

# Snowy Monaro

## Community Strategic Plan 2042



Photo: Rachel Davies

## Acknowledgment of country

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

## Contents

Message from the Mayor	3
Vision	4
Our plan	6
Our community	8
Community engagement	10
Sustainable development goals	16
Council's role	17
1. Our community	18
2. Our economy	22
3. Our environment	28
4. Our infrastructure	32
5. Our civic leadership	36
Your Councillors	40
Acknowledgments	41

## Contact Us

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

**p** 1300 345 345

**e** [council@snowymonaro.nsw.gov.au](mailto:council@snowymonaro.nsw.gov.au)

Adopted: 16 June 2022 by Council Resolution 157/22

# Message from the Mayor

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

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

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

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

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

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

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

Cr. Narelle Davis, Mayor  
**Snowy Monaro Regional Council**

# Vision

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

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

## Vision definitions

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

### Welcoming

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

### Natural environment

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

### Place of opportunity

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





# Our plan

## About our plan

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

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

### 1. Our community

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

### 2. Our economy

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

### 3. Our environment

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

### 4. Our infrastructure

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

### 5. Our civic leadership

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

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

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

## Integrated Planning and Reporting Framework

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

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



## Reading this plan

The plan consists of the following main parts:

### Introductory material

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

### Strategic objective

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

### Measures

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

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

### How will we get there (Strategies)

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



# Our community

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

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

Total population  
**20,997**

SEIFA index\*  
**1008**

## Top industries of employment

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

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



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

**2**

Aboriginal and Torres Strait Islanders

**13**

born overseas

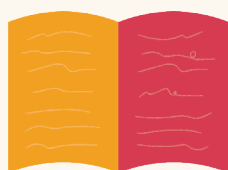
**5**

speaking languages other than English at home



**8**

with an individual income less than \$400 per week

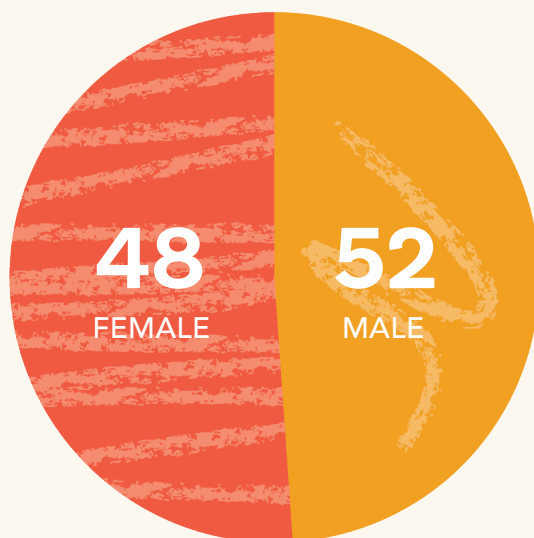


**52**

that completed higher education

**44**

that did not complete year 12



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



**34**

living by themselves

**66**

living in families



**11**

care for someone with a disability

**4**

have a disability



**11**

older couples without children

**18**

live in medium and high density housing



**2**

unemployed and looking for work

**21**

who volunteer



**61**

who drove to work

**8**

who walked to work

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

# Community engagement

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

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

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



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

### What we asked (Community engagement and CRJO survey)

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

of government for?

### What we asked (Community satisfaction survey)

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

### How did you get involved

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



# Community engagement

## Participation

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

satisfaction survey.

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

### What is important to you?

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





# Community engagement

## What things could enhance our community?

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

## What things should be prioritised over the next 10 years?

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

## Challenges

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

## The most pressing areas for Council to prioritise

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

# Sustainable Development Goals

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

## The goals include:

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





# Council's role

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

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

## Provide

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

## Collaborate

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

## Advocate

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

# 1. Our community

## Strategic outcome

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

## Related Sustainable Development Goals



## Where do we want to be and are we there?

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

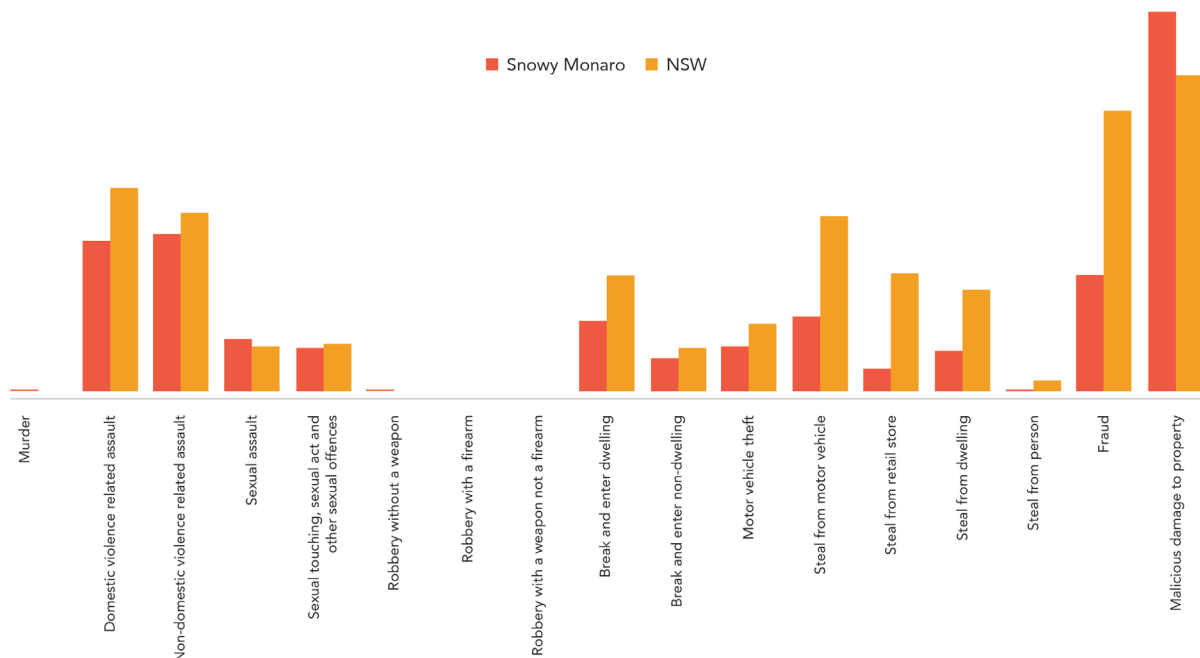
The location and convenient access to services, facilities and the environment are recognised as advantages this community has. This needs to be supported by more activities and events and the means to get around the region and beyond as needed.

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

## Strategic objectives

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

## Crime levels (major offences per 100,000)



## Measures

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

## Supporting documents, plans or strategies

Snowy Monaro Youth Strategy 2019-2022

Snowy Monary Regional Council Disability Inclusion Action Plan 2017-2021

## Snowy Monaro Regional Council

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

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

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

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



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

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

### Objective 1.4: We are a safe and caring community

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

## Supporting documents, plans or strategies

Snowy Monaro Youth Strategy 2019-2022

Snowy Monaro Regional Council Disability Inclusion Action Plan 2017-2021

Snowy Monaro Local Strategic Planning Statement

## 2. Our economy

### Strategic outcome

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

---

### Related Sustainable Development Goals



### Where do we want to be and are we there?

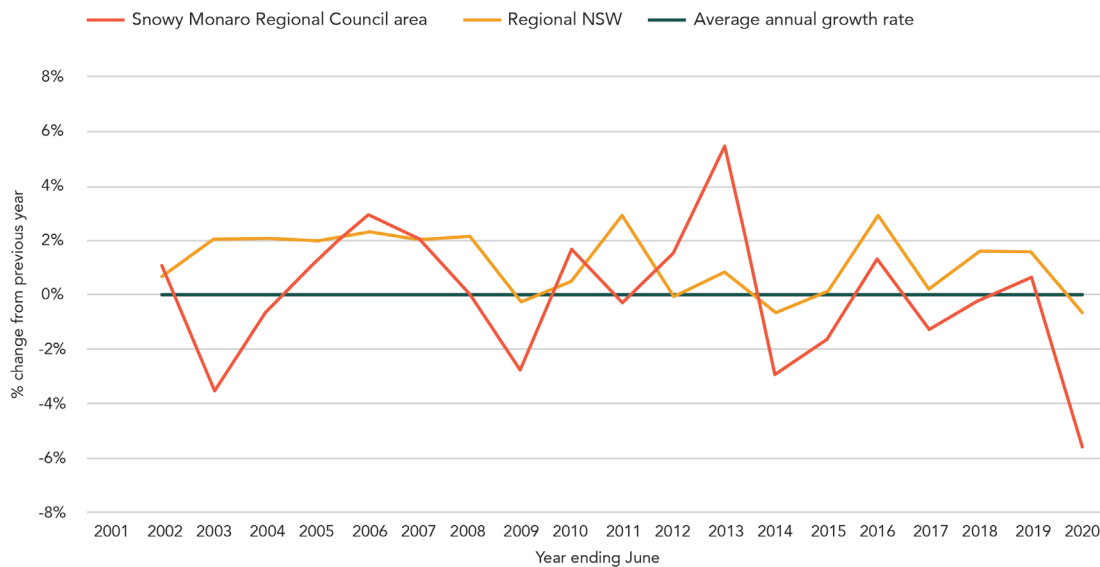
While not directly identified as important, growing the economy and the creation of jobs and affordability were identified as key challenges and priorities. This is seen to reflect the need to balance the development of the economy so as not to detract from the values identified under the pillar of community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

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

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

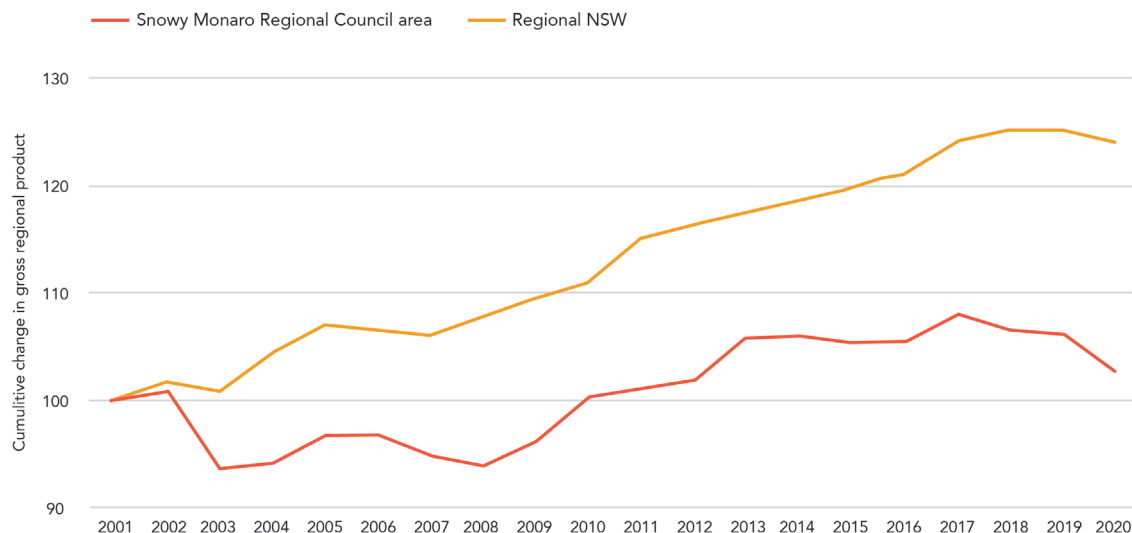
The last 20 years has seen a contraction in employment and value creation in the region, with increased imports from outside the region, particularly in technical services. Agriculture, which has increased its relative value creation, is doing so with less employment than before. Tourism has not been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

## Change in employment over time



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

## Cumulative change in gross regional product



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

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

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

## Snowy Monaro Regional Council

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

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

### Sources of income per household

Snowy Monaro Regional Council area

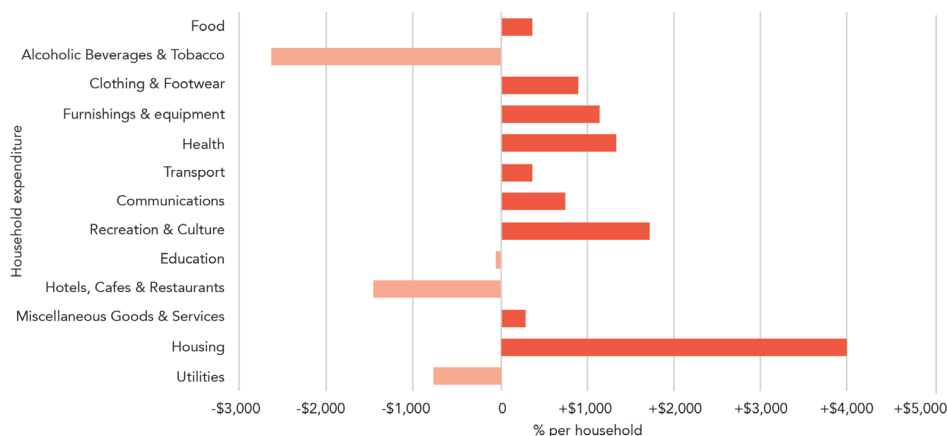


Source: National Institute of Economic and Industry Research (NIEIR) ©2021

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

### Change in household spending - 2000/01 to 2019/20

Snowy Monaro Regional Council area



Source: National Institute of Economic and Industry Research (NIEIR) ©2021.  
Compiled and presented in economy.id by .id (informed decisions)



### Strategic objectives

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

### Measures

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

## Snowy Monaro Regional Council

### Objective 2.1: Have increased work opportunities available enhanced by innovation

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

### Objective 2.2: Improve the affordability of living within the region

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

## Supporting documents, plans or strategies

Snowy Monaro Regional Economic Development Strategy 2018-2022

Snowy Monaro Regional Economic Development Strategy Bushfire Impact Review

Snowy Monaro Destination Management Plan 2019

Snowy Monaro Local Strategic Planning Statement

South East and Tablelands Regional Plan





Photo: Craig Willsmer



## 3. Our environment

### Strategic outcome

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

### Related Sustainable Development Goals



### Where do we want to be and are we there?

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

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

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



### Strategic objectives

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

### Measures

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





Photo: Stephanie Lovat



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

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

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

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

## Supporting documents, plans or strategies

Snowy Monaro Local Strategic Planning Statement

Snowy Monaro Waste Management Strategy

Snowy Monaro Regional Council On-Site Sewage Management Strategy

South East and Tablelands Regional Plan 2036

## 4. Our infrastructure

### Strategic outcome

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

---

### Related Sustainable Development Goals



### Where do we want to be and are we there?

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

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

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





Photo: Chris Rawlings

### Strategic objectives

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

### Measures

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

## Snowy Monaro Regional Council

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

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

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

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

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

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

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

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

## Supporting documents, plans or strategies

South-East Tablelands Regional Plan 2036

Snowy Monaro Asset Management Strategy

Snowy Monaro Asset Management Plans

Snowy Monaro Local Strategic Planning Statement

## 5. Our civic leadership

### Strategic outcome

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

---

### Related Sustainable Development Goals



### Where do we want to be and are we there?

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

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





### Strategic objectives

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

### Measures

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

## Snowy Monaro Regional Council

### Objective 5.1: That the community has confidence in leadership

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

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

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



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

How will we get there	Council's role	Our partners	Their role
Current strategies are in place to manage all major issues facing the community	Provide Collaborate Advocate	Local members of parliament Community CRJO	Provide/ Collaborate/ Advocate

## Supporting documents, plans or strategies

Customer Service Charter

Snowy Monaro Community Participation Plan

# Your Councillors



Mayor Narelle Davis



Deputy Mayor Tanya Higgins



Cllr Chris Hanna



Cllr Tricia Hopkins



Cllr Bob Stewart



Cllr Louise Frolich



Cllr John Last



Cllr Karlee Johnson



Cllr Peter Beer



Cllr Lynda Summers



Cllr John Castellari

# Acknowledgments

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

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