

Snowy Monaro

Community Strategic Plan 2035

2025 Revision



Photo: Rachel Davies

Acknowledgment of country

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

Contact Us

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Welcome

We are delighted to share our community's vision for the next 18 years; the Snowy Monaro Community Strategic Plan 2035. This Plan presents an inspiring roadmap for our region as we move towards 2035 that captures a clear vision and compelling goals for our residents, businesses, community organisations and many partners and collaborators. It is the key strategic plan that will guide us as we work together to achieve great things for Snowy Monaro.

Since the first Community Strategic Plan (Plan) was developed over a decade ago, it has been used by Council to inform decisions and set the agenda for long-term planning of projects, infrastructure and services. Snowy Monaro Regional Council has a custodial role in initiating, preparing and maintaining this Plan. Its implementation draws on the continuing partnerships with all levels of government and agencies, non-government organisations, businesses and the community.

With the election of a new council in September 2024, NSW Integrated Planning and Reporting legislation requires that this Plan be reviewed and updated to ensure it reflects the community's priorities. This updated plan builds on the 2022 Community Strategic Plan, and considers the information gathered from engagement activities that took place in 2024. Your contributions have highlighted the strengths of our region and identified the key challenges we face.

This Plan is a vision for a future where our beautiful natural environment, peaceful lifestyle, and strong sense of community are preserved and enhanced.

It acknowledges the challenges we face, such as housing affordability, infrastructure needs, and economic stability, and lays out a clear path forward. By fostering community spirit, improving essential services, and supporting sustainable growth, we aim to create a region that remains vibrant, connected, and resilient for generations to come. The Plan focuses on collaboration, innovation, and the well-being of all residents, ensuring that Snowy Monaro continues to be a great place to live, work, and thrive.

Delivering this vision is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and, of course, our community will be critical to our success.

The unique nature of this Plan is that it is a document for the whole community. If we are to succeed in creating the community we have envisioned with this Plan, we need to work together, and everyone is encouraged to play an active role in whatever way we can. This Plan is designed to encourage commitment to our future and a sense of common purpose and responsibility.

This is the Plan for our Snowy Monaro, and we are committed to working with our community to reach our goals.

Vision

The Snowy Monaro Region is a friendly community where everyone can belong, participate, and work together. Our natural environment, Aboriginal and cultural heritage are preserved and enhanced for future generations.

Vision definitions

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

Welcoming

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

Natural environment

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



Our plan

About our plan

The Snowy Monaro Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2035 and identifies the key priorities and strategies for achieving this. The CSP also must consider the NSW Government's state plans, regional plans and other strategies and plans that are in place.

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

1. Our community

Health and wellbeing are recognised as important to our community and we desire quality services.

2. Our economy

We have a varied economy that includes agriculture, energy, timber, services and tourism. We support regional growth and innovation

3. Our environment

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

4. Our infrastructure

Our infrastructure supports our economy and way of life. We want to enhance our roads and regional services to support our varied community.

5. Our civic leadership

We aspire to open and transparent leadership that is responsive to the local community.

Each theme outlines the strategic objectives, strategies for achieving them, important partners and collaborators, and the specific role of the Council. A separate section explains the review and reporting process, and measures to track progress. The strategies in this Plan have been developed with careful consideration of the quadruple bottom line (QBL) and are grounded in Social Justice Principles.

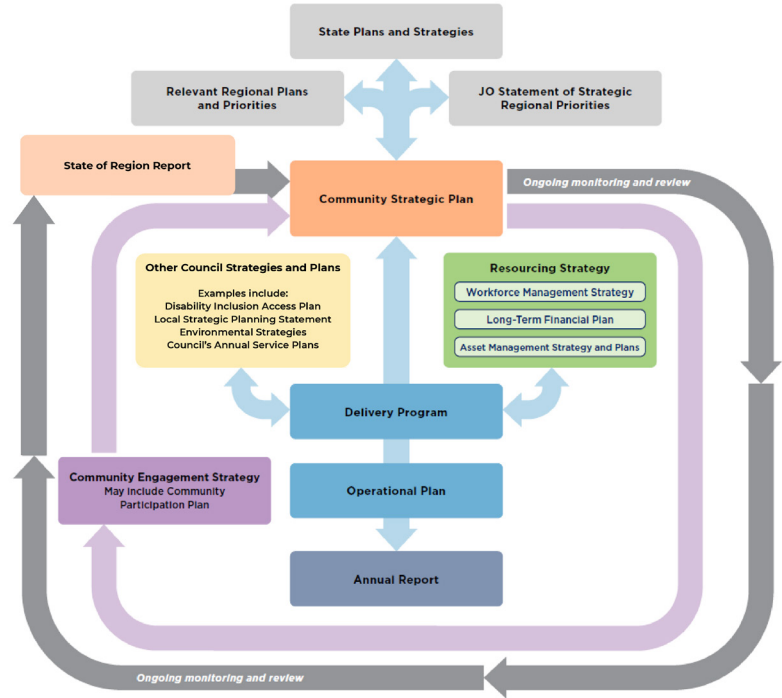
It is the community's plan for the future, not a council plan. Snowy Monaro Regional Council is the custodian of the CSP; however, state agencies, businesses, industry groups, community groups, and individuals also lead and support the achievement of the vision and strategic priorities.

Integrated Planning and Reporting Framework

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

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP.

Strategies outlined in the the CSP are achieved by objectives set out in the Delivery Program and action in annual Operational Plans.



Our Snowy Monaro

The Snowy Monaro region is located in south-eastern NSW, about 100 kilometres south of the Canberra CBD, and about 400 kilometres south-west of the Sydney CBD.

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

Total population
22,132

SEIFA index*
1020

Top industries of employment

- 1** Accommodation and Food Services
- 2** Construction
- 3** Retail Trade
- 4** Public Administration and Safety
- 5** Agriculture, Forestry and Fishing

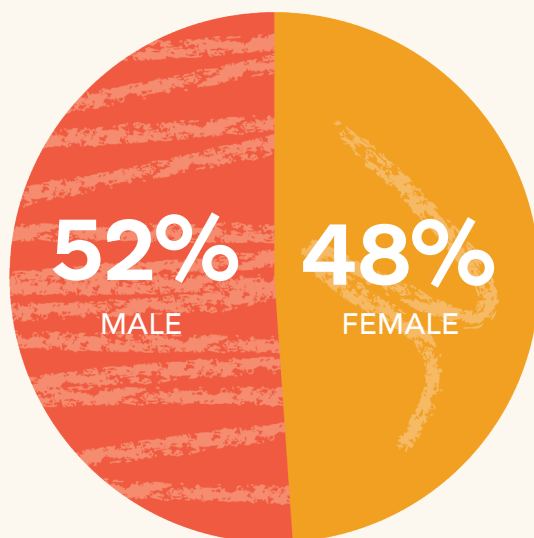
*Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

About our Snowy Monaro population:

3%
Aboriginal and Torres
Strait Islanders

14%
born overseas

6%
speaking languages
other than English
at home



22: 0 – 19 years **51:** 20 – 59 years
27: 60+ years



11%
care for someone
with a disability

5%
have a disability



20%
with an individual income
less than \$400 per week



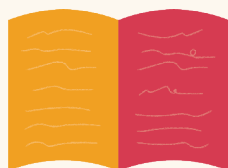
34%
living by
themselves

66%
living in
families



71%
who own, or pay a
mortgage on a house

24%
who rent



53%
that completed
higher education



2%
unemployed and
looking for work

21%
who
volunteer



66%
who drove
to work

42%
that did not
complete year 12

34%
working
part time

68%
working
full time

6%
who walked
to work

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

Community engagement

What we asked

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

How did you get involved

- **Virtually** – surveys.
- **In conversation** – discussion guides, pop-up sessions
- **On paper** – drawing sheets.

Participation

Across the region, 699 people participated in the Towards 2035 Stage 1 engagement from 1 February to 15 March 2024. The community contributed their thoughts and opinions through online surveys, discussion guides, drawing sheets, and pop-up sessions.

Council priorities and service levels have been developed to meet the aspirations of our community, using feedback obtained from community engagement including CSP engagement and annual Customer Satisfaction Surveys.



254

Towards 2035:
Number of
individual survey
responses

143

Towards 2035:
Number of people
who attended
pop-up sessions

139

Towards 2035:
Number of people
who contributed to
discussions



292

Towards 2035:
Number of regional
wellbeing responses*

53

Towards 2035:
Number of drawing
sheets received

**Total
participation 699**

Population (2023 ERP) : 22,132

**Percentage of
population engaged 3.2%**

* The Regional Wellbeing Survey, conducted annually by the University of Canberra, measures the wellbeing and quality of life of people living in rural and regional Australia.

**What makes our community
a great place to live?**

**“Beautiful natural
environment”**

“Lifestyle”

**“Local people and the
community”**

“Sports and recreation”

Community engagement

What we heard

**What should Council
prioritise?**

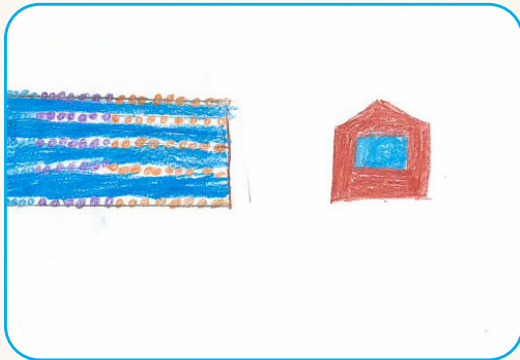
“Infrastructure”

“Financial sustainability”

“Affordable housing for all”

“Roads and parking”

We asked our local school students to draw what was the best thing about their community, other than family and pets



"Swimming Pool"
by Isla from Berridale, aged 9



"Perisher and Jindabyne"
by Emily from Berridale, aged 8



"The mountains and snow"
by Luella from Berridale, aged 7



"Going on the flying fox"
by Mahilan from Cooma, aged 4



Council's Corporate Planning team talking to our community at the 2024 Dalgety Show

Council's role

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

Whilst Snowy Monaro Regional Council is the custodian 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 describes Council's role in the delivery of each priority 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

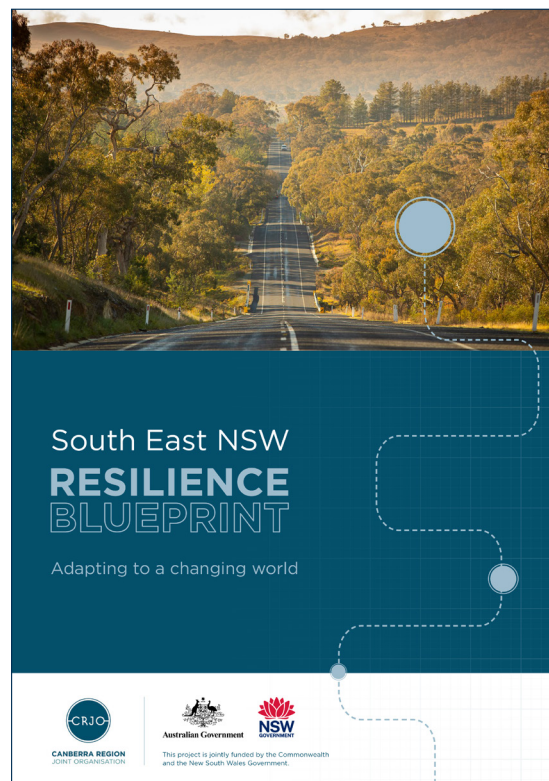
Amplify the voice of our community to get the best possible outcomes.



Resilience

From developing our Community Strategic Plan and Delivery Program through to our Operational Plans, we consider our commitments in range of Council strategies and plans, along with informing documents from the State and Federal Government.

Council is embedding the South East NSW Resilience Blueprint into our planning to ensure that resilience principles are incorporated and continuously improved upon as part of everything we do.





Our community



Strategic outcome

Health and wellbeing are recognised as important to our community and we desire services to support these, including aged care.

Where do we want to be and are we there?

The community values the relaxed, small-town lifestyle that is currently established and wishes to maintain this sense of community. Many residents believe that this feeling of belonging is an important aspect of the region. There is a desire to avoid any negative impacts from the demographic changes the community is experiencing.

The location, along with convenient access to services, facilities, and the natural environment, are recognised as significant advantages for this community. To enhance these benefits, there is a need for more activities, events, and improved transportation options both within the region and beyond.

Furthermore, there are fundamental needs that must be addressed. Quality healthcare, education, and safety are essential for the community's enjoyment of life and are considered critical drivers of overall well-being. Areas needing improvement include health services, support for the elderly and people with disabilities, youth programs, and public transportation. Crime was not mentioned. This is most likely due to the fact that the major offenses crime rates is low compared to the NSW average and has reduced over time. This issue is worth monitoring, even though it was not raised as an issue as crime is major driver of community wellbeing and an indicator or deterioration in wellbeing.

Strategic objectives	How we will get there	Council's role	Our partners
1 Our health allows us to live an enjoyable lifestyle.	1.1 Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages.	Provide Collaborate Advocate	NSW Health ACT Health Medical practices Health & allied practitioners Ngarigo community
	1.2 Facilities are in place to encourage healthy lifestyles.	Provide Collaborate Advocate	National Parks and Wildlife Service (NPWS) NSW Department of Recreation Transport for NSW Jindabyne Trail Stewards Monaro Rail Trail Inc Local groups Ngarigo community



Strategic objectives	How we will get there	Council's role	Our partners
2 Our regions cultural identity is respected and embraced.	2.1 Retain the region's Aboriginal and cultural history.	Collaborate Advocate	NSW Heritage Local Aboriginal Land Councils Local Aboriginal Community Ngarigo community
	2.2 Preserve and protect historically significant sites, including museums.	Provide Collaborate Advocate	NSW Heritage NPWS Community Ngarigo community
	2.3 Diverse cultures are embraced and shared across the community.	Collaborate Advocate	Community Community groups Ngarigo community
	2.4 The arts community is supported across our region.	Collaborate Advocate	South East Arts Community Create NSW Ngarigo community
	2.5 A wide range of community and cultural events are held.	Collaborate	Local Community Groups South East Arts Show Societies Local Aboriginal Community Ngarigo community
3 We are a safe, caring and resilient community.	3.1 Organisations are supported and encouraged to foster respect, inclusivity and safety.	Collaborate Advocate	Community groups Ngarigo community
	3.2 Proactive crime preventions actions protect the community.	Advocate	NSW Police Ngarigo community
	3.3 Volunteering programs are in place to help those in need in the community.	Collaborate	NSW Community Services St Vincent De Paul/ Lions/ Salvation Army Ngarigo community
	3.4 Providing employment, education, and social opportunities to encourage young people to stay or move to the region and make it their home.	Provide Collaborate Advocate	NSW Government Businesses and industry Ngarigo community
	3.5 Policing activities are undertaken that keep the community safe.	Advocate	NSW Police NSW Justice Ngarigo community

Supporting documents, plans or strategies

Snowy Monaro Regional Council Disability Inclusion Action Plan

Snowy Monaro Local Strategic Planning Statement

South East NSW Resilience Blueprint

Our economy



Strategic outcome

We have a varied economy that includes agriculture, energy, timber, services and tourism. We support regional growth and innovation.

Where do we want to be and are we there?

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

The focus in different parts of the region is expected to vary. The index of socioeconomic advantages and disadvantages shows this. Differing geographic areas have either very low or very high outcomes. Some areas are seeking increased economic sustainability, while others see growth driving negative impacts on affordability. This second aspect is generally driven by external investment into the region, which, when linked with lower incomes within the region, reduces affordability for residents.

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

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



Strategic objectives	How we will get there	Council's role	Our partners
4 Have increased work opportunities available enhanced by innovation.	4.1 Improve the value generated from tourism.	Collaborate Advocate	NSW Regional Tourism South East Tourism Snowy Mountains Snowy Hydro Limited Thredbo Pty Ltd Vail Resorts Ngarigo community
	4.2 Identify actions to encourage increased manufacturing.	Collaborate Advocate	NSW Regional Chambers of Commerce Ngarigo community
	4.3 Support local business and industry to be resilient and successful.	Collaborate Advocate	Business and industry NSW Government Australian Government Ngarigo community
	4.4 Provide quality education options and vocational pathways.	Advocate	NSW Government Education providers Ngarigo community
5 Improve the affordability of living within the region.	5.1 Stabilise and advance the regional economy by leveraging strengths and capitalising on opportunities.	Collaborate	NSW Government RDA Southern NSW and ACT CRJO Business and Industry Ngarigo community
	5.2 Have in place strategic land use planning that encourages a mix of housing types to meet demand.	Provide Collaborate Advocate	NSW DPIE Housing providers Developers Ngarigo community
	5.3 Develop high value employment opportunities.	Collaborate Advocate	NSW Regional Chambers of Commerce Ngarigo community

Supporting documents, plans or strategies

Snowy Monaro Destination Management Plan

Our environment



Strategic outcome

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

Where do we want to be and are we there?

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

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

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

Strategic objectives	How will we get there	Council's role	Our partners
6 Ensure the natural environment and the ability of the community to enjoy and use this environment is protected.	6.1 Monitor environmental assets including our air, land, and waterways to ensure they are protected.	Provide Collaborate Advocate	NSW DPIRD Community groups Australian Government Educational establishments Landcare Ngarigo community
	6.2 Implement programs to prevent degradation, remediate damaged areas, and manage impacts on vulnerable environments, including from invasive species to preserve biodiversity.	Collaborate Advocate	NSW DPIRD Community groups Australian Government CSIRO Educational establishments Landcare Ngarigo community
	6.3 Foster community collaboration to care for the environment through shared stewardship and sustainable practices.	Collaborate	NSW DPIRD Community groups Australian Government Educational establishments Landcare Ngarigo community



Strategic objectives	How will we get there	Council's role	Our partners
7 Have in place land use controls that protect the natural environment landscape including visual and scenic values.	7.1 Develop land use plans so that development is sensitive to the region's natural environment and heritage.	Provide Collaborate Advocate	NSW DPIRD Heritage NSW Ngarigo community Community
	7.2 Have plans in place so that open spaces and recreation areas minimise environmental impacts and maximises environmental sustainability.	Provide Collaborate Advocate	NSW DPIRD Ngarigo community Community
	7.3 Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development.	Provide Collaborate Advocate	NSW DPIRD Regional NSW Ngarigo community Community
	7.4 Ensure important agricultural and forestry land is identified and continues to be used for agricultural and forestry production.	Provide Collaborate	NSW DPIRD Ngarigo community Community

Supporting documents, plans or strategies

Snowy Monaro Local Strategic Planning Statement

Snowy Monaro Regional Council On-Site Sewerage Management Strategy

Snowy Monaro Waste Management Strategy

South East and Tablelands Regional Plan

South East NSW Resilience Blueprint

Our infrastructure



Strategic outcome

Our infrastructure supports our economy and way of life. We want to enhance our roads and regional services to support our varied community.

Where do we want to be and are we there?

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

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

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

Strategic objectives	How will we get there	Council's role	Our partners
8 Our health is supported by fit for purpose infrastructure	8.1 Ensure that our hospitals and medical centres are modern and equipped to meet the community's needs.	Advocate	NSW Health ACT Health Allied Health Services Medical Practitioners Ngarigo community
	8.2 Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region.	Provide Collaborate Advocate	NSW DPIE NSW Health Ngarigo community
	8.3 Facilities, services and programs efficiently manage community waste streams.	Provide Collaborate Advocate	NSW DPIE Ngarigo community



Strategic objectives	How will we get there	Council's role	Our partners
9 Transport infrastructure allows us to effectively move around the region and beyond as needed	9.1 Ensure our transport infrastructure is well-maintained and meets the needs for safe travel.	Provide Collaborate Advocate	NSW DPIE TfNSW Ngarigo community
	9.2 Plan for the future by aligning transport services with the growing needs of our region.	Provide Collaborate Advocate	TfNSW Ngarigo community
	9.3 Invest in and enhance our current transport infrastructure to support sustainable growth and connectivity.	Provide Collaborate Advocate	NSW DPIE TfNSW Australian Government Ngarigo community
10 Digital communication networks allow us to be connected when and where needed	10.1 Ensure our digital communication network develops to meet our regions changing needs, growth and provides security through resilient infrastructure.	Advocate	Australian Government Network providers Ngarigo community
11 We have in place infrastructure that supports our lifestyles	11.1 Public buildings and facilities are set up to be accessible to all people.	Provide Collaborate Advocate	NSW Government Australian Government Community groups Ngarigo community
	11.2 Have in place planning that identifies the infrastructure needed to support the community.	Provide Collaborate Advocate	NSW Government Ngarigo community
	11.3 Build a network of regional trails and accessible shared pathways.	Provide Collaborate Advocate	NSW Government Trails Stewardship Ngarigo community
	11.4 Provide well maintained sporting and leisure facilities.	Provide Collaborate Advocate	NSW Government Community Groups Sporting Groups Volunteers Ngarigo community

Supporting documents, plans or strategies

Berridale and Kalkite Infrastructure Study

Polo Flat Masterplan

Snowy Monaro Asset Management Plans and Snowy Monaro Asset Management Strategy

Snowy Monaro Local Strategic Planning Statement

South-East Tablelands Regional Plan

South East NSW Resilience Blueprint

Our civic leadership



Strategic outcome

We aspire to open and transparent leadership that is responsive to the local community.

Where do we want to be and are we there?

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

Good leadership and governance, in partnership with our community, need to be in place. They need to be focused on planning to achieve the community's desired outcomes through sound strategic planning, effective advocacy, and monitoring to ensure the intended results are achieved. This will require effective plans to be developed and implemented through engagement with the community and understood by the community. It will also need clear ways of measuring whether goals are being achieved and communication and transparency around progress.

Strategic objectives	How we will get there	Council's role	Our partners
12 That the community has confidence in leadership	12.1 Leadership is visible and accessible to our community.	Provide Collaborate Advocate	Local members of parliament Community CRJO Ngarigo community
	12.2 Clear agreed standards are in place and applied about how public services are provided.	Provide Collaborate Advocate	Office of Local Government Local Government NSW Business Excellence Australia Ngarigo community
	12.3 Council resources, systems, processes are well-managed and governed.	Provide	Office of Local Government Ngarigo community



Strategic objectives	How we will get there	Council's role	Our partners
13 Our community is informed and engaged to provide transparency in decision making	13.1 Community engagement strategies are put in place to effectively consult and engage with stakeholders.	Provide Collaborate Advocate	Community Government agencies Business and industry Ngarigo community
	13.2 A range of consultation mechanisms that facilitate input from the stakeholders are used.	Provide Collaborate Advocate	NSW Government Local Members Australian Government Ngarigo community
	13.3 Timely and relevant information is communicated to stakeholders on matters impacting on them.	Provide Collaborate Advocate	NSW Government Local Members Australian Government Ngarigo community
14 That effective strategies are in place to achieve the Community Strategic Plan outcomes	14.1 Current strategies are in place to manage all major issues facing the community.	Provide Collaborate Advocate	Local members of parliament Community CRJO Ngarigo community

Supporting documents, plans or strategies

Customer Service Charter

Snowy Monaro Community Engagement Strategy

Snowy Monaro Community Participation Plan

Our progress

Working together

This Community Strategic Plan outlines our collective vision for the future. We must work together to guide and implement strategies that move us towards these goals.

Council is proud to act as the custodian of the Community Strategic Plan, ensuring that the aspirations and priorities of our community are meaningfully documented and elevated among our partners.

Council's commitment in responding to this plan is reflected in the Delivery Program, which translates strategic objectives into actionable plans over a four-year term, aligning with the Council election cycle.

Review

To ensure accountability and transparency, the plan is reviewed every four years in line with the Council term. This regular review allows the plan to adapt to changing circumstances and emerging community needs.

Reporting

Reporting on our progress is a key component of this process.

Council will prepare the State of the Region Report in the year in which an ordinary election of councillors is held. This Report outlines the implementation and effectiveness of the Community Strategic Plan in achieving its objectives, and will be presented and endorsed to the second meeting of a newly elected Council.

Measures

The following tables outline the measures for determining whether the objectives of this plan are being achieved. They are not measures of Council's performance, but a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the vision.



Measure	Source	Baseline	Desired trend
Our community			
Personal Wellbeing Index	UoC Regional Wellbeing Survey 2021	72.5	Increase
Community Wellbeing Index	UoC Regional Wellbeing Survey 2021	5.7	Stabilise or increase
Sense of Belonging Index	UoC Regional Wellbeing Survey 2021	5.7	Increase
Median Household Income (weekly)	ABS Census 2021	\$1,637	Increase
Index of Relative Socio-economic Disadvantage (IRSED)	ABS SEIFA 2021	1,020	Stabilise or increase
Equity and Inclusion Index	UoC Regional Wellbeing Survey 2021	4.3	Stabilise
Percentage of children developmentally vulnerable on 1 or more domains	Australian Early Development Census 2021	26.4%	Decrease
Life expectancy at birth for all persons	Health Stats NSW 2020	84.5 years	Stabilise or increase
Persons with a long-term health condition as a percentage of total population	ABS Census 2021	51.0%	Stabilise or decrease
Persons with a mental health condition as a percentage of total population	ABS Census 2021	8.9%	Stabilise or decrease
Voluntary Work for an organisation (all persons)	ABS Census 2021	20.7%	Stabilise or increase
General Psychological Distress	UoC Regional Wellbeing Survey 2021	11.0	Decrease
Crime and Safety Index	UoC Regional Wellbeing Survey 2021	3.3	Increase
Mortgage costs >30% of income	Profile ID	11.2 %	Stabilise
Rent costs >30% of income	Profile ID	29.9 %	Stabilise
Access to general health services	UoC Regional Wellbeing Survey 2021	5.1	Increase
Access to specialist health services	UoC Regional Wellbeing Survey 2021	3.5	Stabilise
Access to mental health services	UoC Regional Wellbeing Survey 2021	3.9	Stabilise
There is good community spirit around here	UoC Regional Wellbeing Survey 2021	5.7	Increase
Access to health, education and childcare	UoC Regional Wellbeing Survey 2021	5.0	Stabilise
I attend community events such as farmers markets, community festivals	UoC Regional Wellbeing Survey 2021	4.2	Increase
Access to public transport	UoC Regional Wellbeing Survey 2021	2.1	Increase
% Reticulated water supplies that meet the National Health and Research Council – Australian Drinking Water Guidelines	Australian Drinking Water Guidelines NSW Drinking Water Database	93%	Increase
Major offences rate per 100,000	NSW recorded crime statistics (BOSCAR)	2,314	Decrease

Snowy Monaro Regional Council

Measure	Source	Baseline	Desired trend
Our economy			
Gross regional product as a % of total State Gross Regional Product 2024	Profile ID 2024	0.26%	Increase
Total GST registered businesses 2023	Profile ID 2024	2,878	-
Total tourism sales as a percentage of NSW's total tourism sales 2022-23	Profile ID 2024	0.8%	Stabilise
Percentage of persons ages 15-64 years with a non-school qualification at Certificate III or above	ABS Census 2021	60.0%	Increase
Persons with no non-school qualifications	ABS Census 2021	35.7%	Decrease
Quality of local schools	UoC Regional Wellbeing Survey 2021	5.0	Increase
Total unemployed looking for work	ABS Small Area Labour Markets 2024	1.4%	Decrease
Index of employment compared to regional NSW	National Institute of Economic and Industry Research	123.4	Increase
Net household savings compared to regional NSW	National Institute of Economic and Industry Research	16.4%	Increase
Value of agricultural production	Informed Decisions	\$137M	Increase
\$ Value of visitor expenditure	SpendMapp by Geografia	\$363M	Increase
Our environmental			
Landscape and Aesthetics Index	UoC Regional Wellbeing Survey 2021	5.9	Increase
Perceived Environmental Health Index	UoC Regional Wellbeing Survey 2021	3.1	Increase
CO2e emissions per capita	Snapshot Climate - Australian Emissions Profiles 2021-22	29.9 tonnes	Decrease
Average Development Application lodgement time	NSW Planning Portal 2023-24	11 days	Decrease
Average assessment days for Development Applications	OLG Your Council Report 2022-23	73 days	Decrease
Community satisfaction that development is balanced with community values	Survey	2.16	Increase
Percentage of waste diverted from landfill	Council data	63.71%	Increase
Age of key land use strategies	NSW and Council data	14 years	Decrease

Measure	Source	Baseline	Desired trend
Our infrastructure			
Road length per capita	OLG Your Council Report 2022-23	122.2m	-
Quality of local roads	UoC Regional Wellbeing Survey 2021	3.9	Stabilise
Access to public transport	UoC Regional Wellbeing Survey 2021	3.1	Stabilise
Mains breaks per 100 kms – Water and sewer	NSW Water 2022-23	16.1 per 100kms of main	Decrease
Greenhouse Gas Emissions - Total water and sewer	NSW Water 2022-23	7,519 CO ₂ eq	Decrease
Recycling Rate	OLG Your Council Report 2022-23	48.3	Increase
Access to Telecommunications Index	UoC Regional Wellbeing Survey 2021	4.6	Stabilise
Number of public halls	OLG Your Council Report 2022-23	24	-
Number of public libraries	OLG Your Council Report 2022-23	3	-
Open public space	OLG Your Council Report 2022-23	190.7 ha	-
Number of public swimming pools (including tidal and rock pools)	OLG Your Council Report 2022-23	5	-
Cost to bring Council infrastructure to a satisfactory standard	Council data	\$172.2M	Decrease
Our civic leadership			
Operating Performance Ratio	OLG Your Council Report 2022-23	-2.2	Increase
Average residential rate	OLG Your Council Report 2022-23	\$970.70	-
Typical residential bill for usage of water and sewerage	NSW Water	\$1,702.58	-
Infrastructure backlog ratio	OLG Your Council Report 2022-23	10.5	Decrease
Community Leadership and Collaboration Index	UoC Regional Wellbeing Survey 2021	4.4	Increase
Having a Say and Being Heard Index	UoC Regional Wellbeing Survey 2021	4.4	Increase
Community satisfaction rating of leadership	Community Survey	2.2	Increase
Percentage of strategies that are current	Online data	71.5%	Increase

Our partners

We actively engage and work with our community to understand their aspirations and needs and regularly inform the community about our advocacy activity. The following is a list of our partners that have been referenced throughout this Plan.

Aboriginal Community	Network Providers
ACT Health	Ngarigo Community
Allied Health Services	NSW Community Services
Biodiversity Conservation Trust	NSW Department of Recreation
Businesses	NSW DCCEEW
Business Excellence Australia	NSW DPI
Chambers of Commerce	NSW DPIE
CSIRO	NSW Health
Community	NSW Heritage
Community groups	NSW Justice
Create NSW	NSW Police
CRJO	NSW Regional
Educational establishments	NSW State Government
Federal Government	Office of Local Government
Health & allied practitioners	Regional NSW
Jindabyne Trail Stewards	Salvation Army
Landcare	Show Societies
Lions Club	Snowy Hydro Limited
Local Aboriginal Community	South East Arts
Local Aboriginal Land Councils	Sporting Groups
Local businesses and industry	St Vincent De Paul
Local Community Groups	Thredbo Pty Ltd
Local Government NSW	Tourism Snowy Mountains
Local members of parliament	Tourism South East
Medical practices	Trails Stewardship
Medical Practitioners	Transport for NSW
Monaro Rail Trail Inc	Vail Resorts
National Parks and Wildlife Service	Volunteers

Abbreviations

The following abbreviations are used in this document:

ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory
the Act	Local Government Act
CBD	Central Business District
CRJO	Canberra Region Joint Organisation
CSP	Community Strategic Plan
DP	Delivery Program
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DPIE	Department of Planning & Environment
DPIRD	Department of Primary Industries and Regional Development
GST	Good and Services Tax
IPR	Integrated Planning and Reporting
IRSED	Index of Relative Socio-economic Disadvantage
LGA	Local Government Area
NGO	Non-Governmental Organisation
NPWS	National Parks and Wildlife Service
NSW	New South Wales
OLG	Office of Local Government
OP	Operational Plan
QBL	Quadruple Bottom Line
the Regulation	Local Government (General) Regulation
RDA	Regional Development Australia
RS	Resourcing Strategy
SDG	Sustainable Development Goals
SEIFA	Social-economic Index for Areas
SSRP	Statement of Strategic Regional Priorities
TfNSW	Transport for NSW
UoC	University of Canberra

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Record of versions

Uncontrolled document when printed. Please refer to Intranet for controlled document.

Version	Date Published	Reason for Amendment	Resolution	Author/Document Owner
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2.0	20/2/25	2025 Revision for public exhibition	28/25	Coordinator Strategy Development
3.0	1/5/25	Endorsed by Council	73/25	Coordinator Strategy Development

Further Information

The Snowy Monaro 2035 Community Strategic Plan, Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:



www.snowymonaro.nsw.gov.au



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Your Feedback

A copy of this document can be obtained from Council's website: www.snowymonaro.nsw.gov.au

We are interested to know your thoughts about Council Plans. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of our services, plans and reports. If you would like to comment, or require additional information regarding this report please contact us.

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