

# 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.

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## Contact Us

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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

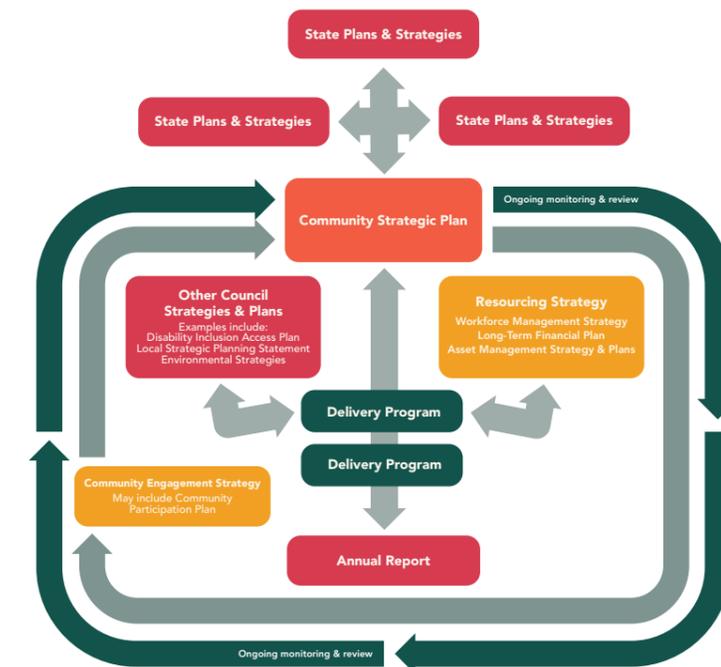
The Goulburn Mulwaree Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies priorities and strategies for achieving this.

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:

**4**  
Aboriginal and Torres Strait Islanders

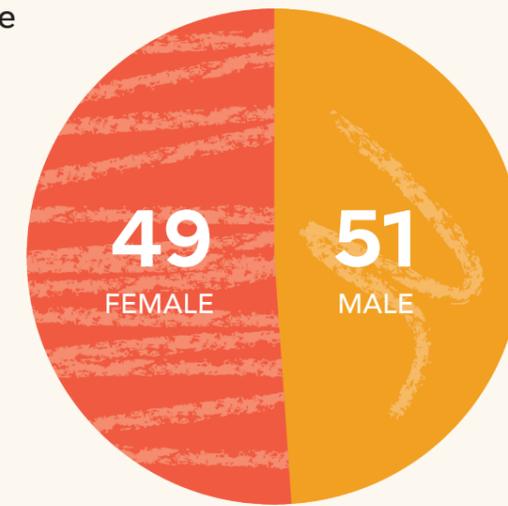
**10**  
born overseas

**5**  
speaking languages other than English at home

**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

**15**  
who volunteer

**34**  
working part time

**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**  
who drove to work

**3**  
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

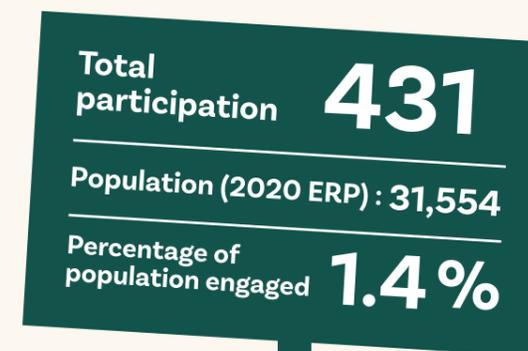
1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your 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 – 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.

# 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 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><b>A.1</b> 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><b>A.2</b> Support youth programs that encourage empowerment, resilience, and capacity building.</p> <p><b>A.3</b> 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<br>Collaborate<br>Advocate | Community members<br>Community organisations<br>Traditional Owners and First Nations groups<br>Business and industry<br>NSW Government<br>Federal Government |
| There is active and creative participation in community life. | <p><b>A.4</b> Events celebrate the identity of our towns, our heritage, and our culture.</p> <p><b>A.5</b> Develop compelling public spaces and experiences for the community across the region.</p> <p><b>A.6</b> Build partnerships with key arts and cultural bodies and support community participation in arts and culture.</p>   | Provide<br>Collaborate             | Community members<br>Community organisations<br>Traditional Owners and First Nations groups<br>Business and industry<br>NSW Government                       |
| Our community is inclusive, connected, safe, and proud.       | <p><b>A.7</b> We acknowledge and embed local Aboriginal culture and stories within our community.</p> <p><b>A.8</b> Design public spaces and residential developments to support social connection and public safety.</p> <p><b>A.9</b> Support local initiatives that welcome new residents.</p> <p><b>A.10</b> Encourage community pride through the beautification and maintenance of our villages and towns.</p>   | Provide<br>Collaborate             | Community members<br>Community organisations<br>Traditional Owners and First Nations groups<br>Local business and industry<br>NSW Government                 |

| Strategic objectives  | Strategies  | Council's role                     | Our partners  |
|---|---|------------------------------------|---|
| Our communities have access to affordable and safe accommodation and housing. | <b>A.11</b> Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need. | Provide<br>Collaborate<br>Advocate | Community Organisations<br>NSW Government<br>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>B.1</b> Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.</p> <p><b>B.2</b> Promote the region as an ideal location for emerging industries and start-ups.</p>   | Provide<br>Collaborate<br>Advocate | Business and industry<br>ACT Government<br>Tourism bodies<br>CRJO                       |
| The local and regional tourism offering is expanded, increasing visitation to the region. | <p><b>B.3</b> Market the region as a tourist destination, highlighting the region's unique rural character, natural environment, heritage, and culture.</p> <p><b>B.4</b> Identify opportunities to bid for regional, state, and national events that deliver economic outcomes for the community.</p>   | Provide<br>Collaborate<br>Advocate | Business and industry<br>Other local government<br>NSW Government<br>Federal Government |
| Our local established and emerging businesses are supported to thrive.                    | <p><b>B.5</b> Support small and home-based businesses to develop through streamlined processes and business support.</p> <p><b>B.6</b> Support village development and opportunities for business and growth.</p> <p><b>B.7</b> Foster a diverse, adaptive and innovative agricultural industry.</p> <p><b>B.8</b> Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.</p> | Provide<br>Collaborate<br>Advocate | Business and industry<br>NSW Government<br>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><b>C.1</b> Protect and enhance the existing natural environment, including flora and fauna native to the region.</p> <p><b>C.2</b> Implement effective integrated weed and pest animal management.</p> <p><b>C.3</b> Protect and rehabilitate waterways and catchments.</p>  | Provide<br>Collaborate             | Community members<br>Community organisations<br>Traditional Owner and First Nations groups<br>NSW Government |
| Adopt environmental sustainability practices.  | <p><b>C.4</b> Investigate and implement approaches to reduce our carbon footprint.</p> <p><b>C.5</b> Council to investigate and adopt environmentally sustainable practices across the organisation.</p> <p><b>C.6</b> 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<br>Collaborate             | Community organisations<br>Business and industry<br>NSW Government   |
| Our community is resilient to climate impacts.   | <p><b>C.7</b> Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.</p> <p><b>C.8</b> Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.</p> <p><b>C.9</b> Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.</p> <p><b>C.10</b> Plan, respond and recover from natural disasters.</p> | Provide<br>Collaborate<br>Advocate | Community organisations<br>NSW Government<br>Federal Government  |

| Strategic objectives   | Strategies   | Council's role                     | Our partners   |
|--|--|------------------------------------|--|
| Our rural character and natural landscapes are protected and maintained. | <p><b>C.11</b> Maintain a balance between growth, development, environmental protection, and agriculture through sensible planning.</p> <p><b>C.12</b> Economic growth and development will consider the rural character, local environmental and historical features, and community aspirations.</p> <p><b>C.13</b> Implement planning and development policies and plans that protect our built, cultural, and natural heritage.</p> <p><b>C.14</b> Consider community feedback, local character and identity, economic factors and social impact in planning decisions.</p> <p><b>C.15</b> Encourage positive social and environmental contributions from developers.</p> | Provide<br>Collaborate<br>Advocate | Community members<br>Community organisations<br>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><b>D.1</b> We advocate for and support better public and community transport options, to enhance access to services for all residents.</p> <p><b>D.2</b> Plan for, maintain and improve road networks.</p> <p><b>D.3</b> Advocate for funding to improve road safety, conditions, and connectivity.</p> <p><b>D.4</b> Support infrastructure that enables active and passive transport.</p>  | Provide<br>Collaborate<br>Advocate | Community organisations<br>NSW Government<br>Federal Government   |
| We are proud of our liveable and accessible local places and spaces.  | <p><b>D.5</b> Upgrade community facilities to improve service provision and accessibility.</p> <p><b>D.6</b> Green spaces are planned for and preserved to balance development and liveability.</p> <p><b>D.7</b> Streetscapes and parking are accessible, well designed and maintained.</p> <p><b>D.8</b> Protection and preservation of historic and heritage buildings.</p>  | Provide<br>Collaborate             | Community organisations<br>Business and Industry<br>NSW Government  |
| Our existing community infrastructure is maintained, and we plan for and support the development of infrastructure that meets community need. | <p><b>D.9</b> Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.</p> <p><b>D.10</b> Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers.</p> <p><b>D.11</b> Ensure adequate and appropriate land is zoned for business and industrial purposes.</p> <p><b>D.12</b> New and existing infrastructure is designed and maintained with consideration of climate change impacts.</p> | Provide<br>Collaborate<br>Advocate | Community members<br>Community organisations<br>Business and industry<br>NSW Government<br>Federal Government |

| Strategic objectives  | Strategies   | Council's role                     | Our partners                            |
|---|--|------------------------------------|---|
| Water, waste and sewerage services meet the needs of our community.     | <p><b>D.13</b> Ensure high quality water supply options for the towns in the region.</p> <p><b>D.14</b> Provide safe and efficient sewer collection services across the region.</p> <p><b>D.15</b> Investigate safe and secure water supply and sewer collection options to accommodate regional growth and drought proof our communities.</p> <p><b>D.16</b> Provide waste collection services that encourage the source separation of organic waste and recycling.</p> <p><b>D.17</b> Provide waste centres that prioritise and encourage recycling and reuse.</p> | Provide<br>Collaborate<br>Advocate | Business and Industry<br>NSW Government |
| Improvements secured to future-proof telecommunications infrastructure. | <p><b>D.18</b> Advocate for servicing of telecommunications blackspot areas.</p> <p><b>D.19</b> 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
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- 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><b>E.1</b> Council practices and processes are undertaken in a safe manner that meets legislative requirements.</p> <p><b>E.2</b> Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p><b>E.3</b> Governance provides a sound basis for decision-making.</p> <p><b>E.4</b> Make doing business with Council easier.</p> <p><b>E.5</b> Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.</p> <p><b>E.6</b> Manage assets in a proactive way across their lifespan.</p>   | Provide                | Community members<br>NSW Government<br>CRJO   |
| Our community is informed and engaged in decision making.      | <p><b>E.7</b> Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.</p> <p><b>E.8</b> Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p><b>E.9</b> Residents have access to timely, relevant, and accurate information about issues that affect them.</p> <p><b>E.10</b> We engage 'hard to reach' parts of our community in decisions that affect them and our region.</p> <p><b>E.11</b> Residents from across the community are encouraged and supported to become involved in regional decision-making forums.</p> | Provide<br>Collaborate | Community members<br>Community organisations<br>Traditional Owner and First Nations groups<br>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.