



COMMUNITY STRATEGIC PLAN 2013 - 2030



Acknowledgements

We would like to thank everyone who participated in the development of this plan.

Without the dedication and commitment of our community to sustainable and prosperous outcomes for Yass Valley and its people, this document, our blueprint for the future, would not have been possible.

<i>Introduction and Background</i>	2
1. Message from the Mayor	2
2. Vision Statement	2
3. Snapshot of Yass Valley	3
4. Issues and Challenges facing Yass Valley	4
5. Impact of State and Regional Plans and Legislation	5
6. Integrated Planning and Reporting Framework	8
7. Community Engagement Strategy	9
<i>Directions</i>	12
1. Natural Environment	13
2. Local Economy	15
3. Community and Culture	17
4. Recreation and Open Space	19
5. Rural and Urban Development	21
6. Local Infrastructure and Services	23
7. Council Governance and Finance	26
<i>Reporting and Future Actions</i>	28

Message from the Mayor

Welcome to this first revision of Yass Valley 2030, the Community Strategic Plan which will set the direction of Yass Valley and guide Council up until 2030. It is the overview document which addresses the long term needs of the community and informs a suite of other important planning documents.

This Plan was originally developed in consultation with the community in late 2010/early 2011 in response to the State Government's Integrated Planning and Reporting legislation which was introduced to ensure that Councils plan on a long term basis and not just for each Council term. This revision builds on the work done in developing the first CSP.

A number of things have changed in the past 2 years which impact on the CSP, including the election of a new NSW Government with different priorities and strategies, a local government election which saw a significant change in the make up of Council and new Census data on which to base our projections.

One of the greatest challenges for all councils, particularly in rural areas, remains the need to balance the provision of real improvements for local communities with the need to undertake essential maintenance and renewal works on local infrastructure, and do so with limited resources. This long term Community Strategic Plan which targets social, environmental and economic issues, developed in partnership with our community, enables us to work together to find the best balance between these competing pressures.

We thank those members of the community who have contributed to the Plan.



Clr Rowena Abbey
Mayor



Vision Statement:

In 2030 the people of Yass Valley will be enjoying a country lifestyle whilst living in a harmonious, safe and connected community.

Snapshot of Yass Valley

Location

Yass Valley is located on the Southern Tablelands of NSW approximately 270kms southwest of the Sydney CBD and 60kms north from the centre of Canberra.

Brief History

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

European settlement of the Yass Valley began in the early 1820's, following expeditions by Hume and Hovell as well as Throsby and Wild. Land throughout the area was settled relatively early due to its location on the road to Port Philip (Melbourne), the agricultural quality of the land and proximity to the routes to the NSW and Victorian gold fields. The name Yass is believed to be derived from an Aboriginal word "Yhar" meaning running water.

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

Geography

Yass Valley has an area of 3,999 square kilometres and borders the ACT to the south as well as 6 other NSW Local Government Areas.

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

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

Population

The following information is based on the August 2011 Census unless otherwise stated.

- The estimated resident population at 30 June 2011 was 15,450 (ABS adjusted).
- For the 10 years from 2001 to 2011 Yass Valley was the equal 4th fastest growing of the 152 Local Government Areas in NSW, with an average annual growth rate of 2.5% and the 2nd fastest outside the Sydney metropolitan area.
- For the year ended June 2011 Yass Valley was the equal 5th fastest growing LGA with a growth rate of 2%.
- 50.4% of the population is female and 49.6% are male.
- Projected Population (NSW Dept of Planning):

2016	16,200	+8.0%
2021	17,500	+8.0%
2026	18,800	+7.4%
2031	20,000	+6.4%
- Projected Growth Rate 2011 to 2031 (NSW Dept of Planning) is 33%
- 16% of the population was born overseas
- 92% of the population were Australian citizens
- 2% of the population identified as Indigenous
- Age Profile:

0-14	22.1%	45-54	15.1%
15-24	11.0%	55-64	13.3%
25-34	9.3%	65+	13.3%
35-44	16.0%		
- Median Age was 40
- 48% of the population earned income from paid employment with 31% of those working part time and 69% full time.
- Employment Profile:

Agriculture, forestry & fishing	19%
Public administration & safety	12%
Accommodation & food services	10%
Transport, postal & warehousing	10%
Health care & social assistance	8%
Construction	7%
Manufacturing	6%
Professional, scientific & technical	5%
Education & training	5%
Information media & telecommunications	5%
Retail trade	4%
Wholesale trade	3%
Administrative & support services	3%
Financial and insurance services	3%
Other services	3%

Issues and Challenges

The key challenge facing Yass Valley Council is the need to balance competing demands in an environment of high projected growth, increasing community expectations and limited resources.

Those competing demands include the following key issues that are facing Yass Valley over the next 20 years.

- The need to balance future population growth with the capacity of our infrastructure and services to support it.
- The need to provide services for our aging population, youth and the vulnerable in our community.
- Land use planning and development outcomes that ensure we maintain our rural lifestyle and unique identity.
- Identify appropriate sustainable and innovative solutions to manage our environmental impact and build and further develop our environmental resilience to those impacts.
- The development of sustainable business opportunities that provide employment and prosperity.
- Ensuring the long term financial viability of Council.
- Managing both the positive and negative impacts of our proximity to Canberra.
- The provision of community infrastructure to meet the needs of a growing population.
- Managing the transition from an economy based more on traditional agricultural practices to one which is more diverse, robust and sustainable.
- The need to sustain the social fabric of the community i.e. the cultures, beliefs and rules that bind the community together.
- Maintaining existing assets to meet community expectations.
- Maintaining a vibrant and skilled workforce given a highly competitive labour market and the changing profile of the modern workforce.



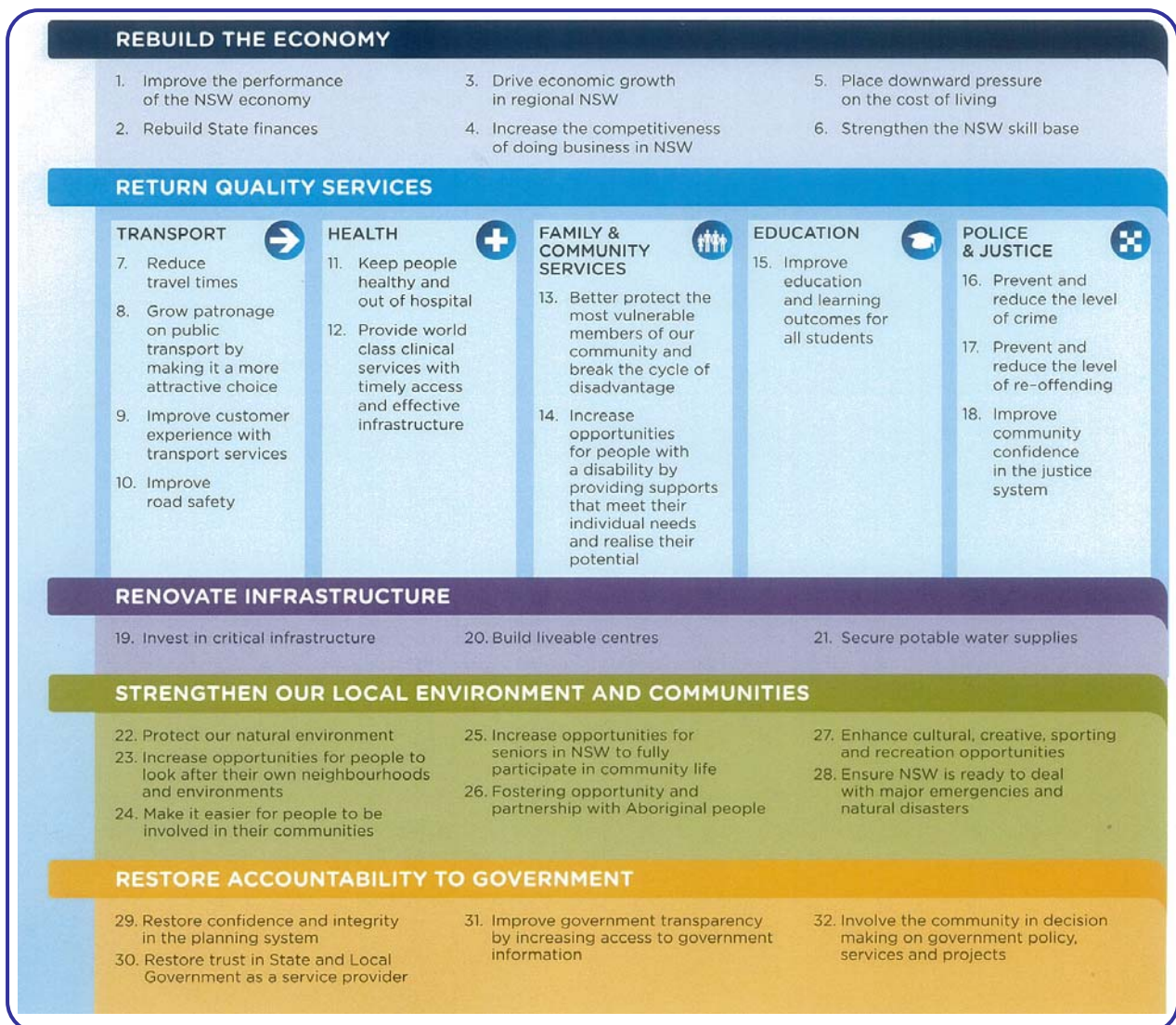
Impact of State and Regional Plans and Legislation

It is important to recognise in any review of the Yass Valley 2030 Community Strategic Plan that there are constraints which apply to the operation of the Plan, primarily a range of NSW Government plans, relevant Regional Plans and the Legislative Framework within which Local Government operates.

The following plans, which fall outside the scope of local government, but nevertheless have some impact, have been considered in preparing this revised CSP.

NSW 2021

The NSW Government delivers services that touch every part of life, from education, health, transport and policing to planning, environmental protection, community services and many more. NSW 2021 was released in September 2011 and is the Government's 10 year strategic business plan to guide policy and budget decision making and, in conjunction with the NSW Budget, to deliver on community priorities. It sets 32 high level long term goals and measurable targets based around 5 key strategies and outlines immediate actions that will help achieve those goals.



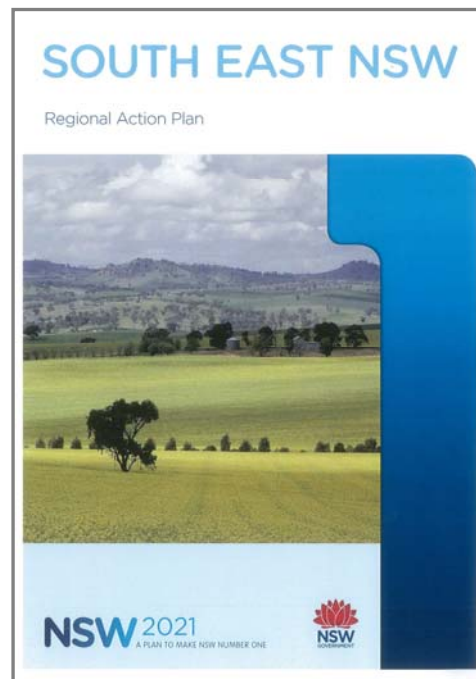
South East NSW Regional Action Plan

The South East NSW Regional Action Plan was released in December 2012 and flows on from NSW 2021. It focuses on growing the regional economy, improving transport connectivity, delivering quality and integrated services and protecting the natural environment. The NSW Government in partnership with the community aims to create a vision for South East NSW which is:

- *economically diverse*, by supporting the expansion of existing businesses, attracting growth sectors and maximising opportunities for cross border economic development;

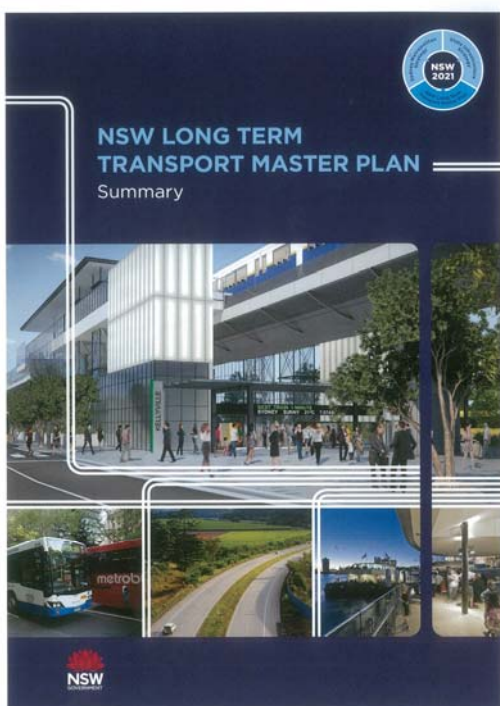
- *connected with efficient and integrated transport*, through improved community transport services and links to health services;
- *well serviced to meet health and community service needs*, providing support for the ageing and vulnerable population;
- *well planned, with integrated service planning*, to support environmental, social and economic growth impacts;
- *supportive of our young people* through education and training pathways which encourage young people to stay within the region; and
- *sustainable*, with the natural environment protected for current and future generations.

While most of the actions identified in the plan are a state responsibility, some have identified local councils as a delivery partner. Where relevant to Yass Valley these actions have been taken into account in the review of the Community Strategic Plan.



NSW Long Term Transport Master Plan

The NSW Long Term Transport Master Plan was released in December 2012. It sets direction for transport in NSW for the next 20 years, bringing together all modes of transport, across all regions of the state into an integrated network.



The Master Plan was developed as a result of detailed technical analysis, research and extensive consultation with the people of NSW, key stakeholders, experts and customers. It includes 220 short, medium and long term actions underpinned by a four year investment of over \$53 billion in initial funding to lift the standard of transport in NSW. There are no specific projects identified for Yass Valley in the Master Plan, although some benefit should flow from funding allocated to upgrades to the Country Regional Rail Network and improvements to community transport.

Transport for NSW has started work on detailed regional transport plans for the regions. These plans will be developed during 2013 in consultation with local communities to ensure that the unique requirements of the region are carefully considered and planned for.

State Infrastructure Strategy

The State Infrastructure Strategy was released in October 2012 and identifies and prioritises the delivery of critical public infrastructure that drives productivity and economic growth over the next 20 years. The Strategy presents the NSW Government with clear and strategic options for delivering infrastructure and market reform in a way that provides best value for taxpayers. The recommendations with possible benefit to Yass Valley include:

- the Bridges for the bush Program which provides for targeted bridge upgrades to improve freight efficiency; and
- the upgrade water and waste water in regional towns to meet national standards.

New Planning System

On 14 July 2012, the NSW Government released *A New Planning System for New South Wales – Green Paper*. The Green Paper outlines major changes proposed in key areas of the planning system, which may result in reforms across a number of areas such as:



- involving the community early in guiding planning decisions that will shape the growth and future of the state's cities, towns, and neighbourhoods;
- placing much more emphasis on preparing good policies upfront to guide growth and development;
- reducing red tape and delay for the assessment of development applications for all types of proposals;
- ensuring that infrastructure is planned and delivered to support new and existing communities;
- promoting a 'can do' culture in the planning system and ensuring that councils and the government are accountable for delivering the results they have committed to; and
- providing greater access to information about planning policies, planning decisions, and ratepayer/resident rights in the planning process.

The next step is the preparation of a White Paper, which will provide much more detail on how the new system will be implemented. At the time of this CSP review the White Paper had not been released, but it will be considered when appropriate.

Sydney-Canberra Corridor Regional Strategy

The Sydney-Canberra Corridor Regional Strategy was adopted in 1998 and outlines a plan for growth to 2031 within the area linking the 2 cities.

The Strategy identifies that there is a need within the region to diversify housing types to meet the projected demands of an ageing population and the increase in single and childless couple households. It sets out "Threshold Sustainability Criteria" against which both Councils and the NSW Government must consider rezoning proposals.

Other Plans

A range of other plans with quite specific objectives are relevant and have been considered when reviewing this Community Strategic Plan, in particular:

- Regional Development Australia Southern Inland 5 year Regional Plan; and
- Southern NSW Local District Health Care Services Plan.

Legislative Framework

Local Government plays an important role in helping the NSW Government achieve the goals outlined in the NSW 2021. However, it needs to be recognised that Councils can only do what the law permits them to do. Councils do not have a wide ranging mandate to deliver on community aspirations that are the responsibility of other levels of government eg new schools, public housing, health care and policing.

It is also important to note that the law requires Councils to undertake specific tasks which may, at times, differ significantly from what the community desires.

Some of the specific legislation which applies to the operation of Council includes:

- Local Government Act 1993
- Environmental Planning and Assessment Act 1979
- The Protection of the Environment Operations Act 1997
- Companion Animals Act 1998
- Threatened Species Conservation Act 1995
- Conservation Act 1999
- Roads Act 1993
- Native Vegetation Act 2003
- Noxious Weeds Act 1993
- Impounding Act 1993
- Crown Lands Act 1989

Integrated Planning and Reporting Framework

The framework adopted by Yass Valley Council has been developed in accordance with the NSW Department of Local Government's Integrated Planning and Reporting legislation which was designed to achieve the highest standards of community involvement and public accountability in local government. The framework includes a series of long and short term strategies and plans that define Council's priorities and goals in providing infrastructure, services and leadership to the community and other stakeholders and comprehensively describes the range of ongoing activities, projects and initiatives to be undertaken by the council to achieve the targets and goals described in each strategy and plan.



STRATEGY/PLAN	PURPOSE	CURRENCY / EXPIRY
Yass Valley 2030 Community Strategic Plan	Peak plan providing Council, the community and other stakeholders with priority issues and goals for achievement in the longer term	18 years 2030
Resourcing Strategy	Strategy comprising 3 plans to ensure Council is able to adequately resource its ongoing activities, initiatives and long term goals	
A. Financial Plan	Plan documenting Council's projected income and expenditure and modelling to ensure financial sustainability	18 years 2030
B. Asset Management Plan	Plan providing a comprehensive list of Council's assets and associated service standards, maintenance requirements and schedules	18 years 2030
C. Workforce Plan	Plan documenting Council's anticipated human resourcing requirements to meet the goals and targets of the Delivery Program	4 years 2017
Delivery Program	Plan documenting Council activities, projects and initiatives during each Council term, to achieve the long term goals and targets described in the Community Strategic Plan	4 years 2017
Operational Plan	Annual plan programming ongoing activities, projects and initiatives to achieve Delivery Program goals and targets	1 year Annually
Annual Report	Report documenting Council activities in relation to its statutory responsibilities and reporting on progress of projects and initiatives outlined in the Operational Plan	1 year Annually

Community Engagement Strategy

The initial processes for development of a Community Strategic Plan for Yass Valley were guided by the Community Engagement Strategy detailed below.

This strategy identifies specific localities, population groups and organisations within the Yass Valley local government area for targeting in the engagement process and describes the approach and methodologies to be used. It also identifies the principles guiding community engagement processes in the development of Council's Community Strategic Plan.

A set of outcomes for both the community and the Council are also listed in the Strategy to inform the design and implementation of the engagement process.

Guiding Principles

Community strategic planning processes and service delivery in Yass Valley Council are guided by principles applying to social justice and sustainability. These principles are:

Social justice principles:

- *Equity* - there is fairness in the distribution of resources
- *Rights* - peoples rights are recognised and promoted
- *Access* - people have fair access to the economic resources and services essential to meet their basic needs and to improve their quality of life
- *Participation* - people have opportunities for genuine participation and consultation about decisions affecting their lives

Sustainability principles:

- *Social enhancement* - Council's decision making processes lead to greater physical, cultural and financial access and equity in the provision of services and facilities
- *Environmental quality* - resources are used prudently in the delivery of services and facilities, improving overall environmental amenity, while reducing impact on natural assets
- *Economic prosperity* - sustainable local development of jobs, business prosperity and market growth is promoted and supported
- *Governance* - Council business and activities are managed and undertaken in a manner that is transparent and accountable to achieve it's long term goals

Appreciative Inquiry as a Technique for Community Engagement

Appreciative Inquiry is an engagement technique recognised internationally for its effectiveness in community visioning and was appropriately applied to all forum and survey activities. This technique uses a series of questions, applied consistently across the forums and surveys, to determine participants ideas and opinions under themes including:

- Where are we now? (what we value about the local community and area at present)
- Where are we going? (significant local issues that need to addressed)
- Where do we want to be? (long term goals that we would like to achieve for the local area)
- How do we get there (strategies to achieve our goals)
- How will we know when we've arrived (measuring progress towards our goals)

Stakeholders

To enable completion of the Community Strategic Plan for Yass Valley Council, the Council's IPR Team identified the following localities and sectors of the community for targeting during the community engagement process:

- Towns and villages
- Rural landowners and farmers
- Councillors
- Government agencies
- Non-government organisations
- Council Staff
- Business owners
- Schools

Outcomes of Community Engagement

In working towards the development and completion of the Integrated Planning and Reporting Framework, community engagement processes to be conducted across Yass Valley have been designed and managed to deliver the following community (external) and organisational (internal) outcomes:

Council outcomes:

- Develop clear strategic objectives for Council
- Build council capacities in working with local community groups
- Development of a cross-council understanding of and familiarity with local communities
- Create opportunities to examine how staff roles and activities relate to the broader community
- Facilitate greater organisational understanding of and involvement in the Integrated Planning and Reporting process
- Provide councillors with opportunities for frontline involvement in community engagement activities

Community outcomes:

- Identify community priorities and expectations for the future of the local area
- Build positive relationships between Council and local communities
- Foster a greater community understanding of the role and responsibilities of Council
- Build community ownership of and connectedness with the Council's Community Strategic Plan
- Provide opportunities for all community members to participate in the development of a vision for the future of the local area
- Foster common understandings and productive relationships with other service delivery agencies
- Determine community expectations regarding Council's service levels

Community Engagement Methods

In order to gather the data and community feedback required to compile the Community Strategic Plan, two primary methods were used as the basis for community engagement, specifically:

- visioning forums for local communities in the Yass Valley LGA, local businesses and government agencies, indoor and outdoor staff of Council and high school students
- surveys were distributed to every household throughout the LGA. The survey adopted the same Appreciative Inquiry approach as the forums and was available to complete in both hard copy and online via the Council's website.

1. Visioning forums

Seven forums were held across the local government area – four community forums, one business and government forum, one staff forum and one forum for local high school students. Community forums were held at the following locations and were targeted at both town/village residents and rural landholders from the surrounding areas.

Community forums	Business and Government forum	Staff forum	Combined Schools Forum Years 9 – 12
<ul style="list-style-type: none"> ➤ Yass (66 participants) ➤ Binalong (29 participants) ➤ Gundaroo (42 participants) ➤ Murrumbateman (60 participants) 	<ul style="list-style-type: none"> ➤ Yass (50 participants) 	<ul style="list-style-type: none"> ➤ Yass (36 participants) 	<ul style="list-style-type: none"> ➤ Yass (60 participants)



2. Survey

The survey process was undertaken by Council staff for a period of four weeks following the visioning forums. The process comprised three main activities:

- Distribution to every rated residential property within the LGA
- Web-based format for completion online via Council's internet site
- Targeted outreach to identified community and special interest groups

3. Publicity and Community Information



To enable the community strategic planning process to develop a high profile within the local community, it is important to give it a distinct identity whilst maintaining strong links with Council. This identity was developed through the creation of a specific name (Yass Valley 2030) and logo and through a range of publicity and community information activities that included:

- Local radio interviews
- Local newspapers – articles / press releases / Council advertisement
- Town / village newsletters
- A3 posters and DL flyers to give the community strategic planning and community engagement processes a distinct profile

Review

The extensive community engagement undertaken in 2010 when the Community Strategic Plan was first developed ensured that the results of that process remain relevant.

In reviewing the CSP the focus has been in the following areas.

1. On engaging with the new Council to ensure that their views and the views of community which were expressed to them through the election campaign, and subsequently, have been taken into account. This has involved both one on one interviews and a facilitated workshop.
2. On reviewing the demographic data provided in the 2011 census and reflecting any changes in the outcomes articulated in the CSP.
3. On reviewing the impact of a range of new State and Regional Plans on the outcomes articulated in the CSP.

A revised draft of the Community Strategic Plan will be placed on public exhibition and extensively advertised enabling the community to have input before the document is finalised.

Key Directions

In preparing the Community Strategic Plan it was determined that input from the community would be grouped into the following key focus areas.

1. Natural Environment
2. Local Economy
3. Community and Culture
4. Recreation and Open Space
5. Rural and Urban Development
6. Local Infrastructure and Services
7. Council Governance and Finance

These focus areas provide for, and include, objectives that address social, environmental, economic and civic leadership issues.



1. Natural Environment

Community Perceptions

What we value

- Yass Valley's natural environment is clean, healthy and abundant with assets including our river, fresh air, great views and landscapes, wide open spaces and places of peace and tranquillity
- Our climate is very liveable and provides us with four distinct seasons
- Our local area is home to diverse flora and fauna and we have easy access to a range of state and national parks

Priorities for the Future

- The likelihood of future long term drought conditions short term extreme heat conditions and associated salinity issues needs to be addressed
- We should identify and prepare for the existing and potential local impacts of climate variability
- Environmental sustainability should be promoted and practiced
- Noxious weeds throughout the local area need to be eradicated
- Local wildlife and feral animals need to be managed



Photo courtesy DECCW



Long Term Goals	Strategies to achieve Long Term Goals	Performance Targets
<p>1.1 Our natural environment remains clean and healthy</p>	<p>1.1.1 Develop a regional strategy to control and minimise illegal dumping</p> <p>1.1.2 Identify and promote best practice in sustainable land management</p> <p>1.1.3 Develop a sustainable waste management strategy</p>	<ul style="list-style-type: none"> ✓ Waste reduction and recycling targets are met ✓ Regional Illegal Dumping ("R.I.D.") Squad is established ✓ Enforcement Program is developed and implemented to minimise illegal dumping ✓ Long term landfill sites are identified ✓ Yass Valley is recognised for its achievements in sustainable land management ✓ There are ongoing community education programs to promote best practice in sustainable land management
<p>1.2 Local feral animals, pests and weeds are eradicated</p>	<p>1.2.1 Develop a coordinated strategy for the management of feral animals and pests</p> <p>1.2.2 Maintain active community awareness of the importance of weed control and eradication</p> <p>1.2.3 Appropriate agencies uphold their compliance and enforcement responsibilities</p>	<ul style="list-style-type: none"> ✓ There is a significant reduction in the levels of feral animals and pests ✓ Landholders are undertaking effective control of noxious weeds ✓ There are ongoing community education programs to support feral animal, pest and weed management
<p>1.3 Yass Valley is home to a diverse range of native flora and fauna</p>	<p>1.3.1 Develop strategies to establish and enhance the diversity of native vegetation</p> <p>1.3.2 Identify and preserve wildlife corridors</p> <p>1.3.3 Restore and preserve healthy riparian zones</p>	<ul style="list-style-type: none"> ✓ Mapping indicates healthy diversity of native flora and fauna ✓ Improved water quality in local waterways with minimal erosion on river banks
<p>1.4 Practices in environmental sustainability are widely adopted throughout our local area</p>	<p>1.4.1 Develop and implement initiatives to reduce Yass Valley's carbon footprint including use of clean energy alternatives, water saving measures and transport options</p> <p>1.4.2 Businesses, agencies and households have access to environmental sustainability education and awareness programs</p> <p>1.4.3 Promote Yass Valley as host to a range of best practice examples of environmental sustainability in local industry and agriculture</p>	<ul style="list-style-type: none"> ✓ There are ongoing community education programs to support practices in environmental sustainability ✓ Yass Valley is recognised for its achievements in the use of clean energy alternatives, water saving measures and transport options

2. Local Economy

Community Perceptions

What we value

- Our local economy is diverse and we have convenient access to a good variety of local industrial and retail businesses
- Agri-business in our area enjoys strong local support
- Local industries including wineries and tourism are healthy and sustainable and an important part of our local economy
- Our proximity to Canberra is a strong local economic driver
- Our local business community is friendly and welcoming

Priorities for the Future

- The local economy should be managed to ensure that growth is measured, sustainable and in keeping with the rural township environment
- The local business community should investigate and pursue opportunities for extended trading hours
- Local commercial and industrial space needs to be expanded to promote the establishment of new business and create new employment opportunities
- Promotion of local tourism should be enhanced and new tourism opportunities identified



Long Term Goals	Strategies to achieve Long Term Goals	Performance Targets
<p>2.1 Yass Valley is host to diverse business activities and new business is supported and encouraged throughout the local area</p>	<p>2.1.1 Provide incentives for the establishment of new businesses and employment growth</p> <p>2.1.2 Provide opportunities for the local business community to be actively involved in planning for future economic development</p> <p>2.1.3 Pursue opportunities for Public-Private Partnerships in major local projects</p> <p>2.1.4 Develop Yass Valley to assist potential new businesses</p> <p>2.1.5 Provide resources to support economic development including Council staff and a Yass Valley Economic Profile</p>	<p>✓ There is an increase in the number and diversity of businesses across the local government area</p> <p>✓ We have a clear strategy for local economic growth developed cooperatively by business and government</p>
<p>2.2 We have a diverse and flourishing tourism industry</p>	<p>2.2.1 Develop a long term tourism strategy that identifies potential tourism development opportunities and target markets</p> <p>2.2.2 Identify and develop opportunities for investment in new or upgraded tourism infrastructure</p> <p>2.2.3 Identify and develop opportunities to diversify the range of tourism activities</p>	<p>✓ The number of tourists visiting Yass Valley has significantly increased</p> <p>✓ There is a regional tourism strategy that addresses the growth of tourism in Yass Valley</p> <p>✓ There is a wide range of high quality tourism attractions within the region</p> <p>✓ Yass Valley is recognised for its professional, innovative and competitive tourism industry</p>
<p>2.3 Opportunities are available for the expansion / establishment of local business and industry</p>	<p>2.3.1 Ensure that industrial and commercial land use zones acknowledge the needs of local business and industry</p> <p>2.3.2 Work with local business to identify employment targets and strategies to achieve them</p> <p>2.3.3 Identify and develop a strategy for attracting industries that would be appropriate for Yass Valley</p>	<p>✓ Sufficient land is available that is well located and is appropriately zoned for business and industrial growth</p> <p>✓ Diverse employment opportunities are available for local residents</p>
<p>2.4 Local agricultural business is diverse, thriving and well supported</p>	<p>2.4.1 Encourage and support viable local agricultural activities</p> <p>2.4.2 Develop Yass Valley as a regional agricultural business centre</p> <p>2.4.3 Promote and support the development of a range of diverse niche agricultural industries</p> <p>2.4.4 Develop strategies for agricultural resilience against climate fluctuations and change</p>	<p>✓ Agricultural activity across Yass Valley is viable</p> <p>✓ A regional livestock exchange is located within Yass Valley</p> <p>✓ New niche agricultural enterprises are established locally</p>

3. Community and Culture

Community Perceptions

What we value

- Our local communities are caring, easy-going and friendly
- We have a strong sense of community for adults and children and our area benefits from a range of active and supportive community groups
- Our towns and villages each have their own unique local identities and strong community spirit
- Our communities are uncrowded and we enjoy a peaceful rural lifestyle with easy access to city amenities
- Our local area is safe and secure and enjoys low crime rates
- There is a strong sense of local history throughout our local communities
- Our local aboriginal community are very involved in local community life



combat youth boredom and alienation

Priorities for the Future

- Our rural township/village atmosphere and culture is maintained
- Social and cultural programs should be expanded to ensure that our local communities, including children and the elderly, are actively involved in public life
- Services for young people need to be expanded to
- Provide employment and social opportunities that encourage our young people to stay within the local area
- Local police presence and policing activities should be adequate to ensure that our communities are safe and secure and that the incidence of local crime is minimal
- Demographic and socio-economic changes within our communities need to be monitored to ensure that services and facilities are appropriate to the local population



Long Term Goals	Strategies to achieve Long Term Goals	Performance Targets
3.1 Social and cultural life in our townships is expanded	3.1.1 Encourage / provide incentives for the establishment of a variety of social and cultural venues 3.1.2 Create local community and business partnerships and incentives to establish social and cultural events such as live music, festivals and other public events for people of all ages 3.1.3 Develop appropriate community infrastructure to service the needs of the Yass Valley community 3.1.4 We have a range of opportunities for volunteer involvement in local programs and projects	<ul style="list-style-type: none"> ✓ More entertainment venues and cultural activities to service the communities of Yass Valley ✓ Create opportunities and spaces for the display of artworks ✓ Establish a multi purpose community facility for use by community groups and organisations ✓ We have a coordinated approach to the identification of volunteer opportunities and participants
3.2 Our communities are strong, resilient and inclusive	3.2.1 Activities are established that strengthen our communities 3.2.2 Empower the community through capacity building programs such as education and awareness 3.2.3 Promote community involvement through appropriate participation in decision making	<ul style="list-style-type: none"> ✓ New and existing residents are willing participants in community life ✓ There are ongoing community education and information programs ✓ Communities are able to overcome situations of adversity and hardship ✓ Our communities have strong support networks
3.3 Our community is safe and enjoys low rates of crime and vandalism	3.3.1 Ensure that adequate policing is provided to support local communities 3.3.2 Raise awareness of community safety issues through public education and information programs 3.3.3 Develop proactive strategies that address local issues of crime prevention and harm minimisation	<ul style="list-style-type: none"> ✓ There are ongoing community education programs to raise awareness of community safety issues ✓ We experience low rates of graffiti, vandalism and other crimes ✓ Policing levels are appropriate to respond to community needs

4. Recreation and Open Space

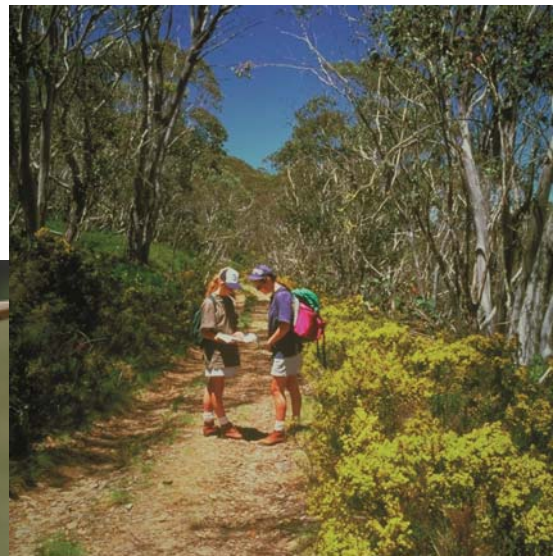
Community Perceptions

What we value

- We have a wide variety of local club sports and sporting facilities
- There are good local recreational options and opportunities for children and young people
- We have access to a wide range of sporting and recreational opportunities through our proximity to local waterways, coastal areas, national parks and the snow
- We have good local parklands which attract diverse wildlife

Priorities for the Future

- Recreation services, facilities and options for children, young people, adults and the elderly need to be upgraded and expanded
- Our local parks are safe, clean and well maintained



Long Term Goals	Strategies to achieve Long Term Goals	Performance Targets
<p>4.1 We have a multi-purpose sports and recreation centre with heated swimming pool that is accessible through all seasons</p>	<p>4.1.1 Undertake needs assessment including community engagement to identify infrastructure and location options</p> <p>4.1.2 Undertake feasibility study to assess funding options and financial viability</p> <p>4.1.3 Develop a business model for the development of a multi-purpose sports and recreation centre with heated swimming pool</p>	<p>✓ A multi-purpose sports and recreation facility is established that meets the community's needs</p>
<p>4.2 We have extensive parklands throughout the local area that are well maintained and child friendly</p>	<p>4.2.1 Ensure that planning and provision of parklands and open space meets community needs</p> <p>4.2.2 Develop specific plans of management for parklands and open space areas</p> <p>4.2.3 Ensure that appropriate parkland is provided in new urban release areas</p> <p>4.2.4 Ensure all playground infrastructure continues to meet Australian standards</p>	<p>✓ There is an increase in open space areas that are accessible by all user groups</p> <p>✓ All playgrounds are child safe</p> <p>✓ All new urban release areas include appropriate parkland</p>
<p>4.3 Local outdoor recreation options are expanded</p>	<p>4.3.1 Establish a network of walking tracks and bicycle paths</p> <p>4.3.2 Establish a network of horse trails</p> <p>4.3.3 Provide improved and expanded skate park facilities</p>	<p>✓ A network of walking tracks, bicycle paths and horse trails is developed</p> <p>✓ A skate park is established that meets the needs of our youth</p>



5. Rural and Urban Development

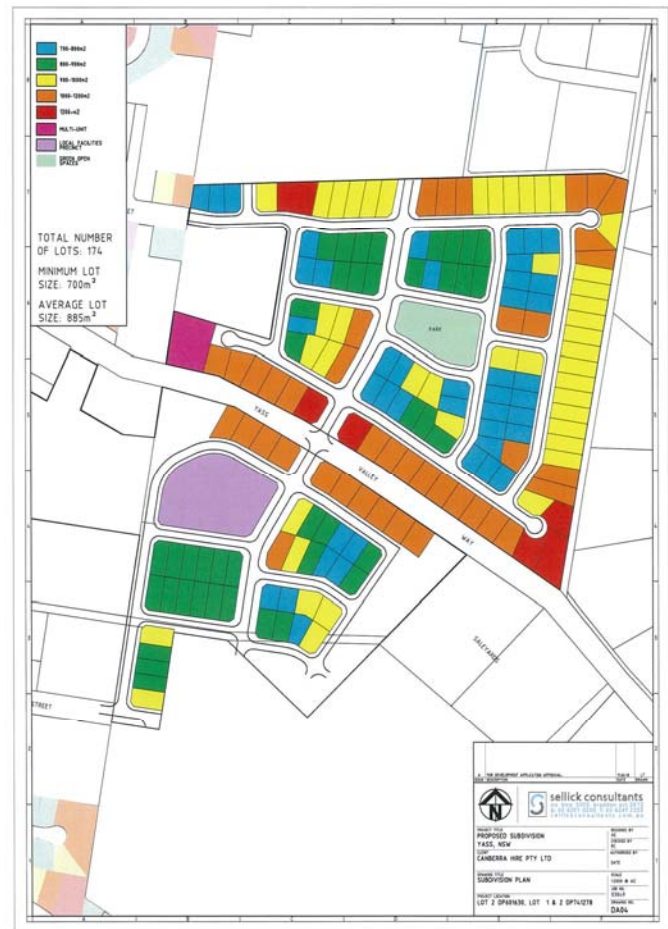
Community Perceptions

What we value

- Our large land parcels create a rural atmosphere and sense of open space
- Our location provides the benefits of a rural setting with close proximity to the city
- Our town/village centres are friendly and welcoming with wide streets and no high-rise development
- Our local history and heritage is very evident through the preservation of many old commercial and residential buildings
- Local property and housing is well priced and affordable

Priorities for the Future

- Local development needs to be carefully planned and managed in order to maintain a village atmosphere and rural focus within our communities
- The loss of agricultural activities and pastoral land to urban development should be minimised throughout the local area
- Local availability of rental accommodation and affordable housing should be increased
- Future urban development needs to be sympathetic to our natural environment



Long Term Goals	Strategies to achieve Long Term Goals	Performance Targets
<p>5.1 Our local area is characterised by its small towns and villages within a rural environment</p>	<p>5.1.1 Ensure that strategic land use planning reflects the unique character of the Yass Valley</p> <p>5.1.2 Maintain the character of our rural townships through the retention of large housing blocks</p> <p>5.1.3 Our land use plans and policies reflect the important position of agriculture and rural activities in our local environment and economy</p>	<p>✓ Our land use plans and policies acknowledge the importance of agriculture and maintaining the rural and village character of Yass Valley</p>
<p>5.2 Our local history and heritage is evident through preservation of local buildings and structures with historical significance</p>	<p>5.2.1 Community education program to build local awareness of heritage issues in the built environment</p> <p>5.2.2 Allocate funds to ensure that local history and heritage is preserved</p>	<p>✓ Items of local heritage significance are identified and protected</p> <p>✓ There are ongoing community education programs to raise awareness of local history and heritage</p>



6. Local Infrastructure and Services

Community Perceptions

What we value

- Our local infrastructure (roads, public facilities, dam etc) is well maintained
- We have good access to transport options connecting our local area with Canberra, Sydney and Melbourne
- Our communities are supported by good local educational, medical and aged care services and facilities
- We have access to good waste management and recycling services



Priorities for the Future

- Maintenance, upgrading and renewal of local infrastructure should reflect population changes and the needs of our communities
- Our local communities must have access to a secure and clean water supply at all times
- Improved public transport options are needed in our area
- Local health, hospital and education services must be improved and expanded
- Our local area needs improved communication infrastructure



Long Term Goals	Strategies to achieve Long Term Goals	Performance Targets
6.1 We have access to high quality health, medical and education services	6.1.1 Ensure that adequate services and facilities are provided to ensure that the ageing population can remain within their community 6.1.2 Liaise with State and Federal Government agencies to ensure that the health, medical and education needs of the Yass Valley community are addressed 6.1.3 Council provides leadership and advocacy for the people of Yass Valley in ensuring that there are adequate local health, medical and education services and facilities	<ul style="list-style-type: none"> ✓ There are a range of services and facilities that enable older people to remain living within their communities ✓ State and Federal government agencies understand and address the health, medical and education needs of the people of Yass Valley ✓ Murrumbateman Public School is built and operational
6.2 Our roads are safe and well maintained	6.2.1 Undertake community engagement to determine service levels regarding road maintenance 6.2.2 Seek additional State and federal government funding for maintenance and upgrading of local road infrastructure 6.2.3 Upgrade the Barton Highway to full dual carriageway between Yass and Canberra	<ul style="list-style-type: none"> ✓ Council's road maintenance program is based on agreed service levels ✓ State and Federal govt funding for road maintenance is provided to acceptable levels ✓ The Barton Highway is upgraded to full dual carriageway between Yass and Canberra
6.3 We have public transport options connecting towns and villages in our area and providing access between Yass and Canberra	6.3.1 Analyse the outcomes of the 2011 Transport Needs Assessment and develop an Action Plan 6.3.2 Liaise with State and Federal Government agencies and transport operators to ensure that transport planning reflects community need and demographic projections	<ul style="list-style-type: none"> ✓ Public transport infrastructure and services meet community needs ✓ There is a public transport strategy to guide the development of infrastructure and services
6.4 We have a secure, high quality water supply for our local area	6.4.1 Increase the capacity of the Yass Dam 6.4.2 Investigate options for the long term supply of water to Yass township and villages 6.4.3 Investigate options to improve the quality of water	<ul style="list-style-type: none"> ✓ The capacity of Yass Dam is significantly increased ✓ Long term solutions for a secure water supply have been identified ✓ Yass water meets the water hardness requirements of the Australian Drinking Water Guidelines
6.5 We have drainage systems to minimise the impact of flooding	6.5.1 Stormwater management plans are developed for all urban areas 6.5.2 Flood studies are prepared for all urban areas considered at risk 6.5.3 Seek additional State and federal government funding for maintenance and upgrading of stormwater systems	<ul style="list-style-type: none"> ✓ Substantial progress has been made on the implementation of plans ✓ State and federal government funding for stormwater systems is provided to acceptable levels

<i>Long Term Goals</i>	<i>Strategies to achieve Long Term Goals</i>	<i>Performance Targets</i>
6.6 We have appropriate sewerage systems that ensure a safe and healthy environment	6.6.1 Develop a program for providing reticulated sewerage systems to existing and future urban areas 6.6.2 Seek additional State and federal government funding for new or upgraded reticulated sewerage systems 6.6.3 Develop an on-site sewage management plan	<ul style="list-style-type: none"> ✓ Substantial progress has been made on the implementation of plans for reticulated sewerage systems to all urban areas ✓ State and federal government funding for reticulated sewerage systems is provided to acceptable levels ✓ Substantial progress has been made on the implementation of an on-site sewage management plan
6.7 We have access to a range of local childcare and after school care services	6.7.1 Ensure that the community's needs for child and after school care are met 6.7.2 Identify incentives for the establishment of new child care businesses	<ul style="list-style-type: none"> ✓ Adequate child and after school care places are available throughout Yass Valley
6.8 Our main streets are attractive, clean and pedestrian friendly and have a range of outdoor dining options to choose from	6.8.1 Develop a main street strategy for Yass town centre to make it more attractive and pedestrian friendly 6.8.2 Encourage local restaurants and cafes to have provision for outdoor dining facilities and extended trading hours	<ul style="list-style-type: none"> ✓ Our main streets are attractive, vibrant and accessible with a diverse range of outdoor dining options
6.9 Our local communities have access to good communication infrastructure including comprehensive mobile telephone coverage and high speed broadband internet access	6.9.1 Monitor the availability of telecommunications services throughout local towns and villages and ensure that providers are aware of poor service levels	<ul style="list-style-type: none"> ✓ State and Federal Government Agencies and telecommunications service providers address lack of adequate services for communities throughout Yass Valley

7. Council Governance and Finance

Community Perceptions

What we value

- Our Councillors and council staff are approachable, friendly and helpful
- Our council is involved in our community and we have good opportunities for participation in council activities and decision-making
- Our council acts responsibly and cares for our local community



Priorities for the Future

- Local growth and development needs to be supported by Council in the provision of efficient and effective urban planning services
- Council needs to adopt measures to ensure its long term financial security and viability and to source funds to meet future infrastructure needs
- Council should identify and implement measures to ensure the distinct identity and character of Yass Valley



<i>Long term Goals</i>	<i>Strategies to achieve long term Goals</i>	<i>Performance Targets</i>
7.1 Our council acts responsibly in its civic leadership role and is effective in planning and managing local growth and change	<p>7.1.1 Provide strong leadership in representing the local area on important issues such as the our water supply, health services and the Barton Highway upgrade</p> <p>7.1.2 Actively investigate and pursue alternate funding sources to strengthen Council's financial sustainability into the future</p> <p>7.1.3 Consider social, environmental and economic sustainability in all Council planning, decision making and actions.</p>	<ul style="list-style-type: none"> ✓ Council provides effective local leadership and representation in achieving positive outcomes for the community as outlined in this Plan ✓ Secure long term funding is obtained from a wide range of sources to support Council's activities and programs ✓ Planning and strategy documents are up to date and based on sound information and future projections
7.2 Our council offers a range of opportunities for community participation in its activities and decision making	<p>7.2.1 Create opportunities for community involvement in projects and activities that address the long term goals for Yass Valley</p> <p>7.2.2 Develop protocols and guidelines for regular engagement and consultation with local stakeholders</p>	<ul style="list-style-type: none"> ✓ Council's community participation initiatives are guided by best practice and a comprehensive strategy, and guidelines ✓ Stakeholders are satisfied with opportunities for, and frequency of, participation in Council's activities and decision making
7.3 Council has clear guidelines for local development and fulfils our planning responsibilities according to all relevant legislation	<p>7.3.1 A suite of plans and policies are adopted to provide clear guidelines for development</p> <p>7.3.2 Community education program to build local awareness of the land use planning, development assessment and approvals process</p>	<ul style="list-style-type: none"> ✓ Council operates an efficient and effective development assessment and approvals process ✓ LEP is always up to date and reflects current rural and urban planning priorities for Yass Valley
7.4 Our Council plans and manages its resources effectively	<p>7.4.1 There is a clear framework of strategic and business planning, policies, procedures and service standards.</p> <p>7.4.2 Ensure an organisational culture of using resources wisely, achieving quality outcomes, providing excellent customer service and seeking continuous improvement.</p> <p>7.4.3 Maintain and continually improve corporate systems for risk management and compliance assurance.</p>	<ul style="list-style-type: none"> ✓ Council has a comprehensive and up to date suite of policies and procedures to guide decision making ✓ Implement, review and report against Council's Long Term Financial Plan, Asset Management Strategy, Workforce Management Plan and Operational Plans in accordance with the requirements of the IPR Framework

Reporting and Future Actions

Review Process

Council will report to the community on progress against this Plan every four years in alignment with each Council term. The first such report is due in 2017.

Council will review Yass Valley 2030 on a regular basis to ensure the intent of the plan is being met. A formal review will be undertaken every four years, also in alignment with each Council term.

What comes next?

1. Delivery Plan

Yass Valley Council will review its 5 year Delivery Program covering the period July 2012 to June 2017 to bring it in line with the Council term and ensure that the strategies and actions outlined in that document reflect the outcomes outlined in this revised Community Strategic Plan. The Delivery Program establishes clear links to the CSP and includes an associated Resourcing Strategy covering the assets, people, finances and time required to deliver strategies.

2. Operational Plan

Yass Valley Council will review its annual Operational Plan capturing all of Council's activities for 2013-14 and each financial year thereafter.

Community Involvement

Yass Valley Council is committed to a process of robust, transparent and comprehensive engagement with its community to ensure meaningful dialogue on key decisions and projects. Council welcomes and values the views of the community.

The community will be engaged at each stage of the review of the respective plans under this Integrated Planning and Reporting Framework.

