

# The Tablelands 2016-2036 REGIONAL COMMUNITY STRATEGIC PLAN



# Acknowledgements

Goulburn Mulwaree Council, Upper Lachlan Shire Council, and Yass Valley Council wish to acknowledge the contributions provided by the community in the development of the Regional Community Strategic Plan

The responses provided through face to face conversations, participation in workshops, and survey completion both on paper and online, have been invaluable in allowing the three councils to develop a Regional Community Strategic Plan that reflects the vision of this greater Tablelands community.

Our councils wish to take this opportunity to express our gratitude to all who participated in this process. We hope this document is representative of what you, as a community, expressed to us.

Our councils also wish to thank Cardno, the Consultants who have worked to help us develop this plan.



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COURT HOUSE

**It gives us great pride to present the first ever Regional Community Strategic Plan (CSP) in NSW local government.**

The Regional CSP pulls together extensive consultation that the three councils have undertaken with our community this year, and in recent years, to provide a document that identifies the community's regional priorities and expectations for the next twenty years, and to plan strategies to achieve those aspirations.

The current decisions we make as communities will contribute significantly to what our lives will be like in 2036. The benefits of having a document such as the Regional CSP is that it helps us make decisions that will move us closer to the future we strive for.

The Regional CSP will also help our councils to engage with other levels of government, the business sector and the broader community to ensure that there is a level of co-operation and commitment to achieving our shared aspirations.

This Regional CSP recognises this and identifies the strategies to deal with these issues and many other variables to ensure that we continue to provide a regional community that is a fantastic place to work and live.

We wish to take this opportunity to thank those members of the community who took time to provide us with their feedback, attended community workshops and / or completed surveys. The community input has proved most valuable in the production of the Regional CSP.



Clr Bob Kirk  
Mayor  
Goulburn Mulwaree Council



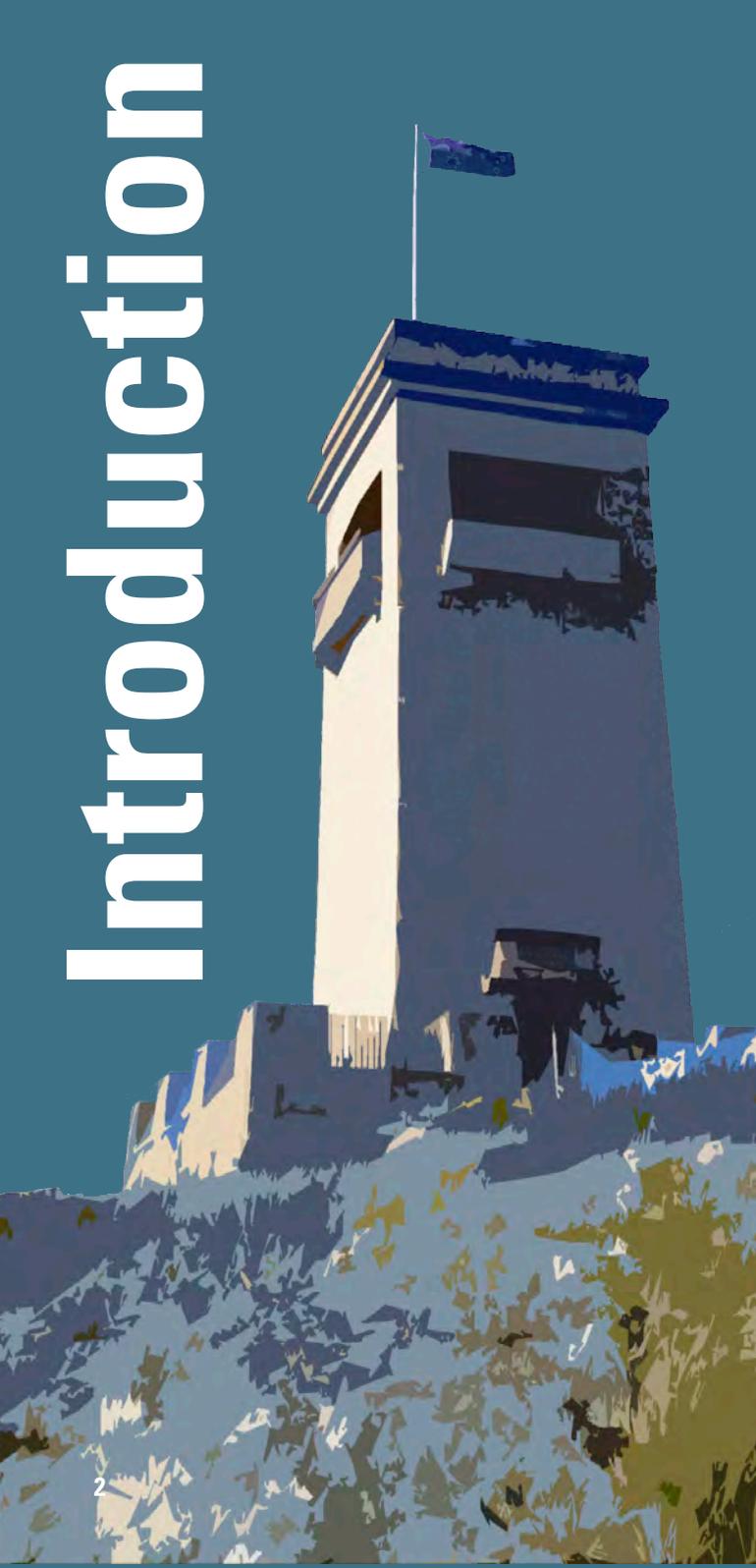
Clr Brian McCormack OAM  
Mayor  
Upper Lachlan Shire Council



Clr Rowena Abbey  
Mayor  
Yass Valley Council

# Joint Message from the Mayors

# Introduction



In July 2016 Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council decided to prepare a joint Regional Community Strategic Plan for the Tablelands region.

These councils have recognised the synergies and efficiencies to be gained through developing a new joint CSP for this region, an innovative approach that, while meeting the requirements of the Office of Local Government's Integrated Planning and Reporting Framework, will be unique in the NSW context.

A joint plan presents a range of positive cooperative opportunities, with a key benefit being a stronger, united voice for the region when working with State and Federal Governments and other stakeholders in seeking support for identified priorities and projects that will benefit the region.

This CSP identifies the aspirations of the community through a clear set of strategic priorities that achieve the region's vision for the future.

Specifically the Plan aims to:

- Inform Councils' priority setting and decision making;
- Inform the decision making of other agencies and organisations, including the State and Federal Governments;
- Provide a rationale for any organisation pursuing grants and other resources for specific projects that can be shown to fit within a particular strategic priority outlined within the plan;

- Inform stakeholders of the community's long term vision for the region; and
- Guide local and regional planning documents and initiatives.

All three councils share a similar vision centred around balancing future growth with the need to protect and enhance social and environmental values. This Plan consolidates councils' existing CSPs and pulls together common visions and strategies, whilst recognising the unique characteristics and challenges belonging to each individual Council.

## **What is a Community Strategic Plan?**

The NSW Government's Integrated Planning and Reporting Framework (IPRF) is a strategic planning framework for local governments to determine and document their communities' aspirations, and develop plans to achieve them. The structure is based on holistic community engagement to understand the communities' desires. Based on that consultation and engagement, Council's also develop resourcing strategies, taking into consideration finances, workforce planning, and asset management, to support the delivery of the plans.

The Community Strategic Plan is the highest level of strategic planning under the framework and sets a vision and strategic priorities for each of the councils. All other plans developed by the council as part of the Integrated Planning and Reporting framework must reflect and support the implementation of the Community Strategic Plan.

The CSP is based on the social justice principles of access, equity, participation and rights and must also address quadruple bottom line strategic objectives, and the councils adopted five strategic pillars:

- Community (Life and Welfare in the Community)
- Environment (Conditions and Influences in the Area and Sustainability)
- Economy (Generation, Distribution, Use of Income, and Business Development)
- Infrastructure (Facilities, Transport, and Systems Serving the Area)
- Civic Leadership (System of Government or Management)

While a Council has a custodial role in initiating, preparing, and maintaining the CSP on behalf of the community, it is not wholly responsible for its implementation, nor is it the Council's responsibility to deliver every aspect of the Community Strategic Plan.



# The Tablelands Region

The Tablelands region is made up of three local government areas including: Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council.

The region is situated within southern NSW approximately 190 kilometres from Sydney and 90 Kilometres from Canberra (distance measured from Goulburn centre). Main centres within the region include Goulburn, Yass and Crookwell.

The region's history, natural beauty and proximity to Canberra offers residents a high quality of life. Strong agriculture, tourism and retail sectors also provide excellent employment opportunities.

## Goulburn Mulwaree Council

Goulburn Mulwaree Council encompasses the First Inland city of Goulburn as well as the villages of Marulan, Tarago, Windellama, Towrang, Lake Bathurst, Bungonia and Tallong. Goulburn Mulwaree offers a rural lifestyle with close proximity to major cities such as Sydney and Canberra.

The area offers a range of employment opportunities, led by health and social care, retail trade, public service and safety and hospitality. Goulburn Mulwaree presents a range of social and cultural facilities and events that cater for residents and tourists, as seen in the sustained growth of the permanent population and the tourism industry.

## Upper Lachlan Shire Council

The Upper Lachlan Shire Council tourism slogan is 'The Shire of Villages'. There are three towns in the area with the main centre being Crookwell, and smaller towns include Gunning and Taralga and ten villages within the shire.

Crookwell remains strongly rural in its character. Agricultural endeavour has been a feature of the economic and social fabric of this Shire. There are, however, major shifts occurring in agriculture with the introduction of new farming methods and diversification of many land holdings

towards new ventures such as olive growing, alpaca fibre and horse studs.

Furthermore, Crookwell is becoming a popular destination for retirees and people wishing to leave large cities for a lifestyle change. The economic base of the Shire is also changing, with tourism becoming the third major industry in the Shire behind the traditional agricultural industries and retail.

## Yass Valley Council

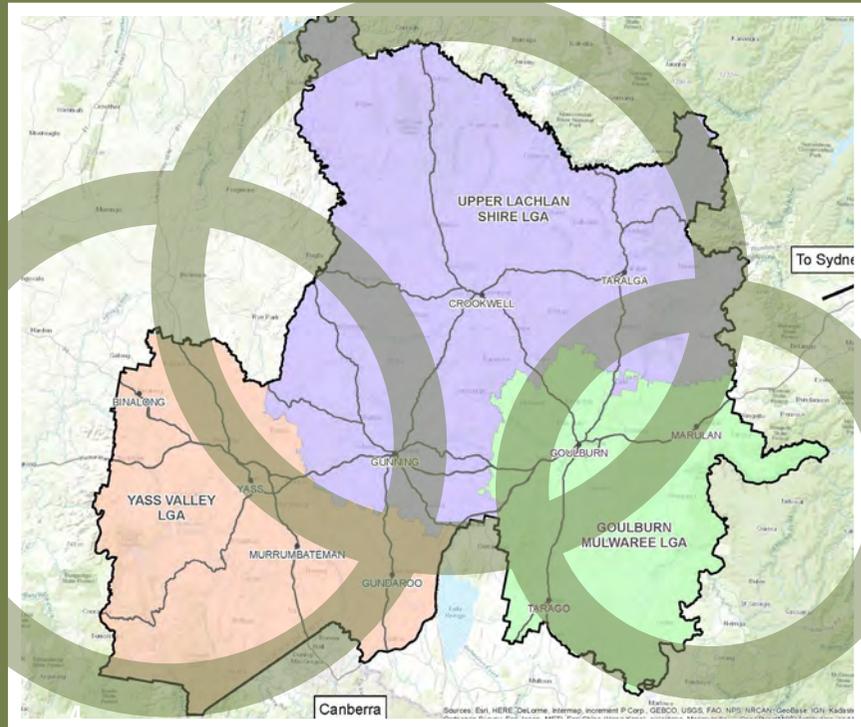
The main town servicing the local government area is Yass with the towns and villages of Murrumbateman, Binalong, Bookham, Bowning, Gundaroo, Sutton, and Wee Jasper supporting the outlying areas, including those in close proximity to the ACT.

The topography of the area is extremely diverse ranging from the dramatic and beautiful hills, valleys and waterways of the Wee Jasper area to the huge expanse of Burrinjuck Dam, the rolling hills around Binalong and Bookham and the vast plains that are home to some of the finest wool and wine country in Australia.

## Our History

### Goulburn Mulwaree

Aboriginal people have lived in the Goulburn Mulwaree region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact; the Gandangara to the north of Goulburn, and the Ngunawal to the south. The area was an important ceremonial meeting place for Aboriginal peoples with records of



corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

Aboriginal people of the region first came into contact with Europeans in 1798 when Governor John Hunter sent an expedition to the southern tablelands of NSW. The first European settlement did not occur however until 1818 when Goulburn was discovered by James Meehan an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies.

Subsequent Government land grants followed during the 1820's attracting settlers who established the first stock stations in the region. The construction of the Great South Road and the expanding wool industry saw Goulburn become a thriving Government centre by the 1850's and in 1863, Goulburn was officially declared a city making it Australia's first inland city.

Goulburn's prosperity grew substantially with the completion of the railway line from Sydney to Goulburn in 1869 making Goulburn a significant railhead and heralding the boom years which lasted to the late 1890's.

Such was Goulburn's prosperity that throughout much of the 19th century Goulburn remained the 3rd largest centre in New South Wales leading it to being dubbed the 'Queen city of the South'.

Goulburn's role as an important large provincial centre led to the construction of many impressive public and institutional buildings by the Government and various churches many of which still remain today.

Goulburn's prominence eventually subsided with the founding of Canberra, the Australian Capital in 1913 with many industries and institutions locating there.

## Upper Lachlan

The first Europeans to explore towards the area of Upper Lachlan Shire were John Wilson, John Price and Roe. In 1798 they journeyed to the area of present day Mittagong.

Other subsequent exploration parties to the district were led by Charles Throsby in 1818, Throsby-Smith and Joseph Wild in 1820 and Kearns in 1822. Following the reports of these explorations, including that the Argyle region was most suitable for pastoral expansion, settlers began to take advantage of these larger fertile areas.

Following European settlement of the area, the Durack, Costello and Tully families made their famous trek to the Kimberly.

The granting of land in the district of Argyle was first promised to the public in 1822. However, expansion by settlers into these newly discovered districts south of Sydney was rapid, taking place before official grants were sanctioned. In part this was driven by the harsh droughts of 1825 and 1828, and vast expanses of uncultivated land were occupied without endorsement from the governing authorities.

By 1860 wheat became the staple agricultural product in the district. By the late 1890s, pastoral activities, particularly wool growing, began to replace wheat production.

By 1899 it was estimated that there were also 37,000 head of cattle in the district.

Wool prices declined during the 1930s and some farmers found dairying more lucrative. Butter production became important in the area.

When wool prices rose, cream supplies to the butter factory in Crookwell declined and butter production ceased in 1956. The butter factory then operated as a cheese factory, before becoming a freezing works for rabbits and poultry.



Several butter factories had been established in the district in the 1890s. The Kialla factory was established in 1892 and the Crookwell factory became the central butter manufacturing plant. Honey production was also important in the area.

In 1911 John Willis imported a brick making machine from England. Brookland Brick Kilns supplied bricks to the local area.

Crookwell eventually became renowned as a potato growing area, and became the premier certified seed potato growing area in NSW.

Upper Lachlan Shire Council was proclaimed on 11 February 2004 with the amalgamation of the entire former Crookwell Shire Council, 78% of former Gunning Shire Council and 24% of Mulwaree Shire Council.

## Yass Valley

Yass Valley has traditionally been inhabited by the Ngunnawal and Wiradjuri Tribes. The Ngunnawal tribe covered the area which is present day Canberra and extends into the majority of the Yass Valley area. Wiradjuri covered a large portion of NSW, but only a small part within the western edge of the present day Yass Valley.

European settlement of the Yass Valley began in the early 1820's, following expeditions by Hume and Hovell as well as Throsby and Wild. Land throughout the area was settled relatively early due to its location on the road to Port Philip (Melbourne), the agricultural quality of the land and proximity to the routes to the NSW and Victorian gold fields.

The name Yass is believed to be derived from an Aboriginal word "Yhar" meaning running water.

Yass became a Municipality in 1873. Yass Shire was proclaimed on 1 January 1980 following the amalgamation of Goodradigbee Shire Council and the Yass Municipal Council. Yass Shire Council in turn was proclaimed the Yass Valley Council on 11 February 2004, following a further amalgamation of Yass Shire Council and parts of Gunning and Yarrowlunla Shire Councils.





# Our Regional Profile

## Population, Age, and Gender

Goulburn Mulwaree Council had a population of 29,550 residents as of 2015 (ABS, Population by Age and Sex, Regions of Australia, 2015), Upper Lachlan Shire Council had 7,876, and Yass Valley had 16,564.

Age demographics across the three regions show some notable characteristics. Goulburn Mulwaree has the greatest proportion of young adults, Yass Valley comprises a notably higher proportion of residents under 19 years of age, and Upper Lachlan Shire has by significant distance the highest proportion of residents aged over 60.

Each LGA experiences a substantial decrease between the 0-19 year group and the 20-39 year categories, followed by a steep increase in the proportion of residents aged 40-59 years.

## Growth

Over the 10 years from 2005-2015, NSW experienced population growth of approximately 13.8%, with national growth of 17.8%.

Comparatively, over the same period, Yass Valley's population growth was the strongest, increasing by approximately 25% over the period, followed by Goulburn Mulwaree at 11% and Upper Lachlan Shire at 9.6% (ABS Regional Population Growth, Australia, 2016).

Council Area	Population (2015)	Proportion of Males	Proportion of Females	Median Age
Goulburn Mulwaree	29,550	50.6%	49.4%	42
Upper Lachlan Shire	7,876	49.5%	50.5%	48
Yass Valley	16,564	50.2%	49.8%	41
<b>NSW</b>	<b>7,617,684</b>	<b>49.3%</b>	<b>50.7%</b>	<b>38</b>

Table 1. Gender and Median Age of Population

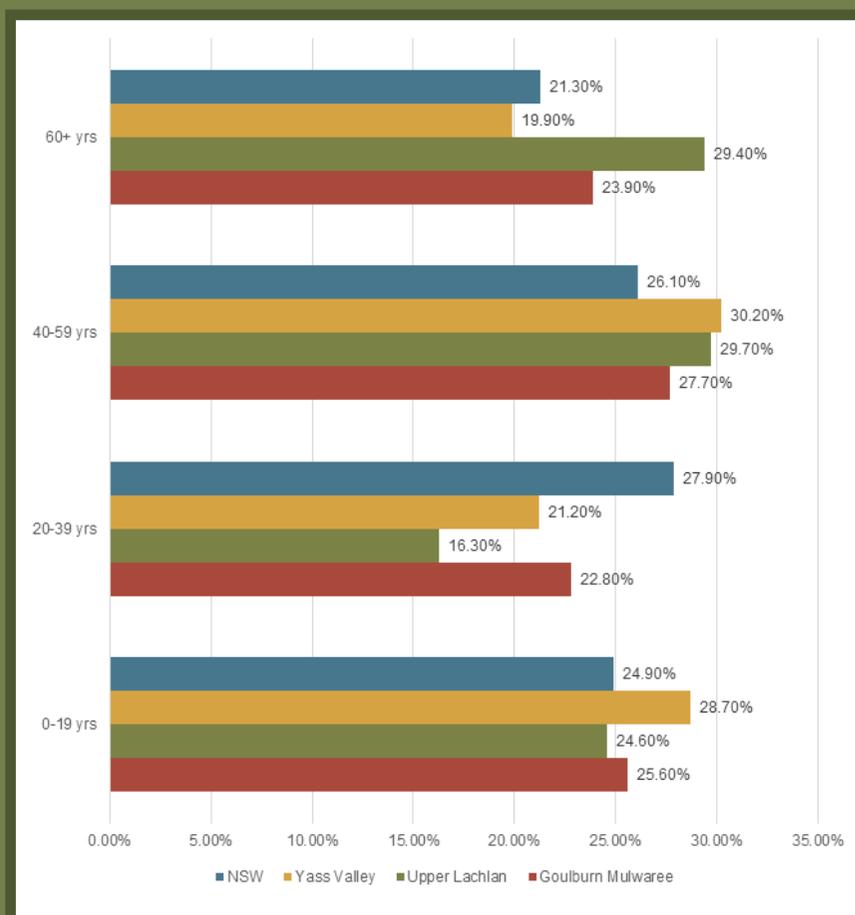


Figure 1. Generational Age Profile of the region

## Projected Population Growth

Population projections prepared by the ABS in collaboration with the Australian Government Department of Social Services (2012) estimate that the population will increase from the 2015 level of approximately 54,000 across the region to 60,200 by the year 2027.



## Diversity

### Aboriginal and Torres Strait Islander Heritage

2011 Census data showed the Aboriginal and Torres Strait Islander population of Goulburn Mulwaree to be 781 residents, approximately 2.8% of the regions total population. Upper Lachlan had 127 people that identified as being of Aboriginal or Torres Strait Islander background, approximately 1.8% of the population, whilst Yass Valley had 295, comprising 2% of its population. Similar to the trend across NSW, the three regions experienced proportional growth of Aboriginal and Torres Strait Islander populations over the 5 years from 2006-2011.

Although all three LGAs have a lower proportion of Aboriginal and Torres Strait Islanders than the Regional NSW average, our region recognises the important ongoing role that Indigenous Australians have in our community and its future.

### Birthplace and Ancestry

Australian-born residents comprise the vast majority of the population across all three LGAs, making up over 83% of the population in each. Of the non-Australian born population, the most common places of birth are the United

Kingdom, New Zealand, Germany and the Netherlands. Ancestry is also Anglo-centric, with Australian, English, Irish and Scottish ancestries being the four most common across the region, similar to NSW as a whole. Other significant ancestries include German, Italian and Dutch.

### Religion

Catholicism and Anglicanism, by a significant margin, are the most common religions across all three LGAs, a trend that is common across NSW.

Over the period from 2006-2011, all three LGAs experienced changes in line with the state, showing decreases in the proportion of the population that identify as Catholic and Anglican, and increases in the proportion of residents that identified with no religion.

## Employment

June 2016 employment data from the ABS shows unemployment rates to be similar to or lower than the NSW rate of 4.9% unemployment. In particular, Yass Valley's unemployment rate sits at 1.7%, the third lowest in the whole of NSW.

However, each region has experienced a slight rise in the unemployment level over the year to June 2016. In contrast, NSW as a whole has seen a significant fall in unemployment over the same period.

The region has a diverse range of industries. 2011 Census data shows 'Health Care and Social Assistance' and 'Public Administration and Safety' to both feature in the top three employment sectors across all three regions. In addition to these common industries, Goulburn Mulwaree featured high 'Retail Trade' employment figures, Upper Lachlan had 27.6% of its working population in the 'Agriculture, Forestry and Fishing' industry, and Yass Valley had 10.2% of employees working in 'Construction'.

The region has a large commuter population due to its proximity to Canberra.

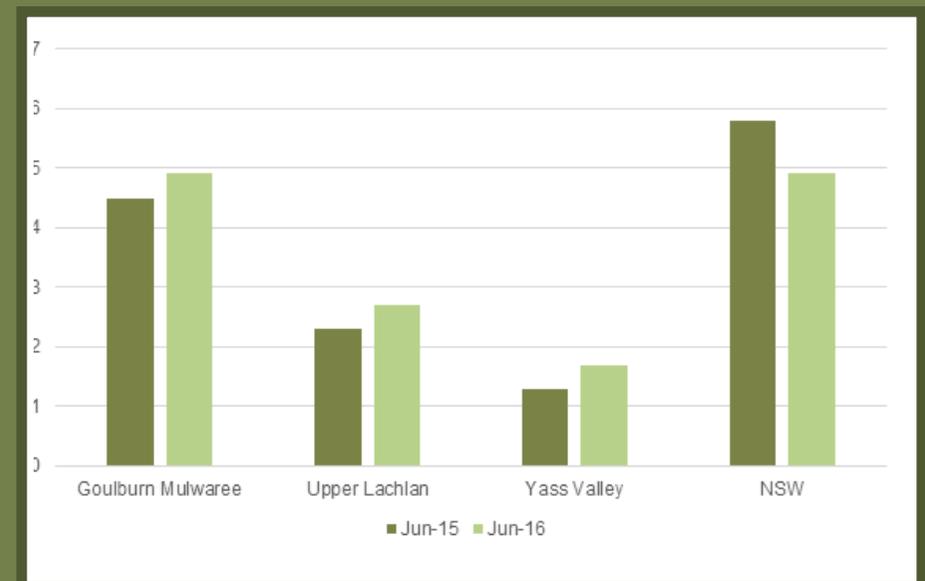


Figure 2. Unemployment Rate in the region compared with NSW

# Community Consultation

Goulburn Mulwaree Council, Upper Lachlan Shire Council and Yass Valley Council prepared a joint Community Engagement Strategy to support the development of the Regional Community Strategic Plan.

The purpose of the engagement strategy was to allow Council staff, Councillors, key stakeholders, and community members to be active participants in the development of an innovative Regional CSP in line with the NSW IPRF.

The objectives of the engagement strategy were to:

- engage Councillors, key Council staff and the community;
- exchange information and provide feedback on issues between the Council and the community; and
- involve the community and obtain their views on the draft Regional Community Strategic Plan, in particular the strategies under each pillar.

The consultation program had a number of activities promoted by each Council's communications teams through their preferred channels including mail outs, social media, and newspaper advertising.

A community survey was open to the public for three weeks during the month of November 2016, available online and in hard copy at libraries, Council offices, and other venues. At the closing date of the survey period, 344 responses had been received from the three Council areas.

Community workshops were held at ten venues throughout each of the Council areas:

- Upper Lachlan: Gunning, Taralga, and Crookwell
- Goulburn Mulwaree: Tarago, Goulburn, and Marulan
- Yass Valley: Gundaroo, Yass, Murrumbateman, and Binalong.

As this first Regional CSP is based on the merging of the three existing Community Strategic Plans, the main purpose of engagement was to gain feedback on the proposed draft desired community outcomes and strategies, and to ensure that a range of voices was heard and represented by the plan.

A broad collection of feedback and comments collected during engagement activities are presented in the following pages, and more comprehensively addressed in the consultation outcomes report issued to Council, the Executive Summary of which will be made publically available through the respective councils' websites.



# Goulburn Mulwaree

Bungonia



Goulburn Mulwaree residents were invited to complete the community survey and three workshops were held in:

## Tarago

CWA Rooms, Braidwood Road, Tarago  
Wednesday 23 November  
5:30pm to 7:00pm

## Goulburn

Grace-Millsom Centre, Goulburn Recreation Area, Braidwood Road, Goulburn  
Wednesday 23 November 7:30pm to 9:00pm

## Marulan

Marulan Hall, George Street, Marulan  
Friday 25 November 5:00pm to 6:30pm

"[I want to see] youth able to stay in their home town with job opportunities."

"We have social cohesion and collaboration - a strong community spirit!"

"It would be great if Goulburn and our region more generally was celebrated as a place that is welcoming, generous, playful, and creative. There is a need to build a culture of looking to the future, supporting and attracting funding for education and employment for the economy of the future. We need the councils to be harnessing their energies to attract resources for the local community and the region."

"Auburn Street could use a lick of paint and a spruce up. A bit of pride in place goes a long way to boosting the way people feel about their community."

"Goulburn's biggest assets are its 'country town' atmosphere and heritage buildings, both of which seem to be of little concern in comparison to 'jobs and growth.'"

"Goulburn is a good place to raise kids: sport, schools, safety."

"We are a go-ahead community"

"We need more positive sustainable minded groups that young people can easily get involved in to give them hope that they can make the world better, things like community run food gardens and nature parks, things that contribute directly to peoples basic needs and happiness... there is a tendency these days to focus on the economy and making money, without thinking much about what we are creating with that money."

*-Youth Survey Respondent*

"The construction of the river path has been fantastic... but there is a lack of parks and play equipment in the area."

Tarago



# What the community said...

"We have opportunities to embrace a low carbon economy and use our wind, solar, and biomass resources as economic drivers... [we] lack the understanding and commitment to future planning that takes account of climate change and the need for adaptive responses."



"{There is] a wonderful community spirit and many great opportunities available here (if you're willing to search for them)."  
- Youth survey respondent

"[The biggest challenge is] finding the balance between environmental issues, social issues, and the demands of individuals."

Tallong

"We must become a more proactive community... we must try to be more than a dormitory suburb."

Goulburn

"[We need to] overcome the negativity towards growth and the fear of losing the 'small town' community feeling."

Parkesbourne



Windellama

"[We need to] maintain an economic base without compromising the rural character, natural environment, and historic heritage of the community."

Marulan

"The younger generation is the future of the city and the wider region, therefore the city must accommodate them... We need to inject the city with new and fresh ideas, imagination and enthusiasm. The city must become a MODERN city set amongst a regional/semi rural setting."



"We should not have growth for growth's sake but given pressure on Sydney and new airport, Goulburn is next logical choice for some of these businesses to relocate and we should take advantage...at same time... ensure that the location of industry within Goulburn is on appropriate sites and that suitable land is now being zoned as necessary."

**78%** of survey respondents based in Goulburn Mulwaree were satisfied or very satisfied with GMC's community services (e.g. library)!

**69%** were satisfied or very satisfied with their parks, gardens, open space, and playgrounds!

Towrang



# Upper Lachlan

Upper Lachlan residents were invited to complete the community survey and three workshops were held in:

Laggan

## Taralga

Masonic Hall  
Orchard Street, Taralga  
Tuesday 22 November 5:30pm to 7:00pm

## Gunning

Council Chambers  
123 Yass Street, Gunning  
Monday 21 November 5:30pm to 7:00pm

## Crookwell

Council Chambers  
44 Spring Street, Crookwell  
Tuesday 22 November 7:30pm to 9:00pm

"There are not enough resources spent in the outlying villages."

60% of survey respondents based in Upper Lachlan rated the *sense of community* as one of the three things they like most about living in the Shire.

77.5% of survey respondents were either very or somewhat satisfied with community services (e.g. library).

"By 2036 I hope that the Upper Lachlan Shire and community have embraced the benefits of tourism for all, and as such have attracted a number of new quality visitor experiences (restaurants, attractions, accommodation businesses etc.) to the region and that the Council has been forthcoming in providing incentives and assistance to those new businesses. I hope that the kind of tourist attractions are in keeping with the laid back, rural feel of the town, and don't put the born and bred locals out by disrespecting the heritage and changing the atmosphere of their towns."

"Over the next 20 years I would love to see many more things for the youth in the town. There are not many things in town for the youth to do. We need to have facilities such as indoor sports centres, movie cinemas, maybe ice skating or laser tag or 10 pin bowling. These things would give the youth something to do rather than make a nuisance of themselves. I also believe that the local high school (Crookwell High School) needs to be updated as it is beginning to look old and outdated."

- Youth Survey Respondent

What the community said...

"Gunning and Breadalbane have the integration of rural, Canberra commute and village residence."

"We need to have the courage and vision to foster and support sustainable farming in the region. Sustainable farming can, and should, include farmers hosting wind turbines and solar panels that can underpin their fluctuating weather dependant incomes... If farmers in the area are more profitable, then the economic resilience and sustainability of the whole region will be greatly enhanced. This will flow into a more socially cohesive and happy community, with young people encouraged to remain in the region and others attracted to the employment opportunities presented."



Taralga

Grabben Gullen

Bigga

Breadalbane

"I would like to see the Gunning area grow a little, enough to inject life and money into the region, but not so much that it loses the small country town charm."

"In Gunning, we have a good interaction between residents, Councillors, and Council staff."

"I would like to see heritage buildings restored and maintained alongside a thriving and modern business and tourism trade. I like to retain the sense of community as I believe the people of these council areas are the heart of what makes these regions great."



Collector

Crookwell

"What we value about Crookwell is that it has warmth, friendliness, and a welcoming community. It has a strong rural heritage and no traffic lights!"

"Delays in sealing the Gunning to Collector road are holding up the economic development of the Upper Lachlan Shire."

"It would be great to see public transport offered occasionally to Goulburn/Canberra for older/younger people that do not have licenses."

"We face the challenge of transitioning rural Australia to a sustainable future and developing new industries."

Dalton

"I would like to see more support for mental health"  
- Youth Survey Respondent

"The area needs to be family friendly with viable local communities that provide the opportunity for people (especially the youth) to remain as members of the community for the majority of their lives."



Gunning

"I would love to see a combination of sustainable agriculture along with tracts of native forest and wildlife preservation areas...we should be promoting the fine wool, fantastic landscape, and clean food which comes from this area."

Tuena

# Yass Valley

Yass Valley residents were invited to complete the community survey and three workshops were held in:

## Yass

Yass Soldiers Memorial Hall  
82-94 Comur Street, Yass  
Thursday 24 November 5:30pm to 7:00pm

## Gundaroo

Gundaroo Soldiers Memorial Hall  
52 Cork Street, Gundaroo  
Monday 21 November 7:30pm to 9:00pm

## Murrumbateman

Murrumbateman Recreation Hall  
Barton Highway, Murrumbateman  
Thursday 24 November 7:30pm to 9:00pm

## Binalong

Binalong Hall  
Wellington Street, Binalong  
Tuesday 29 November 5:30pm to 7:00pm

yass valley council

the country the people

"Goulburn, as the earliest inland town, and the Yass area with the Hume and Hovell story, includes a wealth of the country's early history; and this should be a feature to develop and preserve."

"We need services for youth. There is nothing in Yass for Youth to do other than sport."

"We should be setting ourselves up for the people that want the larger blocks and the ability to play back yard cricket and take a walk down to the river to throw a line in, remember where and who we are: a country town with open spaces and country values! Please don't lose sight of this."

"Yass should protect its natural amenity at all costs and capitalise on being the gourmet food bowl and playground of the ACT."

"Too many shops are empty and too many locals go to Canberra to shop. We need to support local business more."

Being a relatively small town we could take more advantage of technology and environmental initiatives and be a front runner. More recycling of our belongings, free wifi, more artwork, make the town dementia and disability friendly."

Yass



Wee Jasper

Gundaroo



Bowning

Wallaroo



Bookham

# What the community said...

"The focus on heritage is doing nothing to balance the new with the old, it holds the town back and also fails to preserve and respect history in any meaningful way."

"The main attraction of the region is the expanse of successful/productive rural farms and natural bush areas with distinct native flora and fauna, with a good sense of community. I believe we will need to find a delicate balance of the social-economic-environmental aspirations for each local community at the appropriate scale by lots of consultations."



"Yass Valley is close to the city but can have a country life style, best of both worlds."

- Youth Survey respondent

"Yass Valley's environment is under pressure - especially remnant vegetation from growth out of Canberra, weed issues from absentee landholders, and fragmentation of rural lands."

"I think development in Murrumbateman should be severely limited until the Barton Highway duplication Murrumbateman to Canberra has significantly progressed."

"Maintain the separation between 'high' tourism and the rural outlook that attracts people to this community without discouraging either."



"We need to fix our roads and duplicate the Barton Highway."

"With a lot of folks working in Goulburn, there's no bus services to Goulburn from Yass everyday."

Sutton

"We are too Canberra/city centric! Not enough jobs, development, and economic opportunities in our regional town centre, Yass... Yass needs its own industries, we should actively be incentivising businesses to set up at Yass."

"Provide the community a greater voice in how they wish their community is developed. We don't all wish to see growth in populations and services. I for one moved to Murrumbateman for the village lifestyle and don't value increased services. I am willing to travel to the historic service hubs."

Binalong

64% of survey respondents based in Yass Valley said that roads, footpaths and drainage construction and maintenance was one of the most important services Council provides.

65% of respondents were very or somewhat satisfied with parks, garden, open space and playgrounds.



# Strategic Informing Documents

In the process of developing this Regional Community Strategic Plan, a number of documents were reviewed to gain a comprehensive contextual understanding of the region. Many documents will be intricately tied in to the delivery of this Plan, while others just influenced or informed its development.

## NSW Premier's Priorities in Action

The NSW State Premier has committed to twelve (12) Key Priorities that aim to make NSW a better place to live and work.

The following Key Priorities will be achieved through a series of initiatives:

1. Creating Jobs
2. Building Infrastructure
3. Reducing domestic violence
4. Improving service levels in hospitals
5. Tackling childhood obesity
6. Improving education results
7. Protecting our kids
8. Reducing youth homelessness
9. Driving public sector diversity
10. Keeping our environment clean
11. Faster housing approvals
12. Improving Government services.

Key Priorities and Initiatives replace the NSW State Plan.

## Draft South East and Southern Tablelands Regional Plan

The 2016 Draft South East and Southern Tablelands Regional Plan prepared by the NSW Government sets a 20-year blueprint for the future of the region, containing goals and actions that aim to build a strong, diverse economy and resilient, sustainable communities.

Once finalised the Plan will replace the following strategic plans:

- South Coast Regional Strategy 2006
- Sydney – Canberra Corridor Regional Strategy 2006-2031
- South Coast Regional Conservation Plan.

The vision for the South East and Tablelands is

“to build resilient and sustainable communities by balancing growth opportunities with protecting the regions diverse environment and lifestyles”

The Southern Tablelands region is recognised through the Plan alongside the Southern Highlands as an area of natural beauty and heritage, containing high value vegetation, grasslands, riparian systems, rainforests and woodlands, and cleared grazing lands. The Plan also recognises the regions suitability for wind turbines.

The Plan identifies opportunities to focus development in and around existing regional centres and towns to create vibrant and attractive places for residents to live and work, and to develop new communities in release areas, supported by infrastructure and services.

The proximity of the region to Canberra has played a major role in the formation of this Plan. Canberra is recognised as a significant driver of growth and economic opportunity across the region, as well as the location of many of the regions tertiary health and educational services. As such, the draft Plan proposes closer collaboration with the ACT on infrastructure planning and delivery for new housing, jobs, services and public transport links to jobs and services.

The Plan sets four primary goals:

1. Sustainably manage growth opportunities arising from the ACT.
2. Protect and enhance the region's natural environment.
3. Strengthen the economic opportunities of the region.
4. Build communities that are strong, healthy and well-connected.

A number of actions have been developed to achieve these Goals. Overall, the Plan aims to grow the economy and jobs throughout the South East and Tablelands by maximising the potential of tourism, agriculture and renewable energy opportunities, and by improving cross-border transport connection to make it easier to access opportunities in public administration, education and training.

## Rebuilding NSW - State Infrastructure Strategy 2014

In June 2014, the NSW Government announced Rebuilding NSW – a plan to invest \$20 billion in new productive infrastructure, aiming to create 100,000 jobs and boost the economy by \$300 billion in 20 years.

The plan includes provision of:

- \$4.1 billion for regional transport investment
- \$1 billion for regional water security
- \$300 million for regional tourism and the environment
- \$300 million for regional hospitals
- \$300 million for regional school renewal.

## Sydney Canberra Corridor Regional Strategy

The Sydney-Canberra Corridor Regional Strategy outlines a plan for growth to 2031 within the area linking the two cities. This plan will be replaced by the Draft South East and Southern Tablelands Regional Plan once finalised.

The region is expected to experience steady growth and a healthy tourism industry. The Strategy identifies the need to meet the challenges faced by the region primarily through increasing the amount of housing in existing centres, and diversifying the types of housing available to encourage opportunities for affordable housing close to services and employment.

The plan is intended to work in conjunction with local government plans and strategies to ensure that major regional centres are the focus for the majority of new employment and residential land releases.

## NSW Long Term Transport Master Plan

The 2012 NSW Long Term Transport Master Plan provides a blueprint for development of transport in NSW over a 20-year period, including 220 short, medium and long term actions.

The plan included actions to address the transport challenges facing regional NSW, such as suitable links between regional cities, the safety of state roads, and maintaining access to vital services for an ageing regional population with increasing rates of disability.

## Southern Regional Transport Plan

To support the NSW Long Term Transport Master Plan, the Southern Regional Transport Plan was released in March 2014. The plan aims to provide for the specific local transport needs and priorities of the 'Southern' region, encompassing the entire south eastern region of NSW.

The Southern region has a population of approximately 257,000, and is expected to grow to 306,000 over the next 20 years. Canberra is also expected to grow at around 2% per annum. Along with the population increases, the population is ageing, and suffers from areas that have a high proportion of socially and economically disadvantaged people.

To counter some of the challenges faced in regional NSW, the Plan aims to:

- Improve transport options into the ACT;
- Invest in the Barton Highway to address capacity constraints; and
- Protect the Sydney-Canberra corridor to allow for the eventual delivery of high speed rail.

The plan aims to work in partnership with local government and the Australian Government on delivering transport improvements.

## Barton Highway Improvement Strategy

The Barton Highway Improvement Strategy prepared by Roads and Maritime Services (RMS) identifies objectives specific to the Barton Highway that support the *NSW Long Term Transport Master Plan* and Regional Transport Plans such as the *Southern Regional Transport Plan*. Some of the proposed short-term priorities include:

- More overtaking lanes along the southern section, upgrading the road surface, and carrying out safety improvements at various intersections;
- Safety works including better road delineation, and widening clear zones in high crash areas;
- Improving access and safety for cyclists, pedestrians, and horse riders within Murrumbateman village;
- The roll-out of Intelligent Transport Systems technology to inform and help road users with travel decisions while improving incident management;
- Continued planning for future staged duplication, including a review of the strategic design; and
- Monitoring the performance of the corridor every three years.

# Our Vision

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

# Our Strategic Priorities

Defining the community's aspiration for the region is an important part of the process of becoming a sustainable community. Our five **Community Pillars** arose from a review of the existing community plans, community workshops, surveys and other engagement activities. This process has enabled local residents to look into the future, think creatively and ask themselves what they want their community to be like in 20 years. This process has led to the identification of five **Desired Community Goals** (introduced overleaf) and corresponding **Strategic Priorities** which identify how we will work towards achieving them. We've noted comments, feedback, and priorities that have arisen in our community engagement activities to provide you with some context on why these items become the strategic priorities and what they encompass.

This document does not detail what actions we will take, but only sets the high level expected outcomes and the broad strategies which will be implemented across the three local governments that have developed this plan. Each Council will develop a delivery program to align with the Council's term, and a yearly operational plan, with a corresponding budget, that will detail actions and activities, and will report on those, to provide a comprehensive and transparent, planning and reporting framework.

**Regional Community Strategic Plan**  
*10-20 year Outlook*

- Sets out community goals
- Outlines strategies and measures to achieve goals

**GOALS**

**STRATEGIES**

*This Document*  
**Joint Regional Document**



**Council Delivery Program**  
*4 year planning horizon*

- Council commitments and priorities during its term
- Progress towards the community goals through actions

**ACTIONS**

**Individual Council Documents**

**Council Operational Plan**  
*1 year planning horizon*

- Details of activities Council will undertake during the financial year to implement the Delivery Program
- Annual budget and report

**ACTIVITIES**

**Other Agencies' and Organisations' Planning Documents**

**How Others will contribute**

Other levels of Government, community organisations, businesses and individuals are encouraged to consider how to contribute to the Community Plan community strategies and make an action plan, considering their own resources and capabilities.

References to this plan and the community strategies will be useful in submissions and funding applications to illustrate the relationship of initiatives to our overarching vision and community strategic plan.

# Our Strategic Pillars



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



**Our Environment**



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



**Our Economy**



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



## Our Community



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



## Our Infrastructure



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



## Our Civic Leadership

# OUR ENVIRONMENT

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

## OUR ENVIRONMENT Strategy EN1

Protect and enhance the existing natural environment, including flora and fauna native to the region.

### What may the Councils' role be?

- To consider environmental protection when making planning and funding decisions, and investigate offset programs
- To actively conserve and rehabilitate areas of natural beauty in the local government areas, encouraging the use of native flora where possible and appropriate.
- To implement effective integrated pest & weed management and animal control.

### Areas of potential focus and key issues to consider:

- Maintain our rural landscapes
- Good planning practices that take environmental protection into account.
- Integrated pest and animal management is crucial to the care of native wildlife and landscapes.

### How will we know we are successful? (KPIs)

- Regular (e.g. yearly) count of chosen indicator flora and fauna species to determine increase/decrease of their presence in the region
- Number of participants in Land for Wildlife and number of Landcare initiatives implemented.

### Who will also play a part in this?

Councils

Federal Government

NSW Government

Community Members

Community Organisations

Local Business & Industry

## OUR ENVIRONMENT Strategy EN2

Adopt environmental sustainability practices.

### What may the Councils' role be?

- To internally consider and apply appropriate practices in each of the local government organisations and offices, such as water conservation, energy efficiency, recycling
- To encourage the use of environmentally sustainable practices in suppliers' and Council services, for example water sensitive urban design (WSUD) in local designs, considering sustainability in tender assessments, and investigate improvements in Council operational practices such as pesticides used, fuel and energy consumption etc.
- To actively promote environmental sustainability education and awareness programs
- To investigate potential incentives or rewards for commercial and industrial operators who adopt environmental sustainability practices.

### Areas of potential focus and key issues to consider:

- We all should be able to improve our environmental sustainability while reducing some costs through effective conservation approaches

### How will we know we are successful? (KPIs)

- Water, energy, vehicle use/emissions, and recycling measures

### Who will also play a part in this?

NSW Government

Councils

Local Business &  
Industry

Community  
Organisations

Federal Government

Community Members

## OUR ENVIRONMENT Strategy EN3

Protect and rehabilitate waterways  
and catchments.

### What may the Councils' role be?

- To initiate water protection and rehabilitation programs.
- To support and encourage water protection and rehabilitation programs initiated by residents and community groups.
- To ensure planning polices and LEPs support the protection of waterways and catchments.

### Areas of potential focus and key issues to consider:

- This must include our groundwater / sub surface water and stormwater management.
- For Upper Lachlan Shire, this includes the three water catchments in the area.
- For Yass Valley, this includes the Yass and Murrumbidgee River corridors.
- For Goulburn Mulwaree, this includes attention to the rehabilitation of the Mulwaree Chain of Ponds and the Wollondilly River extending up and downstream from Goulburn Wetlands.

### How will we know we are successful? (KPIs)

- Water quality reporting at key nominated sites.

### Who will also play a part in this?

NSW & ACT  
Governments

Councils

Local Business &  
Industry

Community  
Organisations

Federal Government

Community Members

## OUR ENVIRONMENT Strategy EN4

Maintain a balance between growth, development and environmental protection through sensible planning.

### What may the Councils' role be?

- To ensure local planning policies and strategies protect and enhance the natural environment.
- To make high-impact planning decisions consistent with the planning scheme, to consider social and environmental impacts and community sentiment.
- Investigate incentives for business to establish in the region, but at the same time support approval conditions that encourage positive social and environmental contributions from developers.

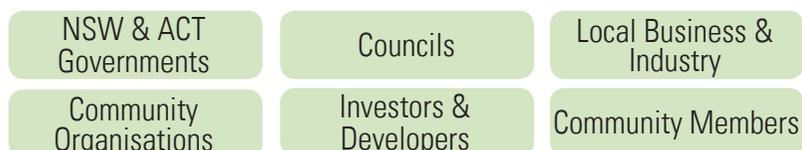
### Areas of potential focus and key issues to consider:

- Recognition that each of our villages, towns, and Council areas are unique and have different needs and expectations of how to manage growth. Retention of the villages and rural character has to be balanced with ensuring the economic viability of the area into the future through supporting new residents, industries, and businesses.
- Recognition of appropriate locations for different types of development in conjunction with community member feedback
- Future planning for growth has to be undertaken **now** to ensure long term harmonious and balanced development.

### How will we know we are successful? (KPIs)

- Number of new industries and businesses in the region
- Population growth

### Who will also play a part in this?



## OUR ENVIRONMENT Strategy EN5

To investigate and implement approaches to reduce our carbon footprint

### What may the Councils' role be?

- To develop initiatives that aim to reduce Council's carbon footprint through internal procurement processes.
- To support residents, businesses and industry in reducing their carbon footprints in their homes, businesses, and lifestyle choices.
- Develop or maintain walking and cycling paths and facilities to encourage active transport.
- Support the development of renewable energy facilities where appropriate in the region.

### Areas of potential focus and key issues to consider:

- Provide education for residents and businesses in the area on small and simple ways to reduce carbon footprint.
- Investigate offset programs and their effectiveness

### How will we know we are successful? (KPIs)

- Reduce the Councils' carbon footprints.

### Who will also play a part in this?





# OUR ECONOMY

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

## OUR ECONOMY Strategy EC1

Capitalise on the region's close proximity to Canberra and its position as a convenient location to attract industry and investment.

### What may the Councils' role be?

- To develop and foster partnerships with the ACT Government to ensure the region is adequately considered as part of Canberra's growth and planning strategies.
- To support and encourage the ongoing maintenance and improvement of road networks and rail links between the region and other centres such as Sydney, Canberra, and Melbourne.
- To ensure adequate and appropriate land is zoned for business and industrial purposes.
- To promote the region as an ideal location for businesses and industry associated with Canberra airport.

### Areas of potential focus and key issues to consider:

- Growth will need to be managed to ensure benefits and services are not lost from the region.
- Councils, through their planning instruments and strategies, should ensure growth does not compromise the unique rural character of the region or important environmental and historical elements. Appropriate siting, with community input, is fundamental.
- Yass Valley LGA is most likely to be impacted by growth.
- The development of an Economic Development Strategy for the region.
- Opportunities associated with major infrastructure developments within the region.

### How will we know we are successful? (KPIs)

- Number of businesses and industry within the region.

### Who will also play a part in this?

Councils

NSW & ACT  
Governments

Federal Government

Local Business &  
Industry

## OUR ECONOMY Strategy EC2

Jointly develop appropriate tourism opportunities and promote the region as a destination.

### What may the Councils' role be?

- To prepare a tourism strategy.
- To actively market the region as a tourist destination.
- To foster and retain the regions unique rural character, natural environment, heritage and culture.
- To support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants.
- To plan, facilitate and support local events that celebrate local produce and businesses, culture, arts and history.

### Areas of potential focus and key issues to consider:

- Collaboration and partnerships with NSW and ACT tourism authorities is essential to ensure the region is promoted to appropriate markets.
- Retention of the region's unique rural lifestyle and character is central to attracting visitors.
- Ensuring good road and transport connections within the region will encourage visitors to explore the area.

### How will we know we are successful? (KPIs)

- Regional economic activity.
- Accommodation occupancy.
- New tourism product/s developed.
- Tourism industry employment figures.
- Tourism expenditure.

### Who will also play a part in this?

Councils

NSW & ACT  
Governments

Community  
Organisations

Local Business &  
Industry

## OUR ECONOMY Strategy EC3

Support and foster conditions that enable local and small/home-based businesses to grow.

### What may the Councils' role be?

- To provide information on setting up a new business.
- To provide advice on potential business locations and start up opportunities.
- To provide publicly available meeting spaces for small business operators to undertake business related activities.
- To streamline planning approval processes for small business and industry.
- To organise and promote events that showcase the regions local produce and business ventures.

### Areas of potential focus and key issues to consider:

- Ensure planning policies and strategies does not inhibit the growth and diversity of local industry.
- Telecommunications infrastructure (internet, mobile, etc.) is crucial to underpin the success of local small and home based businesses.

### How will we know we are successful? (KPIs)

- Number of new small business registrations.
- Regional economic development activity.

### Who will also play a part in this?

Councils

NSW Government

Community  
Organisations

Local Business &  
Industry

## OUR ECONOMY Strategy EC4

Foster and develop a diverse, adaptive, and innovative agricultural industry.

### What may the Councils' role be?

- To promote the region as a place of agricultural innovation and excellence.
- To identify potential growth industries compatible with the regions' climate and environment.
- To promote sustainable agricultural practices.
- To ensure adequate land is zoned for agricultural purposes.
- To provide advice and assistance on access to funding and grant applications.

### Areas of potential focus and key issues to consider:

- Accommodate diversification of existing agricultural practices and methods.
- Support emerging industries such as viticulture.
- A thriving agricultural industry is key to the region's unique rural character and is a significant tourism driver.

### How will we know we are successful? (KPIs)

- Km<sup>2</sup> (or percentage of total land) of productive agricultural land within the region.
- Value of exports.
- Number of businesses exporting.

### Who will also play a part in this?

Councils

NSW Government

Community  
Organisations

Federal Government

Local Business &  
Industry

## OUR ECONOMY Strategy EC5

Encourage collaboration between businesses, government, and training providers to develop employment and training opportunities for young people in the region.

### What may the Councils' role be?

- To provide information on setting up a new business or expanding existing businesses.
- To provide advice on potential business locations and start-up opportunities.
- To build relationships with education and training providers and encourage local employers relationships with local schools.
- Strengthen relationships with tertiary education providers.

### Areas of potential focus and key issues to consider:

- Retaining school leavers and younger people is a significant issue for the region, especially within the smaller villages.
- Reliable telecommunications infrastructure (mobile, internet, etc.) is fundamental to effective education and training.

### How will we know we are successful? (KPIs)

- Monitor demographic information for the region.
- Monitor youth employment and trainee/apprenticeship figures
- Regional tertiary/trades education enrolments.
- Councils' trainee and apprenticeship programs.

### Who will also play a part in this?

Councils

NSW Government

Community  
Organisations

Federal Government

Local Business &  
Industry

Education & Training  
Providers



# OUR COMMUNITY

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

## OUR COMMUNITY Strategy C01

Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.

### What may the Councils' role be?

- Encourage and lobby relevant state and federal government agencies for the requisite infrastructure for the region.
- Support existing networks and services that operate at a community level through grants, programs, and capacity building, and recognise their contributions to the community.

### Areas of potential focus and key issues to consider:

- Mental health services, aged care services, and access to medical specialists have arisen as priorities.
- Murrumbateman has identified a community-wide need for a local school to support the community and its families.
- Accessibility must be considered, for mobility impaired and people with a disability and their carers, for all community infrastructure.
- Transport access must be more equitable across smaller communities.

### How will we know we are successful? (KPIs)

- Number of health care and education services in each Council area
- Accessibility initiatives implemented.

### Who will also play a part in this?



## OUR COMMUNITY Strategy C02

Encourage and facilitate active and creative participation in community life.

### What may the Councils' role be?

- To encourage events for residents and to attract visitors, celebrating the unique identities of the various towns and areas, and their residents, within the regions.
- To support the community through encouraging and facilitating creative outlets (performance, writing, visual arts, dance, crafts) for residents.
- To foster healthy and active recreation opportunities for all members of the community including older people and youth.

### Areas of potential focus and key issues to consider:

- The region has a very strong history and tradition of arts and culture (e.g. Banjo Paterson, Patrick Hartigan, Miles Franklin).
- Unique events celebrating the region and its people will attract visitors and build tourism.
- Providing a range of ways for people to participate in the community including physical activity and sports, arts and crafts, theatre, historical societies, and passive recreation, builds social capital.
- Recreation facilities should consider a range of opportunities.

### How will we know we are successful? (KPIs)

- Number of events run in the region and attendance numbers.
- Number of community clubs, organisations, and groups supported.

### Who will also play a part in this?

Councils

Community Members

Community  
Organisations

Local Business &  
Industry

## OUR COMMUNITY Strategy C03

Foster and encourage positive social behaviours to maintain our safe, healthy, and connected community.

### What may the Councils' role be?

- To support community groups that build community, support mental health, and develop community and social networks and provide support services where it is within the scope of councils to do so.
- To support the implementation of 'Crime Prevention through Environmental Design' principles in new developments.
- Encourage community pride through beautification projects in villages/ towns and improving signage in each Council area.

### Areas of potential focus and key issues to consider:

- Most people in the region already feel quite safe, but have concerns about anti-social behaviours such as excessive drinking and drug abuse. Providing alternative recreational outlets is crucial, especially for young people, as well as building the sense of community and mutual respect among new residents.
- Some new residents may feel disconnected from the established community members and groups.
- Physical and mental health need to be fostered and encouraged by all segments of the community.
- A sense of community pride is seen as playing a large part of this Strategy. Main street beautification and signage should be a part of this.

### How will we know we are successful? (KPIs)

- Crime rate trends
- Beautification and community enhancement projects

### Who will also play a part in this?

Councils

Local Business &  
Industry

Community  
Organisations

Community Members

## OUR COMMUNITY

### Strategy C04

Recognise and celebrate our diverse cultural identities, and protect and maintain our community's natural and built cultural heritage.

#### What may the Councils' role be?

- To implement planning and development policies and plans that protect our built, cultural, and natural heritage.
- To support community organisations that encourage the celebration of our cultural diversity and work to educate and reduce discrimination on the basis of race, culture, or religion.

#### Areas of potential focus and key issues to consider:

- While we need to protect our history, we must also work to build a community that celebrates diversity in all its forms.
- Indigenous heritage and culture are often overlooked, and Traditional Owners and other Indigenous groups should be supported in the development of initiatives that celebrate their culture.
- New residents from different cultures may be treated with uncertainty due to a lack of understanding, and new community members should be given a forum to share their cultures with others to build bridges.

#### How will we know we are successful? (KPIs)

- Number of heritage buildings and sites protected and enhanced
- Number of community cultural events.

#### Who will also play a part in this?

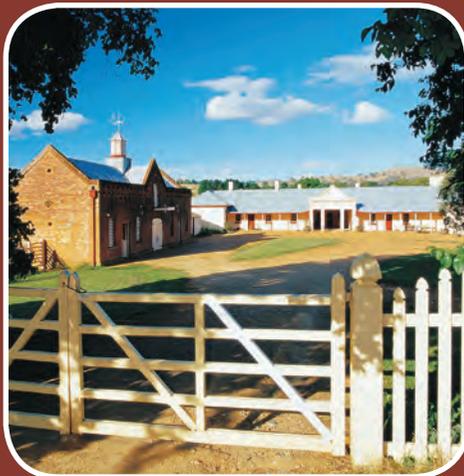
Councils

Community  
Organisations

Local Business &  
Industry

Traditional Owners &  
Indigenous Groups

Community Members



## OUR COMMUNITY Strategy C05

Maintain our rural lifestyle

### What may the Councils' role be?

- To implement planning and development decisions that ensure the protection of our rural and village lifestyles while planning for population growth and community sustainability.
- Support activities that build and retain a strong sense of community.

### Areas of potential focus and key issues to consider:

- A vast majority of participants in engagement expressed how much they value existing rural and village lifestyles. The recognition of this is crucial, as is the need to plan for growth (both population and industry and commerce) in ways and places that allow the character of the region to be retained in a majority of areas. Some areas will need to continue to grow as 'service hubs' to ensure the appropriate levels of services and infrastructure exist within reasonable distances.
- Large minimum lot sizes need to be protected, with some suggestions that a few small 'urban' areas have smaller lots and/or apartments to provide a range of living choices for new residents.
- The rural lifestyle is built on strong, resilient, and connected communities that work together and support each other.

### How will we know we are successful? (KPIs)

- The change in average lot size over time.

### Who will also play a part in this?

Councils

Community  
Organisations

Community Members

Investors and  
Developers



# OUR INFRASTRUCTURE

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

## OUR INFRASTRUCTURE Strategy IN1

Develop high speed rail links between the region, Canberra, Sydney, and Melbourne.

### What may the Councils' role be?

- To collaboratively advocate and lobby for the development of high-speed rail with State and Federal governments and other investors, ensuring service to the region is provided.

### Areas of potential focus and key issues to consider:

- All the councils should be undertaking long term planning for all the impacts a service like this might have on the character and community demographics of the region, and plan for complementary and supporting infrastructure and services to be developed along side this strategy to maximise benefits for the whole community.
- Councils should consider potential impacts and opportunities high-speed rail would have on local towns, villages, and centres.

### How will we know we are successful? (KPIs)

- Plan for high speed rail to be provided to the region.

### Who will also play a part in this?

Councils

NSW Government

Federal Government

## OUR INFRASTRUCTURE Strategy IN2

Improve public transport links to connect towns within the region and increase access to major centres.

### What may the Councils' role be?

- To lobby State government to improve and increase public transport services within the region and to major centres such as Canberra and Sydney.
- To investigate the potential for a community transport network that operates within the region.

### Areas of potential focus and key issues to consider:

- There is existing rail infrastructure, but it is not well utilised or serviced.
- Existing public transport services to the region are infrequent and sometimes inconveniently located.
- Improving public transport services will reduce the reliance on private vehicles and improve local traffic conditions.

### How will we know we are successful? (KPIs)

- Increased public transport services provided within the region and to centres

### Who will also play a part in this?

Councils

NSW & ACT  
Governments

Private transport  
providers

Federal Government

## OUR INFRASTRUCTURE Strategy IN3

Maintain and improve road infrastructure and connectivity.

### What may the Councils' role be?

- To ensure road maintenance and improvement remains a high priority across the region.
- To lobby State and Federal Governments to maintain and improve roads under their jurisdiction.
- To investigate funding strategies for improving road conditions and connectivity across the region.
- To improve / develop pedestrian and cycle networks within villages and centres and encourage active transport in planning.

### Areas of potential focus and key issues to consider:

- Maintaining the region's links with major roads is critical.
- Quality of roads is a major concern across the region.
- Projects like Rail Trails are successful in building active transport connectivity and encouraging active tourism.

### How will we know we are successful? (KPIs)

- Overall improvement to road network condition.
- Councils' commitment to asset management planning.

### Who will also play a part in this?

Councils

NSW & ACT  
Governments

Federal Government

## OUR INFRASTRUCTURE Strategy IN4

Maintain and update existing community facilities, and support the development of new community infrastructure as needed.

### What may the Councils' role be?

- To review how community facilities are spread over the region and make improvements where required.
- To ensure maintenance and utilisation of existing community facilities.
- To engage in regular dialogue with relevant community groups to ascertain the need for upgrades / new facilities.

### Areas of potential focus and key issues to consider:

- Some existing facilities are under-utilised and could be re-purposed or better managed.
- Community facilities need to be made accessible for older people and people with disabilities.
- Community infrastructure is limited outside main centres.

### How will we know we are successful? (KPIs)

- Provision of community facilities to towns and villages.
- Utilisation of community facilities.

### Who will also play a part in this?



## OUR INFRASTRUCTURE Strategy IN5

Ensure high quality water supply options for the towns in the region.

### What may the Councils' role be?

- To ensure access to secure quality water supply services across the region.

### Areas of potential focus and key issues to consider:

- Some villages and rural lots wish to retain the choice as to whether or not they use town water services.
- Quality of water is an important issue in some Council areas and villages, and continued work towards these identified areas is crucial.

### How will we know we are successful? (KPIs)

- Number of properties supplied with water service infrastructure
- Drinking water quality indicators

### Who will also play a part in this?



## OUR INFRASTRUCTURE Strategy IN6

Implement safe, accessible, and efficient management and recycling options for general waste, green waste, and sewage.

### What may the Councils' role be?

- Broaden the availability of accessible recycling and waste services to all residents, including those on more isolated rural properties.
- To expand sewerage services.

### Areas of potential focus and key issues to consider:

- Need to discourage littering and roadside dumping through increasing community pride, the enforcement of existing laws and policies, and improving accessibility (e.g. opening hours of waste facilities).
- There is a significant interest in green waste collections, organised hard rubbish collections (e.g. yearly), and increased recycling facilities.

### How will we know we are successful? (KPIs)

- Number of public recycling facilities.
- Reduction in waste going to landfill.
- Households serviced by Council rubbish collection service.
- Sewerage network is compliant with environmental requirements.

### Who will also play a part in this?

Councils

Waste facilities/  
operators

NSW Dept of Primary  
Industries

Community Members

Community  
Organisations

## OUR INFRASTRUCTURE Strategy IN7

Secure improvements for, and future proof, telecommunications infrastructure.

### What may the Councils' role be?

- To lobby and advocate with State and Federal Governments and telecommunications suppliers for the appropriate servicing of the region, to improve coordination of spending on telecommunications in the region, and for financial support to assist councils to facilitate the development of appropriate telecommunications infrastructure.

### Areas of potential focus and key issues to consider:

- Internet access (both residential/commercial and mobile) is fundamental to business and education, and we need to plan for the future, not just continue to play catch up.
- Mobile coverage is currently inconsistent and must improve for the achievement of many of our other strategic priorities.
- The installation of mobile telephone towers and related infrastructure should prioritise blackspot (no coverage) areas.

### How will we know we are successful? (KPIs)

- Range and speed of high-speed internet services at 'indicator' points across Council
- Mobile phone and mobile data coverage (% of population or land area).

### Who will also play a part in this?

Councils

Telecommunications  
providers

NSW Government

Federal Government

## OUR INFRASTRUCTURE Strategy IN8

Improve accessibility to, and support the development of, health and medical facilities in the region.

### What may the Councils' role be?

- To lobby the State Government to provide adequate health and medical facilities within the region.
- Assist the State government in determining where health and medical infrastructure should be located and distributed within the region.
- To support the development of community health services and infrastructure that is accessible to residents living in more remote areas of the region, and to less mobile residents.

### Areas of potential focus or specific areas to consider in achieving this strategy include:

- Improvements to health and medical services are required to ensure residents are not required to travel to the ACT to receive adequate treatment.
- Health and medical services are unequally distributed across the region.
- Mobile services could be investigated to address the needs of a range of remote communities through one service.

### How will we know we are successful? (KPIs)

- The number and range of health and medical services being provided in the region.

### Who will also play a part in this?

NSW Government

Councils

Local Business &  
Industry

Community  
Organisations

Federal Government

## OUR INFRASTRUCTURE Strategy IN9

Improve accessibility to, and support the development of, education and training facilities in the region.

### What may the Councils' role be?

- To lobby the State Government to provide adequate provision of schools and higher education facilities for children and youth living in the region.
- To facilitate and support youth employment and training programs that encourage young people to live and work within the region.

### Areas of potential focus or specific areas to consider in achieving this strategy include:

- Access to higher education is difficult in the region, with most young people leaving the region to pursue higher education.
- Some villages are losing their local schools. Places like Murrumbateman have expressed the necessity of having a local school to keep the area sustainable.
- Partnerships with higher education providers and other training institutes could build capacity and improve the retention of young people in the region.

### How will we know we are successful? (KPIs)

- Enrolments in training, higher education
- Schools in each Council area
- Children being educated in the region (as opposed to Canberra or neighbouring regions).

### Who will also play a part in this?

NSW Government

Councils

Education facilities

Local Business &  
Industry

Federal Government

Community Members



# 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.

## OUR CIVIC LEADERSHIP Strategy CL1

Effect resourceful and respectful leadership and attentive representation of the community.

### What may the Councils' role be?

- To engage in regular consultation with community groups, businesses, and individuals regarding Council matters.
- To create a receptive Council culture that responds to community feedback.
- Councils use public funds effectively, efficiently and sustainably.

### Areas of potential focus and key issues to consider:

- Community participation in leadership at a local level.
- Youth engagement and encouraging mentoring programs.
- Recognition and utilisation of the wealth of wisdom and expertise present in the community and working in partnership.

### How will we know we are successful? (KPIs)

- Community sentiment and satisfaction (surveys).
- Councils' financial sustainability measures.

### Who will also play a part in this?

Councils

Community Organisations

Community Members

## OUR CIVIC LEADERSHIP Strategy CL2

Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies.

### What may the Councils' role be?

- To undertake community consultation in accordance with adopted Community Engagement Strategies.
- To identify and involve all relevant and affected stakeholders, including disadvantaged and harder-to-reach populations.
- To actively promote and advertise public meetings through all available media platforms, including new media.
- Actively encourage youth involvement in community engagement.

### Areas of potential focus and key issues to consider:

- Maintaining transparent relationships across all relevant sectors of the community.
- Councils must build trust as a priority.
- Get feedback from community members on how best to contact them about upcoming engagement activities.

### How will we know we are successful? (KPIs)

- Adherence to councils' adopted Community Engagement Strategies.
- Reporting of the number and type of engagement sessions in the community and with stakeholders.
- Number of complaints related to communication (and number of satisfactory resolutions).

### Who will also play a part in this?

Councils

Community  
Organisations

Community Members



## OUR CIVIC LEADERSHIP Strategy CL3

Collaborate and cooperate to achieve efficiencies and a greater voice in regional decision-making, and encourage similar cooperation across other sectors and community groups.

### What may the Councils' role be?

- To effectively collaborate and negotiate on regional issues.
- To work in partnership with State and Federal Government agencies to ensure the region's strategic priorities are represented.

### Areas of potential focus and key issues to consider:

- Collaboration between Councils is key to establishing a strong voice for the region when lobbying the State Government for funding or prioritisation of key infrastructure for the region.

### How will we know we are successful? (KPIs)

- Establishment of the Canberra Region Joint Organisations of Councils (CBRJO) in line with the amended Local Government Act.
- Number of collaborative initiatives.

### Who will also play a part in this?

Councils

NSW Government

## OUR CIVIC LEADERSHIP Strategy CL4

Actively investigate and communicate funding sources and collaboration opportunities that can strengthen the region.

### What may the Councils' role be?

- To openly communicate with community groups and service providers regarding the availability of new funding opportunities
- To actively investigate funding opportunities that will benefit the region.
- To facilitate the building of relationships between community organisations across the region and assist in the identification of potential efficiency gains and collaboration opportunities.

### Areas of potential focus and key issues to consider:

- Grant opportunities for councils and community groups.
- A number of groups do similar work in the different Council areas, or some do work that is not undertaken in other Council areas, and through partnership and collaboration, could be supported to grow to service greater areas (if feasible and appropriate to resources).

### How will we know we are successful? (KPIs)

- Number of successful grant and other funding applications.
- Collaborations between community and other service providers across the region.

### Who will also play a part in this?

Councils

NSW Government

Local Business &  
Industry

Community  
Organisations

Federal Government

Community Members



# Implementation & Monitoring

## The Way Forward

The process for implementing our community strategies will have a number of elements. The actions that each Council will undertake will be outlined in their respective four-year Delivery Programs and annual Operational Plans to be prepared in the coming months.

The Delivery Program is the key document for Councillors, identifying the key activities that councils have committed to undertake over their four-year terms. All plans, projects, activities and funding allocations must be directly linked to the Delivery Program.

The Delivery Program is supported by the Resourcing Strategy, which consists of three inter-related elements:

- Long-term Financial Planning;
- Asset Management Planning, and
- Workforce Planning.

The Resourcing Strategy makes clear what aspects of the Regional Community Strategic Plan the Council will take responsibility for. Other levels of government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the Regional Community Strategic Plan.

Each annual Operational Plan identifies the individual projects and activities that will be undertaken in a specific year to achieve the commitments made in the Delivery Program. The Operational Plan must include Council's detailed annual budget, along with Council's Statement of Revenue Policy, which includes the proposed rates, fees and charges for that financial year.

## Measuring our Progress

Councils prepare public reports for the community about progress towards achievement of the Regional Community Strategic Plan outcomes, the progress that is being made on implementation of Council's Delivery Program, and financial performance against the annual and longer-term budgets.

Furthermore, the Regional Community Strategic Plan is reviewed every four years after each Local Government election, involving further engagement with the community.



