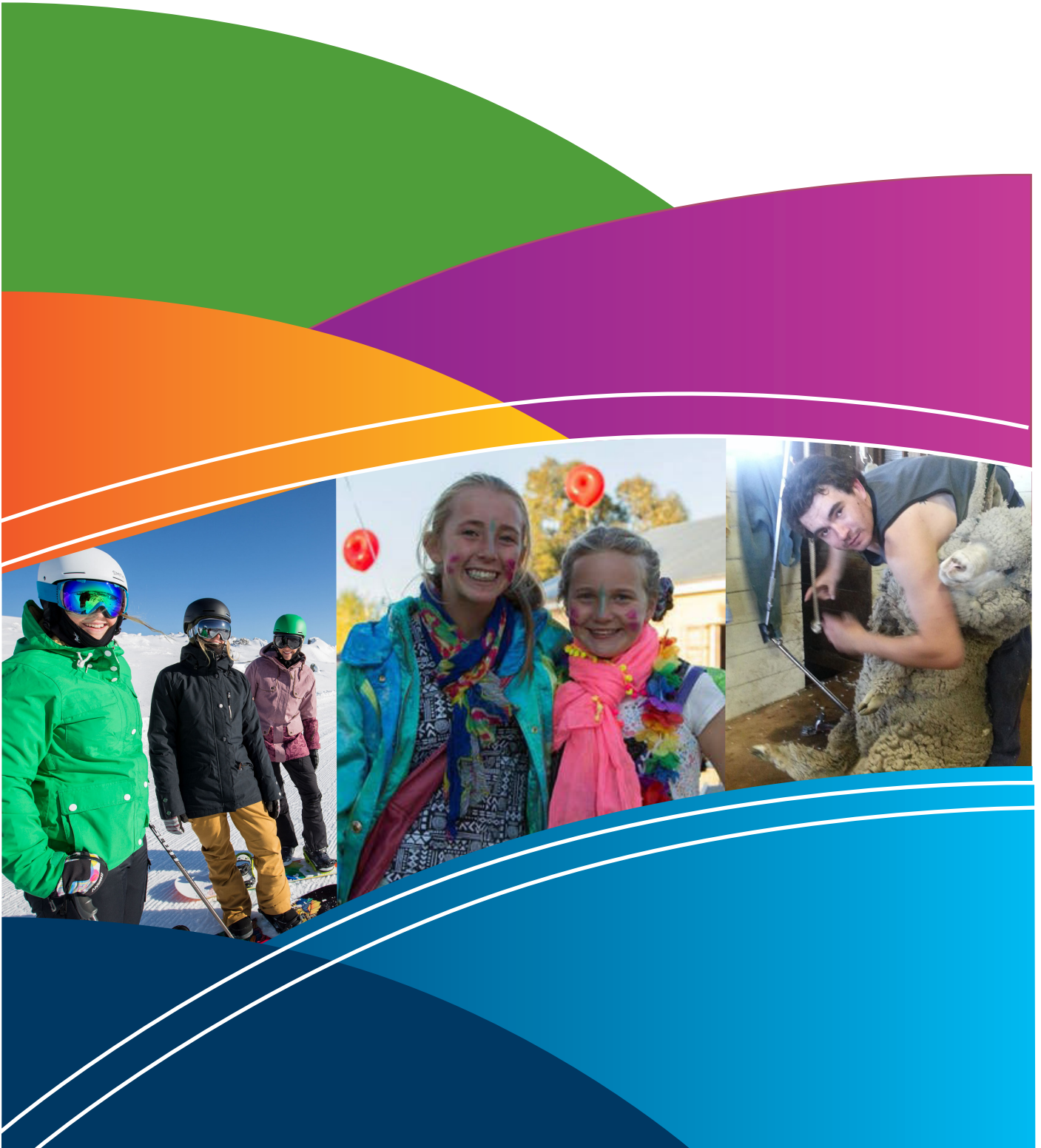




SNOWY MONARO  
REGIONAL COUNCIL

# SNOWY MONARO 2040 COMMUNITY STRATEGIC PLAN





*Photograph by Deb Talan*

## Acknowledgement of Country

Snowy Monaro Regional Council acknowledges the traditional custodians of the Region, the Ngarigo, Walgalu, Ngunnawal, and Bidjawal peoples. We pay our respects to elders past, present, and future.



*Photograph by Dawn Mackay*

## Our Community Vision

The Snowy Monaro Region is a welcoming community offering a quality lifestyle, beautiful natural environment and is a place of opportunity.



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*Photograph by Breanna Arnold*

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# Mayor and Councillors Foreword



Back row (left to right): Cllr John Castellari, Cllr Peter Beer, Cllr John Last, Cllr James Ewart, Cllr Rogan Corbett, Cllr Bob Stewart  
Front row (left to right): Cllr Brian Old, Cllr Anne Maslin, Mayor John Rooney, Deputy Mayor Lynley Miners, Cllr Sue Haslingden

The Snowy Monaro Region is one of the richest natural environments in New South Wales. We are also one of the largest NSW council areas, sharing borders with Victoria, the Australian Capital Territory Snowy Valley, Bega, Eurobodalla, Queanbeyan.

The bouldered country, rolling plains, snow covered mountains, and agricultural lands are loved by both residents and visitors.

Our community is strong in its resolve to protect the lifestyle that this spectacular environment provides us.

Council's role is to protect and sustain what makes our communities great while fostering a prosperous and diverse economy. We are working to build a region for all generations, and ensure long term sustainability.

Our community values and supports our neighbours; we have strong social and community connections.

Council's role is to support the changing needs of the community. We will advocate for and deliver facilities and services that meets the needs of all residents.

Our community is proud to live in such a beautiful and dynamic region. We want to retain the things that make our region great.

Council's role is to work with partners and key stakeholders to ensure the region of tomorrow is loved and valued as much as it is today.

***The Snowy Monaro community is connected, safe and healthy; protects our beautiful environment; is prosperous and welcoming and has a strong and diversified economy.***

The Snowy Monaro 2040 plan identifies the community's priorities moving forward, and provides a framework for Council's ongoing strategies, plans and actions. We asked our community – people of all ages and backgrounds – what they love about the region, what the issues are, and where council should focus its energies. We also considered the NSW Government's regional strategies and plans.

Implementing the Snowy Monaro 2040 is a shared responsibility. As a community leader, council has a number of roles to play.

However, Council alone cannot realise this vision of the future. Success requires action from other levels of Government, community groups, businesses and individuals. Together, we can build a stronger Snowy Monaro.



# Message from The General Manager

It gives me great pleasure to introduce the Snowy Monaro 2040 Community Strategic Plan (CSP). This forward thinking publication outlines the aspirations and goals our community holds for the future of the region.

Based on thorough consultation with our community, the Snowy Monaro 2040 Plan provides a framework for the Region's future. Over the next two decades Council, along with key stakeholders and others levels of government, will collaborate to deliver Snowy Monaro 2040.

Our community contributed over 5000 comments throughout the engagement process. Snowy Monaro residents, irrespective of which town or village they call home, indicated a shared passion for the wonderful and unique environment in which we live; and equally value our safe and relaxed lifestyle. These are two defining characteristics of life in the Snowy Monaro region.

The Snowy Monaro 2040 Community Strategic Plan is the community's plan. We all share responsibility for achieving the outcomes detailed in the following pages.

This high level community plan will guide Council planning and decision making. Four key themes emerged from the extensive feedback you provided:

- Community
- Economy
- Environment
- Leadership

This document outlines objectives for our region and high level strategies to enable delivery. Council is ready to take up the challenge of working with our federal and state government partners, and other key community leaders, in delivering Snowy Monaro 2040.

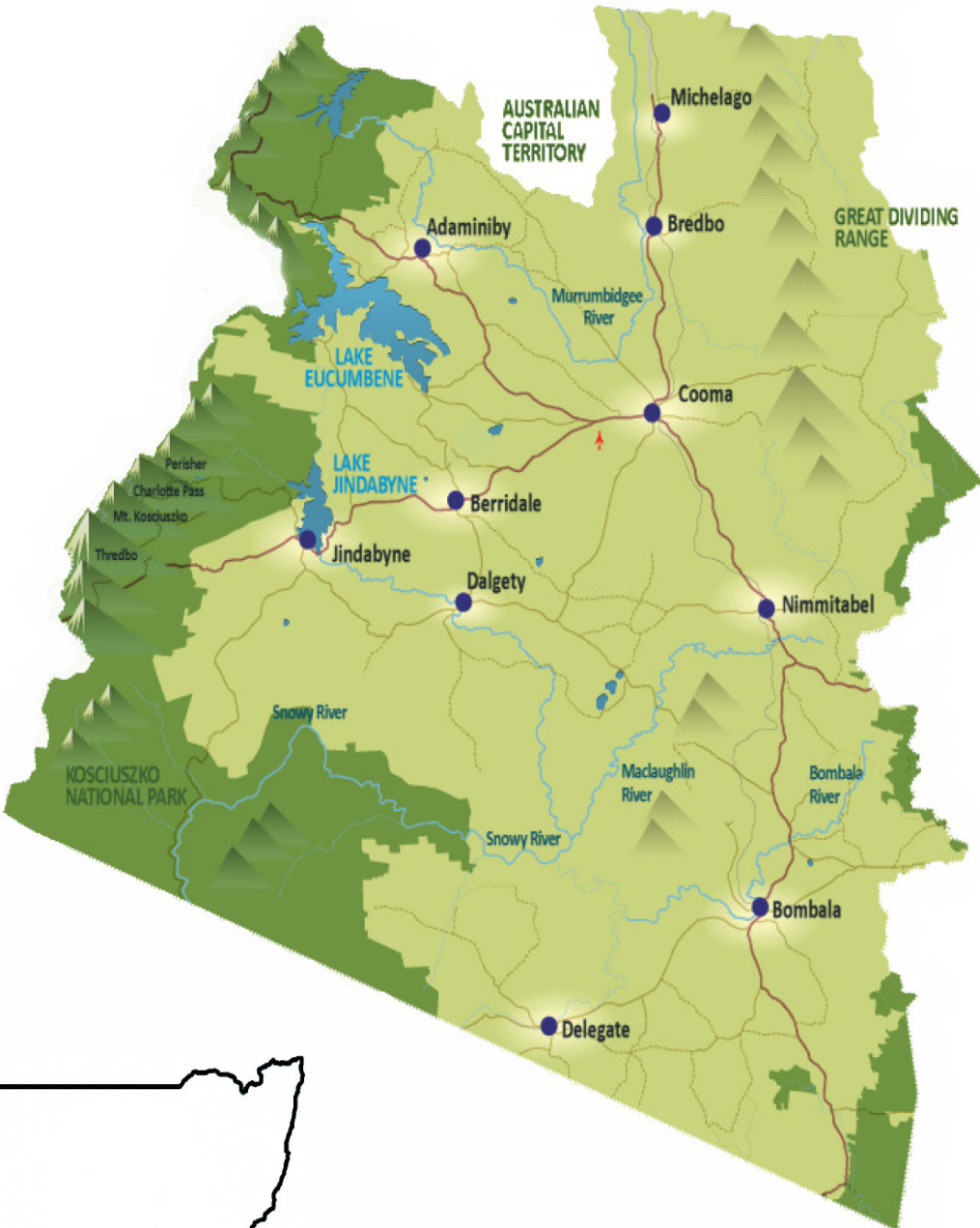
As the custodian of the community strategic planning development process, I sincerely encourage you to continue engaging with us to express your views and have input into decision making.

We are grateful for your input into the community strategic planning process. With community support, participation, and drive, Council is confident it can deliver a stronger Snowy Monaro - in 2020, 2040 and beyond.



*Joseph G Vescio*  
General Manager

# Regional Profile







Population  
NOW | 2036

20,218 | 21,591



Median Age  
SMRC | AUST

43 | 38



Aboriginal People  
SMRC | AUST

2.2% | 2.8%



Male  
51.7%



Female  
48.3%



Families  
5021



Average Household size  
2.31

Country of birth - Top 5



Australia  
SMRC | AUST

77% | 67%



England  
SMRC | AUST

3% | 4%



New Zealand  
SMRC | AUST

1% | 2%



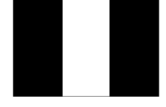
Germany  
SMRC | AUST

1% | .4%



Scotland  
SMRC | AUST

.4% | .7%



Italy  
SMRC | AUST

.4% | .7%

Dwelling structure



Owned outright  
SMRC | AUST

39% | 31%



Mortgage  
SMRC | AUST

30.8% | 34.5%



Rented  
SMRC | AUST

25.0% | 30.9%



Median Mortgage  
SMRC | AUST

\$1,300 | \$1,755



Median Rent  
SMRC | AUST

\$220 | \$335



Unemployment  
SMRC | AUST

3.3% | 6.9%



With disability stated  
SMRC | AUST

4.4% | 5.1%



Voluntary work outside the home  
SMRC | AUST

26% | 19%



Sports and physical recreation  
SMRC | AUST

10.2% | 3.5%



Gross regional product\*  
SMRC

\$1.09 billion

ABS Census population and housing 2016 Census; id.community.  
SMRC refers to Snowy Monaro Regional Council.

\*Gross Regional Products - Our strongest industry contributors are: Accommodation and Food Services, Electricity, Gas, Water and Waste, Agriculture, Forestry and Fishing

# About this Plan

The Snowy Monaro 2040 provides an important strategic roadmap for our community during this exciting and challenging period of transition for the region. This Plan will help guide and direct our community's priorities and decision making, working across all levels as well as service planning and delivery choices, to deliver the best outcomes for our communities.

## Social Justice Principles

The Snowy Monaro 2040 is based on four key social justice principles.

**Equity** – Decision making is fair and equitable where we prioritise and allocate resources.

**Access** – All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.

**Participation** – Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.

**Rights** – Everyone is afforded equal rights and opportunities to participate in community life.



*Sharing the learning – Digital Seniors Day*

## Quadruple Bottom Line

Legislation requires planning is balanced across a complex set of needs for the Snowy Monaro Region and the community. To deliver this, Council aligns to the business planning principles of the quadruple bottom line:

- Community
- Economy
- Environment
- Leadership

The Plan's key themes are influenced by a range of factors, including state government legislation and regional priorities, as well as community conversations, the availability of resources and project affordability.

## Integrated Planning and Reporting Framework

The Snowy Monaro 2040 Plan is aligned to the Integrated Planning and Reporting requirements of the NSW Local Government Act 1993.

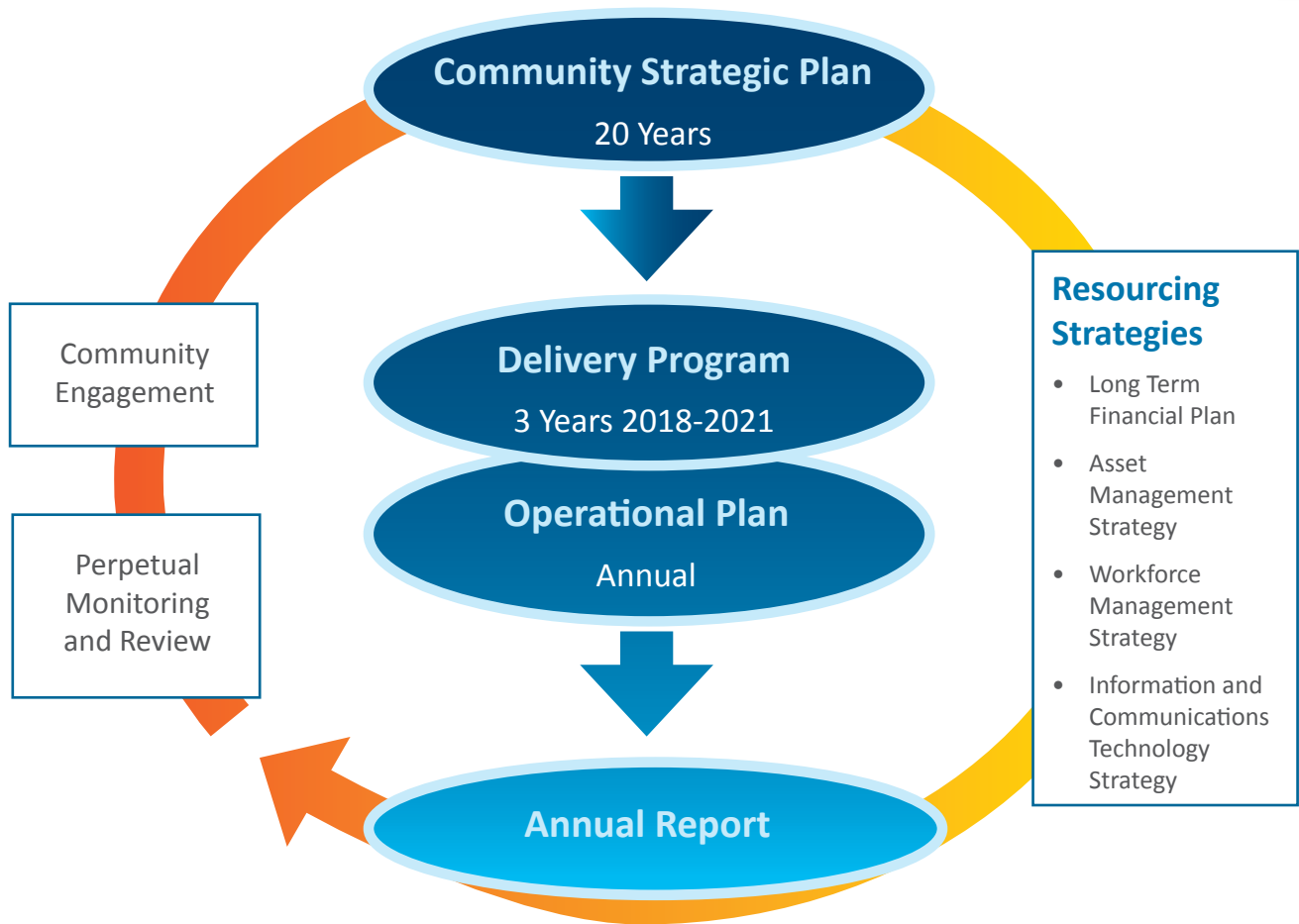
Integrated planning and reporting provides local government with a framework for translating community priorities and aspirations into operational objectives, and for tracking progress.

## Key Framework Components

- Community Engagement Strategy
- Community Strategic Plan
- Resourcing Strategy
- Delivery Program
- Annual Operational Plan



# Integrated Planning and Reporting Framework



## Council's Organisational Vision and Values

### Council Vision

A trusted community partner.



### Council's Corporate Values

**Solutionary** – We inspire others by best practice and inventive problem resolution that delivers revolutionary changes and quality outcomes for our customers and our community

**Together** – We collaborate and work together in a harmonious and well organised way to support organisational initiatives

**Accountable** – We own and take responsibility for our decisions and actions that are evidence based and justifiable, and we do what we say.

**Innovative** – We constantly seek continuous improvement and use creative thinking to look for new ways of doing things, embracing and introducing new and advanced and original ideas, products, methods and systems.

**Caring** – Our service culture is based on caring, displaying kindness and concern for each other and our community and being proud of what we do and deliver.

# Community Conversations



Many voices and perspectives helped create our new Community Strategic Plan (CSP). Our collective ideas will benefit the whole community through implementation of a shared vision for the Snowy Monaro future.

From April to July 2017, Council held CSP visioning workshops and ran paper and online surveys. We were pleased with the community's response: several thousand individual comments and ideas emerged from across the region, from our young people and our elderly, from different community groups and businesses.

Undertaking long term strategic planning is complex. Key questions need to be answered before planning is undertaken:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How will we know when we get there?

To help answer these questions, the community was asked:

1. How would you describe where you live to a first-time visitor?
2. What are the main things the region of the Snowy Monaro needs to have, or to have more of, to be a better place to live?
3. What are the most important issues that Snowy Monaro Regional Council has to tackle to make your life better?
4. What are Snowy Monaro's best economic or business assets?
5. What are Snowy Monaro's best environmental assets?
6. What changes do you believe will enhance our community and make our region the place you want it to be?
7. How would you like to describe your region to a visitor 20 years from now?

*The Snowy Monaro Region is united in its passion for our natural environment and relaxed lifestyle.*

## How did we engage with our community?

- Visioning forums
- Drop in sessions
- School workshops
- Attended community groups
- Pop-up stalls at local markets
- Online and hard copy surveys
- Radio announcements
- Media releases
- Posters in public facilities
- Events presence
- Photo competition
- Monaro Regional Interagency



# Your Comments

Whilst our community is dispersed across a vast geographic region participants attending workshops and providing feedback via our online survey and social media, expressed similar needs across the region.

Roads maintenance, accessible pathways, waste, water and sewage maintenance topped the list. Our community also identified the need for further tertiary education options and an increased need for more diversity and employment opportunities. Improved communication from

Council and information about events in the region was also raised regularly.

Many participants expressed concern for immediate and future aged care facilities or options, which will be critical as our community ages.

**Some of the community's responses to the question... What are the main things the region of the Snowy Monaro needs to have, or to have more of, to be a better place to live?**

## COMMUNITY COMMENTS:

- *Bring out a yearly calendar of events*
- *More day care and child care facilities*
- *More activities for youth*
- *Arts education and coordination*
- *Better mental health services*
- *Social groups (mothers group)*
- *Childcare and youth activities*
- *More support and options for young people*
- *Improved medical facilities and access to specialists - video conferencing*
- *Increased age facilities*
- *Heated indoor swimming pool*
- *Art and photography events and festivals*
- *Restoring Historical Buildings and Heritage*
- *Investment in Regional Sports*
- *Improved services for people with disabilities*
- *Rehabilitation centres*
- *All abilities playground*
- *Increase spending on arts*
- *Town hall and performing arts venue*
- *Music events*
- *Better sporting facilities*
- *Better mental health services*
- *Ice rink*
- *Continuation of HACC Services & Community Health*
- *More off leash dog parks*
- *Improved Public Transport*

## ECONOMY COMMENTS:

- *Wool scouring/processing plant with reticulated water*
- *Improve services for RV/Caravans - water, dump rubbish*
- *Access to higher education and link opportunities in the region*
- *More economic development for smaller towns/villages*
- *More access to TAFE courses for rural related industries*
- *Employment Opportunities*
- *Marketing the Region*
- *Advocate for large scale projects to promote the region*
- *Continued focus on correctional centre*
- *More tourism - music events*
- *Partnerships with high schools to promote education*
- *More industry to encourage employment and increase population*
- *Improve airport to become a true regional airport - facilitating visitors, managing emergencies e.g. bushfire*

# More of Your Comments



Photograph by Danielle Devine

## ENVIRONMENT COMMENTS:

- Rural renewal Local Environment Plan
- Speed up development process
- Rail Trail - Canberra to Bombala with interconnected hiking trails
- Toilets in the main street
- Indoor pool open more of the year
- Maintain/enhance water supply throughout the region
- Playgrounds covered and fenced
- Add a court next to the football stadium
- More seating/facilities on town walks
- Key for farmers to get into tip
- Improved traffic flow
- Viewing platform of the lake, near dam wall
- Development/population increase
- There is a need for a pool/gym
- Need to manage the removal of carp in the rivers
- Funds for towns and villages to improve their look
- Relaxing planning regulations to allow for dual occupancy in order to allow for elderly parents to stay near family homes

## LEADERSHIP COMMENTS:

- Long Term Strategic Planning – Regional
- Service NSW office in Jindabyne
- Council to be more open and transparent
- Better Customer Service at Council
- A “can do” attitude - public and Council
- A co-operative attitude between Council and Business
- Increase amount of staff on the ground
- Improved LEP
- Less red tape
- Heritage Study Council Wide
- More money for tourism
- More local based discussions
- Better partnerships with cross border associates
- Lobby for police representation
- Improved communication from council to the community
- Council services need to match and respond to population growth
- Feedback for the communities who have participated in these sessions
- We need to move forward. Change outdated thinking and practices. Think sustainably
- Consistency of process across the previous council areas



# State and Regional Context

The Snowy Monaro 2040 Plan is influenced by external legislative and regulatory requirements, determined by other levels of government.

Two key planning instruments include:

- NSW Premier's Priorities
- South East and Tablelands Regional Plan 2036



## NSW PREMIER'S PRIORITIES

Snowy Monaro 2040 aligns with the NSW State Premier's Priorities.

The Premier has identified 12 key focus areas that government agencies and councils are to consider in their planning processes listed below.

1. Delivering jobs
2. Delivering infrastructure
3. Driving public sector diversity
4. Improving education results
5. Improving government services
6. Improving service levels in hospital
7. Keeping our environment clean
8. Making housing more affordable
9. Protecting our kids
10. Reducing domestic violence
11. Reducing youth homelessness
12. Tackling childhood obesity

## SOUTH EAST & TABLELANDS REGIONAL PLAN 2036

The South East and Tablelands Regional Plan (SETP) was developed by the NSW Government through extensive consultation with the community, councils and other stakeholders during 2016. The final plan was released in 2017 the SETP plan is the State government's regional blueprint for land use planning for the next 20 years. As such, it has a significant influence on the Snowy Monaro 2040 Plan, and provides direction to Council for the mid to short term.

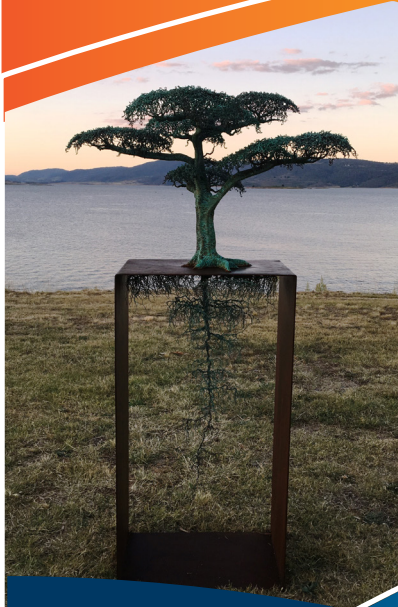
The key goals for our region are:

- A connected and prosperous economy
- A diverse environment interconnected by biodiversity corridors
- Healthy and connected communities
- Environmentally sustainable housing choices

There is strong alignment between the goals expressed in the SETP to those raised by the community during development of the Snowy Monaro 2040 Plan.

Council is ready to work in partnership with all stakeholders to deliver the strategies identified for our region

# We are Snowy Monaro





# Key Themes, Outcomes and Strategies

Our future direction is based on  
**4 KEY THEMES**



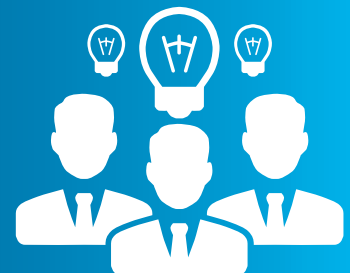
**Community**



**Economy**



**Environment**



**Leadership**

# Key Themes, Outcomes and Strategies

Key Themes    Outcome    Strategies

## Community



*Our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing*

### **Our health and wellbeing needs are met**

- Quality health and well-being services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations
- High quality community support and residential aged care services are available and accessible to residents across the region
- Recreation, sporting and leisure facilities encourage all ages to live an active and healthy lifestyle
- Youth of the region are engaged and supported to reach their maximum potential

### **Our region's diverse cultural identity is preserved, and we foster creative expression and spaces**

- Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity
- Support and promote the arts, recognising the broad and diverse contributions they make to community identity, economy and wellbeing

### **We are a safe and caring community**

- Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all
- Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected community

## Economy



*We are a vibrant and prosperous community providing opportunities for growth and learning*

### **Our region is prosperous, with diverse industries and opportunities**

- Attract diverse businesses and industries to the region, supporting their establishment and retention
- Foster and support adaptive, sustainable industries
- Capitalise on the region's proximity to Canberra, Victoria and neighbouring NSW regions to attract industry and investment

### **Our community has access to a range of lifelong learning opportunities**

- Advocate for and promote education and lifelong learning opportunities
- Promote and provide access and spaces where people can learn and connect

### **Our residents and visitors connect with our region's welcoming and iconic attractions**

- The Snowy Monaro Region is a destination that offers a variety of experiences, attractions and events year-round
- Encourage and promote vibrant towns and villages, acknowledging and celebrating the unique heritage and character of each town
- Further promote and develop the region's visitor accommodation, products, and recreational infrastructure

## Environment



*Our iconic natural environment and heritage is preserved and enhanced for future generations whilst balancing the needs for regional development and growth*

### **Our natural environment is protected and sustainable**

- Protect, value, and enhance the existing natural environment
- Water, waste, sewer and stormwater management practices are contemporary and efficient

### **Our built infrastructure is attractive and fit for purpose**

- Planning for rural, urban and industrial development is sensitive to the region's natural environment and heritage
- Improve and maintain our publicly owned infrastructure, assets, and facilities to a high standard
- Advocate for a range of suitable housing and accommodation to suit the changing needs of our community

### **Our community is connected through efficient transportation networks, technology, and telecommunication services**

- Transportation corridors throughout the region are improved and maintained
- Transportation initiatives are aligned to state and neighbouring local government area plans
- Our region has access to effective telecommunication infrastructure and services

## Leadership



*We have contemporary civic leadership and governance that fosters trust and efficiency*

### **Our council is strategic in its planning, decision making and, resource allocation**

- Planning and decision making are holistic, integrated, and have due regard for the long term and cumulative impacts
- Sound governance practices direct Council business and decision-making
- We advocate to, and work with other levels of government, community and industry
- Council will manage service delivery in an efficient and sustainable way as an employer of choice

### **Our council delivers best value to the community**

- Public services and processes are delivered reliably and efficiently in response to community needs
- Council utilises sound fiscal management practices, and pursues and attracts other sources of revenue

### **Our community is informed and engaged in decision making**

- Our community has multiple opportunities to be consulted and engaged in the development of plans, services, and policies
- Residents have access to timely, relevant, and accurate information on issues that affect them
- Our community is empowered to fully participate in shaping the future of our region



# Community - Inclusive, Lifestyle and Cultural Wellbeing



Photograph by Donna Crebbin

## Outcome Statement

*Our communities are welcoming, inclusive and safe; our lifestyle needs are actively considered and planned for; and opportunities exist to enhance our health and social wellbeing.*

### Key Theme 1

The wonderful feeling that comes with arriving on the Monaro reflects our sense of place, of connection. This feeling is critical to the way we relate to our communities, and to how our communities grow and change.

A strong feeling of connectedness – to our landscapes, climate, heritage, towns, and each other – reinforces our commitment to preserving and improving these places.

That connection also impacts our health and wellbeing, making it even more critical to ensure that all residents and visitors have a positive Snowy Monaro experience.

Quality of life is the sum of our infrastructure, experiences, opportunities and connections. These factors make our communities liveable – or not. On the Snowy Monaro, we enjoy relatively painless commutes and flexible working arrangements, good schools and safe towns, and access to some of Australia's most compelling landscapes and recreational opportunities.

It's a great place to live but there's more we can do to increase the region's liveability. Improving social infrastructure and public spaces, as well as access to recreation, is integral to ensuring all residents live well.

#### Alignment To NSW Premier's Priorities

- Improving government services
- Improving service levels in hospital
- Protecting our kids
- Reducing domestic violence
- Reducing youth homelessness
- Tackling childhood obesity

## Strategies

### Our health and wellbeing needs are met

- Quality health and well-being services that support the changing needs of the community through all stages of the lifecycle are provided through government and non-government organisations.
- High quality community support and residential aged care services are available and accessible to residents across the region.
- Recreation, sporting and leisure facilities encourage all ages to live an active and healthy lifestyle.
- Youth of the region are engaged and supported to reach their maximum potential.

### Our region's diverse cultural identity is preserved, and we foster creative expression and spaces

- Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity.
- Support and promote the arts, recognising the broad and diverse contributions they make to community identity, economy and wellbeing.

### We are a safe and caring community

- Develop, maintain and promote safe spaces and facilities that are enabling, accessible and inclusive for all.
- Positive social behaviours (including law and order) are fostered and encouraged to maintain our safe, healthy and connected community.

---

## Your comments:



*Year round tourist destination;  
fresh, fun and full of history.*

*There are some wonderful people  
There is a sense of peace*

*Best little town in Australia even if  
the winters are a bit cold*

*The thing that struck me most  
when I moved here was the sense  
of community*

*There is much more to the region  
than snow. The history of the  
area is fascinating*

*Don't miss Wild Brumby on  
the Alpine Way, Pauline Syron-  
Coxon's gallery and our Easter  
festivals*

*Friendly local people and an area  
with a rich history and an exciting  
future*

*Mountain country, a rural  
community that is incredibly close.  
A slice of paradise*

*There is something in the region for  
everyone. Art galleries, breweries,  
distilleries, wineries for the cultural  
experience*



# Economy - Vibrant, Prosperous, Diverse and Sustained



Photograph by Ruth Ford

## Outcome Statement

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

### Key Theme 2

The term sustainability has different meaning to different people.

When we think of sustainability, we often consider our natural environment and what we can do to protect it, enhance it, and preserve the remaining natural habitat of flora and fauna.

However, applied to a community or economy, sustainability means ensuring our region remains a great place to live for future generations.

A sustainable community's success depends upon its members' commitment and involvement through:

- Active, organised, and informed citizenship
- Inspiring, effective, and responsive leadership
- Responsible, caring, and healthy community institutions, services, and businesses

It takes an integrated, long-term perspective – one that's focused on both the present and future, well beyond the next budget or election cycle – to achieve this.

### Alignment To NSW Premier's Priorities

- Delivering jobs
- Delivering infrastructure
- Improving education results
- Improving government services
- Making housing more affordable



## Strategies

### Our region is prosperous, with diverse industries and opportunities

- Attract diverse businesses and industries to the region, supporting their establishment and retention.
- Foster and support adaptive, sustainable industries.
- Capitalise on the region's proximity to Canberra, Victoria and neighbouring NSW regions to attract industry and investment.

### Our community has access to a range of lifelong learning opportunities

- Advocate for and promote education and lifelong learning opportunities.
- Promote and provide access and spaces where people can learn and connect.

### Our residents and visitors connect with our region's welcoming and iconic attractions

- The Snowy Monaro Region is a destination that offers a variety of experiences, attractions and events year-round.
- Encourage and promote vibrant towns and villages, acknowledging and celebrating the unique heritage and character of each town.
- Further promote and develop the region's visitor accommodation, products, and recreational infrastructure.

## Your comments:

“ Attract more people to live here through supporting alternative building and business ideas

*The town has been in steady decline, economically, population, closing business... But does appear to be emerging in to a phase for renewal and hopefully growth*

*Long term planning for continued growth needs to start now*

*There is no work!*

*We need infrastructure, parks and gardens (water features), playgrounds (covered) roads sealing program, larger markets/festivals*

*Encourage local industry to provide jobs*

*More educational opportunities, get a university in town*

*We need more retail and recreational development in the town*

*Employment - promoting the region as a great place for new start up industries*

*Areas working together: tourism, agriculture, and all age groups working together*

*Assist rural areas to have more services* ”



# Environment - Liveable, Balanced, Sustained and Enjoyed



Photograph by Amy Rendell

## Outcome Statement

*Our iconic natural environment and heritage are preserved and enhanced for future generations whilst balancing the needs for regional development and growth.*

### Key Theme 2

Our community told us they are passionate about our natural environment, in particular our variable climate, clean air and water, beautiful landscapes and opportunities to enjoy the outdoors. The community also expects us to deliver appropriate infrastructure whilst protecting the natural environment.

How do we preserve our relaxed lifestyle, provide opportunities for growth, and remain connected with the natural environment? Getting this balance right is a complex challenge.

Council commits to working with community partners and stakeholders to maintain this intricate and sensitive balance. A new regional Local Environmental Plan and additional regional and local key planning and development strategies will support the delivery of the four key themes and the outcomes of the Snowy Monaro 2040 plan.

### Alignment To NSW Premier's Priorities

- Delivering infrastructure
- Improving government services
- Keeping our environment clean
- Making housing more affordable

## Strategies

### **Our natural environment is protected and sustainable**

- Protect, value, and enhance the existing natural environment
- Water, waste, sewer and stormwater management practices are contemporary and efficient

### **Our built infrastructure is attractive and fit for purpose**

- Planning for rural, urban and industrial development is sensitive to the region's natural environment and heritage
- Improve and maintain our publicly owned infrastructure, assets, and facilities to a high standard
- Advocate for a range of suitable housing and accommodation to suit the changing needs of our community

### **Our community is connected through efficient transportation networks, technology, and telecommunication services**

- Transportation corridors throughout the region are improved and maintained
- Transportation initiatives are aligned to state and neighbouring local government area plans
- Our region has access to effective telecommunication infrastructure and services

---

## Your comments:

“ Vast open spaces, beautiful scenery, clean air and water, lovely place to visit

**Beautiful Australian country nestled between the surf and the snow**

*Big skies, open plains, diverse scenery*

**Make the roads in the area, wide, maintained, signed and safe for road cyclists**

*We need better footpaths! It is so important that we encourage the community to be healthy and active*

**Each of the smaller communities need upgraded public facilities to become more attractive for new residents and businesses**

*Bridge upgrades*

**Pristine and beautiful natural landscape**

**The air is clean, traffic is relatively light, and I have plenty of space to breathe and enjoy the environment**

*Improve services such as sewerage and water and look after the rate payers who live out of town*

**Clean air, no smog**

*A focus on development that uses international best practice to reduce the carbon footprint*

**Improvements of playgrounds & parks** ”





# Leadership - Responsible, Strong, Efficient and Accountable



Photograph by Flynn Medson

## Outcome Statement

*We have contemporary civic leadership and governance that fosters trust and efficiency.*

### Key Theme 4

The recent community engagement and satisfaction survey told us that being a well-run and managed Council was not only critical to the region, but an area in which Council has significant room for improvement.

Over the course of this Plan, Council will strive to improve satisfaction levels and work towards achieving organisational excellence. We have identified strategies to deliver this in this Plan.

Building and delivering organisational excellence requires a multi-faceted, systems led approach, developing workforce capability, driving a learning organisation, and having integrated management systems that drive strong governance and decision making.

Work to establish an internal framework of policies and procedures is underway. Council's Workforce Management Strategy will attract, engage and retain skilled employees to deliver and maintain the services and infrastructure that meet community needs, while providing career satisfaction and making us an Employer of Choice.

The Snowy Monaro 2040 Plan, the first community strategic plan for our combined region, recognises the importance of strong leadership and governance as one of the key themes for delivering the outcomes desired by our community.

#### Alignment To NSW Premier's Priorities

- Delivering infrastructure
- Improving government services

## Strategies

### **Our council is strategic in its planning, decision making and, resource allocation**

- Planning and decision making are holistic, integrated, and have due regard for the long term and cumulative impacts
- Sound governance practices direct Council business and decision-making
- We advocate to, and work with other levels of government, community and industry
- Council will manage service delivery in an efficient and sustainable way as an employer of choice

### **Our council delivers best value to the community**

- Public services and processes are delivered reliably and efficiently in response to community needs
- Council utilises sound fiscal management practices, and pursues and attracts other sources of revenue

### **Our community is informed and engaged in decision making**

- Our community has multiple opportunities to be consulted and engaged in the development of plans, services, and policies
- Residents have access to timely, relevant, and accurate information on issues that affect them
- Our community is empowered to fully participate in shaping the future of our region

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## **Your comments:**



*Let go of the old rural council attitude and embrace the next generation of thinkers to make change where necessary*

***Same level of service across the whole region***

*Genuine community engagement to allocate resources*

***The region needs a clear plan to attract population growth, tourism and industry***

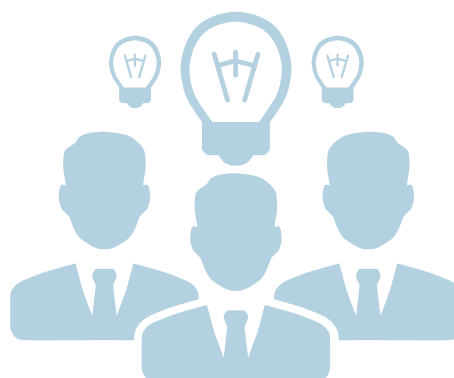
*Improved consultation with locals on developments that directly affect lifestyle factors*

***Have an Local Environment Plan which encompasses all areas of the region that has the same rules for rural, town and village development***

*The Snowy Monaro has a falling population, falling socio-economic demographic and an aging population*

***Stream line and where possible remove red tape to minimise barriers to development***

*How is Council going to demonstrate if there are improvements post the merger?*



# Converting This Plan into Action

## Partnership approach to implementation

The Snowy Monaro 2040 Plan is the community's plan. It presents a long term view of the community's aspirations for our region. Council is a significant player; however, given the constraints of legislation and the availability of financial and workforce resources, we cannot deliver every element of this plan. The Snowy Monaro 2040 Plan relies on other levels of government, community groups, and private enterprise to take the lead, be responsible and contribute to various aspects of the Plan's implementation and delivery.

In working to realise the goals in this Plan, Council may perform a number of roles as described below, occasionally all three simultaneously.

**Lead** – Council will play a lead role in the delivery of services and programs.

**Partner** – Council will build partnerships with others to assist in the delivery of services and projects.

**Advocate** – Council will advocate on behalf of the community to influence the delivery of services and projects.

## Reviewing this Plan

This plan is reviewed regularly to ensure it remains relevant to changing community needs. This is generally undertaken at the commencement of each new Council term.

## Resourcing Strategy

It is essential that Council has the available funding and workforce to deliver a wide range of services and community infrastructure to the newly formed regional council area. Council needs to remain sustainable, and to deliver to future generations.

To support the implementation of the Snowy Monaro 2040 Plan, Council produces a Resourcing Strategy that includes a Long Term Financial Plan, Asset Management Strategy, Workforce Management Strategy and Information and Communications Technology Strategy. Together, these documents identify the resources available to Council in delivering the Snowy Monaro 2040 Plan. The Resourcing Strategy is a key planning document assisting Council to identify the future challenges, and revenue and expenditure policies to address them.

## Delivery Program

Upon adoption of the Snowy Monaro 2040 Plan, and following each local government election cycle, Council will develop a Delivery Program. The Delivery Program is a statement of commitment to the community's long term goals, and describes the principle activities that council will undertake over the term of the newly elected Council. All plans, activities, and funding allocations must be directly linked to the Delivery Program.

## Operational Plan

Supporting the Delivery Program is the annual Operational Plan. This plan provides details about the activities, programs, and projects that will be undertaken each year. The Operational Plan also incorporates Council's annual budget and its Schedule of Fees and Charges.



# Appreciation to Our Community



*Photograph by Andrew Barnes*

Council appreciates the contribution and feedback of the community in the development of the Snowy Monaro 2040 Community Strategic Plan

We welcome your ongoing feedback through Council's online engagement platform  
**[www.yoursaysnowymonaro.com.au](http://www.yoursaysnowymonaro.com.au)**  
and Council's social media



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