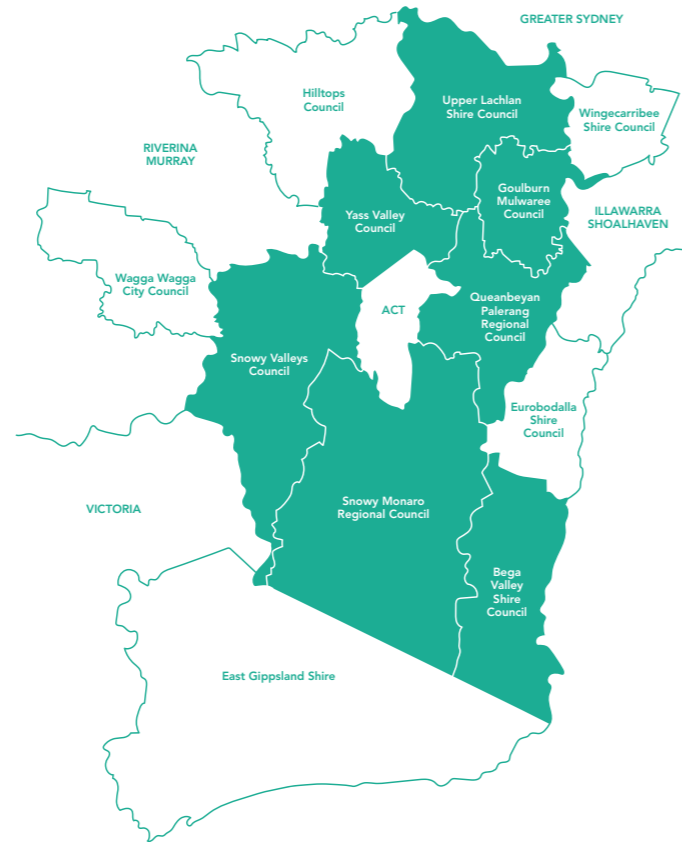
Project overview

Following the success of the Tablelands Regional Community Strategy Plan developed by Goulburn Mulwaree, Upper-Lachlan, and Yass Valley councils in 2016, the Canberra Region Joint Organisation (CRJO) resolved to create a broader Regional Community Strategic Plan (RCSP) for the period 2022-2042.

In 2021 the CRJO set out to develop an RCSP that captured the aspirations of our communities' and elevated regional priorities.

What is a Regional Community Strategic Plan?

The RCSP seeks to build on the work of Councils who have worked with their communities to develop CSPs that outline the aspirations of the community. Since its inception, CRJO has noted that the priorities identified in one Council area are shared across the region by fellow Councils in many instances. This RCSP provides a local CSP for each contributing Council area to articulate local priorities but then places a regional strategic lens across each Council's findings to build a solid evidence base for collaboration and advocacy. The RCSP shares a 20-year outlook with local CSPs and ensures an integrated approach to planning, monitoring, and performance across the region.



Participating councils

These Councils include:

- Bega Valley Shire Council
- Goulburn Mulwaree Council
- Queanbeyan-Palerang Regional Council
- Snowy Monaro Regional Council
- Snowy Valleys Council
- Upper Lachlan Shire Council
- Yass Valley Council

Methodology

The project involved the development of the RCSP Community Engagement Strategy and Regional Community Strategic Plans, with separate chapters dedicated to each participating Council. The project included 4 main stages:

- 1 Develop a Community Engagement Strategy**

- 2 Conduct broad engagement, asking:**
 - Where are we now?
 - Where do we want to be in ten years?
 - How will we get there?
 - How will we know when we have arrived?
- 3 Analyse results and determine strategic priorities**

- 4 Prepare, issue and present the Draft RCSP**


Schedule

The stages of the RCSP were complemented by the outputs listed below.

MAR-APR 2021	Inception, and desktop review of current Community Strategic Plans, relevant state strategies, research findings, and data sets.
MAY-AUG 2021	Prepare and implement the Community Engagement Strategy
AUG-SEP 2021	Analyse engagement findings and prepare and issue Community Engagement Report
SEP-DEC 2021	Prepare and issue a draft Regional Community Strategic plan (including individual chapters), including indicators.
FEB 2022	Present the Draft Regional Community Strategic Plan to individual councils.
FEB-JUN 2022	Councils to seek community feedback, and finalise the Community Strategic Plan

Community engagement

Engagement objectives

The objectives of the stakeholder engagement were to:

- Engage the community in developing a Regional Community Strategic Plan based on the social justice principles of equity, access, participation and rights.
- Ask community members to identify new opportunities and challenges to determine priorities for the future of their region.
- Hear a broad range of voices.
- Ensure local, regional and state priorities are considered in the development of the RCSP.

What questions we asked

1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think the Council should be prioritising or lobbying other levels of government for?

Engagement methods

Virtually – surveys, online workshop.

In conversation – discussion guides, pop-ups, telephone interviews.

On paper – drawing sheets, formal written submissions.

Participation

Our engagement activities successfully gathered personalised views from a broad cross-section of the community. Between 21 June to 13 August 2021 more than **6,700** people from across our region participated in the Towards 2042 engagement. All ages and genders were consulted and represented.



* Total population of participating councils



Integrated Planning and Reporting

All NSW Councils must implement Integrated Planning and Reporting when preparing, developing, or reviewing Community Strategic Plans under the Local Government Act 1993.

The CSP is the anchor document which ensures the community's aspirations and priorities are

integrated into the operational planning of each local Council. To deliver upon the community's aspirations documented in the CSP, Councils will prepare a delivery suite of documents, including the Delivery Program, Resourcing Strategy, Community Engagement Strategy, and Operational Plan.

The diagram below demonstrates how the integrated planning and reporting framework is connected and how the documents complement each other.



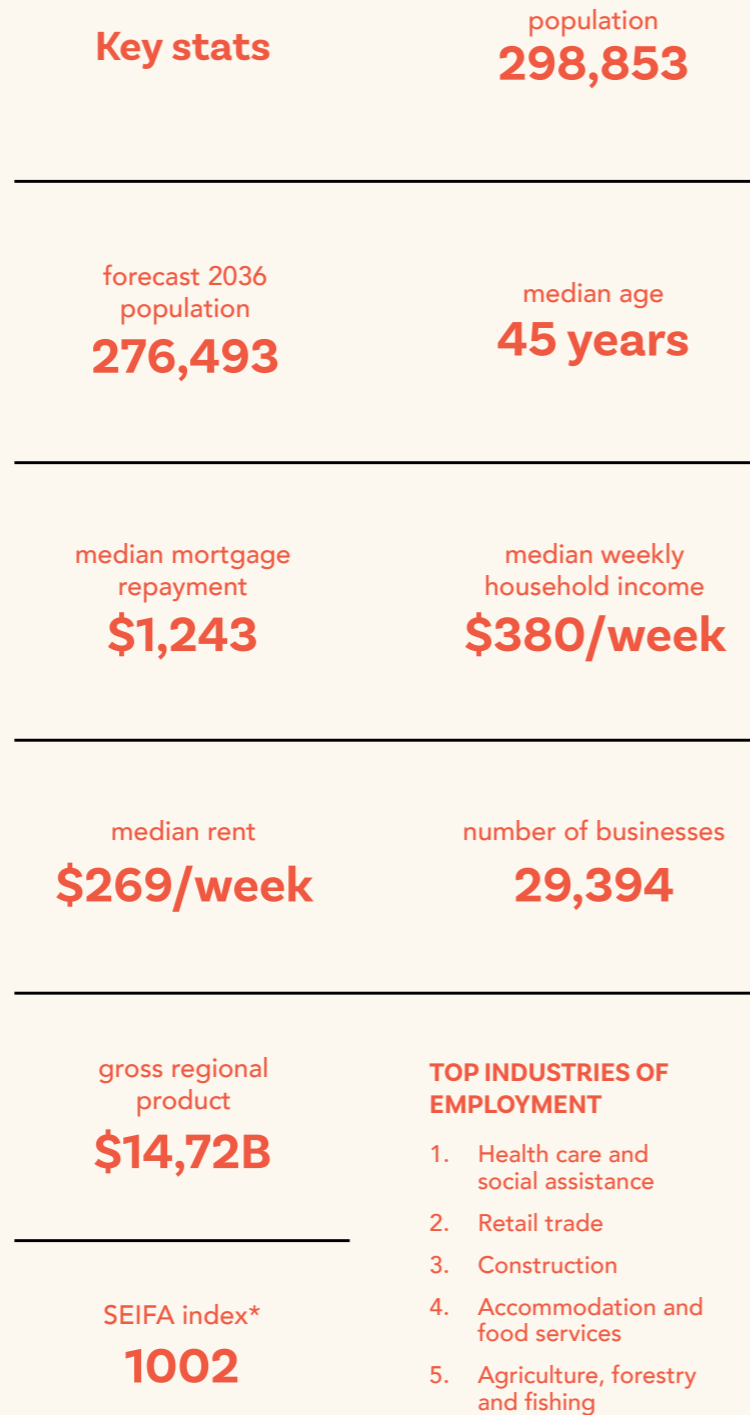
Regional findings



Our region

Our region is as diverse as it is beautiful. The Canberra region has the very best of the tablelands, mountains, and the sea. We have major regional centres and boast of being close to capital cities such as Sydney and Canberra.

The following data is for the whole of the CRJO region, not just for the local government areas participating in the Towards 2042 project.



* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

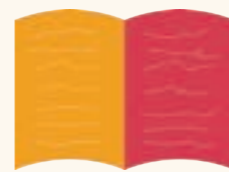
If the Canberra Region consisted of 100 people, there would be:

3
Aboriginal and Torres Strait Islanders

13
born overseas

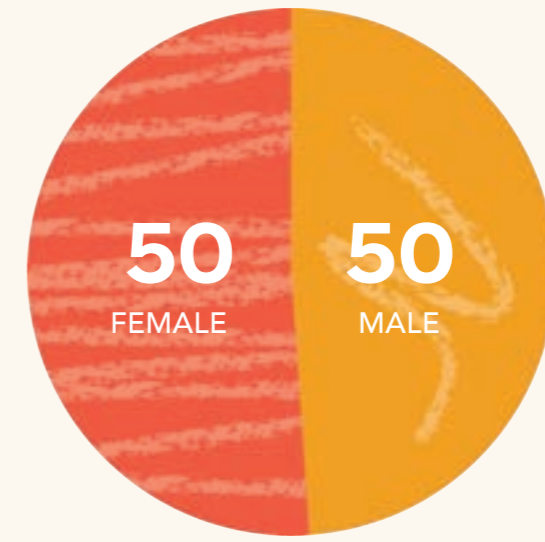
6
speaking languages other than English at home

7
with an individual income less than \$400 per week



49
that completed higher education

34
that did not complete year 12



23: 0 – 19 years **48:** 20 – 59 years **29:** 60+ years



26
living by themselves

66
living in families

3
unemployed and looking for work

36
working part time

23
who volunteer

58
working full time



12
care for someone with a disability

6
have a disability



13
are older couples without children

15
live in medium and high density housing



67
who drove to work

4
who walked to work

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Regional analysis

Through the delivery of engagement methods across our seven participating Council areas, we have been able to identify the significant strengths, challenges and improvements sought at a regional level.

Our analysis is based on the feedback provided across the area relating to each theme:



Community



Community is an inclusive term that relates to our social commonalities. It focuses on how people live, connect, and support themselves and each other.

Strengths

Lifestyle: Residents enjoy a peaceful, relaxed, and balanced lifestyle. Our regional setting is near Sydney and Canberra, and people appreciate the open space, affordable living comparative to metropolitan areas, and safe and inclusive public spaces.

Local people and spirit: People are friendly, with great neighbours, with a strong sense of community spirit. Communities are welcoming and celebrate diversity.

Activities and adventure: People have an abundance of opportunities for activities and adventure. Residents get outdoors and participate in a variety of recreational activities and arts and cultural opportunities; also making our region an attractive destination for tourists and visitors.

Challenges

Social issues: Residents are concerned about community inclusion, cohesion and connection, diversity and inclusion, and the impact of alcohol and other drugs and crime.

Changing demographics and size: Population growth and a demographic shift have precipitated a change in community dynamics. The evolving nature of local communities presented an environment of change related to retaining the rural character of settlements, coping with population growth, and ensuring the right services and infrastructure was in place to cater to cohorts such as older people.

Services: Residents experienced difficulty accessing GP's, specialists, and health services in their local communities.

Priorities

Young people: Support young people in our region by addressing housing issues, increasing the variety and supply of quality education, training, and employment options, and providing more recreational activities.

Strong community: Focus on community safety and build resilience to natural, economic and health disasters. Improve the accessibility of our infrastructure and services, support mental health and wellbeing, and reconcile with First Nations people.

Services: Services priorities include access to GP's, specialists, and health services, aged care, and mental health services in local communities. Most of these services are provided and funded by other levels of government.

Economy



Economy refers to the community's state relative to employment, industry, gross regional product, and output. Also included are essential influences on the local economy, such as housing.

Strengths

Tourism: The region boasts diverse tourism experiences including abundant recreation opportunities and a vibrant art and cultural offering that are unique and accessible to visitors.

Connectivity: People live close to Canberra and Sydney, and travel time across the region is short. With its convenient location and high liveability, our region is an attractive places to live for those who can access flexible and remote working arrangements.

Industries: Health care, construction, agriculture, and tourism are key employment industries for the region. With significant infrastructure stimulus in the area, our region will benefit from additional employment opportunities and economic stimulus. Many smaller, local businesses contribute to the economy.

Challenges

Housing availability and affordability: The current availability of both housing and land, the increased cost of housing, and the poor diversity of housing stock and lot sizes.

Building and diversifying our economy: Attracting new businesses to the region, greater support and development opportunities for local businesses, the diversification of the economic base, supporting tourism, and addressing shop vacancies in CBD's

Jobs and employment: People are seeking for local work opportunities within the region. The recruitment and retention of a skilled workforce is a crucial challenge.

Recovery: Many communities are facing economic recovery from the impacts of both natural and health disasters. The effects of COVID-19 lockdowns have been compounded in bushfire and flood-affected communities.

Priorities

Housing availability and affordability: Plan for steady supply of affordable housing suitable to current and forecast demographics.

Economic growth: Grow the regional economy by diversifying and attracting new responsible industries.

Assist industries: Support businesses, particularly in sectors such as agriculture, tourism and retail.

Employment: People have access to well-paying, long term, local jobs across the region. Similarly, employers can attract and retain employees. Provide local education and training pathways, mainly to keep young people in the area.

Environment



Environment considers both the local natural and the broader global environment, including resource use and climate change issues.

Strengths

Natural environment: The beautiful natural environment is greatly valued. People have access to varying landscapes, including bushland, mountains, and the ocean, and enjoy four distinct seasons.

Water and air quality: Residents enjoy the region's natural environment and benefit from waterways and clean air.

Environmental stewardship: People are passionate about protecting our natural landscapes and volunteer their time to help preserve them. Our people are environmentally aware, concerned about protecting and restoring biodiversity and wildlife, and enthusiastic about sustainable living.

Challenges

Climate change and adaptation: Current mitigation and adaptation action approach to address climate change within the region. Closely linked to climate change was the need to prepare for and respond to natural disasters and acknowledging the impact of climate change on health, wellbeing and the economy.

Development concerns: Retaining the area's character, balancing growth, and ensuring planning, infrastructure and service keep pace with it.

Environmental sustainability: Sustainable land management practices, the conservation of the environment, the transition to green energy and industry and water security were all challenges that participants identified.

Priorities

Climate change mitigation and adaptation: Take action on climate mitigation and adaptation, carbon neutrality, clean and renewable energy, more robust environmental policy, council leadership, and sustainable living.

Environmental conservation: Less extractive practices, environmental stewardship, waste management, protection and preservation of our natural landscapes.

Greener spaces: Better use of parks and gardens, more focus on open space, trees and landscape. Additional trees for shade, especially in towns and villages.



Infrastructure



Infrastructure refers to the built environment such as water, sewer, waste, community facilities, roads, bridges, footpaths, sports and recreation facilities and other buildings that enable the operation of our communities and support liveability, participation and movement in our region.

Strengths

Character and amenity:

Residents enjoy the clean and tidy towns and villages, and people are happy with the well-maintained footpaths and roads. Of particular strength are the beautiful parks, gardens and playgrounds. Residents are proud of the region's unique history, values, and heritage buildings.

Trails and paths: Trails and paths for walking and cycling are accessible and favoured. Active travel is supported by rail trail sections, walking paths through town, and mountain bike tracks.

Facilities: While facilities differ within each local community, the region, in general, offers a variety of excellent community facilities. Residents enjoy quality libraries, sports facilities, medical facilities, and aquatic centres.

Challenges

Infrastructure general:

Infrastructure maintenance focusing on town presentation, community facilities, funding and investment, and history and heritage.

Roads: Road quality, safety and maintenance.

Transport: Access to public transport and transport links, and good traffic management.

Water, waste, and sewerage: Provision of quality water, waste and sewerage services across the region. Reduce littering and illegal dumping.

Priorities

Sport and recreation facilities:

Enhance sports and recreation facilities to support active lifestyles. Focus on constructing or maintaining rail trails, active travel routes, sport and recreation precincts, and aquatic facilities.

Beautification and town identity: Revitalise streetscapes to enhance the character of townships and villages, along with their unique history and heritage.

Roads and transport: Improve road infrastructure, car parking and footpaths, and improve access to, and options for, public and community transport.

Civic leadership



Civic leadership refers to a state where a community is improved through organisational and community leadership that meets and addresses the challenges and opportunities prevalent within the region.

Strengths

Funding: Councils are proactive in seeking funding for programs and infrastructure.

Council staff: Councils have skilled and courteous staff.

Involvement: Councils are actively involved in the community and have inclusive practices and programming.

Challenges

Leadership: Concern with current practices related to leadership and governance, community engagement and communication, the equal distribution of services and funding across Council areas, and rates.

Financial sustainability: Participants questioned the long-term economic viability of Councils' and sought solid financial management to alleviate these concerns.

Independence: Developing greater transparency and trust, ensuring Councils are an independent body and addressing or preventing corruption.

Priorities

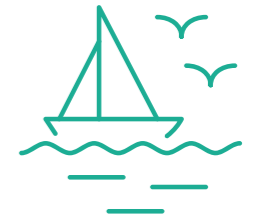
Council operations: Improve Council operations relating to financial management, governance, transparency and leadership.

Council partnership with community: Strengthen the relationships between Council and the community through improved communications and engagement.

Planning: Improve the process and transparency of decision making regarding land use, planning and development.



Sub-regional analysis



The CRJO region encompasses a broad geographic area. Within the CRJO footprint, there are three broad sub-regions: Tablelands and City, Mountains and Coastal.

All sub-regions believe that the beautiful natural environment, the local people and spirit, and the lifestyle are essential attributes of their region. Those living in the Mountain Region particularly enjoyed the sense of community, while those living in the Tablelands Region also saw the location, convenience, history, and heritage as strengths.

Challenges varied between the different sub-regional areas. However; jobs and employment and environmental and financial sustainability were prime challenge across the region.

All areas indicated that aged and disability services were a top priority for their communities. Roads and parking, along with infrastructure and paths, were priorities in the Tablelands and Mountains sub-regions. While the Coastal sub-region indicated climate change and adaptation was a high priority.

Tablelands and City

Councils: Goulburn Mulwaree Council, Queanbeyan-Palerang Regional Council, Upper Lachlan Shire Council and Yass Valley Council.

Strengths: Beautiful natural environment, local people and spirit, lifestyle, peace and quiet, location and convenience.

Challenges: Jobs and employment, changing demographics and size, environmental sustainability.

Priorities: Roads and parking, aged and disability services, infrastructure.

Mountains

Councils: Snowy Monaro Regional Council and Snowy Valleys Council.

Strengths: Beautiful natural environment, lifestyle, sense of community, local people and spirit.

Challenges: Governance and leadership, jobs and employment, financial sustainability.

Priorities: Cycle, shared pathways and footpaths, aged and disability services, and roads and parking.

Coastal

Councils: Bega Valley Shire Council.

Strengths: Beautiful natural environment, local people and spirit, peace and quiet, lifestyle.

Challenges: Jobs and employment, environmental sustainability, climate change and adaptation.

Priorities: Climate change and adaptation, aged and disability services.

Community Strategic Plans



Bega Valley Shire

Community Strategic Plan 2042



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Acknowledgement of country

The Bega Valley Shire Council acknowledges the Traditional Custodians of the lands and waters of the shire, the people of the Yuin nations, and show our respect to elders past, present and emerging.

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Message from the Mayor

We are pleased to share the Bega Valley Shire Community Strategic Plan 2042 (CSP) with you. The CSP outlines our shared vision for the Bega Valley areas future.

We've undertaken extensive community consultation to consider our previous CSP and review our community vision, strategic objectives, priorities, and strategies to develop this plan. This plan recognises the vital role Council plays in achieving the aspirations set out in the CSP. However, we also acknowledge that it will take working collaboratively with state agencies, businesses, industry groups, community groups and individuals to make them happen.

Bushfires and the compounding impact of the COVID-19 pandemic means that although our vision for our area's future remains the same, we need to consider changing priorities to achieve it.

I want to thank the over 1,900 community members who took part in the engagement and identified important challenges, opportunities, and priorities impacting them and our area. Their feedback has provided the basis for reviewing and renewing our CSP, representing the diversity of people and families living in our community.

This plan emphasises the partnerships, advocacy and coordination with other tiers of government to help ensure vulnerable cohorts are not left behind as we recover.

With community support and participation, Council is confident it can deliver the Community Strategic Plan to move us towards our community vision.

Cr. Russell Fitzpatrick, Mayor
Bega Valley Shire Council

Contact Us

Please contact Council with any enquiries regarding the Bega Valley Community Strategic Plan 2042:

p (02) 6499 2222

e council@begavalley.nsw.gov.au

Vision

The Bega Valley Shire is an inclusive and welcoming community that integrates quality of life, enterprising business, sustainable development and conservation of the environment. Bega Valley Shire recognises and respects the Traditional Owners of the country within the Bega Valley Council area.

Vision definitions

Quality of life

The standard of health, comfort, and happiness experienced by our community.

Enterprising business

Supporting business owners and encouraging new business development.

Sustainable development

Refers to developing in a way that is socially, ecologically and economically sustainable.

Conservation of the environment

Considers both the local natural and atmospheric environment and the broader global environmental issues such as resource use and climate change.

Recognises and respects

Respect refers to the way an individual or group treats another individual or group. In the CSP, recognising and respecting the First Nations people aligns with Reconciliation Australia's five dimensions: historical acceptance, race relations; equality and equity; institutional integrity and unity. When applied to the environment, recognition and respect refer to the employment of sustainable practices, intending to minimise negative environmental impact and preserve the natural environment where possible and practical.

Our plan

About our plan

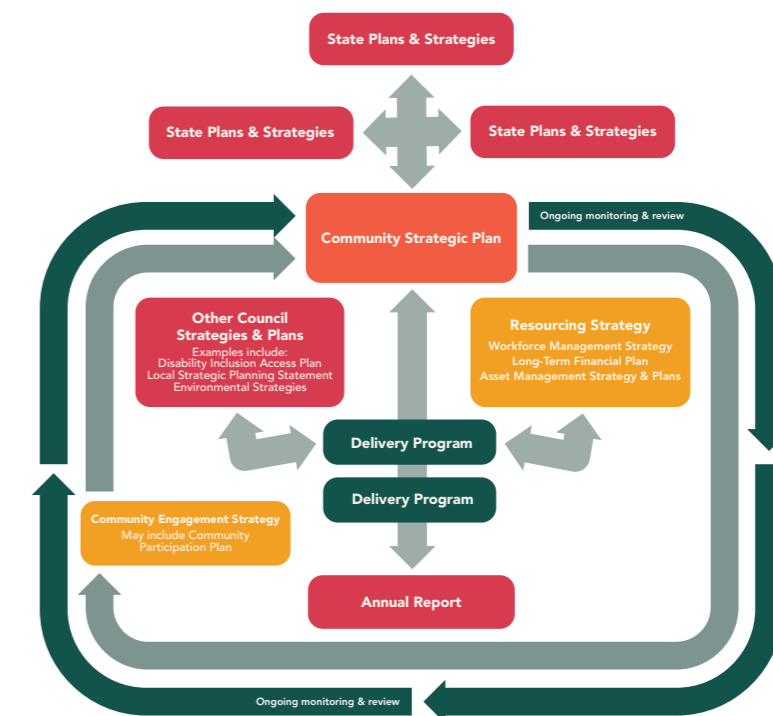
The Bega Valley Shire Community Strategic Plan (CSP) documents the aspirations and priorities of our community. It sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a council plan. Bega Valley Shire Council has a lead role in preparing and implementing CSP; however, many other external agencies and stakeholders also lead and support the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is required under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. The Community Strategic Plan is based on the social justice principles of equity, access, participation and rights.



Our community

The Bega Valley Shire is known as the Sapphire Coast and is located at the south-eastern extremity of coastal NSW. The Shire is predominantly rural, with many townships and villages.

Land is used for conservation and timber production. Other land uses include agriculture, particularly dairy farming. Fishing, oyster harvesting, tourism and retail are also important industries. The unique coastline abounds in deserted beaches, tranquil rainforests, serene rivers and lakes, and picturesque mountain backdrops.

Total population
34,727

SEIFA index*
976

Top industries of employment

- 1** Cheese & other dairy product manufacturing
- 2** Hospitals (except psychiatric hospitals)
- 3** Supermarket & grocery stores
- 4** Aged Care Residential Services
- 5** Accommodation

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Bega Valley Shire consisted of 100 people, there would be:

3
Aboriginal and Torres Strait Islanders

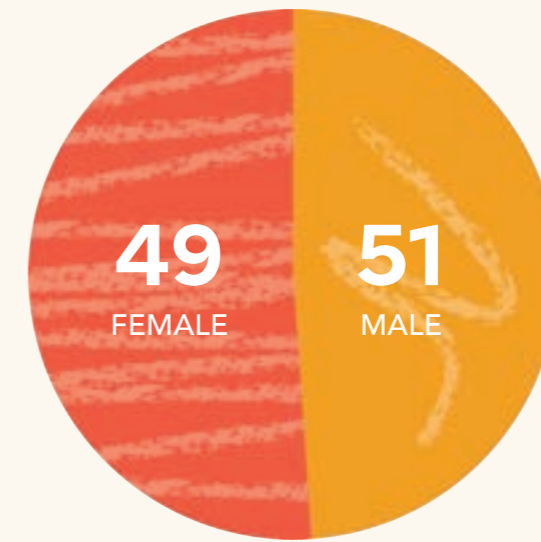
12
born overseas

3
speaking languages other than English at home

9
with an individual income less than \$400 per week

51
that completed higher education

50
that did not complete year 12



21: 0 – 19 years
44: 20 – 59 years
35: 60+ years

33 living by themselves
67 living in families

3
unemployed and looking for work

43
working part time

22
who volunteer

50
working full time

13
care for someone with a disability

6
have a disability

16
are older couples without children

16
live in medium and high density housing

66
who drove to work

4
who walked to work

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

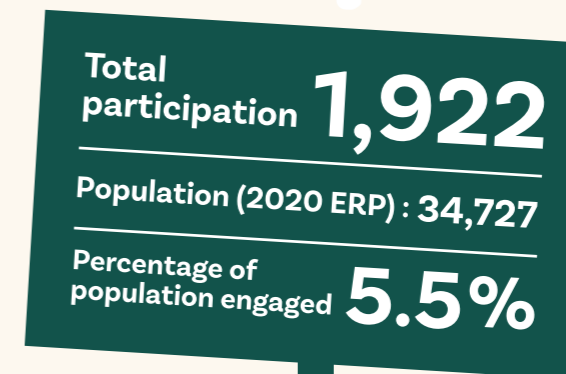
1. How do you feel about the vision in the adopted CSP?
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3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- **Virtually** – surveys.
- **On paper** – formal written submissions, drawing sheets.
- **In conversation** – discussion guides, telephone interviews, pop-up sessions.

Participation

Over 1,900 people from Bega Valley Shire participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The community's people contributed their thoughts and opinions through an online survey, discussion guides, and telephone interviews.



Community engagement

What is important to you

When we asked the community what makes the Bega Valley area a great place to live, they told us the beautiful natural environment (21.6 percent), peace and quiet (9.8 percent) and sense of community (9.4 percent) all contributed to what makes the area unique. Participants told us that our area could be enhanced through additional parks and green spaces, improved infrastructure, and a focus on environmental sustainability. The main priorities to focus on over the next 10 years were environmental sustainability and impact, building and maintaining sports and recreation facilities, and addressing housing affordability and availability issues.

Main challenges

Participants identified jobs and employment (11.5 percent) as a challenge. They pointed to the amount and diversity of local jobs, opportunities for career growth and progression, attracting and retaining a skilled workforce and more recently, the loss of jobs in the area as critical challenges. Participants were also concerned about retaining and supporting young people (10.5 percent) through local employment and training opportunities along with supportive youth services, activities and placemaking and continuing the recovery from natural disaster (10.1 percent), including individual, infrastructure and economic recovery. Participants felt the recovery was being compounded by responding to the COVID-19 pandemic whilst recovery efforts were taking place. The community felt vulnerable cohorts were particularly disadvantaged. Partnerships, advocacy and coordination with other levels of government was also of concern.

Services and projects to prioritise

People who took part in the engagement indicated they would like Council to prioritise housing for all, including affordability, availability and homelessness, as the top priority (8.0 percent). People were seeking a diversification of housing stock to allow people to live in suitable homes across each stage of their lives. Participants also sought adaptation and action to mitigate the effects of climate change, and (6.6 percent) and access to aged and disability services (5.5 percent) and health services were also key priorities for participants.



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Council's role

Council is committed to understanding the community's priorities, concerns and needs in critical services, facilities and programs.

Whilst Bega Valley Shire Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Bega Valley Shire CSP consists of five themes and strategic objectives:

A. Our community

A connected and vibrant community where people are happy, safe and well.

B. Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

C. Our environment

We embrace sustainable living and value and conserve our natural environment.

D. Our infrastructure

Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.

E. Our civic leadership

Local leadership, is strong, consultative and responsive to our community's needs.

Each Plan theme outlines strategic objectives based on community feedback, envisages where we want to be, how we will get there, Council's role, essential partners and collaborators and measures to track progress.



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

A. Our community

A connected and vibrant community where people are happy, safe and well.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
We are a respectful, inclusive, and connected community that enjoys a culturally rich community life.	<p>A.1 Collaborate with partners to provide and support opportunities for social interaction, activities and events.</p> <p>A.2 Respect and promote our cultural heritage, industry, and diversity.</p> <p>A.3 Partner with and acknowledge and respect Traditional Owners and First Nations people.</p>	Provide Collaborate	Traditional Owners and First Nations people Community members Community groups
We are a caring community that supports the health and wellbeing of our residents.	<p>A.4 Collaborate with partners to provide and support aged, disability and community services that enhance people's quality of life.</p> <p>A.5 Advocate to government and partner organisations to expand local health and specialist services available to the community.</p> <p>A.6 Support and promote the development of local activities to enhance local community participation.</p>	Provide Collaborate Advocate	Health providers Community service providers NSW State Government Commonwealth Government Community groups
We value the role of community in supporting enhancing the life of all Bega Valley Shire residents.	<p>A.7 Acknowledge and collaborate with local groups to advance local priorities.</p> <p>A.8 Provide and support recovery efforts to rebuild communities and support resilience building.</p>	Collaborate	Community members Community groups
Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live.	<p>A.9 Provide proactive programs and support organisations and services that respond to the safety needs of our community.</p> <p>A.10 Collaborate with relevant agencies and the private sector to increase the diversity and affordability of new and existing housing, particularly to meet the needs of our ageing population.</p>	Collaborate	Housing providers NSW State Government Emergency services Community groups



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data
Number of households in housing stress	ABS census data

Supporting documents, plans or strategies

- Bega Valley Local Recovery Action Plan
- Disability Inclusion Action Plan 2021-2025

B. Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our economy is prosperous, diverse and supported by innovative and creative businesses.	<p>B.1 Support and collaborate with local business and industry to respond and recover from the COVID-19 pandemic.</p> <p>B.2 Collaborate with relevant parties to promote and support opportunities to diversify and grow our economy.</p> <p>B.3 Support diverse industries and economic development that will provide local employment opportunities and education initiatives.</p> <p>B.4 Explore streetscape improvement to enhance the retail offering.</p>	Provide Collaborate Advocate	Local business and industry NSW State Government Commonwealth Government
We have meaningful employment and learning opportunities for people at all stages in life.	<p>B.5 Collaborate with partners and advocate for education, training and learning opportunities, including vocational and tertiary education.</p> <p>B.6 Collaborate with education and industry partners to support initiatives that create employment opportunities and choices.</p> <p>B.7 Collaborate with partners to support education and employment pathways that help young people living in the Bega Valley Shire.</p>	Collaborate Advocate	Education and learning providers Local business and industry NSW State Government Commonwealth Government CRJO RDASI
Our tourism industry is resilient and strong.	<p>B.8 Collaborate with stakeholders to develop and enhance the economic opportunities provided by the Port of Eden, Merimbula Airport, East-West freight corridor, tourism services and facilities.</p> <p>B.9 Explore with partners the potential for Agri tourism expansion.</p> <p>B.10 Support and promote the development of events for local and tourist participation.</p>	Collaborate Advocate	Local business and industry Tourism bodies Community groups



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Unemployment rate	Small area labour markets data (SALM)
Visitor expenditure	Tourism Research Australia
Gross agricultural value	Australian Agricultural census
Community satisfaction with Council's overall performance	Council community survey

Supporting documents, plans or strategies

Economic Development Strategy

C. Our environment

We embrace sustainable living and value and conserve our natural environment.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our air and water are pristine, and our natural environment and rural landscapes are protected.	<p>C.1 Support innovative land-use policies, government, community and business partnerships, and community engagement activities that care for and enhance the natural environment.</p> <p>C.2 Ensure land use planning and resource use protects the quality of the natural environment, rural landscapes' existing character, and the high-value agricultural land.</p>	Provide Collaborate	Local business and industry Community groups NSW State Government
We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food.	<p>C.3 Collaborate with partners and our community to support innovative approaches to waste minimisation and increase reuse and recycling opportunities.</p> <p>C.4 Collaborate and partner with industry and our community to promote the use of clean energy.</p> <p>C.5 Adopt sustainable design principles in the planning of our urban areas and infrastructure provision, and encourage sustainable buildings and lifestyles.</p> <p>C.6 Support collaborative community-based sustainability initiatives, the regional food economy and programs and policies which address the causes and impacts of climate change, in particular, those relating to renewable energy.</p>	Provide Collaborate	Community members Community groups Local business and industry Housing and building industry
We act to adapt to and mitigate the effects of climate change.	<p>C.7 Lead climate change adaptation through our Climate Resilience Strategy focusing on natural systems, preparing for natural hazards, liveable and connected places, safe, healthy and inclusive community, diverse and thriving economy, energy security and food security.</p>	Provide Collaborate Advocate	Community members Community groups Local business and industry



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Measures

Measure	Source
Community satisfaction that development is balanced with community values	Council community survey
The extent of natural areas rehabilitated	Council data
Council energy use	Council data
Council fuel use	Council data
Percentage of waste diverted from landfill	Council data

Supporting documents, plans or strategies

- Clean Energy Plan
- Climate Resilience Strategy 2050
- Coastal Accessibility Projects Master Plan – Destination for all
- Emergency Management Plan
- Residential Land Strategy 2040

D. Our infrastructure

Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our places retain their character and scale.	D.1 Encourage and support the local character, identity and heritage of our towns, villages, and rural areas.	Provide Collaborate	Community members Community groups
Development is well planned and meets local needs.	D.2 Provide infrastructure and services to meet the diverse needs of residents in our towns, villages and rural areas.	Provide Collaborate Advocate	Community members Community groups NSW State Government Commonwealth Government
Our community has access to good quality recreation and sporting facilities that support health and wellbeing.	D.3 Strategically plan, develop and maintain sport and recreation spaces and facilities. D.4 Collaborate with partners to provide facilities, activities and services that encourage more people to have active and healthy lifestyles. D.5 Improve the presentation, maintenance and physical accessibility of existing facilities and towns. D.6 Collaborate with partners to enhance accessibility to our natural environment.	Provide Collaborate Advocate	Community members Community groups NSW State Government Commonwealth Government
Our transport networks support our community to work, learn and socialise.	D.7 Advocate for relevant parties to develop better public transport options that are convenient, easily accessible and affordable. D.8 Collaborate with relevant parties to grow the passenger numbers through Merimbula Airport. D.9 Improve connectivity between, and physical accessibility within, our towns and villages. D.10 Support sustainable and active transport through the development of paths and tracks for walking and cycling. D.11 Advocate for decision makers to provide better road, sea and air connections to areas outside the Shire.	Provide Collaborate Advocate	NSW state government Commonwealth Government Transport providers Local business and industry



Strategic objectives	Strategies	Council's role	Our partners
Our public infrastructure supports our connection and quality of life.	D.12 Advocate for decision makers to improve the availability of high speed broadband internet and mobile phone coverage. D.13 Advocate to other levels of government to ensure adequate health infrastructure is in place to support the health and wellbeing of our community.	Advocate	NSW State Government Commonwealth Government

Measures

Measure	Source
Number of heritage items listed for protection	State Heritage Register
Community access to key services	University of Canberra Regional Wellbeing Survey
Kilometres of new, improved or maintained roads by Council	Council data
Passenger numbers through Merimbula airport	Council data
Dwellings with internet access	ABS census data
Access to public and community transport services	Council data

Supporting documents, plans or strategies

- Bega Valley Bike Plan
- Master Plans
- Public Toilet Strategy
- Swimming Pools Strategy - 2019

E. Our civic leadership

Local leadership is strong, consultative and responsive to our community's needs.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
We are an informed and engaged community with a transparent, consultative and responsive Council.	<p>E.1 Lead, govern and regulate in an ethical, equitable, transparent and accountable way.</p> <p>E.2 Inform our community about things that affect their daily lives using relevant and varied communication channels.</p> <p>E.3 Consistently engage and consult across the whole community to ensure that a diversity of voices are heard, and that feedback is captured and considered for decision-making and advocating purposes.</p> <p>E.4 Inform our community of our progress through measurement of strategies and regular updates.</p>	Provide Collaborate	Community members Community groups
Our Council is financially sustainable, and services and facilities meet community needs.	<p>E.5 Optimise value for money and deliver responsible and ethical spending and efficient service delivery across all Council's services.</p> <p>E.6 Provide friendly, practical and knowledgeable guidance when responding to enquiries and in day-to-day contact with our community.</p>	Provide Collaborate	Community members Community groups



Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey

Supporting documents, plans or strategies

Community Engagement Strategy

Your Councillors



Cr Tony Allen



Cr Joy Robin



Cr Cathy Griff



Cr Karen Wright



Cr Russell Fitzpatrick
Mayor



Cr Mitch Nadin



Cr Liz Seckold



Cr Helen O'Neil



Cr David Porter

Acknowledgements

The Bega Valley Shire Community Strategic Plan 2022-2042 has been developed in partnership with Bega Valley Shire Council, the Canberra Region Joint Organisation, and Projectura.

Bega Valley Shire Council wish to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Goulburn Mulwaree

Community Strategic Plan 2042



Acknowledgement of country

Goulburn Mulwaree Council acknowledges and pays our respects to the Aboriginal elders both past and present as well as emerging leaders and acknowledge the traditional custodians of the land on which we all live.

Contact Us

Please contact Council with any enquiries regarding the Goulburn Mulwaree Council Community Strategic Plan:

p (02) 4823 4444

e council@goulburn.nsw.gov.au

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Message from the Mayor

Welcome to the Goulburn Mulwaree Community Strategic Plan. We are excited to share this plan with you, resulting from an extensive consultation and engagement process undertaken in collaboration with the Canberra Region Joint Organisation and seven neighbouring council areas.

During this consultation, many discussions were held with the community to understand the main challenges and opportunities presenting to the Goulburn Mulwaree area over the next 20 years. The vision and priorities in this Plan are built around what we heard from the community.

We are grateful to the 430 community members who provided their ideas and views regarding the future of our area, by attending local pop-ups, writing submissions, completing surveys, contributing to group discussions, and taking part in telephone interviews. The community input has proved most valuable in the production of the Plan.

We heard during this consultation that the community is concerned about future employment, retaining and supporting our young people, and encouraging growth in our economy.

We also heard about aspirations for better aged and disability services, events and festivals, and improved infrastructure within the council area. This plan addresses those challenges and aspirations with strategies and actions to move us towards a more economically, socially, and environmentally sustainable community.

While Council has a custodial role in initiating and preparing the Community Strategic Plan, it is a community plan. Many partners, such as state agencies and community groups, will be responsible for its implementation. The Community Strategic Plan ensures the whole community can contribute and work towards a shared vision for a better future.

The Goulburn Mulwaree Community Strategic Plan forms part of a broader Plan for the Canberra Region Joint Organisation. These documents will help us engage with and advocate to other levels of government, the business sector, and the wider community to encourage cooperation and commitment to achieving our vision for the future.

Cr. Peter Walker, Mayor
Goulburn Mulwaree Council

Vision

To build and maintain sustainable communities while recognising and respecting the region’s environment and heritage.

Vision definitions

Sustainable communities

Refers to both social, environmental and economic sustainability. Social connections, civic leadership, environmental health and economic prosperity can be maintained to meet current and future needs

Recognising and respecting

Our region is rich in history and natural beauty. We acknowledge and value Traditional Owner history and connection to Country, and the people that have contributed to our community. We consider the local and global implications of decision-making and actions.

Environment

Considers both the local natural and the broader global environment, including resource use and climate change issues.

Heritage

Respecting our heritage includes understanding the value of heritage, history and the environment to our community and considering these values in decision making. Showing respect for the environment consists of considering the local and global implications of decision-making and actions.

Our plan

About our plan

The Goulburn Mulwaree Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies priorities and strategies for achieving this.

It is the community’s plan for the future, not just a Council plan. Goulburn Mulwaree Council has a lead role in preparing and implementing CSP; however, many other state agencies, businesses, industry groups, community groups, and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

The Goulburn Mulwaree region is located in the Southern Tablelands of New South Wales and covers an area of 3,223 square kilometres. The region has a population of over 31,000 residents and boasts extensive natural beauty and proud agricultural history.

Its main population centres are Goulburn, Marulan, Tarago, Towrang and other smaller towns and villages. The region is predominantly rural, with land mainly used for agriculture, notably sheep and cattle grazing.

Goulburn, the most populous centre, is a thriving regional city, positioned two hours from Sydney, an hour from Canberra and just under two hours to the coast.

Total population
31,554

SEIFA index*
960

Top industries of employment

- 1 Hospitals (except Psychiatric Hospitals)
- 2 Aged Care Residential Services
- 3 Supermarket and Grocery Stores
- 4 Other Social Assistance Services
- 5 Takeaway Food Services
- 6 Government Services including Police Academy and Correctional Facility

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Goulburn Mulwaree Council area consisted of 100 people, there would be:

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Aboriginal and Torres Strait Islanders

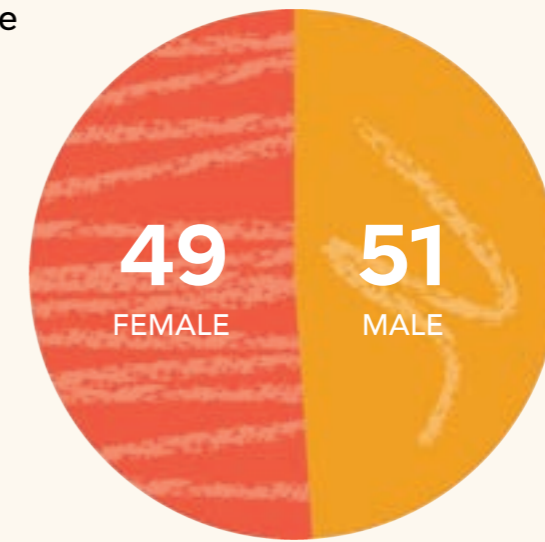
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8
with an individual income less than \$400 per week

48
that completed higher education

50
that did not complete year 12



24: 0 – 19 years **59:** 20 – 59 years
26: 60+ years



32
living by themselves

68
living in families

4
unemployed and looking for work

34
working part time

15
who volunteer

58
working full time



12
care for someone with a disability

6
have a disability



11
are older couples without children

12
live in medium and high density housing



70
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Community engagement

What we asked

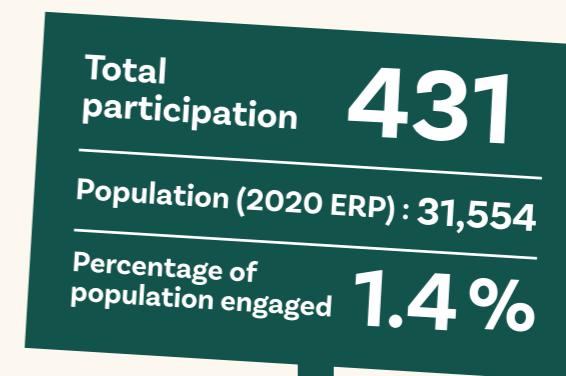
1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – online surveys
- In conversation – group discussions, pop ups, telephone interviews
- On paper – formal written submissions

Participation

Over 430 people from the Goulburn Mulwaree area participated in the Towards 2042 Stage One engagement from 21 June to 13 August 2021. The profile of the participants shows a broad cross-section of the Goulburn Mulwaree were involved in terms of age, gender, location, and diversity characteristics.



Community engagement

What is important to you

You told us the main aspects that make the community a great place to live include the beautiful natural environment (12.2 percent), the lifestyle (11.6 percent) and the location and convenience (11.7 percent).

When asked what you had seen in other areas that you thought would enhance the Goulburn Mulwaree area, you identified economic growth (19.8 percent), improved infrastructure (16.8 percent) and more activities and events (12.9 percent).

The top three things you would like to see accomplished in the next 10 years include improved infrastructure, economic growth, and reduced environmental impact. In order to achieve this, the community would like to see Council prioritise roads and parking, employment, and aged and disability services.

Main challenges

The main challenges identified by the community were jobs and employment (11.9 percent) to support a growing population and attract and retain staff. Retaining and supporting young people (11.4 percent) through the local provision of employment opportunities for young people to live, thrive, participate and contribute to the community and attract new business and support new business to build a robust and resilient local economy.

Services and projects to prioritise

Participants in the engagement would like to see Council prioritise roads and parking (5.0 percent) including maintenance, access, parking and pedestrian safety. Other priorities that the community would like to Council to focus on include employment (4.7 percent) and aged and disability services (4.6 percent).



Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst Goulburn Mulwaree Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

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In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Goulburn Mulwaree Regional Community Strategic Plan consists of five themes and strategic objectives:

A. Our community

We are a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self-sufficiency and rural lifestyle.

B. Our economy

We appreciate our range of rural landscapes and habitats and act as custodians of the natural environment for future generation

C. Our environment

We embrace sustainable living and value and conserve our natural environment

D. Our infrastructure

Our community is well serviced and connected to built, social and communications infrastructure.

E. Our civic leadership

Our leaders operate ethically and implement good governance. We empower our residents with the tools to participate actively in the development of our communities.

Informed by what we heard from the community, the Plan outlines where we want to be, how we will get there, Council's role, partners, and measures to track progress under each of these themes.



A. Our community

To have a network of vibrant, inclusive and diverse communities that value our cooperative spirit, self-sufficiency and rural lifestyle.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our community's health and wellbeing are supported.	<p>A.1 Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults, and people with disabilities.</p> <p>A.2 Support youth programs that encourage empowerment, resilience, and capacity building.</p> <p>A.3 Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.</p>	Provide Collaborate Advocate	Community members Community organisations Traditional Owners and First Nations groups Business and industry NSW Government Federal Government
There is active and creative participation in community life.	<p>A.4 Events celebrate the identity of our towns, our heritage, and our culture.</p> <p>A.5 Develop compelling public spaces and experiences for the community across the region.</p> <p>A.6 Build partnerships with key arts and cultural bodies and support community participation in arts and culture.</p>	Provide Collaborate	Community members Community organisations Traditional Owners and First Nations groups Business and industry NSW Government
Our community is inclusive, connected, safe, and proud.	<p>A.7 We acknowledge and embed local Aboriginal culture and stories within our community.</p> <p>A.8 Design public spaces and residential developments to support social connection and public safety.</p> <p>A.9 Support local initiatives that welcome new residents.</p> <p>A.10 Encourage community pride through the beautification and maintenance of our villages and towns.</p>	Provide Collaborate	Community members Community organisations Traditional Owners and First Nations groups Local business and industry NSW Government

Strategic objectives	Strategies	Council's role	Our partners
Our communities have access to affordable and safe accommodation and housing.	A.11 Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.	Provide Collaborate Advocate	Community Organisations NSW Government Federal Government

Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data

Supporting documents, plans or strategies

- Goulburn Mulwaree Disability Inclusion Action Plan 2017-2021
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn and Marulan Urban and Fringe Housing Strategy 2020
- Goulburn Mulwaree Council Climate Change Assessment and Adaptation Planning 2020
- Goulburn Mulwaree LGA Aboriginal Heritage Study 2012
- Goulburn Mulwaree Heritage Study Review 2018

B. Our economy

To have a strong, growing economy that is resilient and provides a diverse range of employment opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our location attracts business and industry, boosting our local economy and jobs.	<p>B.1 Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.</p> <p>B.2 Promote the region as an ideal location for emerging industries and start-ups.</p>	Provide Collaborate Advocate	Business and industry ACT Government Tourism bodies CRJO
The local and regional tourism offering is expanded, increasing visitation to the region.	<p>B.3 Market the region as a tourist destination, highlighting the region's unique rural character, natural environment, heritage, and culture.</p> <p>B.4 Identify opportunities to bid for regional, state, and national events that deliver economic outcomes for the community.</p>	Provide Collaborate Advocate	Business and industry Other local government NSW Government Federal Government
Our local established and emerging businesses are supported to thrive.	<p>B.5 Support small and home-based businesses to develop through streamlined processes and business support.</p> <p>B.6 Support village development and opportunities for business and growth.</p> <p>B.7 Foster a diverse, adaptive and innovative agricultural industry.</p> <p>B.8 Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p>	Provide Collaborate Advocate	Business and industry NSW Government Federal Government



Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Unemployment rate	Small area labour markets data (SALM)
Visitor expenditure	Tourism Research Australia
Gross agricultural value	Australian Agricultural census

Supporting documents, plans or strategies

Goulburn Mulwaree Destination Action Plan 2020-2025

Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029

Goulburn Mulwaree Employment Land Strategy 2016

C. Our environment

To appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our natural environment is maintained, protected and enhanced in line with community expectations.	<p>C.1 Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p>C.2 Implement effective integrated weed and pest animal management.</p> <p>C.3 Protect and rehabilitate waterways and catchments.</p>	Provide Collaborate	Community members Community organisations Traditional Owner and First Nations groups NSW Government
Adopt environmental sustainability practices.	<p>C.4 Investigate and implement approaches to reduce our carbon footprint.</p> <p>C.5 Council to investigate and adopt environmentally sustainable practices across the organisation.</p> <p>C.6 Work with community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.</p>	Provide Collaborate	Community organisations Business and industry NSW Government
Our community is resilient to climate impacts.	<p>C.7 Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.</p> <p>C.8 Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.</p> <p>C.9 Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.</p> <p>C.10 Plan, respond and recover from natural disasters.</p>	Provide Collaborate Advocate	Community organisations NSW Government Federal Government

Strategic objectives	Strategies	Council's role	Our partners
Our rural character and natural landscapes are protected and maintained.	<p>C.11 Maintain a balance between growth, development, environmental protection, and agriculture through sensible planning.</p> <p>C.12 Economic growth and development will consider the rural character, local environmental and historical features, and community aspirations.</p> <p>C.13 Implement planning and development policies and plans that protect our built, cultural, and natural heritage.</p> <p>C.14 Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p>C.15 Encourage positive social and environmental contributions from developers.</p>	Provide Collaborate Advocate	Community members Community organisations NSW Government

Measures

Measure	Source
Community satisfaction that development is balanced with community values	Council community survey
The extent of natural areas rehabilitated	Council data
Council energy use	Council data
Council fuel use	Council data



Supporting documents, plans or strategies

- Goulburn Mulwaree Disability Inclusion Action Plan 2017-2021
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn Mulwaree LGA Aboriginal Heritage Study 2012
- Goulburn Mulwaree Heritage Study Review 2018

D. Our infrastructure

Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Safe and quality transport options are available for all residents to access major centres and services.	<p>D.1 We advocate for and support better public and community transport options, to enhance access to services for all residents.</p> <p>D.2 Plan for, maintain and improve road networks.</p> <p>D.3 Advocate for funding to improve road safety, conditions, and connectivity.</p> <p>D.4 Support infrastructure that enables active and passive transport.</p>	Provide Collaborate Advocate	Community organisations NSW Government Federal Government
We are proud of our liveable and accessible local places and spaces.	<p>D.5 Upgrade community facilities to improve service provision and accessibility.</p> <p>D.6 Green spaces are planned for and preserved to balance development and liveability.</p> <p>D.7 Streetscapes and parking are accessible, well designed and maintained.</p> <p>D.8 Protection and preservation of historic and heritage buildings.</p>	Provide Collaborate	Community organisations Business and Industry NSW Government
Our existing community infrastructure is maintained, and we plan for and support the development of infrastructure that meets community need.	<p>D.9 Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.</p> <p>D.10 Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers.</p> <p>D.11 Ensure adequate and appropriate land is zoned for business and industrial purposes.</p> <p>D.12 New and existing infrastructure is designed and maintained with consideration of climate change impacts.</p>	Provide Collaborate Advocate	Community members Community organisations Business and industry NSW Government Federal Government

Strategic objectives	Strategies	Council's role	Our partners
Water, waste and sewerage services meet the needs of our community.	<p>D.13 Ensure high quality water supply options for the towns in the region.</p> <p>D.14 Provide safe and efficient sewer collection services across the region.</p> <p>D.15 Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.</p> <p>D.16 Provide waste collection services that encourage the source separation of organic waste and recycling.</p> <p>D.17 Provide waste centres that prioritise and encourage recycling and reuse.</p>	Provide Collaborate Advocate	Business and Industry NSW Government
Improvements secured to future-proof telecommunications infrastructure.	<p>D.18 Advocate for servicing of telecommunications blackspot areas.</p> <p>D.19 Advocate for a more stable telephone and high speed internet communications network.</p>	Advocate	Federal Government

Measures

Measure	Source
Community access to key services	University of Canberra Regional Wellbeing Survey
Compliance with 'Drinking Water Management System'	Council data
Percentage of waste diverted from landfill	Council data
Kilometres of new, improved or maintained roads by Council	Council data
Hectares of open space	Council data
Dwellings with internet access	ABS census data
Access to public and community transport services	Council data

Supporting documents, plans or strategies

- Goulburn Mulwaree Disability Inclusion Action Plan 2017-2021
- Goulburn Mulwaree Council Social Sustainability Strategy and Action Plan 2019-2029
- Goulburn Mulwaree Council Climate Change Assessment and Adaptation Planning 2020
- Goulburn Mulwaree LGA Aboriginal Heritage Study 2012
- Goulburn Mulwaree Heritage Study Review 2018

E. Our civic leadership

Our leaders operate ethically with good governance and empower residents to participate in community development.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Council is effective, financially sustainable and responsible.	<p>E.1 Council practices and processes are undertaken in a safe manner that meets legislative requirements.</p> <p>E.2 Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p>E.3 Governance provides a sound basis for decision-making.</p> <p>E.4 Make doing business with Council easier.</p> <p>E.5 Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.</p> <p>E.6 Manage assets in a proactive way across their lifespan.</p>	Provide	Community members NSW Government CRJO
Our community is informed and engaged in decision making.	<p>E.7 Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.</p> <p>E.8 Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>E.9 Residents have access to timely, relevant, and accurate information about issues that affect them.</p> <p>E.10 We engage 'hard to reach' parts of our community in decisions that affect them and our region.</p> <p>E.11 Residents from across the community are encouraged and supported to become involved in regional decision-making forums.</p>	Provide Collaborate	Community members Community organisations Traditional Owner and First Nations groups Service providers



Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey

Supporting documents, plans or strategies

Your Councillors



Cr Andrew Banfield



Cr Carol James



Cr Bob Kirk



Michael Prevedello



Cr Steven Ruddell



Cr Jason Shepherd



Cr Daniel Strickland



Cr Peter Walker
Mayor



Cr Andy Wood

Acknowledgements

The Goulburn Mulwaree Community Strategic Plan 2022-2042 has been developed in partnership with Goulburn Mulwaree Council, the Canberra Region Joint Organisation, and Projectura.

Goulburn Mulwaree Council wishes to thank the community members, businesses, industry and other stakeholders who gave their time and thoughts during the engagement process to inform the Plan.

Queanbeyan-Palerang

Community Strategic Plan 2042



Acknowledgement of country

We would like to acknowledge the traditional custodians of the Queanbeyan-Palerang region and pay our respects to elders past, present and emerging. We acknowledge the stories, traditions and living cultures of our First Nations peoples on this land and commit to building a brighter future together.

Contact Us

Please contact Council with any enquiries regarding the Queanbeyan-Palerang Community Strategic Plan 2042:

p 1300 735 025

e council@qprc.nsw.gov.au

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Message from the Mayor

Queanbeyan-Palerang Regional Council is proud to present our next Community Strategic Plan (CSP) – Towards 2042 following the election of our new Council in December 2021. The CSP draws on fresh engagement and outlines our community's vision for the future across the areas of community, economy, environment, infrastructure and civic leadership.

Our previous CSP 2018-2028 provided a solid basis for this refreshed plan, but maintains the key strategic pillars of Community, Choice, Character, Connection and Capability. We are conscious that a CSP needs to remain sure in its direction whilst being flexible enough to respond to new and emerging issues. To conduct this review, we've consulted extensively with the community, with 1,720 people contributing to review our community vision, priorities and aspirations for the next 20 years. We have then developed strategies to achieve those aspirations and measures to monitor our progress and achievements.

In recent years, the Queanbeyan-Palerang region has experienced a growing population and changing demographics with expanded infrastructure and facilities. It is an exciting time to welcome new people while ensuring we maintain the identity of our diverse Council area,

we develop in a balanced and sustainable way, and our infrastructure keeps pace with change. We also need to collaborate with our partners to ensure adequate employment opportunities, our economy is resilient and growing, and our community has the services it needs.

This plan seeks to preserve, enhance, and protect the things we love about our community, such as the beautiful natural landscapes and river corridors, our welcoming community, and the balanced, affordable rural lifestyle. At the same time, its strategies aim to address challenges in collaboration with our community and partners. Key challenges identified include housing availability and affordability, road safety and maintenance, adapting to climate change, promoting environmental sustainability, pedestrian friendliness and support for vulnerable cohorts through aged and disability services.

Council looks forward to working with our community and partners to achieve the aspirations outlined in the CSP. Our next primary task is to develop our Delivery Program, which will actively consider how Council can resource strategies it holds responsibility for within the CSP.

Cr. Kenrick Winchester, Mayor
Queanbeyan-Palerang Regional Council

Vision

Our area is a safe and relaxed place, offering a wonderful lifestyle for all members of our community to enjoy and thrive in. Our community can enjoy excellent services and facilities whilst experiencing the benefits of a pristine natural environment.

Vision definitions

Lifestyle

Denotes the way in which a person lives.

Natural environment

Considers issues such as resource use and climate change, both the local natural and atmospheric environment and the broader global environment.

Safe

The community and its residents can be safe from the risk of harm, injury, or property loss.

Our plan

About our plan

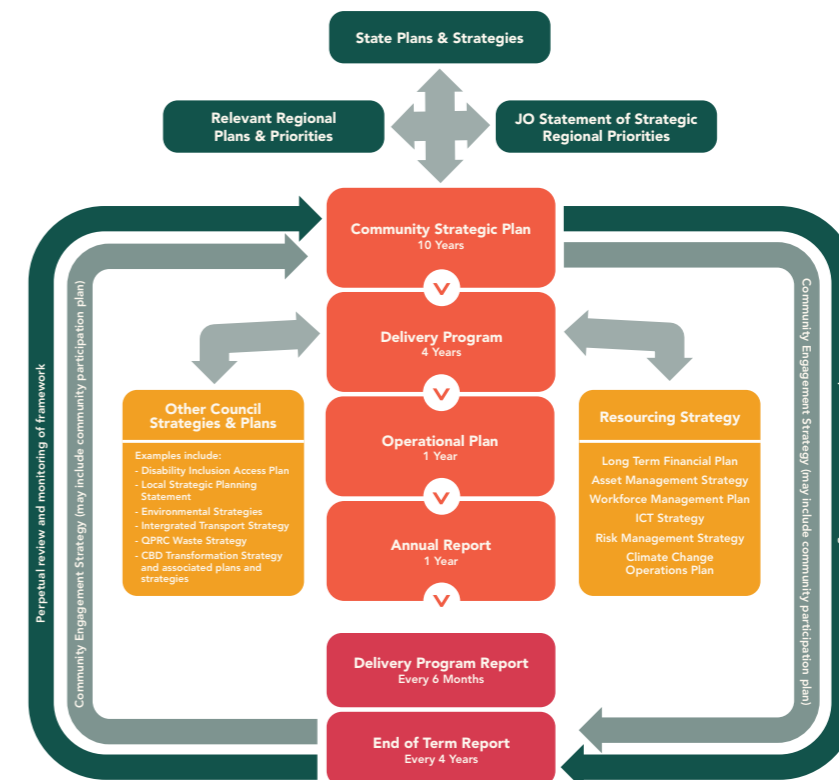
The Queanbeyan-Palerang Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a Council Plan. Queanbeyan-Palerang Regional Council has a lead role in preparing and implementing CSP; however, state agencies, businesses, industry groups, community groups, and individuals also contribute and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

Queanbeyan-Palerang Regional Council is located in the southern tablelands adjacent to Canberra and 250 kilometres southwest of Sydney. The area's population is 62,239, which is expected to grow to 78,756 by the year 2036.

It is predominantly a rural area, with growing residential areas to the south of Queanbeyan and several townships, the main being Bungendore, Braidwood and Captains Flat.

With advanced manufacturing capabilities and specialised agriculture and tourism industries, Queanbeyan-Palerang is identified as growing faster than any other part of regional NSW. Its proximity to state and federal government provides unique networking and business opportunities.

Total population
62,239

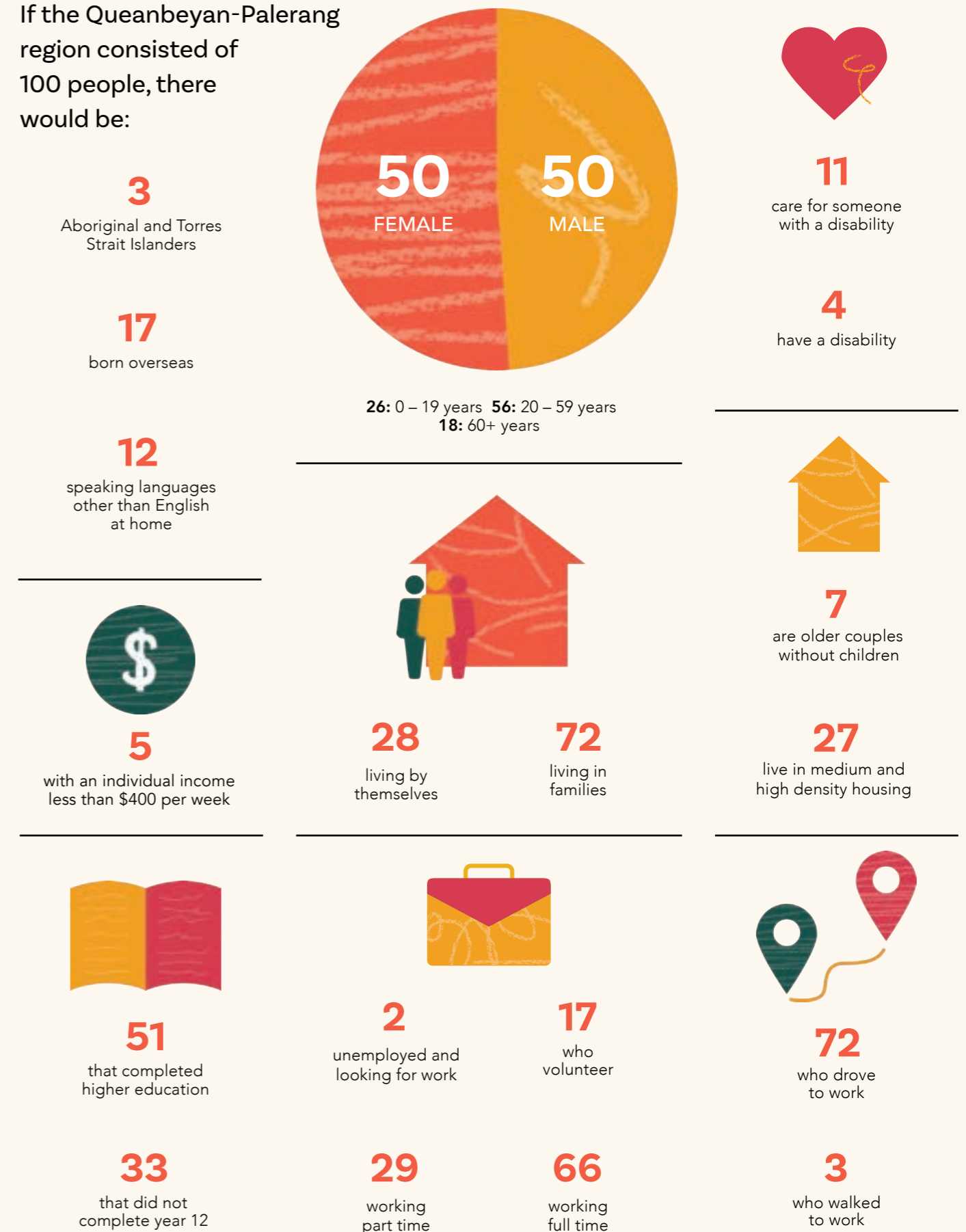
SEIFA index*
1053

Top industries of employment

- 1 Central Government Administration
- 2 Defence
- 3 Hospitals (except Psychiatric Hospitals)
- 4 State Government Administration
- 5 Computer System Design and Related Services

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Queanbeyan-Palerang region consisted of 100 people, there would be:



Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

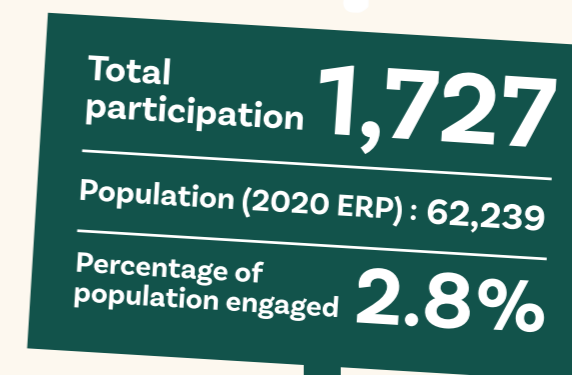
1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – online surveys
- In conversation – group discussions, pop ups, telephone interviews
- On paper – formal written submissions

Participation

Over 1,720 people from the Queanbeyan-Palerang Region participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The community contributed their thoughts and opinions through an online survey, discussion guides, and telephone interviews.



Community engagement

What is important to you?

QPRC residents who participated in the engagement identified the beautiful natural environment (14.8%), local people and spirit (9.9%) and location and convenience (9.8%) as being the characteristics they loved about living in the region. When asked how the region could be improved or enhanced, respondents pointed to parks and green spaces (18.3%), improved infrastructure (15.5%) and more activities and events (13.4%). When considering the priorities to focus on over the next 10 years, respondents chose infrastructure (13.2%), environmental impact (10.4%) and sports and recreation facilities (9.8%) as their highest choices.

Main challenges

When asked to identify what challenges were facing the QPRC community, respondents chose environmental sustainability (13.4%), including conservation, land management, sustainability, water security and education and awareness, as the top challenge. Change brought about by changing demographics and size (11.1%), including the impact on infrastructure and services, maintaining a rural lifestyle and ensuring sustainable development and population growth were front of mind. A strong, robust, and resilient economy was also crucial for respondents, particularly in employment and attracting and retaining a skilled workforce.

Top services or projects Council should be prioritising

Respondents were also asked to specifically consider the Council's role and what matters they should prioritise or advocate for. Climate change and adaptation (6.4%), roads and parking (6.0%), and aged and disability services (5.0%) were identified as critical priorities for Council to provide, fund or influence.



Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst Queanbeyan-Palerang Regional Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Queanbeyan-Palerang CSP consists of five Strategic Pillars and strategic objectives:

A. Community

A safe, harmonious, happy and healthy community leading fulfilled lives.

B. Choice

A diverse, resilient and smart economy that creates choice and job opportunities.

C. Character

A clean, green community that cherishes its natural and physical character.

D. Connection

A well connected community with good infrastructure enhancing quality of life.

E. Capability

We have contemporary civic leadership and governance that is open, transparent and accountable.

Each Strategic Pillar outlines strategic objectives based on community feedback, envisages where we want to be, how we will get there, Council's role, essential partners and collaborators and measures to track progress.



A. Community

A safe, harmonious, happy and healthy community leading fulfilled lives.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our community is strengthened through connection and participation that enhances our community and cultural life.	<p>A.1 Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.</p> <p>A.2 We recognise and take pride in the unique and individual heritage and identity of our city and villages.</p> <p>A.3 We welcome and support new and existing residents through community development to build community connection and resilience.</p> <p>A.4 Our Traditional Owners and First Nations people's ongoing and historical connection to Country is recognised and supported.</p>	Provide Collaborate Advocate	Community members Community groups First Nations people and Traditional Owners
Our health and wellbeing are supported by strong partnerships and access to services.	<p>A.5 Continue to strengthen community safety and crime prevention partnerships with critical stakeholders.</p> <p>A.6 Inclusion and accessibility are enhanced through access to community and support services for those that need them.</p> <p>A.7 Health and quality of life are improved through access to a range of recreation and leisure opportunities.</p> <p>A.8 Active recreational, sporting and health pursuits are supported by the availability of programs and events in the Queanbeyan-Palerang region.</p> <p>A.9 Enhance participation in the library, historical and museum services across the region through socially inclusive and welcoming facilities.</p>	Provide Collaborate Advocate	Emergency services NSW government agencies Community members Community groups Health providers Community service providers
Our public places are inviting, encourage participation and are well maintained.	<p>A.10 Maintain public spaces to a high standard</p> <p>A.11 Promote our public places and attractions with wayfinding signage to support visitation.</p> <p>A.12 When planning public and green spaces, explore the inclusion of complimentary activities such as playgrounds, walking tracks, picnic facilities and amenities.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community members Community groups



Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data
Library, historical and museum attendance	Council data

Supporting documents, plans or strategies

- Disability Inclusion Action Plan
- Events Strategy
- Community Satisfaction and Wellbeing Survey
- Reconciliation Action Plan

B. Choice

A diverse, resilient and smart economy that creates choice and job opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our city and village CBDs are dynamic and thriving places that attract economic activity.	<p>B.1 Make our town centres inviting through beautification and maintenance.</p> <p>B.2 Support and promote existing and new business generation initiatives.</p> <p>B.3 Encourage the growth of local retail options by supporting 'buying local' initiatives.</p> <p>B.4 Explore economic diversification through the attraction of new industries.</p> <p>B.5 Build financial and employment capability and capacity across Queanbeyan-Palerang.</p>	Provide Collaborate Advocate	Local business and industry Community members Community groups CRJO NSW State Government RDASI Commonwealth Government
Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector.	B.6 Programs and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice.	Provide Collaborate Advocate	Local business and industry Community members Community groups Tourism bodies and groups
Our business practices support a productive and efficient local economy.	<p>B.7 Council processes and practices are transparent, and applications are considered promptly.</p> <p>B.8 Collaborate with local business and industry groups to enhance economic resilience.</p>	Provide Collaborate Advocate	Local business and industry CRJO NSW State Government Commonwealth Government
Our community has access to education, training and learning opportunities.	B.9 Advocate for and promote education and employment pathways.	Collaborate Advocate	Education providers NSW State Government Commonwealth Government



Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Visitor expenditure	Tourism Research Australia
Unemployment rate	Small Area Labour Markets data (SALM)
Gross agricultural value	Australian Agricultural census
Community satisfaction with Council's overall performance	Council community survey
Attendance and participation at council run community events	Council data

Supporting documents, plans or strategies

- QPRC Events Strategy
- QPRC Regional Economic Development Strategy
- QPRC Tourism Plan
- Queanbeyan CBD Retail Growth Strategy
- CBD Transformation Strategy
- Queanbeyan CBD Spatial Master Plan
- Queanbeyan Place Plan
- Digital Economy and Smart Community Strategy

C. Character

A clean, green community that cherishes its natural and physical character.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
We acknowledge that climate change is a serious and significant issue. Together we work towards reducing our regions carbon footprint.	<p>C.1 Mitigate the effects of climate change through the implementation of actions outlined in the QPRC Climate Change Action Plan.</p> <p>C.2 Increase community education, resilience, confidence and resolution in dealing with the challenges of climate change.</p> <p>C.3 Undertake public waste education programs to enhance understanding of recycling and change community and business behaviour.</p> <p>C.4 Strive for the delivery of best practice waste, water and sewerage services.</p>	Provide Collaborate	Community members Community groups Business and industry NSW State Government
We have robust planning systems that support the liveability of the area.	<p>C.5 Acknowledge our area comprises diverse settlements that have their own unique identity and value our rural landscapes.</p> <p>C.6 Support a diversity of housing stock by identifying strategies in collaboration with Council, the community, and stakeholders.</p> <p>C.7 Support the sustainable growth of the Local Government Area through land infrastructure strategic planning, assessment, determination of development, subdivision and building and manage risk through monitoring and compliance.</p> <p>C.8 Acknowledge and respect the heritage values of our area.</p>	Provide Collaborate Advocate	Community members Community groups Service providers NSW State Government
Our land, vegetation and waterways are managed in an integrated and sustainable manner.	<p>C.9 Sustain, manage and protect our land, vegetation and waterways.</p> <p>C.10 Manage natural landscapes and open spaces.</p> <p>C.11 Passive recreation is supported through a well maintained and connected path network, play areas and green spaces.</p>	Provide Collaborate	NSW State Government Community members Community groups

Measures

Measure	Source
Extent of natural areas rehabilitated	Council data
Council energy use	Council data
Council fuel use	Council data
Percentage of waste diverted from landfill	Council data
Hectares of urban open space	Council data

Supporting documents, plans or strategies

- Local Strategic Planning Statement
- Rural Lands Strategy
- QPRC Waste Strategy
- Integrated Water Cycle Management
- QPRC Community Climate Action Plan
- QPRC Council Operations Climate Action Plan
- QPRC Comprehensive Local Environmental Plan
- Development Control Plans
- Bungendore Structure Plan

D. Connection

A well connected community with good infrastructure enhancing quality of life.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our transport network and infrastructure are safe and allow for ease of movement throughout Queanbeyan-Palerang.	<p>D.1 Take a safe systems approach to the maintenance and development of the transport network.</p> <p>D.2 Support and maintain urban and rural roads, traffic management systems, car parking, and improvement of bridges.</p> <p>D.3 Support and facilitate the continuous development of footpaths and connected walking and cycling tracks.</p> <p>D.4 Advocate for public transport infrastructure that meets the needs of Queanbeyan-Palerang residents and visitors.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Local business and industry
Our community's water, sewerage, stormwater and recycled water needs are met.	<p>D.5 Manage the regions potable water systems and supply to meet the community's needs and national quality standards.</p> <p>D.6 Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.</p> <p>D.7 Manage the regions stormwater and recycled water systems and supply to meet the community's needs and national quality standards.</p> <p>D.8 Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems..</p>	Provide Collaborate	NSW State Government Water authorities ACT Government

Strategic objectives	Strategies	Council's role	Our partners
Our community facilities are well planned, meet the needs of the community and enhance social connection.	<p>D.9 Community facilities are accessible, safe and inclusive.</p> <p>D.10 Enhance community and recreational use of facilities through robust maintenance and management.</p> <p>D.11 We plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community groups
Our telecommunications infrastructure supports social, economic and educational outcomes.	D.12 Identify connectivity issues and advocate for better telecommunications coverage, particularly in the rural areas of the Queanbeyan-Palerang region.	Advocate	Commonwealth Government CRJO and RDASI Telecommunications providers

Measures

Measure	Source
Community access to key services	University of Canberra Regional Wellbeing Survey
Access to public and community transport services	Council data
Kilometres of new, improved or maintained roads by Council	Council data
Dwellings with internet access	ABS census data
Percentage of waste diverted from landfill	Council data

Supporting documents, plans or strategies

- Asset Management Strategy
- QPRC Integrated Transport Strategy
- Braidwood Bicycle and Pedestrian Facilities Plan
- Bungendore Bicycle and Facilities Plan
- Queanbeyan Bicycle and Pedestrian Facilities Plan
- Sports Facilities Plan
- Integrated Water Cycle Management Plan

E. Capability

We have contemporary civic leadership and governance that is open, transparent and accountable.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
The community is serviced by an efficient, effective and innovative Council.	<p>E.1 Recruit, retain and remunerate a safe and harmonious workforce.</p> <p>E.2 Promote and facilitate excellent performance through the development of streamlined and improved systems, processes and frameworks.</p> <p>E.3 Apply a contemporary risk management framework to mitigate risk, increase organisational efficiencies and reduce red tape.</p> <p>E.4 Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for ratepayers.</p> <p>E.5 Develop and maintain networks and systems to advocate and promote the aspirations and opportunities of the region.</p> <p>E.6 Strategically administer and manage Council's property portfolio.</p>	Provide Collaborate	CRJO RDASI NSW State Government
Council is an open, accessible and responsive organisation.	<p>E.7 Communicate in an effective and timely manner with the community.</p> <p>E.8 Use community engagement methods that enhance community participation in decision making.</p> <p>E.9 Establish operational practices and processes that support efficiency and community and business satisfaction.</p> <p>E.10 Manage automated customer services system that meets the needs of the community.</p> <p>E.11 Work with the community to achieve its long-term aspirations by integrating goals and strategies outlined in the Community Strategic Plan into the development of other Council Strategies and Plans.</p> <p>E.12 Maintain robust governance policies to ensure transparency and accountability.</p>	Provide Collaborate	Community members Community groups NSW State Government



Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey

Supporting documents, plans or strategies

- QPRC Community Engagement and Participation Plan
- Customer Service Charter and Service Standards
- Customer and Digital Strategies
- Digital Economy and Smart Community Strategy
- Financial Strategy
- Long Term Financial Plan

Your Councillors



Cr Katrina Willis



Cr Kenrick Winchester
Mayor



Cr Louise Burton



Cr Bryce Wilson



Cr Esmá Livermore



Cr Jacqueline Ternouth



Cr Mareeta Grundy



Cr Steve Taskovski



Cr Edwina Webster



Cr Michele Biscotti



Cr John Preston

Acknowledgements

The Queanbeyan-Palerang Community Strategic Plan 2022-2042 has been developed in partnership with Queanbeyan-Palerang Regional Council, the Canberra Region Joint Organisation, and Projectura.

Queanbeyan-Palerang Regional Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Snowy Monaro

Community Strategic Plan 2042



Photo: Rachel Davies

Acknowledgement of country

Snowy Monaro Regional Council acknowledges the Traditional Custodians of the region's land and water, the Ngarigo, Walgalu, Ngunnawal, and Bidjawal Peoples. We pay our respects to Elders past, present, and emerging.

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Contact Us

Please contact Council with any enquiries regarding the Snowy Monaro Community Strategic Plan 2042:

p 1300 345 345

e council@snowymonaro.nsw.gov.au

Message from the Mayor

Welcome to the Snowy Monaro Community Strategic Plan (CSP), our shared vision for our region's future.

This CSP reflects the goals and aspirations of over 1,000 Snowy Monaro residents that provided us with feedback through the Towards 2042 engagement. Community feedback has shaped a CSP that will focus on moving us towards an economically, socially and environmentally sustainable future.

This plan honours the work of the community in developing the previous CSP, Snowy Monaro 2040, whilst ensuring it considers the current challenges and opportunities faced by our community. Our plan identifies and updates the community's priorities and aspirations for the next twenty years, along with strategies to achieve them and measures to let us know how we are progressing.

This plan acknowledges that our community is characterised by our beautiful natural environment,

relaxed lifestyle, welcoming people, sense of community and collaborative spirit – along with plenty of outdoor activities.

The plan also reflects our community's ideas about making the Snowy Monaro region an even better place to live. Some of the priorities identified through engagement were increasing our cycle, shared pathways and footpaths, improving access to aged and disability services, addressing housing affordability and availability, leading mitigation and adaptation activities to address climate change, maintaining our roads and increasing road safety.

As a lead contributor to working on the CSP Council looks forward to increasing our relationships with government, service organisations, businesses and the community to work together to deliver on these goals.

Cr. Narelle Davis, Mayor
Snowy Monaro Regional Council

Vision

The Snowy Monaro Region is a welcoming diverse and inclusive community where everyone can belong, participate, and work together. Our natural environment and heritage is preserved and enhanced for future generations.

The region offers a fulfilling quality lifestyle and is a place of opportunity, with education, training and economic opportunities for people of all ages and backgrounds.

Vision definitions

During engagement, the community sought clarification on some terms used in developing our Community Vision. To provide context, we have provided definitions below.

Welcoming

We are committed to a region where everyone can belong and participate in social, cultural, economic and civic life.

Natural environment

Considers both the local natural and atmospheric environment and the broader global environment, considering issues such as resource use and climate change.

Place of opportunity

Envisions a community with education, training, professional and economic opportunities for people of all ages and backgrounds.



Our plan

About our plan

The Snowy Monaro Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this. The CSP also must consider the NSW Government's state plans, regional plans and other strategies and plans that are in place.

The Snowy Monaro CSP consists of five themes and strategic objectives:

1. Our community

Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.

2. Our economy

We are a vibrant and prosperous community providing opportunities for growth, learning and innovation.

3. Our environment

Our natural environment and heritage is preserved and enhanced whilst balancing the needs for regional development and growth.

4. Our infrastructure

Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money.

5. Our civic leadership

We have contemporary leadership and governance that is open, transparent, and accountable, enabled by effective communication and engagement.

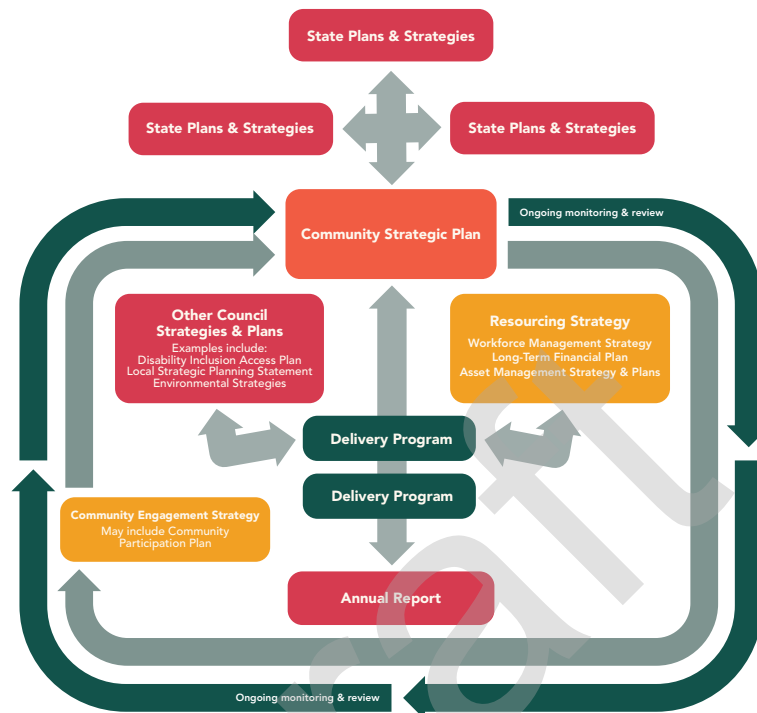
Each plan theme outlines a strategic objective based on community feedback, envisages where we want to be, how we will get there, Council's role, essential partners and collaborator and measures to track progress.

It is the community's plan for the future, not just a Council plan. Snowy Monaro Regional Council has a lead role in preparing and implementing the CSP; however, state agencies, businesses, industry groups, community groups and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning and Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW Council under the Integrated Planning and Reporting Framework set out in the Local Government Act, 1993 and the Local Government General Regulation, 2021.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Reading this plan

The plan consists of the following main parts:

Introductory material

This is information that tell people about the CSP, why it has been developed and how it guides organisations and people.

Strategic objective

The strategic objectives set out the aspirations that have been identified from the community consultations. They clarify what it is that the plan is seeking to achieve.

Measures

It is not possible to know whether the strategic objectives are being met, or what gap may exist, unless there is a measure of the outcomes the

strategy will achieve. Measures are a key driver of the strategies as they identify where the community currently is compared to where it wants to be. If there is a gap, then strategies need to focus on bridging that gap. If the measures are currently being met, then the focus will be on ensuring that the current outcomes are maintained and do not deteriorate.

How will we get there (Strategies)

These are the high level actions that will be taken to achieve the strategic objectives. Within the various aspects of the integrated plan framework these strategies will be turning into more detailed actions to achieve the strategic objectives in the Community Strategic Plan.

Our community

The Snowy Monaro Regional Council is in south-eastern NSW, about 100 kilometres south of the Canberra CBD and roughly 400 kilometres southwest of the Sydney CBD.

The Snowy Monaro Regional Council area is a resilient community with solid agriculture, industry investment and employment opportunities. It has a strong volunteer base and is committed to rebuilding its natural assets and attractions.

Total population
20,997

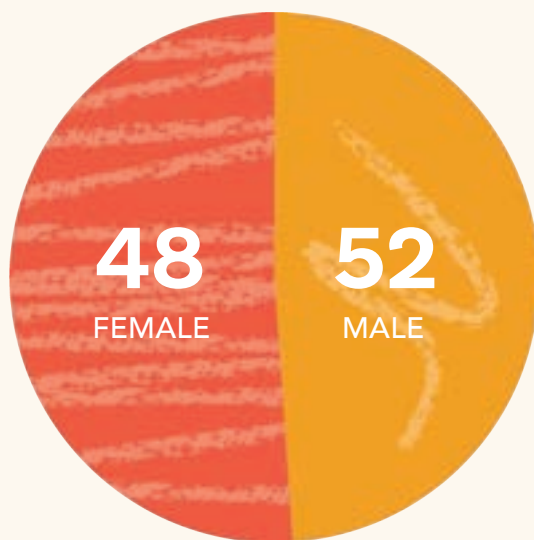
SEIFA index*
1008

Top industries of employment

- 1 Accommodation
- 2 Cafes and Restaurants
- 3 Local Government Administration
- 4 Sports and Physical Recreation Venues, Grounds & Facilities Operation
- 5 Sheep Farming (specialised)

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Snowy Monaro region consisted of 100 people, there would be:



2
Aboriginal and Torres Strait Islanders



11
care for someone with a disability

13
born overseas

4
have a disability

23: 0 – 19 years **51:** 20 – 59 years
26: 60+ years

5
speaking languages other than English at home



11
older couples without children



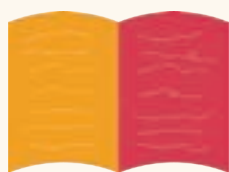
8
with an individual income less than \$400 per week



34
living by themselves

66
living in families

18
live in medium and high density housing



52
that completed higher education



2
unemployed and looking for work

21
who volunteer



61
who drove to work

44
that did not complete year 12

24
working part time

61
working full time

8
who walked to work

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

A key role of the elected Councillors, as set out in the Local Government Act, is to facilitate communication between the community and the governing body. In this role their information on what the community values is reflected in the Community Strategic Plan. They gather this information through being a part of their community, listening to people and through information from a range of other sources. To assist the councillors in determining what to include in the Community Strategic Plan several consultations have occurred. The following information outlines the formal consultation undertaken to assist in developing the Community Strategic Plan.

Method	Total participation	Population (2020 ERP)	% of population engaged	Margin for error
Towards 2042 Consultation	942	20,997	4.5%	+/- 3.0%
CRJO Community Survey	100		0.5%	+/- 9.8%
Community Satisfaction Survey	400		1.9%	+/- 4.8%

*The Margin for error tells you how much you can expect the results to reflect the views of the overall population. The smaller the margin of error, the more confidence you may have in the results. The bigger the margin of error, the farther they can stray from the views of the total population.



As the Towards 2042 community engagement is a self-selected sample it can suffer from bias, in that those people with a strong interest or knowledge are more likely to participate. Those who are indifferent or apathetic tend to be underrepresented. This can lead to polarisation of views and certain perspectives being given a disproportionate weighting. By considering all the layers of information provided by the engagements, including two random surveys, the community's views can be derived with a high level of confidence.

What we asked (Community engagement and CRJO survey)

1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

What we asked (Community satisfaction survey)

1. Can you tell me what is it you value most about living in the Snowy Monaro Regional Council area?
2. And conversely, what is one thing you would like to see improved or changed in your region?

How did you get involved

- **Virtually** – surveys, online workshop
- **In conversation** – discussion guides, telephone interviews, pop-up sessions
- **On paper** – formal submissions
- **On the phone** – randomly selected interviews



Community engagement

Participation

Across the region, 942 people participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The people of the community contributed their thoughts and opinions through an online survey, discussion guides, submissions, telephone interviews and an online workshop – Council Staff only. 100 people participated in the CRJO random telephone survey and 400 participated in the Council's community satisfaction survey.

The following tables are compilations of the top responses from the various engagement processes that have recently been undertaken. Where an issue scored highly among respondents in all three engagements there is a higher degree of confidence that this strongly reflects the broader community.

What is important to you?

Response	Towards 2042 Consultation	CRJO Community Survey	Community Satisfaction Survey
The beautiful natural environment	16.1%	26%	35%
The relaxed, small town lifestyle	12.4%	18%	14%
The local people and spirit	8.7%	41%	11%
The sense of community	8.6%	19%	29%
The proximity to outdoor activities and adventure	8.3%		3%
Quiet and peacefulness of area	7.2%	13%	25%
Location and convenience	7.1%	27%	22%
Climate	2.4%		23%

416

Towards 2042:
Number of individual
survey responses

188

Towards 2042:
Number of people
who attended
pop-up sessions

301

Towards 2042:
Number of people
who contributed to
discussions

13

Towards 2042:
Phone interviews

20

Towards 2042:
Number of workshop
participants



400

Community Satisfaction
Survey responses

4

Towards 2042:
Number of formal
submissions received

100

CRJO Community
Survey responses

Total
participation **1,442**

Population (2020 ERP) : 20,997

Percentage of
population engaged **6.9%**



Community engagement

What things could enhance our community?

Response	Towards 2042 Consultation	CRJO Community Survey	Community Satisfaction Survey
Parks and green spaces	35.7%	3%	12%
Economic growth	11%	16%	9%
More activities and events	10.3%	18%	0%
Improved infrastructure	9.9%	11%	33%
Environmental sustainability	7.7%		
Public transport	6.3%	6%	4%
Beautification	2.9%	10%	

What things should be prioritised over the next 10 years?

Response	Towards 2042 Consultation	CRJO Community Survey	Community Satisfaction Survey
Sport and recreation facilities	22.4%	6%	12%
Economic growth	11.1%	19%	9%
A better Council	9.6%	4%	11%
Infrastructure	8.4%	16%	33%
Environment for all	8.2%		
Housing for all	6.3%		
Health services	1.0%	13%	3%
Affordability	0.7%		4%

Challenges

Response	Towards 2042 Consultation	CRJO Community Survey	Community Satisfaction Survey
Governance and leadership	10.7%	14%	9%
Creating jobs	9.7%	17%	
Retaining and supporting young people	9.0%		
Environmental sustainability	8.8%		
Financial sustainability	8.1%	16%	
The economy	7.7%	10%	13%
Changing demographics and size	7.5%	9%	2%
Infrastructure	1.5%	21%	33%
Cost of living/Money	0.1%		7%

The most pressing areas for Council to prioritise

Response	Towards 2042 Consultation	CRJO Community Survey	Community Satisfaction Survey
Green spaces and recreational facilities	9.0%	3%	12%
Cycle, shared pathways, footpaths	8.8%		10%
Aged and disability services	6.8%	17%	2%
Housing affordability and availability	5.3%	9%	4%
Climate change and adaptation	5.0%		
Roads and parking	4.0%	29%	21%
Land use and planning	3.8%		
Improved infrastructure	3.1%	20%	33%
Health services	2.9%	16%	3%
Public transport	2.8%		4%
Better Council management	1.0%		9%
Better Council communication	0.1%		8%

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Council's role

Whilst Snowy Monaro Regional Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

1. Our community

Strategic outcome

Our health and wellbeing needs are met through living in an inclusive and safe community, provided with quality services.

Related Sustainable Development Goals



Where do we want to be and are we there?

The community values the relaxed small-town lifestyle, that is represented by how the community is currently established. This is where they want the community to remain. The sense of community that exists is seen by many as an important part of what makes this region where our community wants to be. There is a desire to not see negative impacts on what is currently in place coming from the changes that the community is currently seeing in the demographics of the area.

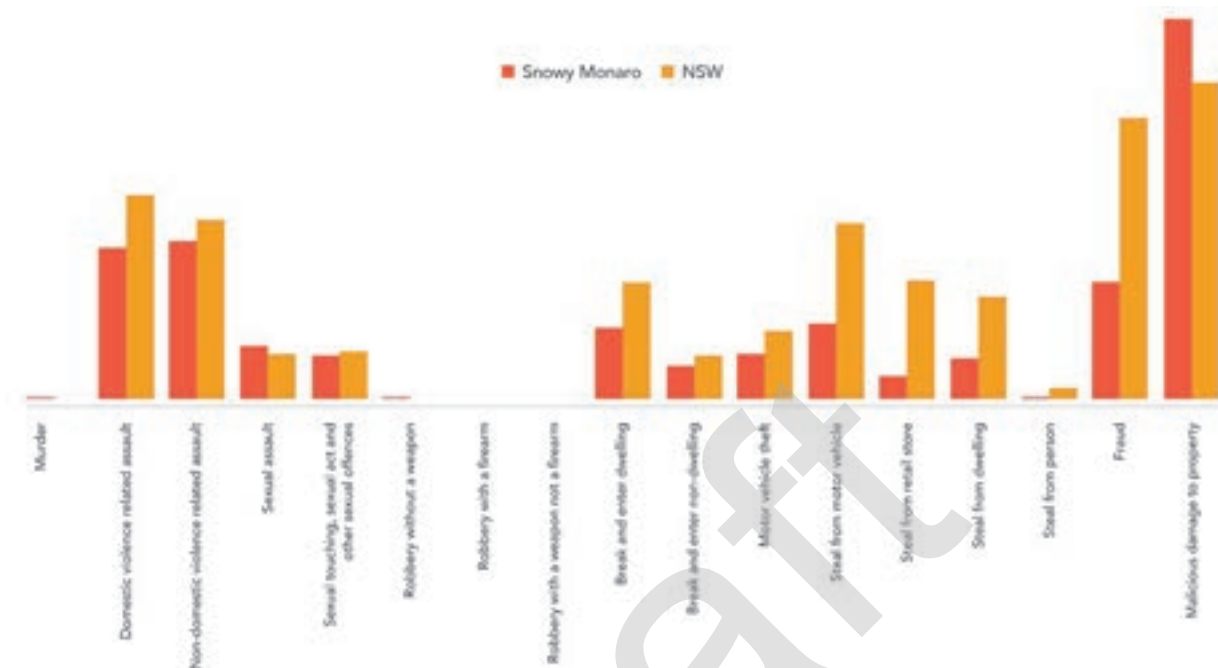
The location and convenient access to services, facilities and the environment are recognised as advantages this community has. This needs to be supported by more activities and events and the means to get around the region and beyond as needed.

There are some fundamental needs that must be fulfilled. Good quality health, education and safety are core supports that enable the community to enjoy life and are considered drivers of community wellbeing. Health, the aged, disability inclusion and access, youth, and public transport services were identified as priority focus areas, indicating these are areas where the community sees a need for improvement. Crime was not mentioned. This is most likely due to the fact that the major offenses crime rates is low compared to the NSW average and has reduced over time. This issue is worth monitoring, even though it was not raised as an issue as crime is major driver of community wellbeing and an indicator or deterioration in wellbeing.

Strategic objectives

- The relaxed lifestyle and close community feel of the region is retained and enhanced.
- Our health allows us to live an enjoyable lifestyle.
- Our region's cultural identity is respected and embraced.
- We are a safe and caring community.

Crime levels (major offences per 100,000)



Measures

Measure	Source	At Start of Plan	Target
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey	5.5	5.5
There is good community spirit around here	University of Canberra Regional Wellbeing Survey	5.5	5.5
Access to health, education and childcare	University of Canberra Regional Wellbeing Survey	3.7	5.0
I attend community events such as farmers markets, community festivals	University of Canberra Regional Wellbeing Survey	1.4	3.0
Access to public transport	University of Canberra Regional Wellbeing Survey	3.0	3.6
% Reticulated water supplies that meet the National Health and Research Council – Australian Drinking Water Guidelines	Australian Drinking Water Guidelines NSW Drinking Water Database	90%	95%
Major offences rate per 100,000	NSW recorded crime statistics (BOSCAR)	2,236	2,236

Supporting documents, plans or strategies

Snowy Monaro Youth Strategy 2019-2022

Snowy Monary Regional Council Disability Inclusion Action Plan 2017-2021

Snowy Monaro Regional Council

Objective 1.1: The relaxed lifestyle and close community feel of the region is retained and enhanced

How will we get there	Council's role	Our partners	Their role
Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development	Provide Collaborate Advocate	DPIE Regional NSW	Collaborate Collaborate
A wide range of community and cultural events are held	Collaborate	Local Community Groups South East Arts Show Societies	Provide Provide Provide
Policing activities are undertaken that keep the community safe		NSW Police NSW Justice	Provide Collaborate

Objective 1.2: Our health allows us to live an enjoyable lifestyle

How will we get there	Council's role	Our partners	Their role
Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages	Provide Collaborate Advocate	NSW Health ACT Health Medical practices Health & allied practitioners	Provide Provide Provide Provide
Facilities are in place to encourage healthy lifestyles	Provide Collaborate Advocate	National Parks and Wildlife Service (NPWS) NSW Department of Recreation Transport for NSW Jindabyne Trail Stewards Monaro Rail Trail Inc	Provide Collaborate/ Provide Provide Provide / Advocate Advocate

Objective 1.3: Our region’s cultural identity is respected and embraced

How will we get there	Council’s role	Our partners	Their role
Retain the region’s cultural history	Collaborate Advocate	NSW Heritage Local Aboriginal Land Councils Local Aboriginal Community	Collaborate Provide / Advocate Provide / Advocate
Preserve and protect historically significant sites	Provide Collaborate Advocate	NSW Heritage NPWS	Collaborate Provide / Advocate
Preserve and protect historically significant sites	Provide Collaborate Advocate	NSW Heritage NPWS	Collaborate Provide / Advocate
Diverse cultures are embraced and shared across the community	Collaborate Advocate		
The arts community is supported across our region	Provide Collaborate Advocate	South East Arts Community Create NSW	Provide Collaborate Advocate

Objective 1.4: We are a safe and caring community

How will we get there	Council’s role	Our partners	Their role
Organisations are supported and encouraged to foster respect, inclusivity and safety	Collaborate Advocate	Community groups	Provide/ Advocate
Proactive crime preventions actions protect the community	Advocate	NSW Police	Provide
Volunteering programs are in place to help those in need in the community	Collaborate	NSW Community Services St Vincent De Paul/ Lions/ Salvation Army	Collaborate Provide / Advocate Provide
Providing employment, education, and social opportunities to encourage young people to stay or move to the region and make it their home	Provide Collaborate Advocate	NSW State Government Local businesses and industry	Provide Collaborate

Supporting documents, plans or strategies

Snowy Monaro Youth Strategy 2019-2022

Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021

Snowy Monaro Local Strategic Planning Statement

2. Our economy

Strategic outcome

We are a vibrant and prosperous community providing opportunities for growth, learning and innovation.

Related Sustainable Development Goals



Where do we want to be and are we there?

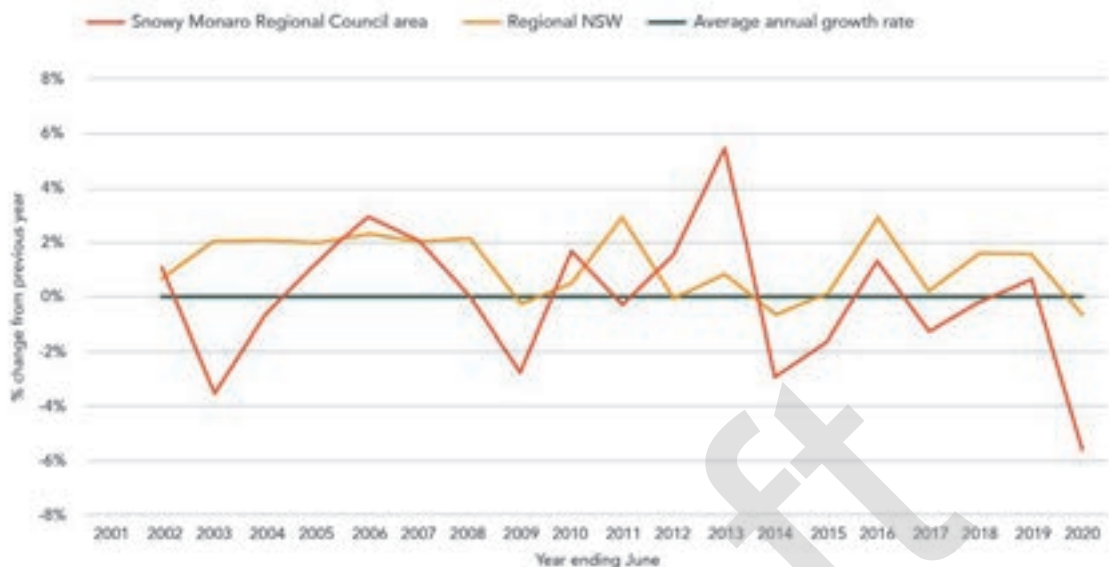
While not directly identified as important, growing the economy and the creation of jobs and affordability were identified as key challenges and priorities. This is seen to reflect the need to balance the development of the economy so as not to detract from the values identified under the pillar of community and environment, the matters identified as important to the community. Growth should not be at the expense of the affordability, particularly housing affordability.

It is expected that the focus in different parts of the region will vary. This is shown by the index of socio-economic advantage and disadvantage. Differing geographic areas have either very low or very high outcomes. Some areas are seeking increased economic sustainability, while others are seeing growth driving negative impacts on affordability. This second aspect is generally driven by external investment into the region, which when linked with lower incomes within the region reduces affordability for residents.

The economy is primarily driven by two separate industries, agriculture and tourism. The geographic spread of those two industries shows the need to ensure both industries are strong to achieve the goal of increasing economic wealth. Comparing the mix of employment to regional NSW indicates that there is a relatively lower level of manufacturing industry within our region. Development of more manufacturing is likely to result in higher value jobs in the region, potentially improving economic outcomes for those areas with relatively poor outcome currently.

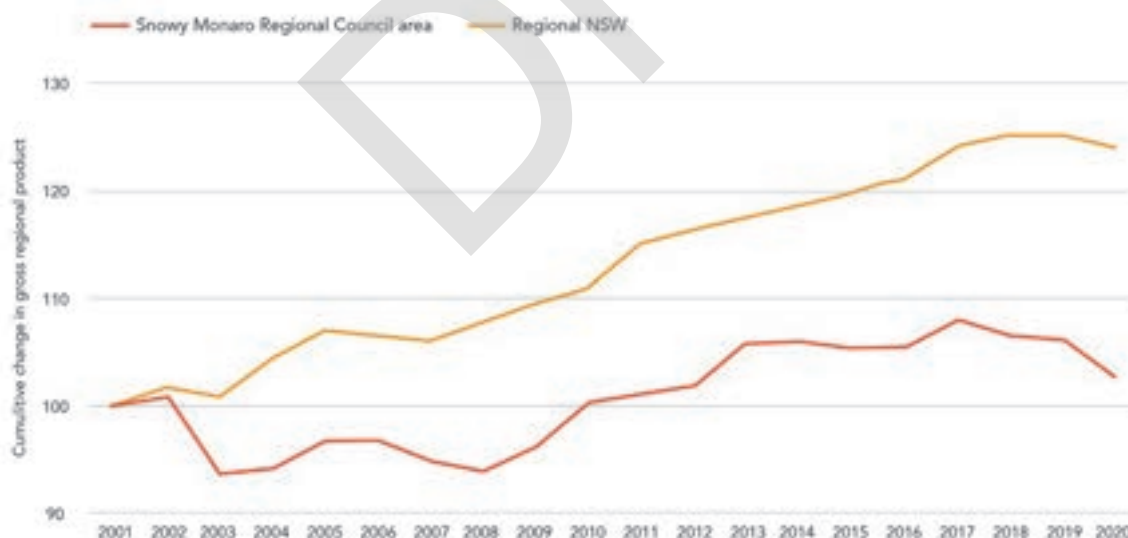
The last 20 years has seen a contraction in employment and value creation in the region, with increased imports from outside the region, particularly in technical services. Agriculture, which has increased its relative value creation, is doing so with less employment than before. Tourism has not been growing at the same rate at regional NSW, both in value generation and employment.

Change in employment over time



Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions). Data based on a 2016-17 price base for all years. NIEIR-ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years' figures to a new base year.

Cumulative change in gross regional product



This information supports the community view that opportunities are lower and economic growth is not occurring at the rate necessary to increase wealth and create employment opportunities.

The jobs to resident's ratio for Snowy Monaro Regional Council area in 2019/20 was 0.94 (economy.id), meaning that there were less jobs than resident workers. Jobs exceed residents in the areas of:

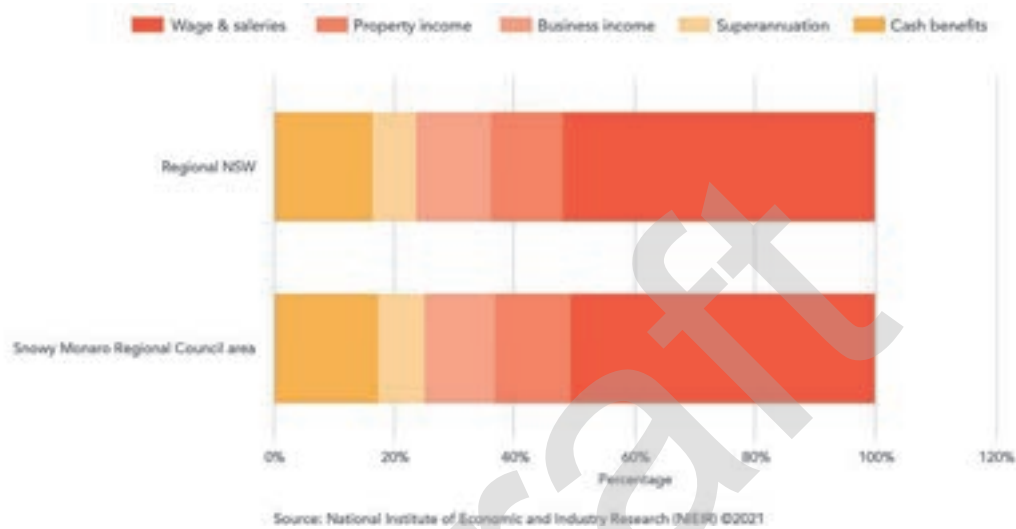
- manufacturing
- rental hiring and real estate services
- accommodation and food services
- arts and recreational services

Snowy Monaro Regional Council

The area has a relatively low unemployment rate. These factors indicate that issues such as affordability are likely a barrier to people moving to the region for work.

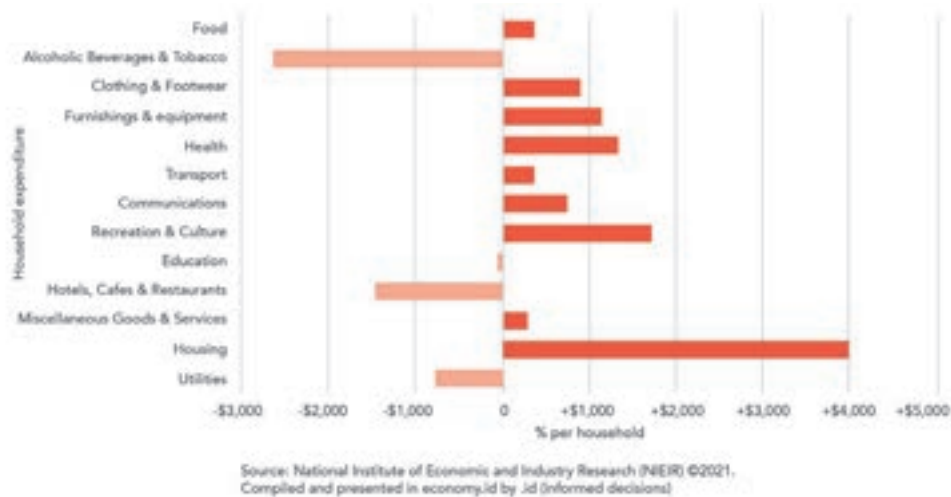
The mix of sources of income for the region is similar to regional NSW.

Sources of income per household Snowy Monaro Regional Council area



Overall, the average disposable income is 18.5% lower than the regional NSW average and expenditure 18.6% lower. When looking at the mix of expenditure, households started paying a larger proportion towards housing costs in 2009/10 and this has increased recently. This has been offset by discretionary spending. Overall, the level of savings across the region is lower than the average for regional NSW. This indicates an affordability issue exists for the community.

Change in household spending - 2000/01 to 2019/20 Snowy Monaro Regional Council area





Strategic objectives

- Have increased work opportunities available.
- Improve the affordability of living within the region.

Measures

Measure	Source	At Start of Plan	Target
Index of employment compared to regional NSW	National Institute of Economic and Industry Research	100.1	116.3
Net household savings compared to regional NSW	National Institute of Economic and Industry Research	82%	100%
Value of agricultural production	Informed Decisions	\$73.16M	\$80M
\$ Value of visitor expenditure	SpendMapp by Geografia	\$206.1M	

Snowy Monaro Regional Council

Objective 2.1: Have increased work opportunities available

How will we get there	Council's role	Our partners	Their role
Improve the value generated from tourism	Collaborate Advocate	NSW Regional Tourism South East Tourism Snowy Mountains	Collaborate /Advocate Provide / Collaborate / Advocate Provide / Collaborate / Advocate
Identify actions to encourage increased manufacturing	Collaborate Advocate	NSW Regional Chambers of Commerce	Provide / Collaborate / Advocate
Ensure important agricultural land is identified and continues to be used for agricultural production	Provide Collaborate	NSW DPI Agriculture	Provide

Objective 2.2: Improve the affordability of living within the region

How will we get there	Council's role	Our partners	Their role
Have in place land use planning that encourages a mix of housing types to meet demand	Provide Collaborate Advocate	NSW DPIE	Provide/ Collaborate
Develop high value employment opportunities	Collaborate Advocate	NSW Regional Chambers of Commerce	Collaborate / Advocate Collaborate

Supporting documents, plans or strategies

Snowy Monaro Regional Economic Development Strategy 2018-2022

Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review

Snowy Monaro Destination Management Plan 2019

Snowy Monaro Local Strategic Planning Statement

South East and Tablelands Regional Plan



Photo: Craig Willsmer

3. Our environment

Strategic outcome

Our natural environment and heritage is preserved and enhanced whilst balancing the needs for regional development and growth.

Related Sustainable Development Goals



Where do we want to be and are we there?

The engagements identified that the natural environment in its current state is highly important to the community. Access to the environment and the benefits that are derived from this were highlighted as important as is the current feeling that the environment is a clean and quiet place for the community to enjoy. The community did not highlight changes or enhancements to the environment, indicating that the community perception is that there are no current gaps, rather the need to focus on ensuring that the important qualities are not lost.

This requires a focus on identifying and managing emerging issues that may impact on the environment. Current emerging issues includes:

- Pressure for urban and rural residential development
- Impact of growth in summer tourism
- Climate change



Strategic objectives

- Ensure the natural environment and the ability of the community to enjoy and use this environment is protected.
- Have in place land use controls that protect the natural landscape including visual and scenic values.

Measures

Measure	Source	At Start of Plan	Target
Community satisfaction that development is balanced with community values	Survey	New	3
Percentage of waste diverted from landfill	Council data	35%	70%
Age of key land use strategies	NSW and Council data	New	<5years
Change in hectares of available refuge area for identified NSW threatened species	ClimaterefugiaNSW	New	<5%
Number of significant cultural items lost	NSW Heritage	N/a	Nil
Percentage of biodiversity corridors in place compared to desired areas	South East and Tablelands Regional Plan 2036	New	100%



Photo: Stephanie Lovat

Objective 3.1: Ensure the natural environment and the ability of the community to enjoy and use this environment is protected

How will we get there	Council's role	Our partners	Their role
Monitoring the environmental assets including our air, land, and waterways to ensure they are protected	Provide Collaborate Advocate	NSW DPIE NSW DPI Community groups Federal Government	Provide Collaborate Advocate
Undertake programs that prevent degradation of the environment.	Provide Collaborate Advocate	NSW DPIE NSW DPI Community groups Federal Government	Provide Collaborate Advocate
Undertake programs to remediate degraded environmental areas	Provide Collaborate Advocate	NSW DPIE NSW DPI Community groups Federal Government	Provide Collaborate Advocate
Implement programs that manage the impacts on vulnerable environments	Provide Collaborate Advocate	NSW DPIE NSW DPI Community groups Federal Government	Provide Collaborate Advocate

Objective 3.2: Have in place land use controls that protect the natural landscape including visual and scenic values

How will we get there	Council's role	Our partners	Their role
Develop land use plans so that development is sensitive to the region's natural environment and heritage	Provide Collaborate Advocate	NSW DPIE - Planning	Provide Collaborate
Have plans in place so that open spaces and recreation areas minimise environmental impacts and maximises environmental sustainability	Provide Collaborate Advocate	NSW DPIE - Planning	Provide Collaborate

Supporting documents, plans or strategies

- Snowy Monaro Local Strategic Planning Statement
- Snowy Monaro Waste Management Strategy
- Snowy Monaro Regional Council On-Site Sewage Management Strategy
- South East and Tablelands Regional Plan 2036

4. Our infrastructure

Strategic outcome

Our infrastructure is resilient and supports our economy and way of life. We optimise our asset management by being innovative and maximising value for money.

Related Sustainable Development Goals



Where do we want to be and are we there?

Infrastructure is vital in how we live our lives and improving and maintaining our infrastructure. Through the engagement process it was identified that improved infrastructure is seen as something that can improve the region. Infrastructure was highlighted as one of the most pressing challenges going forward and an area requiring advocacy around. This shows the importance the community places on the infrastructure supporting them and indicates that in the view of the community there are gaps between where we are and where we need to be, particularly with roads, both unsealed and sealed, and pedestrian accessibility improved through more footpaths and shared pathways.

Our community highly values open space and recreation areas. There is a high satisfaction and importance level amongst our community for existing facilities. However, our community would like to see continuous improvement and enhancement of those facilities and additional facilities.

As our region grows, accessible and fit for purpose-built infrastructure to support our health and well being will remain a priority. It will be important to balance this growth with well planned new assets in addition to managing the ongoing asset renewal and replacement.



Photo: Chris Rawlings

Strategic objectives

- Our health is supported by fit for purpose infrastructure
- Transport infrastructure allows us to effectively move around the region and beyond as needed
- Telecommunication networks allow us to be connected when and where needed
- We have in place infrastructure that supports our lifestyles

Measures

Measure	Source	At Start of Plan	Target
Cost to bring Council infrastructure to a satisfactory standard	Council data	\$47.4m	\$50m
Number of mobile blackspot areas across the region	NSW Government Mobile Black Spot Program	4 (2018)	0

Snowy Monaro Regional Council

Objective 4.1: Our health is supported by fit for purpose infrastructure

How will we get there	Council's role	Our partners	Their role
Ensure that our hospitals and medical centres are modern and equipped to meet the community's needs	Advocate	NSW Health ACT Health Allied Health Services Medical Practitioners	Provide Collaborate Advocate
Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region	Provide Collaborate Advocate	NSW DPIE NSW Health	Collaborate Advocate
Facilities exist to safely deal with waste from the community	Provide Collaborate Advocate	NSW DPIE	Collaborate Advocate

Objective 4.2: Transport infrastructure allows us to effectively move around the region and beyond as needed

How will we get there	Council's role	Our partners	Their role
Ensure land use planning provides for appropriate and sustainable transport infrastructure	Provide Collaborate Advocate	NSW DPIE TfNSW	Provide Collaborate
Have in place current strategic plans for meeting the future transportation needs across the region	Provide Collaborate Advocate	TfNSW	Provide Collaborate
Develop and sustainably fund the existing transport infrastructure	Provide Collaborate Advocate	NSW DPIE TfNSW Federal Government	Provide Collaborate

Objective 4.3: Telecommunication networks allow us to be connected when and where needed

How will we get there	Council's role	Our partners	Their role
Ensure our telecommunication network develops to meet our regions changing needs, growth and provides security through resilient infrastructure	Advocate	Federal Government Network Providers	Provide Collaborate

Objective 4.4: We have in place infrastructure that supports our lifestyles

How will we get there	Council's role	Our partners	Their role
Public buildings and facilities are set up to be accessible to all people	Provide Collaborate Advocate	NSW Government Federal Government Community groups	Provide Collaborate
Have in place planning that identifies the infrastructure needed to support the community	Provide Collaborate Advocate	NSW Government	Provide Collaborate
Build a network of regional trails and accessible shared pathways	Provide Collaborate Advocate	NSW Government Trails Stewardship	Collaborate / Advocate Provide / Advocate
Provide well maintained sporting and leisure facilities	Provide Collaborate Advocate	NSW Government Community Groups Sporting Groups Volunteers	Provide / Collaborate / Advocate

Supporting documents, plans or strategies

- South-East Tablelands Regional Plan 2036
- Snowy Monaro Asset Management Strategy
- Snowy Monaro Asset Management Plans
- Snowy Monaro Local Strategic Planning Statement

5. Our civic leadership

Strategic outcome

We have contemporary leadership and governance that is open, transparent, and accountable, enabled by effective communication and engagement.

Related Sustainable Development Goals



Where do we want to be and are we there?

Our community is clearly seeking strong and effective governance and leadership across the region and have concerns that without this in place there will be negative outcomes for the community. This is supported by evidence gained through the consultation and engagement activities, with comments describing governance and leadership as one of the main challenges for the Snowy Monaro region. This is expressed by the need for improved communication and engagement, organisational competence, financial management and strategic planning.

There need to be in place good leadership and governance, in partnership with our community, focused on planning to achieve the outcomes the community desire, through good strategic planning, effective advocacy and monitoring to ensure the planned results are achieved. This will require effective plans to be developed and implemented that are developed through engagement with the community and which are well understood by the community. It will also require clear ways of measuring whether goals are being achieved and communication and transparency around progress.



Photo: Megan King

Strategic objectives

- That the community has confidence in leadership
- Our community is informed and engaged to provide transparency in decision making
- That effective strategies are in place to achieve the Community Strategic Plan outcomes

Measures

Measure	Source	At Start of Plan	Target
Community satisfaction rating of leadership	Community Survey	New	3.5
Percentage of strategies that are current	Online data	New	100%

Objective 5.1: That the community has confidence in leadership

How will we get there	Council's role	Our partners	Their role
Leadership is visible and accessible to our community	Provide Collaborate Advocate	Local members of parliament Community CRJO	Provide/ Collaborate/ Advocate
Clear agreed standards are in place and applied about how public services are provided	Provide Collaborate Advocate	Office of Local Government Local Government NSW Business Excellence Australia	Provide/ Collaborate/ Advocate

Objective 5.2: Our community is informed and engaged to provide transparency in decision making

How will we get there	Council's role	Our partners	Their role
Community engagement strategies are put in place to effectively consult and engage with stakeholders	Provide Collaborate Advocate	Community Government agencies Businesses	Collaborate Provide/ Collaborate Collaborate
A range of consultation mechanisms that facilitate input from the stakeholders are used	Provide Collaborate Advocate	NSW Government Local Members Federal Government	Provide/ Collaborate Provide/ Advocate Provide/ Collaborate
Timely and relevant information is communicated to stakeholders on matters impacting on them	Provide Collaborate Advocate	NSW Government Local Members Federal Government	Provide/ Collaborate Provide/ Advocate Provide/ Collaborate

Objective 5.3: That effective strategies are in place to achieve the Community Strategic Plan outcomes

How will we get there	Council's role	Our partners	Their role
Leadership is visible and accessible to our community	Provide Collaborate Advocate	Local members of parliament Community CRJO	Provide/ Collaborate/ Advocate
Clear agreed standards in place and applied about how public services are provided	Provide Collaborate Advocate	Office of Local Government Local Government NSW Business Excellence Australia	Provide/ Collaborate/ Advocate

Supporting documents, plans or strategies

Customer Service Charter

Snowy Monaro Community Participation Plan

Draft

Your Councillors



Mayor Narelle Davis



Deputy Mayor Tanya Higgins



Clr Chris Hanna



Clr Tricia Hopkins



Clr Bob Stewart



Clr Louise Frolich



Clr John Last



Clr Karlee Johnson



Clr Peter Beer



Clr Lynda Summers



Clr John Castellari

Acknowledgements

The Snowy Monaro Community Strategic Plan 2042 has been developed in partnership with Snowy Monaro Regional Council and the Canberra Regional Joint Organisation, engagement and design completed by Projectura Ltd.

CRJO and Snowy Monaro Regional Council wish to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Draft

Snowy Valleys

Community Strategic Plan 2042



Acknowledgement of country

We acknowledge the traditional custodians of this land and pay respects to Elders past and present.

We recognise Aboriginal people as the original custodians of the lands that comprise the Snowy Valleys Council area and pay our respects to the leaders of the traditional custodians of this land.

Together we acknowledge the contributions of Aboriginal Australians to this country we all live in and share together.

Snowy Valleys Council is committed to enhancing the knowledge and understanding of our communities about the history, heritage and cultures of Aboriginal Australians.

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Message from the Mayor

We are proud to present the Snowy Valleys Community Strategic Plan (CSP), a long-term plan to help us create a better future for our area.

The plan is the result of a consultation with over 500 people in our community. We have reviewed our previous CSP through this process and asked the community to work with us to identify changing priorities and aspirations that may have developed over the last 4 years. We wish to take this opportunity to thank those members of the community who provided feedback by attending community pop-ups, writing formal submissions, completing surveys, participating in discussions, taking part in workshops, and taking time to speak with us on the phone. Your input has proved most valuable in the production of the CSP.

This CSP has been created during a time of many complex issues such as bushfire recovery and COVID-19 response and recovery. However, in the face of these challenges, we're also presented with

many exciting opportunities. We have listened to the priorities identified by our community, including their desire to attract tourism and visitors, have a strong pedestrian and bicycle friendly network and ensure our area has well-presented infrastructure and better recreation facilities.

Council has an important leadership role to play in the delivery of the CSP and will serve as a leader in creating strong and vibrant communities in the area. The local community, organisations, agencies, and other tiers of government also share responsibility for delivering on this plan and achieving the goals and objectives.

We look forward to working alongside the community to make Snowy Valleys an even better place to live, work and play.

Ian Chaffey, Mayor
Snowy Valleys Council

Contact Us

Please contact Council with any enquiries regarding the Snowy Valleys Community Strategic Plan:

p 1300 275 782

e info@svc.nsw.gov.au

Vision

We enjoy and are proud of our beautiful scenery, clean waterways and natural landscape and recognise and respect the environment and First nations people of the country. We value community, encourage belonging, and support one another. We have an excellent standard of living with infrastructure and services that support us through all stages of life.

We are free to enjoy the peace and quiet regional life and remain well-connected through technology and high-quality transport accessibility. Our communities enjoy diverse employment and education opportunities, and we continue to innovate and promote our area to ensure we prosper in the future.

Our Plan

About our plan

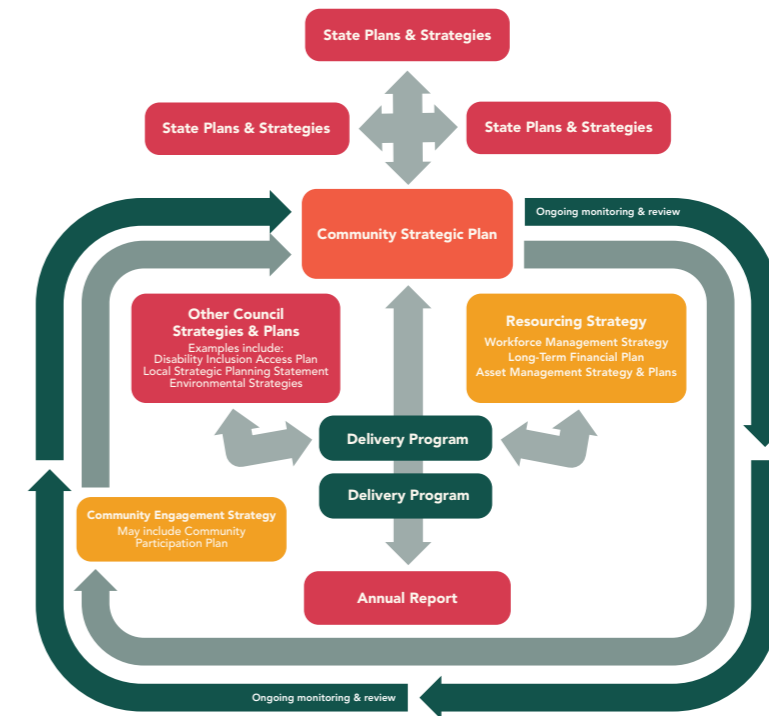
The Snowy Valleys 2042 Community Strategic Plan (CSP) is based on the aspirations and priorities of our community and sets out a long-term vision for the area. The plan identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a council plan. Snowy Valleys Council has a lead role in preparing and implementing CSP. However, state agencies, businesses, industry groups, community groups, and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

Snowy Valleys Council boasts a resilient and robust economy. It is host to much of the power generation for Snowy Hydro and has one of the biggest softwood plantations in the Southern Hemisphere. Home to the renowned Batlow Apples, it produces a range of premium stone fruits, cherries, and blueberries. In addition to agriculture, the region has some of Australia's best grazing fertile lands, producing wool, beef, and lamb.

Total population
14,412

SEIFA index*
951

Top industries of employment

- 1 Beef Cattle Farming (Specialised)
- 2 Log Sawmilling
- 3 Supermarket and Grocery Stores
- 4 Corrugated Paperboard and Paperboard Container Manufacturing
- 5 Local Government Administration

If the Snowy Valleys Council area consisted of 100 people, there would be:

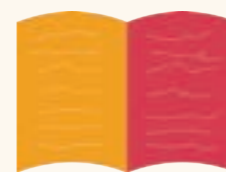
4
Aboriginal and Torres Strait Islanders

8
born overseas

4
speaking languages other than English at home

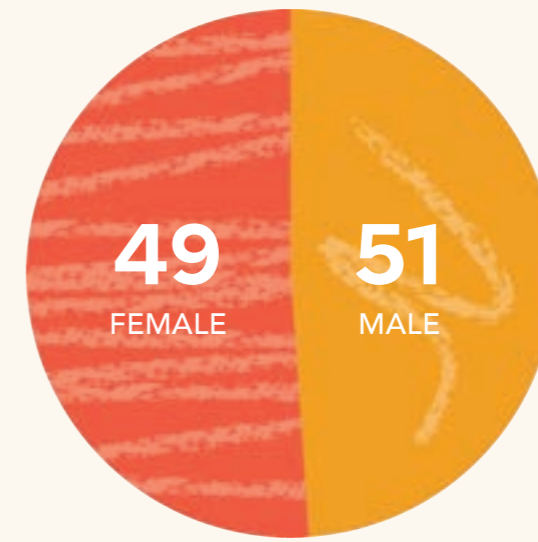


9
with an individual income less than \$400 per week



45
that completed higher education

55
that did not complete year 12



24: 0 – 19 years **47:** 20 – 59 years
29: 60+ years



31
living by themselves

69
living in families



3
unemployed and looking for work

21
who volunteer

34
working part time

58
working full time



12
care for someone with a disability

5
have a disability



13
are older couples without children

6
live in medium and high density housing



67
who drove to work

5
who walked to work

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

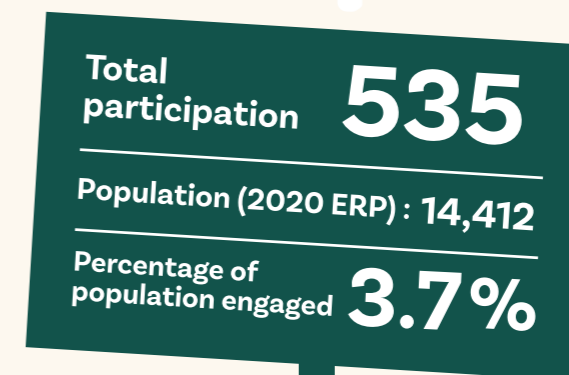
1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved?

- **Virtually** – surveys
- **In conversation** – discussion guides, community pop ups, telephone interviews
- **On paper** – drawing sheets, formal written submissions

Participation

Five hundred thirty-five people from the Snowy Valleys area participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The profile of the participants shows a broad cross-section of the Yass Valley community were involved in terms of age, gender, location, and diversity characteristics.



Community engagement

What is important to you

Participants who took part in the Towards 2042 engagement told us they loved the beautiful natural environment (16.1 percent), the local lifestyle (12.4 percent) and the local people and spirit (8.7 percent): When asked how our area might be advanced, respondents to the survey spoke of parks and green spaces (30.0 percent), improved infrastructure (17.1 percent) and economic growth (12.1 percent). Sport and recreation facilities (18.7 percent), infrastructure (14.6 percent) and a better Council (14.6 percent) were matters people would like to see improved across the next 10 years.

Main challenges

The main challenge identified by engagement participants was governance and leadership (10.7 percent), including effective communication and community engagement, organisational competence and the equitable distribution of services and funding across the Council area, leadership and governance, along with strategic planning. Jobs and local employment opportunities (9.7 percent) along with attracting and retaining a skilled workforce and retaining and supporting young people (9.0 percent) were also critical issues identified by engagement participants.

Services or projects Council should be prioritising and advocating for

When asked what services or projects Council should be prioritising or advocating for, residents told us roads and parking (6.9 percent), tourism and visitors (6.3 percent) and cycle, shared pathways and footpaths (5.4 percent) were key issues.



Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst Snowy Valleys Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Snowy Valleys CSP consists of five themes and strategic objectives:

A. Our community

Our communities are connected and inclusive, supported by services that nurture health, wellbeing and identity.

B. Our economy

Our diverse economy supports community longevity, vibrancy and a sustainable future.

C. Our environment

Our natural environment is cared for and protected to ensure future generations can experience and enjoy its beauty.

D. Our infrastructure

Our local infrastructure is sustainable and facilitates our way of life.

E. Our civic leadership

Our civic leadership and organisational governance fosters open and transparent partnership with our community.

Each Plan theme outlines a strategic objective based on community feedback, envisages where we want to be, how we will get there, Council's role, important partners and collaborators and measures to track progress.



A. Our community

Our communities are connected and inclusive, supported by services that nurture health, wellbeing and identity.

Related Sustainable Development Goals

Good health and well-being, reduce inequalities, sustainable cities and communities and partnerships for the goals.



Strategic objectives	Strategies	Council's role	Our partners
The liveability, heritage, and unique characteristics of our region is acknowledged, supported and retained.	<p>A.1 Protect and preserve local history and heritage.</p> <p>A.2 Promote services and activities that enhance community connectedness and support a sense of belonging.</p>	Provide Collaborate Advocate	Community members Community groups
The wellbeing of local people is supported through the provision of local services.	<p>A.3 Provide and advocate for accessible services and initiatives that contribute to wellbeing across all stages of life (e.g. libraries, childcare and aged care).</p> <p>A.4 Advocate for and support the provision of affordable housing.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth government Service providers Health providers
Our community is prepared and resilient and is able to respond to natural disasters and economic shocks.	<p>A.5 Support and partner with other agencies to address issues related to community safety.</p> <p>A.6 Plan, manage and support the response and recovery of communities from natural disasters and economic shocks.</p> <p>A.7 Act as a partner with the community to build capacity and resilience in responding to and recovering from natural disasters.</p>	Provide Collaborate Advocate	NSW State Government Community groups Community members Emergency services
Arts and cultural activities thrive in our region.	<p>A.8 Expand, support and encourage arts and cultural industry, activities and creative opportunities.</p> <p>A.9 Support and promote the attraction and delivery of events and festivals across the region.</p>	Provide Collaborate	Artists Community groups Community members Tourism bodies

Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Number of households in housing stress	ABS census data
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data
Library, historical and museum attendance	Council data

Supporting documents, plans or strategies

- Crime Prevention Plan 2020-2025
- Community Participation Plan
- Disability Inclusion Action Plan

B. Our economy

Our diverse economy supports community longevity, vibrancy and a sustainable future.

Related Sustainable Development Goals

Decent work and economic growth, industry, innovation and infrastructure, life on land, partnerships for the goals.



Strategic objectives	Strategies	Council's role	Our partners
Our economic is made up of a broad range of business and industry with diverse employment opportunities.	<p>B.1 Local industry, organisations, and government have a strong relationship and ability to work towards shared objectives to support existing business and attract new economy opportunities.</p> <p>B.2 Encourage and support projects which diversify the local economic base and provide local jobs.</p> <p>B.3 Advocate with regional organisations to attract new local employment opportunities across the area.</p> <p>B.4 Support local small businesses.</p>	Provide Collaborate Advocate	Local business and industry Community groups NSW State Government CRJO RDASI
Our economy attracts, retains, and supports young people and families in the region.	<p>B.5 Explore economic development approaches that creates economic diversification, and provides broader employment opportunities.</p> <p>B.6 Advocate for accessible education, training and employment pathways within the region.</p>	Provide Collaborate Advocate	Local business and industry Education and training providers CRJO RDASI
Sustainable tourism initiatives contribute to a thriving economy.	<p>B.7 Encourage sustainable tourism initiatives which create employment and boost the local economy.</p> <p>B.8 Support the development of diverse local tourism offering and emerging markets.</p>	Provide Collaborate Advocate	Local business and industry Tourism bodies
Quality telecommunication infrastructure, including mobile phone reception and high-speed internet access supports community and economic growth.	<p>B.9 Lobby for better telecommunications services in our area.</p> <p>B.10 Use our regional organisations to pursue the improvement of telecommunications services in our area.</p>	Advocate Collaborate	Commonwealth government CRJO RDASI Telecommunications providers



Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Visitor expenditure	Tourism Research Australia
Unemployment rate	Small Area Labour Markets data (SALM)
Gross agricultural value	Australian Agricultural census
Number of households in housing stress	ABS data

Supporting documents, plans or strategies

- Economic Development Strategy 2018-2020
- Regional Economic Development Strategy 2018-2022
- Regional Economic Development Strategy – Bushfire Addenda
- Visitor Services Strategy

C. Our environment

Our natural environment is cared for and protected to ensure future generations can experience and enjoy its beauty.

Related Sustainable Development Goals

Affordable and clean energy, sustainable cities and communities, responsible consumption and production, climate action, life on land, life below water, partnerships for the goals.



Strategic objectives	Strategies	Council's role	Our partners
Our community works together to protect and preserve our natural environment.	<p>C.1 Promote programs and initiatives which encourage more sustainable living.</p> <p>C.2 Work with our partners to manage local lands, biodiversity and weed management.</p> <p>C.3 Partner and support other agencies to protect local fauna and biodiversity ecosystems.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>NSW State Government</p> <p>Community groups</p> <p>Community members</p> <p>Landholders</p> <p>Commonwealth government</p>
Our ability to live sustainably is supported by access to contemporary waste, water and wastewater services.	<p>C.4 Deliver best practice waste management.</p> <p>C.5 Increase resource recovery and local reuse opportunities.</p> <p>C.6 Deliver and support integrated water management.</p>	<p>Provide</p> <p>Collaborate</p>	<p>Community members</p> <p>NSW State Government</p> <p>Water authorities</p> <p>Community groups</p>
The recreation and sustainable tourism opportunities provided by our natural environment is preserved for future generations.	<p>C.7 Ensure access to our natural environment for recreation is protected and sustainable.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>Landholders</p> <p>Commonwealth government</p> <p>NSW State Government</p>
A robust planning framework supports the needs and identity of our community and natural environment.	<p>C.8 Provide a planning and development framework that protects and enhances the local amenity.</p> <p>C.9 Support sustainable growth and an appropriate balance of land use.</p>	<p>Provide</p> <p>Collaborate</p>	<p>Community members</p> <p>Housing providers</p>

Measures

Measure	Source
Community satisfaction that development is balanced with community values	Council community survey
The extent of natural areas rehabilitated	Council data
Council energy use	Council data
Council fuel use	Council data
Percentage of waste diverted from landfill	Council data

Supporting documents, plans or strategies

- Zero Waste Strategy 2019-2030
- Local Strategic Planning Statement 2020-2040
- Snowy Valleys Bushfire Recovery Action Plan

D. Our infrastructure

Our local infrastructure is sustainable and facilitates our way of life.

Related Sustainable Development Goals

Good health and well-being, clean water and sanitation, industry, innovation and infrastructure, reduce inequalities, sustainable cities and communities, responsible consumption and production, partnerships for the goals.



Strategic objectives	Strategies	Council's role	Our partners
A robust transport network services us.	<p>D.1 Plan and provide a program to improve local roads.</p> <p>D.2 Improve and promote sustainable transport infrastructure, including walking tracks and cycleways to encourage use.</p> <p>D.3 Provide and partner with other agencies to deliver an effective, safe local transport network.</p> <p>D.4 Manage and maintain footpaths.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>NSW State Government</p> <p>Commonwealth government</p> <p>Public and community transport operators</p>
Our amenities, infrastructure and community facilities meet community needs.	<p>D.5 Provide well maintained safe, vibrant and accessible community spaces and facilities.</p> <p>D.6 Provide high quality, safe and accessible open spaces and places for active and passive recreation.</p> <p>D.7 Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard.</p> <p>D.8 Continuation of resource allocation towards sports grounds and facilities to enable recreational activities.</p> <p>D.9 Plan for infrastructure that will meet current and future needs.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>Community groups</p> <p>NSW State Government</p> <p>Commonwealth government</p>

Measures

Measure	Source
Kilometres of new, improved or maintained roads by Council	Council data
Access to public and community transport services	Council data
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Hectares of urban open space	Council data

Supporting documents, plans or strategies

E. Our civic leadership

Our civic leadership and organisational governance foster open and transparent partnership with our community.

Related Sustainable Development Goals

Peace, justice and strong institutions, partnerships for the goals.



Strategic objectives	Strategies	Council's role	Our partners
Council and local communities' partner to create an ongoing culture of engagement and communication to aid Council decision making.	<p>E.1 Provide and promote opportunities for the community to be actively involved in the Council decision making process.</p> <p>E.2 Provide a variety of opportunities for community members to provide direct advice to Council on local issues.</p> <p>E.3 Councillors, council staff and the community work in partnership to identify and deliver on community aspirations.</p> <p>E.4 Deliver information in a timely and convenient manner.</p> <p>E.5 Provide a high level of customer service to the community.</p>	Provide Collaborate	Community members Community groups
Council has strong organisational practices to ensure a viable organisation that provides value for money.	<p>E.6 Council has robust financial management processes to ensure ongoing viability and value for money.</p> <p>E.7 Council resources are managed in order to meet agreed service delivery standards and deliver value for money.</p>	Provide Collaborate	CRJO RDASI
Council demonstrates innovative leadership and strong governance practices to ensure a high performing organisation.	<p>E.8 Council demonstrates strong leadership and delivers clear strategies to achieve the community vision and aspirations.</p> <p>E.9 Council builds strong relationships with other organisations to advocate for our communities.</p> <p>E.10 Council has a governance framework that promotes and guides accountability and transparency.</p>	Provide	NSW State Government

Strategic objectives	Strategies	Council's role	Our partners
Council acknowledges the unique identity of different townships and villages in our Council area while promoting connection and a shared vision for our future.	<p>E.11 Council is aware of and promotes the aspirations of residents in all our towns and villages.</p> <p>E.12 Council promotes, advocates for and pursues community aspirations whilst maintaining the sustainability of the organisation.</p>	Provide Collaborate	Community members Community groups

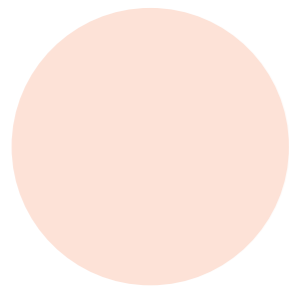
Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey

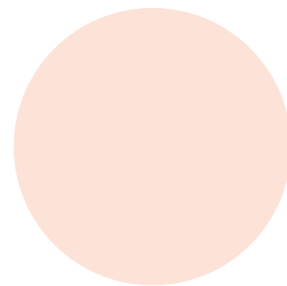
Supporting documents, plans or strategies

- Snowy Valleys Council Information Guide 2021
- Community Engagement Strategy
- Advocacy Plan 2020/21

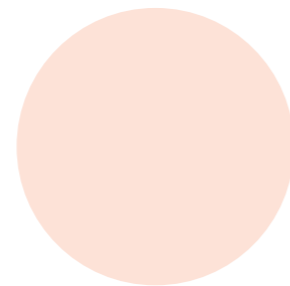
Your Councillors



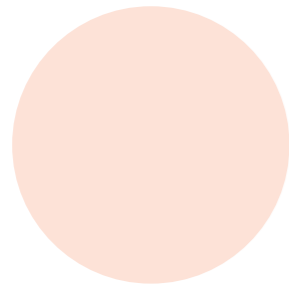
Cr Johanna (Hansie) Armour



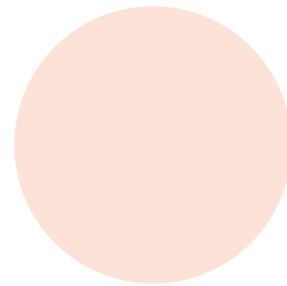
Cr Ian Chaffey
Mayor



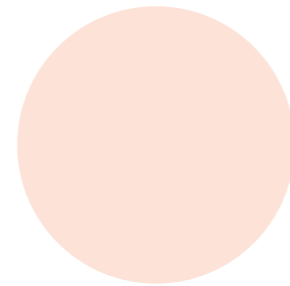
Cr Julia Ham



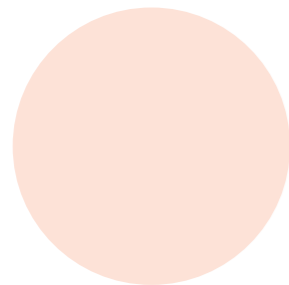
Cr James Hayes



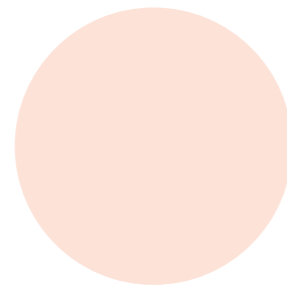
Cr Sam Hughes



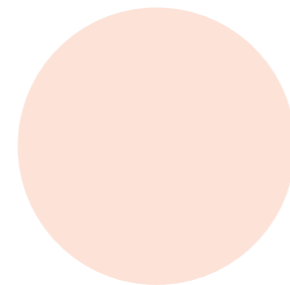
Cr Michael Ivill



Cr John Larter



Cr Brent Livermore



Cr Trina Thomson

Acknowledgements

The Snowy Valleys Community Strategic Plan 2022-2042 has been developed in partnership with Snowy Valley Council, the Canberra Region Joint Organisation, and Projectura.

Snowy Valley Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Upper Lachlan

Community Strategic Plan 2042



Acknowledgement of country

The Upper Lachlan Shire acknowledges the Traditional Custodians of this land and we pay our respects to Elders both past and present. We acknowledge the vital contribution that indigenous people and cultures have made and still make to the nation that we share, Australia.

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Message from the Mayor

The Upper Lachlan Community Strategic Plan (CSP) is our shared vision for the future of our community. We have undertaken extensive community consultation to review our previous CSP and ensure our community vision, strategic objectives, strategies, and measures are current and provide us with a strategic direction for the future.

We want to thank the community members who provided their ideas and thoughts regarding the future of our area. This feedback was essential to our review and understanding the priorities and drivers of our community. Through hearing your voices, we have developed a CSP that meets the needs of a diverse range of people and families living in our community.

The plan acknowledges the strengths and challenges that are unique to our community. You told us that you value our local sense of community, people and spirit, all situated in our beautiful natural environment. The CSP will seek to maintain and enhance these things while addressing challenges such as jobs and employment, changing demographics and size and retaining and supporting young people.

We look forward to working with our community, community groups, other levels of government, business and industry to achieve the goals set out in this plan and making our community an even better place to live!

Cr. Pam Kensit, Mayor
Upper Lachlan Shire Council

Contact Us

Please contact Council with any enquiries regarding the Upper Lachlan Community Strategic Plan:

p (02) 4830 1000

e council@upperlachlan.nsw.gov.au

Vision

To build and maintain sustainable communities while retaining the region's natural beauty.

Vision definitions

Sustainable communities

Refers to both social, environmental and economic sustainability. Social connections, civic leadership, environmental health and economic prosperity can be maintained to meet current and future needs.

Our plan

About our plan

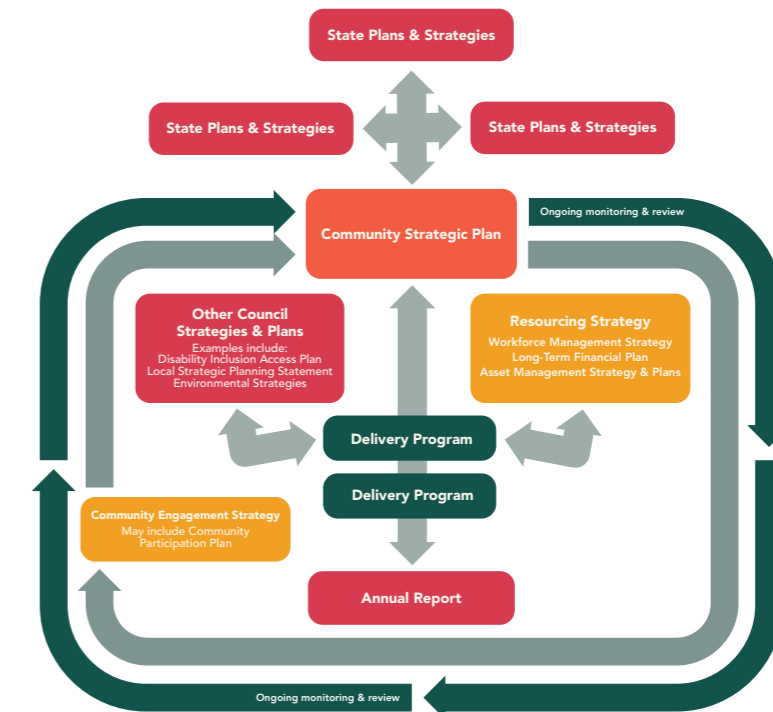
The Upper Lachlan Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a council plan. Upper Lachlan Shire Council has a lead role in preparing and implementing CSP. However, state agencies, businesses, industry groups, community groups, and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

Upper Lachlan Shire is located in the Southern Tablelands of New South Wales, West of the Blue Mountains and about 140 kilometres from Canberra. The Shire is characterised by rich soils and a temperate climate, providing an ideal village setting. The Shire's population is estimated to be approximately 8,200, and residents primarily live in the townships of Crookwell, Gunning and Taralga. Other shire villages include Collector, Dalton, Big Hill, Binda, Tuena, Grabben Gullen, Laggan, Breadalbane, Jerrawa and Bigga.

Total population
8,274

SEIFA index*
998

Top industries of employment

- 1 Sheep farming (Specialised)
- 2 Beef Cattle Farming (Specialised)
- 3 Sheep-Beef Cattle Farming
- 4 Local Government Administration
- 5 Aged Care Residential Services

If the Upper Lachlan Shire consisted of 100 people, there would be:

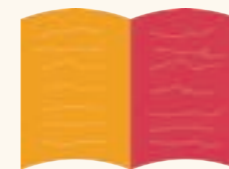
2
Aboriginal and Torres Strait Islanders

7
born overseas

2
speaking languages other than English at home

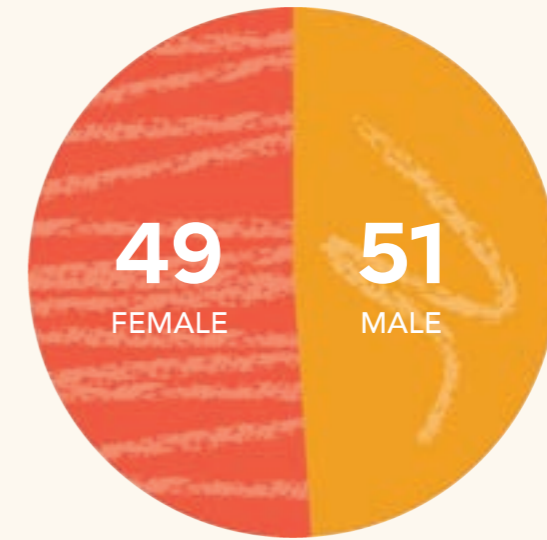


9
with an individual income less than \$400 per week



48
that completed higher education

50
that did not complete year 12



23: 0 – 19 years **46:** 20 – 59 years
31: 60+ years



30
living by themselves

69
living in families



2
unemployed and looking for work

25
who volunteer

35
working part time

59
working full time



14
care for someone with a disability

6
have a disability



14
are older couples without children

2
live in medium and high density housing



56
who drove to work

5
who walked to work

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – surveys, online workshops
- In conversation – discussion guides, telephone interviews

Participation

Over 270 people from the Upper Lachlan Shire participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. Participants contributed their thoughts and opinions through an online survey, discussion guides, and telephone interviews.



Community engagement

What is important to you

Participants in the Towards 2042 engagement told us the sense of community, local people and spirit, and the beautiful natural environment make the Upper Lachlan community unique. When asked how the community could be enhanced, they suggested improved infrastructure, parks and green space, and economic growth. When looking at what they would like to see achieved across the next 10 years, they suggested infrastructure, planning and economic development.

Main challenges

When considering the challenges faced by the community, participants identified the creation of local job and employment opportunities (13.9 percent), the evolving nature of our community due to changing demographics and size (11.9 percent) and retaining and supporting young people (9.6 percent) as the main priorities.

Services or projects Council should be prioritising and advocating for

Our community would like Council to prioritise roads and parking (6.8 percent), land use and planning (5.4 percent) and the provision of infrastructure as essential priorities for the community.



Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst Upper Lachlan Shire Council takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Upper Lachlan Shire CSP consists of five themes and strategic objectives:

A. Our community

We are a network of close-knit and well supported communities that value our rural lifestyle.

B. Our economy

We capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive, and innovative agricultural industry.

C. Our environment

We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

D. Our infrastructure

Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries.

E. Our civic leadership

Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

Each Plan theme outlines a strategic objective based on community feedback, envisages where we want to be, how we will get there, Council's role, important partners and collaborators and measures to track progress.



A. Our community

We are a network of close-knit and well supported communities that value our rural lifestyle.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our community's health and wellbeing is supported by access to services, facilities, and activities.	<p>A.1 Our community has access to health and community services that support physical health and mental wellbeing through all life stages.</p> <p>A.2 Our community driven sports and recreation groups are supported.</p> <p>A.3 Advocate state and federal government agencies for infrastructure and services that meet the health and wellbeing needs of the community.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Health services Community services Community members Community groups
We have an inclusive, respectful and vibrant community life.	<p>A.4 Our Traditional Owners and First Nations people ongoing and historic connection to Country is acknowledged.</p> <p>A.5 Events celebrate the identity of our towns, produce, heritage and culture.</p> <p>A.6 Support the community by encouraging creative expression through arts and culture.</p>	Provide Collaborate	Traditional Owners and First Nations people Artists Tourism bodies Community groups
Our community is close-knit and connected.	<p>A.7 Support participation in a broad range of activities to foster community connectivity and informal support networks.</p> <p>A.8 Support and promote services, community groups and local initiatives as a way of supporting residents and welcoming and including new residents.</p>	Provide Collaborate	Community members Community groups



Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data

Supporting documents, plans or strategies

- Disability Inclusion Action Plan
- Upper Lachlan Community Participation Plan
- Upper Lachlan Social and Community Plan
- Upper Lachlan Cultural Plan

B. Our economy

We capitalise on the region’s close proximity to Canberra and its position as a convenient location to attract industry and investment. We foster and develop diverse, adaptive, and innovative agricultural industry.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council’s role	Our partners
Our businesses and industries are thriving, providing employment across the community.	<p>B.1 Promote the region as an ideal location for businesses and industry.</p> <p>B.2 Foster a diverse and resilient agricultural industry.</p> <p>B.3 Partner with businesses and other organisations to attract and retain skilled employees.</p> <p>B.4 Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p>	Collaborate Advocate	Local business and industry NSW State Government Commonwealth Government CRJO RDASI
The local and regional tourism offering is expanded, increasing visitation to the region.	<p>B.5 Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities.</p> <p>B.6 Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.</p>	Provide Collaborate	Local business and industry CRJO RDASI Tourism bodies
Our community can access local education, training and employment options.	<p>B.7 Support our young people to access surrounding education, training and employment pathways.</p> <p>B.8 Advocate for better telecommunications connectivity to support local education, training, and employment opportunities.</p>	Provide Collaborate Advocate	Education and training providers Local business and industry NSW State Government Commonwealth Government Telecommunications providers



Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Unemployment rate	Small Area Labour Markets data (SALM)
Gross agricultural value	Australian Agricultural census
Dwellings with internet access	ABS Census data
Visitor expenditure	Tourism Research Australia

Supporting documents, plans or strategies

- Economic Development Plan and Strategy
- Southern Tablelands Regional Economic Development Strategy
- Tablelands Destination Development Plan
- Destination Southern NSW Destination Management Plan



C. Our environment

We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our natural environment is maintained, protected and enhanced in line with community expectations.	<p>C.1 Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p>C.2 Implement effective integrated weed and pest animal management.</p> <p>C.3 Protect and rehabilitate waterways and catchments.</p>	Provide Collaborate	NSW State Government Water authorities Community groups
Adopt environmental sustainability practices.	<p>C.4 Investigate and implement approaches to reduce Council's carbon footprint.</p> <p>C.5 Council to investigate and adopt environmentally sustainable practices and purchasing across the organisation.</p>	Provide	
Our rural character and natural landscapes are protected and maintained.	<p>C.6 Maintain a balance between growth, development, environmental protection and agriculture through sensible planning.</p> <p>C.7 Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p>C.8 Encourage positive social and environmental contributions from developers.</p>	Provide Collaborate	Community members Community groups Housing providers

Measures

Measure	Source
Community satisfaction that development is balanced with community values	Council community survey
Water quality reporting at key nominated sites	Council data
Council energy use	Council data
Council fuel use	Council data

Supporting documents, plans or strategies

- Biodiversity Planning Framework
- Community Heritage Study
- Floodplain Risk Management Study and Plan
- Local Strategic Planning Statement
- On Site Sewerage Management System Strategy
- Community Participation Plan
- Local Environmental Plan (LEP)

D. Our infrastructure

Infrastructure compliments our rural and historic landscapes whilst supporting healthy communities and industries.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Improved transport links connecting towns within the Shire and increased access to major centres.	<p>D.1 Plan for, maintain and improve road corridor networks.</p> <p>D.2 Advocate for funding to improve road corridor conditions and connectivity.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government
Our rural and heritage atmosphere is maintained through sensitive development and preservation.	<p>D.3 Our local character is maintained through the protection and preservation of historic buildings.</p> <p>D.4 Encourage community pride through the beautification of our towns and rural areas.</p> <p>D.5 Develop infrastructure and attractions that emphasise the natural and heritage features of the region.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community groups Community members
Our network of community infrastructure supports connected communities and meets community and visitor needs.	<p>D.6 Our community infrastructure is accessible and fosters inclusive, healthy, and active recreation.</p> <p>D.7 Infrastructure improvements and additions support our communities and enhance visitor experiences.</p> <p>D.8 Management of community infrastructure is supported by strong relationships between Council and community groups and used to the maximum extent possible.</p> <p>D.9 Advocate to state and federal government agencies for infrastructure that meets the needs of all people in our communities and our visitors.</p>	Provide Collaborate Advocate	Community groups Tourism bodies NSW State Government Commonwealth Government

Strategic objectives	Strategies	Council's role	Our partners
Water, waste and sewerage services meet the needs of our community.	<p>D.10 Provide high quality reliable water supply to communities.</p> <p>D.11 Provide safe and efficient sewerage services to communities.</p> <p>D.12 Our recycling and waste management practices are accessible and efficient.</p>	Provide Collaborate	Water authorities NSW State Government Service providers
Our telecommunications infrastructure is sound and support access for business, industry, services, and the community.	<p>D.13 Advocate for servicing of mobile telephone blackspot areas.</p> <p>D.14 Advocate for a more stable communication network.</p>	Advocate	Commonwealth Government Telecommunications providers

Measures

Measure	Source
Number of heritage items listed for protection	State Heritage Register
Community access to key services	University of Canberra Regional Wellbeing Survey
Kilometres of new, improved or maintained roads by Council	Council data
Dwellings with internet access	ABS census data
Number of boil water alerts issued to the community	Council data
Percentage of waste diverted from landfill	Council data

Supporting documents, plans or strategies

- Upper Lachlan Shire Infrastructure Policy
- Upper Lachlan Public Access and Mobility Plan (PAMP)
- Upper Lachlan Asset Management Strategies
- Upper Lachlan Integrated Water Cycle Management Plan
- Upper Lachlan Risk Management Policy

E. Our civic leadership

Our leaders work collaboratively to meet the needs of the community, in an ethical and strategic manner.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Council is an effective, responsible and innovative organisation.	<p>E.1 Council practices and processes are undertaken in an efficient manner that meets legislative requirements.</p> <p>E.2 Make doing business with Council easier.</p> <p>E.3 Governance provides a sound basis for decision making.</p> <p>E.4 Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p>	Provide Advocate	Community members CRJO RDASI
Council is a financially sustainable organisation that can meet community needs.	<p>E.5 Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p>E.6 Seek out and pursue income generating opportunities for Council.</p> <p>E.7 Manage assets in a proactive way across their lifespan within resources limitations.</p>	Provide Collaborate	Business and industry
Our community is informed and engaged in decision making.	<p>E.8 Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>E.9 Council understands the aspirations of the community and seeks to work together to solve local issues.</p> <p>E.10 Residents have access to timely, relevant and accurate information on matters that affect them.</p> <p>E.11 We aim to engage 'hard to reach' parts of our community in decisions that affect them and our region.</p>	Provide Collaborate	Community members Community groups



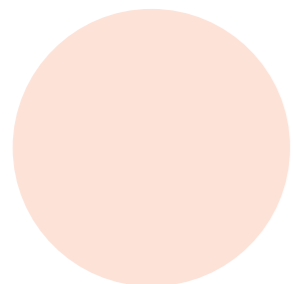
Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with Council's overall performance	Council community survey

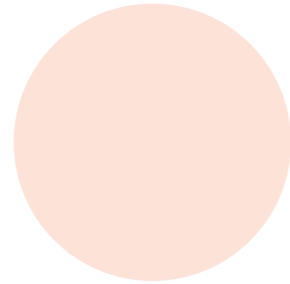
Supporting documents, plans or strategies

- Customer Service Charter
- Workforce Plan
- Community Engagement Strategy

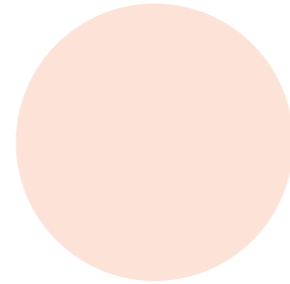
Your Councillors



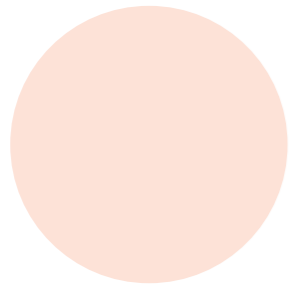
Cr Paul Culhane



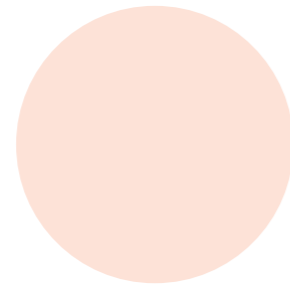
Cr Pam Kensit
Mayor



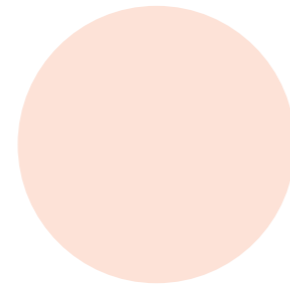
Cr Mandy McDonald
Deputy Mayor



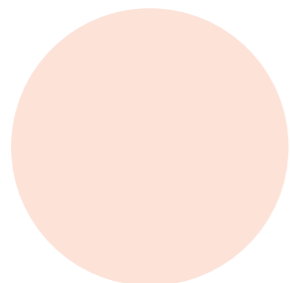
Cr Jo Marshall



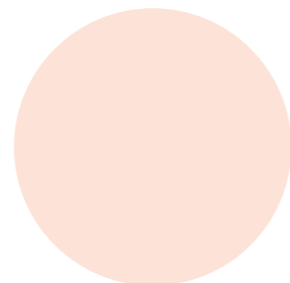
Cr Darren O'Brien



Cr Susan Reynolds



Cr John Searl



Cr Lauren Woodbridge

Acknowledgements

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Upper Lachlan Shire Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Yass Valley

Community Strategic Plan 2042



Acknowledgement of country

Yass Valley Council recognises the traditional custodians of the land, the Ngunnawal and Wiradjuri people, and acknowledges the Elders of the community and their descendants.

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Message from the Mayor

The Yass Valley Community Strategic Plan (CSP) results from an extensive consultation and engagement process undertaken with our community. The CSP identifies the community's priorities and aspirations for the next 20 years and provides strategies to achieve those aspirations and mechanisms to measure our achievements. The Plan will help guide us in creating the future we strive for.

The previous Tablelands CSP has provided us with a solid base to review our community's goal and update and localise our CSP to reflect our changing circumstances while pursuing our vision.

We genuinely believe that decisions that affect the community should be made in consultation with the community. Across the Towards 2042 engagement, 764 community members provided their ideas and thoughts regarding the future of our area. We wish to take this opportunity to thank those members of the community who took the time to provide us with their thoughts and feedback, who attended community workshops, participated in telephone interviews, or completed surveys.

Priorities that ranked highly among community respondents included improved infrastructure, sports and recreation facilities, sustainable practices and environmental impact, town beautification, and improved Council operations. The Yass Valley CSP recognises there are challenges facing our area and identifies the strategies to deal with these issues along with other variables to ensure that Yass Valley continues to be a wonderful place to live, work and play.

The Yass Valley CSP forms part of the Regional CSP for the CRJO region. This document will help us engage with and advocate to other government levels, the business sector, and the broader community to encourage cooperation and commitment to the shared vision.

Cr. Allan McGrath, Mayor
Yass Valley Council

Contact Us

Please contact Council with any enquiries regarding the Yass Valley Council Community Strategic Plan:

p (02) 6226 1477

e council@yass.nsw.gov.au

Vision

To build and maintain sustainable communities while recognising and respecting the environment and First Nations people of the country.

Vision definitions

Sustainable communities

Refers to social, environmental and economic sustainability, social connections, civic leadership, environmental health and economic prosperity which can be maintained to meet current and future needs.

Environment

Considers both the local natural and atmospheric environment and the broader global environment considering issues such as resource use and climate change.

First Nations people

Traditional Owners of the country within the Yass Valley Council local government area, including the Ngunnawal and Wiradjuri First Nations people.

Recognising and respecting

Respect refers to the way an individual or group treats another individual or group. Recognising and respecting the First nations people aligns with Reconciliation Australia's 5 dimensions: historical acceptance, race relations; equality and equity; institutional integrity and unity. When applied to the environment, recognition and respect refer to the employment of sustainable practices, with the goal to minimise negative environmental impact and preserve the natural environment where possible and practical.

Our plan

About our plan

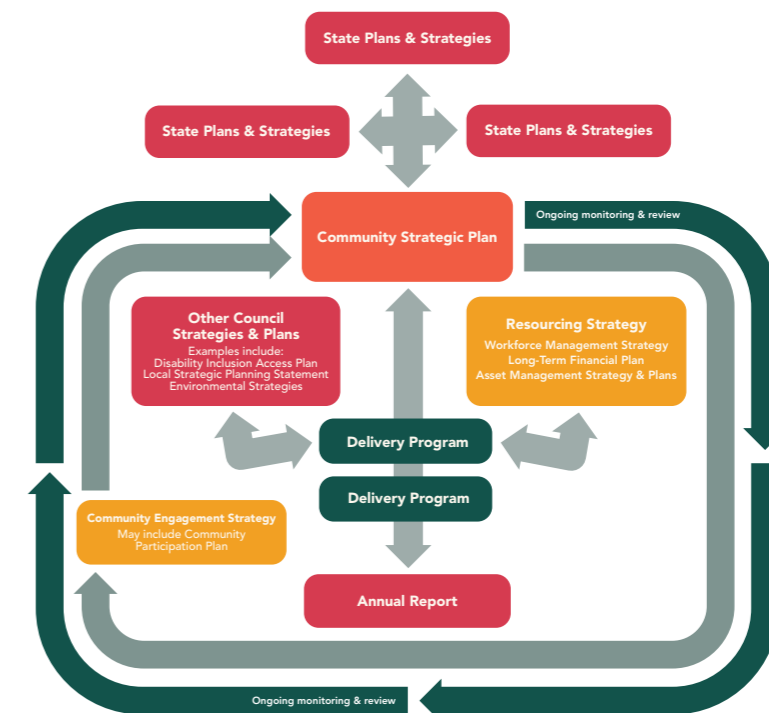
The Yass Valley Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a council plan. Yass Valley Council has a lead role in preparing and implementing CSP. However, state agencies, businesses, industry groups, community groups, and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reporting linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

The Yass Valley is located in the Southern Tablelands of New South Wales and is characterised by a diverse landscape including rolling hills and valleys, waterways and Burrinjuck Dam. The Yass Valley local government area has townships at Yass and Murrumbateman, and villages at Binalong, Bookham, Bowning, Gundaroo, Sutton, and Wee Jasper. The main population centres support an estimated resident population of 16,321 residents in 2020. The area is known for its rich agricultural heritage and food and wine scene.

Total population
16,321
(Source: ABS Census 2016)

SEIFA index*
1062

Top industries of employment

- 1** Central Government Administration
- 2** Sheep Farming (Specialised)
- 3** Defence
- 4** State Government Administration
- 5** Primary Education

Source: ABS Census 2016

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Yass Valley Council region consisted of 100 people, there would be:

2
Aboriginal and Torres Strait Islanders

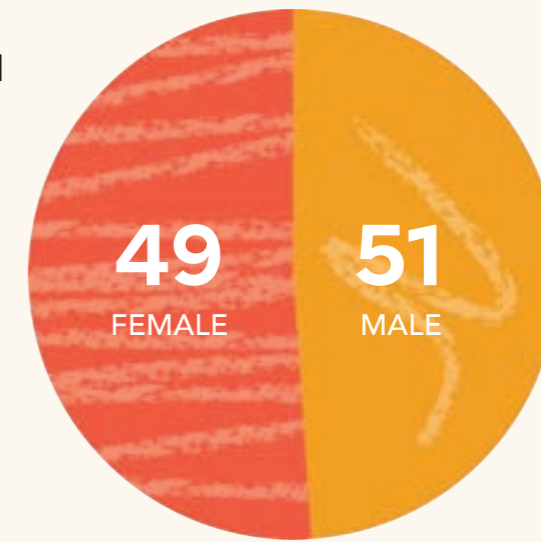
7
born overseas

2
speaking languages other than English at home

9
with an individual income less than \$400 per week

48
that completed higher education

50
that did not complete year 12



23: 0 – 19 years **46:** 20 – 59 years
31: 60+ years



30
living by themselves

69
living in families

2
unemployed and looking for work

25
who volunteer

35
working part time

59
working full time



14
care for someone with a disability

6
have a disability



12
are older couples without children

5
live in medium and high density housing



56
who drove to work

5
who walked to work

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

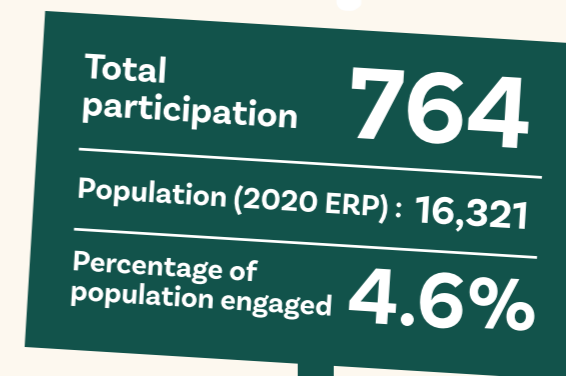
1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – surveys, online workshops
- In conversation – discussion guides, pop-ups, telephone interviews
- On paper – drawing sheets, formal written submissions

Participation

Over 750 people from the Yass Valley participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The profile of the participants shows a broad cross-section of the Yass Valley community were involved in terms of age, gender, location, and diversity characteristics.



Community engagement

What is important to you

When we asked participants in the Towards 2042 engagement what makes the Yass Valley a great place to live. They told us the beautiful natural environment, lifestyle, and local people and spirit were key elements. Respondents also told us that when they visited other areas, they identified improved infrastructure, town planning and more activities and events to enhance the Yass Valley area. The community would like to see a focus on infrastructure, sport and recreation facilities and addressing environmental impact across the next 10 years.

Main challenges

The Towards 2042 engagement asked participants to identify the challenges facing the community at this time. Participants in the engagement told us that the significant challenges facing the Yass Valley were governance and leadership (12.6 percent), the changing demographics and size of the community (10.9 percent) and environmental sustainability (10.2 percent).

Services or projects Council should be prioritising and advocating for

Yass Valley residents who responded through the engagement told us they want Council to focus on enhancing community buildings and facilities (6.7 percent) such as memorial halls and community centres, improved roads and parking including maintenance (6.0 percent) and aquatic facilities (5.8 percent).



Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst Yass Valley Council takes the lead in preparing and implementing the Community Strategic Plan, all levels of government, businesses, industry groups, community groups, and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Yass Valley CSP consists of five themes and strategic objectives:

CO. Our community

We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.

EC. Our economy

We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

EN. Our environment

We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

IN. Our infrastructure

Our community is well serviced and connected to built, social and communications infrastructure.

CL. Our civic leadership

Our leaders operate ethically and implement good governance.

Each Plan theme outlines a strategic objective based on community feedback, envisages where we want to be, how we will get there, Council's role, important partners and collaborators and measures to track progress.



CO. Our community

We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
CO.1 Our health and wellbeing are supported by equitable access services.	<p>Our community is able to access information and health and community services that support physical health and mental wellbeing.</p> <p>We advocate for better public and community transport options to enhance access to services for all residents.</p> <p>Continue to advocate on behalf of the community for health and medical facilities in the region.</p>	<p>Collaborate</p> <p>Advocate</p>	<p>Health services</p> <p>Community services</p> <p>Community members</p> <p>Community groups</p> <p>CRJO</p>
CO.2 We have a vibrant, inclusive, and creative community life.	<p>Events celebrate the identity of our towns and villages, heritage and culture.</p> <p>Creative expression through arts and culture is encouraged.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>Community members</p> <p>Community groups</p>
CO.3 Our community is connected, safe and proud.	<p>Community connectivity and informal support networks support participation in a broad range of activities.</p> <p>We support and promote services, community groups and local initiatives as a way of including new residents and supporting existing residents.</p> <p>We support our community partners to foster respect and safety.</p> <p>Our public spaces and residential developments are well designed and support public safety.</p> <p>Community pride is encouraged through the beautification and maintenance of our villages and towns.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>Community members</p> <p>Community groups</p> <p>NSW State Government</p> <p>Emergency services</p> <p>Community services</p>
CO.4 We celebrate our diverse cultural identity and heritage.	<p>Traditional Owners and First Nations people historic and ongoing connection to Country is recognised and supported.</p> <p>Community development is supported to enhance resilience and connection.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>Traditional Owners and First Nations people</p> <p>Community members</p> <p>Community groups</p>



Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Access to public and community transport services	Council data
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data
Number of households in housing stress	ABS census data
Community satisfaction that development is balanced with community values	Council community survey

Supporting documents, plans or strategies

- Disability Inclusion Action Plan - 2017-2020
- Yass Valley Reflect Reconciliation Action Plan

EC. Our economy

We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
EC.1 Our location attracts business and industry to our region, boosting our local economy and jobs.	<ul style="list-style-type: none"> Develop partnerships with the ACT Government and private industry to enable business and industry growth and development. Promote the region as an ideal location for businesses and industry. Plan for sufficient land availability and employment generation. Economic growth and development complement the areas rural character, local environmental and historical facts and community aspirations. 	<ul style="list-style-type: none"> Provide Collaborate Advocate 	<ul style="list-style-type: none"> Local business and industry NSW State Government ACT Government CRJO RDASI
EC.2 The local and regional tourism offering is expanded, increasing visitation to the region.	<ul style="list-style-type: none"> Market the region as a tourist destination, highlighting the region's unique rural character, natural environment, heritage, and culture. Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. Plan, facilitate and support local events that celebrate local produce and businesses, culture, arts and history. Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities. Direct people to our unique tourism offerings through consistent and well branded signage. 	<ul style="list-style-type: none"> Provide Collaborate Advocate 	<ul style="list-style-type: none"> Local business and industry Tourism industry bodies Community groups

Strategic objectives	Strategies	Council's role	Our partners
EC.3 Our local established and emerging businesses are supported to thrive.	<ul style="list-style-type: none"> Foster a diverse, adaptive and innovative agricultural industry. Support small and home-based businesses to develop by streamlined process and business support. Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters. 	<ul style="list-style-type: none"> Provide Collaborate Advocate 	<ul style="list-style-type: none"> Local business and industry NSW State Government Commonwealth Government
EC.4 Our community can access affordable local housing, education, training and employment options.	<ul style="list-style-type: none"> Local businesses, government, and training stakeholders collaborate to develop education training and employment pathways. Support our young people to access local education, training and employment pathways. Advocate for educational infrastructure that supports local education, training and employment pathways. Advocate for better telecommunications connectivity to support local education, training and employment opportunities. Advocate and plan for the provision of a variety of housing types. 	<ul style="list-style-type: none"> Collaborate Advocate 	<ul style="list-style-type: none"> Education and training providers Local business and industry Community members Housing providers

Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD audits of the proportion of operating businesses	Council data
Visitor expenditure	Tourism Research Australia
Unemployment rate	Small Area Labour Markets data (SALM)
Gross agricultural value	Australian Agricultural census
Attendance and participation at council run community events	Council data
Housing tenure data	ABS data by LGA
Rent and sales data	Family and Community Services NSW

Supporting documents, plans or strategies

- Tablelands Destination Development Plan
- Southern Tablelands Regional Economic Development Strategy

EN. Our environment

We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
EN.1 Our natural environment is maintained, protected and enhanced in line with community expectations.	Protect and enhance the existing natural environment, including flora and fauna native to the region. Implement effective integrated weed management. Protect and rehabilitate waterways, catchments, and groundwater.	Provide Collaborate	Water authorities Landholders Community groups Community members
EN.2 Adopt environmental sustainability practices.	Investigate and implement approaches to reduce our carbon footprint. We investigate and adopt environmentally sustainable practices and purchasing across the organisation. Encourage the community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.	Provide Collaborate	Service providers Local industry and business Community groups
EN.3 We have a robust planning framework that considers our rural character and natural landscapes.	Development sustainably integrates environmental, social and economic factors which are in the best interests of the community and the region. Future developments should complement existing settlement structure, character and uses and allow for the creation of legible and integrated growth. Future development should strengthen the efficient use of infrastructure, services and transport networks and not overburden existing services elsewhere.	Provide Collaborate	Community groups Community members State and Commonwealth Government

Strategic objectives	Strategies	Council's role	Our partners
	Future development, particularly at the residential/ agricultural and the residential/ industrial interfaces, should be planned for and managed to minimise potential conflict between adjacent land uses. Open spaces are planned for and preserved to balance development and liveability.		

Measures

Measure	Source
Number of weed inspections undertaken	Council data
Kilometres of roadsides sprayed for weeds	Council data
Council energy use	Council data
Council fuel use	Council data
Community satisfaction that development is balanced with community values	Council community survey

Supporting documents, plans or strategies

- Yass Valley Council Settlement Strategy 2036
- Local Strategic Planning Statement
- Onsite Sewage Management System Strategy - 2019
- Yass Valley Local Strategic Weeds Plan

IN. Our infrastructure

Our community is well serviced and connected to built, social and communications infrastructure.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
IN.1 We have transport links that connect towns within the region and increase access to significant centres.	<p>Advocate for improved and increased public and community transport services within the region.</p> <p>Plan for, maintain and improve road networks.</p> <p>Advocate for funding to improve road conditions and connectivity.</p> <p>Support infrastructure that enables sustainable transport options.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>NSW State Government</p> <p>Commonwealth Government</p> <p>Transport providers</p> <p>Community services</p>
IN.2 We are proud of our liveable and accessible local places and spaces.	<p>Our streetscapes are well designed and maintained.</p> <p>Parking is accessible.</p> <p>Our local character is maintained through the protection and preservation of historic buildings.</p>	<p>Provide</p> <p>Collaborate</p>	<p>Community members</p> <p>Community groups</p>
IN.3 Our existing community infrastructure is maintained, and we plan for and support the development of infrastructure that meets community need.	<p>Advocate to state and federal government agencies for infrastructure that meets the needs of all people in our communities.</p> <p>Our community infrastructure is accessible, adaptable, and suitable for multiple user groups and fosters inclusive, healthy, and active recreation opportunities.</p> <p>Manage assets in a proactive way across their lifespan.</p> <p>Our current community infrastructure is maintained to an acceptable level and used to the maximum practical extent.</p> <p>Management of community infrastructure is supported by strong relationships between Council and community groups.</p>	<p>Provide</p> <p>Collaborate</p> <p>Advocate</p>	<p>NSW State Government</p> <p>Commonwealth Government</p> <p>Health services</p> <p>Community groups</p>

Strategic objectives	Strategies	Council's role	Our partners
IN.4 Water, waste and sewerage services meet the needs of our community.	<p>Ensure high quality water supply options for the towns in the region.</p> <p>Provide safe and efficient sewerage services across the region.</p> <p>Our recycling and waste management practices are accessible and efficient.</p> <p>Promote community pride through litter mitigation programs.</p> <p>Investigate food and green organics collection options.</p>	<p>Provide</p> <p>Collaborate</p>	<p>NSW State Government</p> <p>Water authorities</p> <p>Service providers</p> <p>Community groups</p>
IN.5 Our telecommunications infrastructure is sound and support access for business, industry, services, and the community.	<p>Advocate for servicing of mobile telephone blackspot areas.</p> <p>Advocate for a more stable communication network.</p>	<p>Advocate</p>	<p>NSW State Government</p> <p>Commonwealth Government</p> <p>Telecommunications providers</p> <p>RDASI</p> <p>CRJO</p>

Measures

Measure	Source
Hectares of open space	Council data
Community access to key services	University of Canberra Regional Wellbeing Survey
Kilometres of roads built or maintained by Council annually	Council data
Access to public and community transport services	Council data
Number of heritage items listed for protection	State Heritage Register Yass Valley Local Environment Plan 2013
Number of boil water alerts issued to the community annually	Council data
Percentage of waste diverted from landfill per annum	Council data
Dwellings with internet access	ABS census data

Supporting documents, plans or strategies

Bike Plan and Pedestrian Access Mobility Plan (PAMP) - 2017-2027

Digital Yass Valley - Smart Region Strategy - 2017

Yass Valley Open Space Strategy

CL. Our civic leadership

Our leaders operate ethically and implement good governance.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
CL.1 Council is an effective, responsible and innovative organisation.	<p>Council practices and processes are undertaken in a safe and efficient manner that meets legislative requirements.</p> <p>Make doing business with Council easier.</p> <p>Seek out and pursue grant funding opportunities.</p> <p>Governance provides a sound basis for decision making.</p> <p>Council understands the aspirations of the community and seeks to unearth innovative solutions to local issues.</p> <p>Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p>	<p>Provide</p> <p>Collaborate</p>	<p>Community members</p> <p>Community groups</p> <p>CRJO</p> <p>RDASI</p> <p>State Government</p> <p>Federal Government</p>
CL.2 Council is a financially sustainable organisation that can meet community needs.	<p>Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p>Seek out and pursue income generating opportunities.</p>	<p>Provide</p> <p>Collaborate</p>	<p>Business and industry</p> <p>CRJO</p> <p>RDASI</p>
CL.3 Our community is informed and engaged in decision making.	<p>Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>Residents have access to timely, relevant and accurate information about issues that affect them.</p> <p>We seek to engage 'hard to reach' parts of our community in decisions affecting them and our region.</p> <p>We value the voice of our community, and their input informs our decisions.</p>	<p>Provide</p> <p>Collaborate</p>	<p>Community members</p> <p>Community groups</p>



Photo by G&S Aerial Imaging

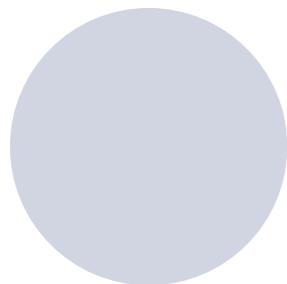
Measures

Measure	Source
Operating performance ratio	Council data
Own Source Operating Revenue Ratio	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey

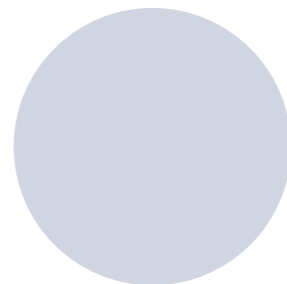
Supporting documents, plans or strategies

Community Engagement Strategy

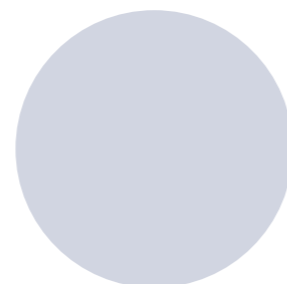
Your Councillors



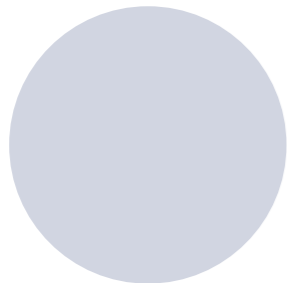
Cr Allan McGrath
Mayor



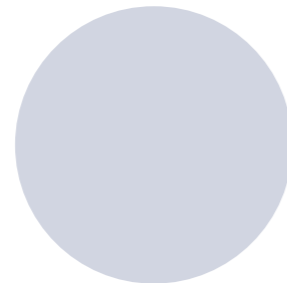
Cr Jasmin Jones
Deputy Mayor



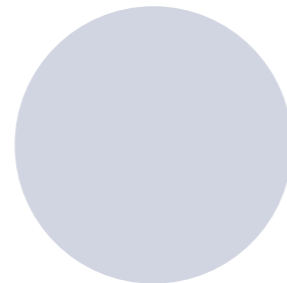
Cr Jim Abbey



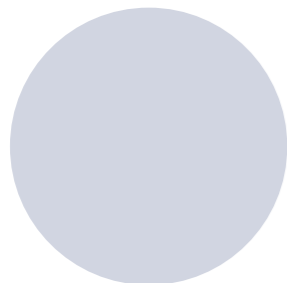
Cr Cecil Burgess



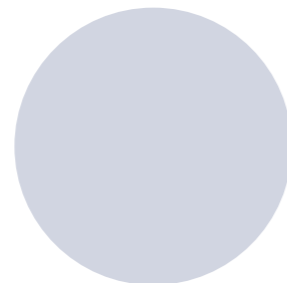
Cr Kristin Butler



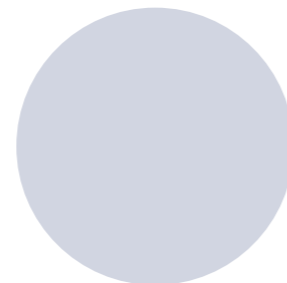
Cr Adrian Cameron



Cr Cayla Pothan



Cr Mike Reid



Cr Kim Turner

Acknowledgements

The Yass Valley Community Strategic Plan 2022-2042 has been developed in partnership with Yass Valley Council, the Canberra Region Joint Organisation, and Projectura.

Yass Valley Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

Appendix 1

Strategic planning overview

State

State legislative and policy landscape

#	Strategy/plan	Source	Years
1	State Plan - NSW 2021	<ul style="list-style-type: none"> A strong economy Highest quality education Well-connected communities with quality local environments Putting customers at the centre of everything we do Breaking the cycle of disadvantage 	2011-2021
2	20 Year Economic Vision for Regional NSW	<ul style="list-style-type: none"> Regional NSW is connected, with reliable transport and freight infrastructure Secure and sustainable water and energy Strong education and training Quality services and stable business environment 	2018-2038
3	NSW Climate Change Framework	<p>Aspirational emission's objective: Goal to reach net-zero emissions by 2050.</p> <p>Aspirational impacts and adaptation objective: NSW to be more resilient to a changing climate.</p> <p>Emissions savings objectives:</p> <ul style="list-style-type: none"> Attract investment by providing policy certainty Guide public and private sector decision making, particularly for long-lived assets Ensure consistency of NSW Government policy with the international and national policy context. 	2020-2030
4	Future Energy Strategy: Future Transport 2056	<ul style="list-style-type: none"> Improve operational energy efficiency Support and enable increased uptake of zero and low emission vehicles Identify and promote opportunities to shift to more efficient transport modes Transition to a secure, cost-effective, low emission energy supply Embed low carbon considerations as part of decision making across the cluster 	2020-2030
5	State Infrastructure Strategy	<ul style="list-style-type: none"> Integrating land use and infrastructure planning Infrastructure planning, prioritisation and delivery Asset management-assurance and utilisation Resilience Digital connectivity and technology Innovative service delivery models 	2018-2038
6	New South Wales Visitor Economy Strategy: A roadmap for growing the NSW visitor economy	<p>Vision: To be the premier visitor economy in the Asia Pacific, contributing \$65 billion in total visitor expenditure by 2030, with \$25 billion in regional expenditure.</p> <ul style="list-style-type: none"> Strategic Pillar 1: Road to Recovery Strategic Pillar 2: Build the Brand Strategic Pillar 3: Showcase Our Strengths Strategic Pillar 4: Invest in World-Class Events Strategic Pillar 5: Facilitate Growth 	2020-2030

State legislative and policy landscape

#	Strategy/plan	Source	Years
7	Destination Southern NSW: Destination Management Plan 2018-2020	<p>Vision: Southern NSW is recognised nationally and globally as a compelling destination featuring the coast, mountains and inland Australia near Sydney, Canberra and Melbourne.</p> <p>Sub-region positioning:</p> <p>Tablelands: people, place and produce</p> <p>Snowy Monaro: challenge, nature and adventure</p> <p>Coast: Accessible, unspoilt coast</p> <ul style="list-style-type: none"> Business events and regional conferencing Events International youth leisure market Aboriginal tourism Food and wine Cruise sector 	2018-2020
8	NSW Aboriginal Mental Health and Wellbeing Strategy 2020-2025	<ul style="list-style-type: none"> Goal 1: Holistic, person and family-centred care and healing Goal 2: Culturally safe, trauma-informed, quality care Goal 3: Connected care 	2020-2025
9	NSW State Health Plan: Towards 2021	<ul style="list-style-type: none"> Direction 1: Keeping people healthy Direction 2: Providing world-class clinical care Direction 3: Delivering truly integrated care <ul style="list-style-type: none"> Strategy 1: Supporting and developing our workforce Strategy 2: Supporting and harnessing research and innovation Strategy 3: Enabling eHealth Strategy 4: Designing and building future-focused infrastructure 	2021
10	Healthy, Safe and Well: A Strategic Health Plan for Children, Young People and Families 2014-24	<p>Vision: Children, young people and families in NSW are healthy, safe and well.</p> <ul style="list-style-type: none"> Strategic Direction 1: Caring for women and babies Strategic Direction 2: Keeping children and young people healthy Strategic Direction 3: Addressing risk and harm Strategic Direction 4: Early intervention Strategic Direction 5: Right care, right place, right time 	2021-2024

Regional

Regional legislative and policy landscape

#	Strategy/plan	Source	Years
11	Australian Government Regions 2020 – Unlocking Opportunity	Regional communities will benefit from national growth, attract more investment, create and maintain jobs and unlock their economic potential. Priorities <ul style="list-style-type: none"> Jobs and economic development infrastructure health education communications 	
12	South East and Tableland Regional Plan	<ul style="list-style-type: none"> Goal 1: A Connected and prosperous economy Goal 2: A diverse environment interconnected by biodiversity corridors Goal 3: Healthy and connected communities Goal 4: Environmentally sustainable housing choices 	2017-2036
13	Southern Tablelands REDS 2018-2022	Vision: Growing the region's core strengths in agriculture, energy, extractive industries, aged care, transport, and tourism and delivering a highly liveable community, which attracts and rewards residents and visitors. The strategy focuses on five key areas including: <ul style="list-style-type: none"> Sustain the regional agricultural processing advantage, especially in livestock. Build on the regions core strength in energy generation and natural resource extractions. Realise the economic opportunity presented by public order, safety and aged care. Drive growth in transport, access and logistics sector. Enhance the liveability of the region to grow its visitor economy. 	2018-2022
14	Snowy Monaro REDS 2018-2022	Vision: Connecting its communities and growing its strengths in tourism, energy generation, farming, forestry and manufacturing. Critical elements to the strategy include: <ul style="list-style-type: none"> Capitalise on its geographic region to increase its year-round tourism offering. Grow specialist sectors of agriculture, forestry and wood products. Support a strong employment base through skill acquisition and industrial land development. Grow the population to support its economy. 	2018-2022

Regional legislative and policy landscape

#	Strategy/plan	Source	Years
15	Wingecarribee REDS 2018-2022	Vision: To be a region with sustainable development supported by its high liveability, attracting residents and businesses, making strategic use of its unique endowments to grow the visitor economy, and building on its strengths in agriculture, manufacturing, education and health care. <ul style="list-style-type: none"> Enhance the liveability of the Wingecarribee region. Facilitate the development of agriculture as a key strength and specialisation and cultivate the visitor economy based on food, wine and events. Grow the education, health and aged care sectors. Strengthen the region's manufacturing base and monitor opportunities in the mineral resource sector. 	2018-2022
16	Queanbeyan-Palerang REDS 2018-2022	Vision: To be a place offering an ideal lifestyle and home to a diverse, smart economy, driven by the initiative and innovation of its people. The core strategies include: <ul style="list-style-type: none"> Improve digital connectivity. Re-establish the town centres as 'places for people.' Grow the population and internal markets. Develop specialised agricultural and tourism. 	2018-2022
17	South West Slopes REDS 2018-2022	The Strategy for the Region builds upon the opportunities presented by its endowments and specialisations and aims to address some of the key risks identified in the Region. Uniform across the strategy are five elements: <ul style="list-style-type: none"> Support and grow the Agriculture, Food Production and Mining sectors. Improve utilities, energy and telecommunications to grow the agricultural, food processing and mining industries and business start-ups throughout the Region. Drive economic growth in the region's core sectors by upskilling the workforce and facilitating innovation. Continue to develop and grow the Visitor Economy. Enhance the liveability and grow the population of the South West Slopes Region. 	2018-2022
18	CRJO 2019-21 Strategic Regional Plan	The strategy outlines the purpose of CRJO, including its purpose, functions, operating principles, organisational structure and financial sustainability. The strategy includes the Statement of Strategic Regional Priorities, which provides leadership, economy, infrastructure, community, environment, and cross border. The goals that align with these focus areas include: <ul style="list-style-type: none"> Become a leader in regional advocacy and the delivery of regional programs. Facilitate a strong and diverse economy with extensive business and job opportunities. A region where infrastructure enhances connection and service and needs contemporary, emerging and future needs. A resilient community that feels informed, connected, capable and valued. An environment that is valued and enhanced for future generations. A region that operates seamlessly across borders. 	2019-2021

Appendix 1

Strategic planning overview

Regional legislative and policy landscape

#	Strategy/plan	Source	Years
19	CRJO Regional Workforce Strategy	<p>The strategy examines the causative factors of the availability of the regional workforce, including drivers, pressures, states and impacts relating to the current regional workforce. Eleven responses were identified throughout the report and included:</p> <ul style="list-style-type: none"> • Flexible working arrangements. • Improve recruitment and retention of mature-age workforce. • Build on community resources through recognition of prior learning. • Strengthen CRJO partnerships. • Develop a CRJO employment and marketing portal. • Increase business resilience. • Contemporary skilling. • Facilitate specialist staff recruitment. • Develop a CRJO junior staff training program. • Develop a CRJO leadership program. • CRJO data collection and workforce measurement. 	2020
20	CRJO Draft Regional Priorities and Actions	<p>The strategy recognises the current trajectory for a decrease in young families and sets out a path to use its strategic location, natural environment, local lifestyle and amenity to intervene. The plan outlines strategies to:</p> <ul style="list-style-type: none"> • Attract younger families. • Increase vibrancy of towns and villages. • Focus on adding jobs and value in key industries. • Partner with industry and government to deliver the plan. 	2021-2024
21	Southern Highlands Destination Strategy	<p>The strategy recognises the current trajectory for a decrease in young families and sets out a path to use its strategic location, natural environment, local lifestyle and amenity to intervene.</p> <p>Strategies include:</p> <ul style="list-style-type: none"> • Attract younger families. • Increase vibrancy of towns and villages. • Focus on adding jobs and value in key industries. • Partner with industry and government to deliver the plan. 	2020-2030
22	Southern Region Business Enterprise Centre Strategic Plan	<p>This plan envisions a prosperous business environment throughout Southern NSW and ACT, promoting innovation, skills enhancement and employment growth built through business advice, education and collaboration.</p>	2020-2021
23	RDASI Charter	<p>Vision: Create a strong and vibrant Southern Inland community with abundant investment, business, employment, and educational opportunities.</p> <ul style="list-style-type: none"> • Facilitate regional economic development outcomes, investment, local procurement, and jobs. • Promote greater regional awareness of an engagement with Australian Government policies, grant programs and research. • Improve Commonwealth regional policy-making by providing intelligence and evidence-based advice to the Australian Government on regional development issues. • Coordinate the development of a strategic regional plan (SRP) or work with suitable existing regional plans that will align with the Commonwealth's regional priorities. 	

Appendix 2

How to read this Plan

Reading the RCSP

Introduction

The RCSP is a large document that encompasses the goals and aspirations of the CRJO area. In order to read the plan it is helpful to understand the structure which is explained below.

Structure

The RCSP is broken into eight separate and distinct chapters. They include:

- The Canberra RCSP
- Bega Valley Shire CSP
- Goulburn-Mulwaree Council CSP
- Queanbeyan-Palerang Regional Council CSP
- Snowy Monaro Regional Council CSP
- Snowy Valleys Council CSP
- Upper Lachlan Shire Council CSP
- Yass Valley Council CSP

Local CSP

Each local CSP is framed by 5 important themes:

- community
- economy
- environment
- infrastructure
- civic leadership

The list below presents the structure of each CSP:

- 1. Theme**
Important ideas and subject matter that encompass a broad range of strategic objectives
- 2. Strategic objective**
Is a broad statement which outlines the goal which is being pursued for each theme
- 3. Where do we want to be?**
Explains the goal for each subject matter listed under each theme
- 4. How will we get there?**
Outlines the strategies that will be used to achieve each goal
- 5. Council's role**
Council's role in delivering each strategy as either a provider, collaborator or advocate
- 6. Our partners**
Government, businesses, industry groups, community groups, and individuals
- 7. Supporting documents, plans & strategies**
Local Council strategies and plans that have been developed that complement goals and strategies

Our Council name
Bega Valley Shire

Theme/pillar
Our focus area for achieving the 2042 vision and to provide structure for this Plan.
A. Our community
A connected and vibrant community where people are happy, safe and well.

Strategic objectives
These are the long-term aspirations for our community under each theme/pillar. These have been developed in consultation with our community and contribute to achieving our 2042 vision.

Strategies
These are priorities for achieving the strategic objectives. Council and partners will work on actions to deliver on these strategies.

Sustainable Development Goals (SDGs)
The United Nations SDGs provide a global blueprint towards peace and prosperity for all people.

Related Sustainable Development Goals

Strategic objectives	Strategies	Council's role	Our partners
We are a respectful, inclusive, and connected community that enjoys a culturally rich community life.	A.1 Collaborate with partners to provide and support opportunities for social interaction, activities and events. A.2 Respect and promote our cultural heritage, industry, and diversity. A.3 Partner with and acknowledge and respect Traditional Owners and First Nations people.	Provide Collaborate	Traditional Owners and First Nations people Community members Community groups
We are a caring community that supports the health and wellbeing of our residents.	A.4 Collaborate with partners to provide and support aged, disability and community services that enhance people's quality of life. A.5 Advocate to government and partner organisations to expand local health and specialist services available to the community. A.6 Support and promote the development of local activities to enhance local community participation.	Provide Collaborate Advocate	Health providers Community service providers NSW State Government Commonwealth Government Community groups
We value the role of community in supporting enhancing the life of all Bega Valley Shire residents.	A.7 Acknowledge and collaborate with local groups to advance local priorities. A.8 Provide and support recovery efforts to rebuild communities and support resilience building.	Collaborate	Community members Community groups
Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live.	A.9 Provide proactive programs and support organisations and services that respond to the safety needs of our community. A.10 Collaborate with relevant agencies and the private sector to increase the diversity and affordability of new and existing housing, particularly to meet the needs of our ageing population.	Collaborate	Housing providers NSW State Government Emergency services Community groups

Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey
Community access to key services	University of Canberra Regional Wellbeing Survey
Incidents of crime in outdoor or public places	NSW recorded crime statistics (BOSCAR)
Attendance and participation at council-run community events	Council data
Attendance and participation at council-run recreation facilities and programs	Council data
Number of households in housing stress	ABS census data

Supporting documents, plans or strategies
Bega Valley Local Recovery Action Plan
Disability Inclusion Action Plan 2021-2025

Council's role
This outlines Council's role in the delivery of each strategic objective.

Our partners
To achieve long-term aspirations we must work with other partners. This Plan outlines some of our key partners but is not an exhaustive list.

Measures
The measures outline the community indicators used to measure and report progress on the implementation of this Plan.

Supporting documents
More detail about Council's delivery of each theme/pillar can be found in these supporting documents.