CLIMATE
CLEAN AIR
CLOSE TO MAJOR
CENTRES
NATURAL
BEAUTY OF THE
AREA
PEACE AND
QUIET
REGIONAL
LIFESTYLE
SCENERY
SENSE OF
COMMUNITY
SMALL TOWN
FEELING
WEATHER

Snowy
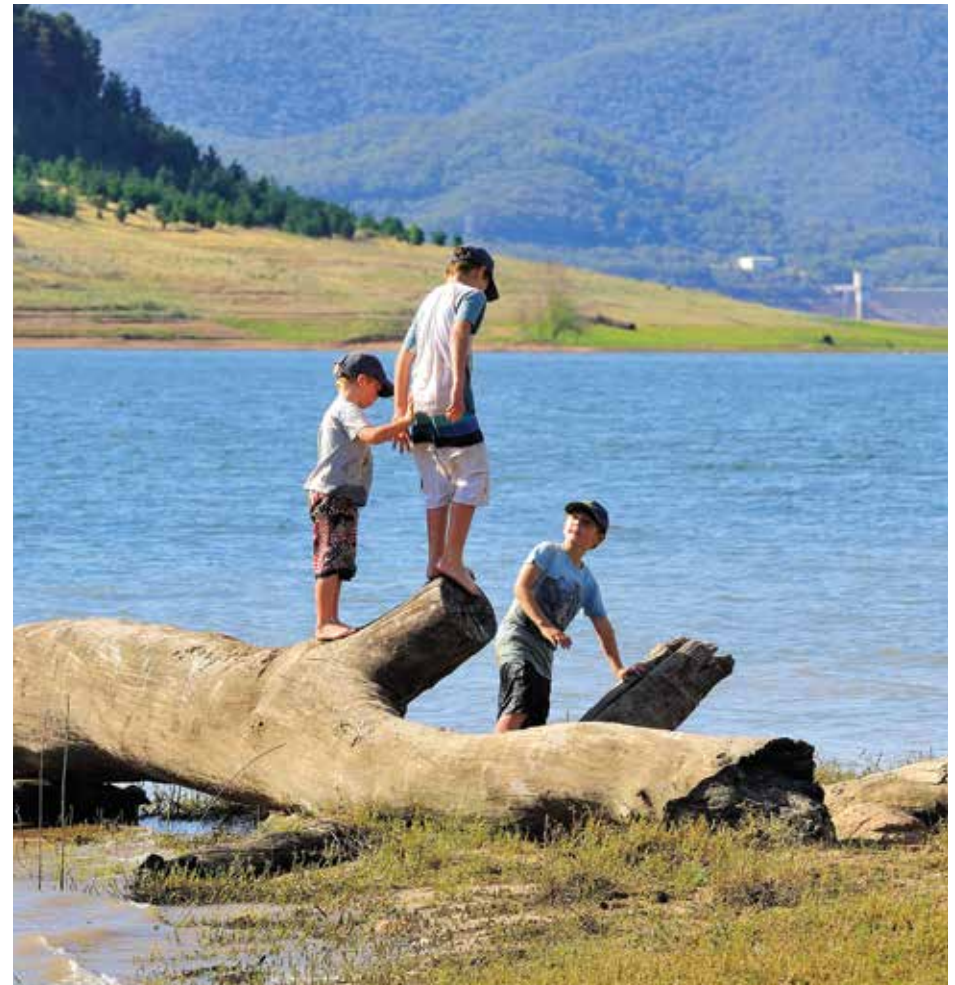Valleys
Council

Snowy Valleys 2028
OUR VISION OUR FUTURE

COMMUNITY
STRATEGIC PLAN 2028

RENOWNED FOR
BEAUTY
FOUR SEASONS
ENDLESS
OPPORTUNITIES
WEATHER
EASY ACCESS TO
MOUNTAINS AND
DAMS
WILDLIFE
SCENERY
LOVE THE VIEWS
THRIVING
INCLUSIVE
FRIENDLY
INNOVATIVE
DYNAMIC

Contents

1. Mayoral Message

Snowy Valleys 2028 is our community's long term plan for capturing the priorities and ideas of our people to create a better future for our region.

The plan has been formed by the contributions and conversations of more than one thousand community members of the Snowy Valleys, whether through survey, submission or one of many engagement activities that took place across towns, villages and communities.

By listening to our community we have uncovered a number of important strategic themes that represent both the opportunities and the challenges that our communities will face over the next decade. I offer my sincerest thank you to those who participated in this plan's creation, for your generosity and commitment to your own community and the wider Snowy Valleys region.

Snowy Valleys 2028 has been created at a time when we confront both complex challenges and opportunities at both a local and broader level. Broad reaching issues such as climate change, community safety and the ability to attract and retain sustainable industry to the region are coupled with more localised priorities such as the growth and support of our many towns and villages.

Strategic regionalised partnerships will continue to be important as we position ourselves to take advantage of opportunities in the future, such as the economic impetus of Snowy 2.0 and the various infrastructure funding programs that are becoming available.

In order to realise the aspirations of the *Snowy Valleys 2028* plan, we will need the coordinated effort of our local residents, industry and agencies along with their elected representatives of all levels of government.

Council has an important role to play and has adopted this plan as the foundation of our strategies to create strong and vibrant communities across the Snowy Valleys Council area.

Snowy Valleys 2028 is our 'people's plan'; it will guide Council's decisions and actions, and inform our ongoing reviews of services and our other numerous strategies.

Snowy Valleys 2028 will help us align and strengthen our partnerships with the local community, organisations, agencies and governments as we share responsibility for turning the community aspirations into reality.

Achieving the goals and objectives of *Snowy Valleys 2028* will require a unifying effort from the communities of the Snowy Valleys Council.

We're looking forward to working alongside you to turn aspirations into action; to make a better Snowy Valleys for future generations.

Councillor James Hayes OAM

Mayor

2. Acknowledgement of Country

We acknowledge the traditional owners of this land and elders past and present. We recognise Aboriginal people as the original custodians of the lands that comprise the Snowy Valleys Council area and pay our respects to the leaders of the traditional custodians of this land.

Together we acknowledge the contributions of Aboriginal Australians to this country we all live in and share together.

Snowy Valleys Council is committed to enhancing the knowledge and understanding of our communities about the history, heritage and cultures of Aboriginal Australians.

BRUNGLE

ADELONG   TUMUT

BATLOW

TALBINGO

ROSEWOOD

TUMBARUMBA

JINGELLIC

TOOMA

KHANCOBAN

3. Where are we now?

Our Communities

Snowy Valleys Council was proclaimed in May 2016 following the merger of Tumbarumba Shire Council and Tumut Shire Council. The merger has been a time of change for the community, staff and Council. Council is in a time of transition but continues to strive to ensure that community aspirations can be achieved. During this time, services and infrastructure still needs to be delivered to the communities that Council serves.

It is in this context of change and forward-thinking that *Snowy Valleys 2028* has been developed. This is an opportunity for a fresh start to strategic planning and, combined with the state government's Stronger Communities grants program, an opportunity to deliver much-needed infrastructure improvements which will benefit our communities. Community engagement has been essential in this process, as it is the community who holds the knowledge of what has worked in the past, and what needs to be improved in the future.

This is a time for acknowledging what has worked well in the past, taking stock and looking to the future to ensure we take the action we can to make community aspirations a reality in the long term.

Who are we?

We have a primarily rural lifestyle, with major town centres in Tumbarumba and Tumut, and smaller towns and villages across the Snowy Valleys council area. We are a region made up of friendly, welcoming communities. A large number of us work in either the timber or agricultural industries, with many others working in jobs which provide support for these major industries. We have low levels of unemployment and employment rates are growing.

We are located at high elevation, in the western foothills of the Snowy Mountains and bordered by the Kosciuszko National Park and Murray River. We are placed in a prime position with close geographical ties to the regional centres of Canberra and Wagga Wagga.

Like much of New South Wales, we have an ageing population. Most of us live in a single house, with smaller numbers of people living in medium or high-density dwellings. We are proud of our

region, its history and culture. We recognise there is a need for growth and innovation and strive for new and broader education and employment opportunities.

We welcome visitors and tourists and are invested in showcasing the unique and beautiful offerings of our region. Our events and festivals attract people from all across Australia and are a fantastic way of highlighting our local industry, produce and culture.

The Snowy Valleys region has a long history of welcoming people from all cultural backgrounds and is proud of embracing multiculturalism. This welcome extends to the refugee community, many of whom have already made a new beginning in the local area.

SNOWY VALLEYS COUNCIL **FACTS & FIGURES** (2016 CENSUS DATA)

POPULATION
14,395

Median age 45

Male ♂
50.6%

Female ♀
49.4%

FAMILIES
3,762

Average Household income
$61,533 🏠

ALL PRIVATE DWELLINGS **6,928**

AVERAGE PEOPLE PER HOUSEHOLD **2.3**

59%
People with post school qualifications

58.3%
People who work full time

29.8%
People who work part time

ABORIGINAL and/or TORRES STRAIGHT ISLANDER PEOPLE
630 | **4.4%** of population

Children aged
0 - 14 years
made up 18.1% of the population

People aged
65 years
and over made up 22.2% of the population

ANCESTRY

Australian	34.6
English	29.6
Irish	8.9
Scottish	7.2
German	3.5

70.9%
of households had at least one person access the internet from the dwelling

INDUSTRY OF EMPLOYMENT

Beef cattle farming (Specialised)	5.7%
Log Sawmilling	3.4%
Supermarket and Grocery Stores	3.1%
Corrugated Paperboard and Paperboard Container Manufacturing	2.8%
Local Government Administration	2.8%

LGA SIZE
8,960
square kilometres

232 COUNCIL STAFF

9 NUMBER OF COUNCILLORS

COUNTRY OF BIRTH
Australia 81.4%

LIVESTOCK NUMBERS AND VALUE LOCATED WITHIN THE LGA

Beef Cattle	147,048	**$147,048,000**
Dairy Cattle	4,465	**$4,465,000**
Sheep	363,523	**$39,471,600**

4. What you told us

Snowy Valleys 2028 has been prepared with input from a comprehensive community engagement program specifically designed to elicit community aspirations and priorities. We wanted to reach and hear from as many people as possible to help shape this Plan. In our engagement activities we asked:

• What do you love about where you live?

• What do you want to improve?

• What do you want Snowy Valleys to look like in 10 years' time?

Answers to these questions and the discussions that followed have played a key part in informing this Plan. We wanted to reach people through a variety of mediums, which included:

• Online engagement campaign including online survey and 'Tell us your big idea' activity

• Interactive pop-up activities and drop in sessions

• Community, Councillor and staff workshops

• Central and secondary school workshops

• Hard copy survey

Initial stakeholder and staff engagement commenced in November 2017, with the first formal phase of engagement occurring from 27 November to 15 December 2017. There was a total of 1092 people engaged through this process. This means that 7.3% of the Snowy Valleys Council population was actively engaged through the first phase of the engagement process.

While 7.3% of the population was actively engaged, the reach of the engagement process was far greater - with 282 interactions on Council's Facebook page, plus a video which had over 8000 views, a total reported social media reach of 23,032.

Key themes

The key themes we heard during the engagement process included:

• The people in the Snowy Valleys Council communities are very passionate about retaining local identity, and support the provision of equitable services across all communities

• There is a desire for Council to communicate and share information with the community, and for Councillors, senior executive and staff to be visible and accessible

• Post-merger communication, engagement and follow up actions are important to build trust

• Tourism, specifically adventure tourism, and event support are seen as a key to boosting community longevity, vibrancy and ensuring a sustainable future

• Essential infrastructure, particularly road base maintenance and sealing roads is seen as important, particularly to support community links, economic development, tourism and growth

• Community aspirations focus on delight in the natural environment of the area, the cleanliness of lakes and streams, beauty, accessibility, climate, local history, and genuine cultural experiences with traditional owners

• Supporting the local economy, including continued partnerships with established industries such as agriculture and timber, is seen as necessary for sustainability of our towns and villages and developing a strategy to attract new and diverse industries is a priority

## What you love about where you live

• Climate

• Clean air

• Close to major centres

• Natural beauty of the area

• Peace and quiet

• Regional lifestyle

• Scenery

• Sense of community

• Small town feeling

• Weather

LET'S KEEP IMPROVING THE CREEKSCAPE

I LOVE THE OLD TREES IN THE STREET

LET'S HEAT THE POOL AND EXTEND THE SEASON

A GREAT, SAFE PLACE TO BRING UP FAMILY

I TELL PEOPLE, IT'S GOD'S COUNTRY

4.1 Adelong
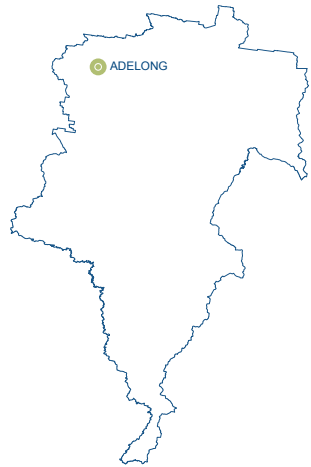
ADELONG

Population: 943

A beautiful town located 20km west of Tumut, Adelong's main street is classified by the National Heritage Trust of Australia (NSW) with some buildings dating back to the gold rush.

Its closer proximity to Wagga could make an ideal base if you are considering the needs of other family members keen to continue their career or independent school pathway.

It has wide tree lined streets, a fascinating heritage gold mining precinct, and the sparkling Adelong Creek provides a peaceful background to this lovely town.

Community Priorities

The environment and upgrade to creekscape

Including the necessary infrastructure and promotions to attract and retain a competitive tourist visitation rates.

"Tap into and support weekend crowd - people looking for something to do on a Sunday"

• *"Promote the natural environment, make it accessible"*

Heated pool and shaded area

Calls to heat and shade the pool in order to extend the pool season, improving visitor facilities and connection between different leisure centres and activities.

• *"Heat our pool"*

Reduction of red tape

Streamline and step community through development application processes, present solutions, demonstrate commitment to win-win outcomes.

• *"Do better explaining DA process to community - and communication"*

Arts and culture

Theatre restoration and funding for cultural and museum activities to enhance local attractions and solidify economic development opportunities for the community.

• *"Restore theatre"*

• *"Museum Officer"*

Road upgrades and maintenance

Keep a regular schedule of maintenance and upgrades of local roads near town, and also restoration and management during peak seasons of heavy truck usage of these local roads.

• *"Better roads and infrastructure"*

Youth

Infrastructure for children and young people, for example parks to play in and family-friendly attractions, as well as increasing job opportunities for young people in the region and young families.

• *"More jobs to keep young people in the region"*

Tourism

Including eco-tourism, accommodation for travellers and enhancing attraction to increase visitation.

• *"Facilities improved for tourism"*

Value for money

• *"Equality of rates paid"*

ALL THINGS
APPLE!
COLD CLIMATE
FRUIT AND
NUTS
WELL MADE
PRODUCE
HONESTY OF
THE HARD
WORKING
PEOPLE
I LOVE THE
SMALL TOWN
COMMUNITY
QUIET TIME
AWAY FROM
THE BIG TOWNS

4.2 Batlow

Population: 1313

Batlow is centrally located mid-way between the two council administration centres of Tumut and Tumbarumba.

The town's high elevation (750 metres) provides ideal growing conditions for its famous apples.

The township is often dusted with snow in the wintertime, with panoramic views across to the mountains.

The grower owned Batlow Fruit Co-Operative markets and packs around one million cartons of apples each year. This is in addition to a growing apple cider market, as well as cherries, peaches, nectarines and truffles.

Community Priorities

Tourism

Bringing key experiences to the community and new tourism product for all levels of budget in order to become a destination of choice.

• *"There is a real need for more accommodation in Batlow."*

Encourage business

Including cutting red tape, encouraging renewable energy and helping new and innovative small businesses to flourish.

• *"Each town self-sufficient"*

• *"More emphasis on health e.g. spas, health retreats (similar to Daylesford)"*

Town improvement and beautification

Upgrading of tourism facilities, beautification of streetscape with attention to public toilets and footpaths.

• *"It will look like a postcard that captures an image of nature/ beautiful facilities and wonderful people"*

Cannery

Do something positive with this site if it is demolished.

• *"Move the caravan park to old cannery site"*

Rail trail

Tourism will be improved through the presence of the rail trail as an amenity for a new tourism market.

• *"Rail trail!"*

Brindabella Road: the link to Canberra to ensure safety and accessibility to the region

• *"Bituminising Brindabella Road"*

Jobs

Encouraging innovation, cutting red tape and support for micro-businesses (for example farm gate, boutique products, craft shops, restaurants and potentially IT).

• *"Help form new small business"*

Governance and Council's role

Local government can play a role in innovative uses for existing mostly vacant sites, encouraging a central facility for meetings and workshops.

• *"Open up showground RVs"*

• *"Inclusion over the whole Shire"*

Council office in Batlow

Community would like to see Council having a visible presence in the community, facilitating meeting spaces, workshops, a central hub for community, and seeking grants.

• *"Appoint a staff member to seek grants that can be used by community groups to improve facilities"*
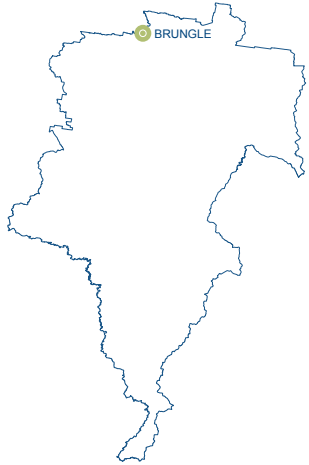
Youth

More youth related programs, activities and facilities to assist young people to stay in the area after graduation.

"Incentives for young people to move into this area"

BEING PART
OF A SMALL
COMMUNITY
NO TRAFFIC
JAMS
GOOD CLIMATE
GREAT
SCENERY
SENSE OF
PEACE FROM
LIVING IN A
WIRADJURI
COMMUNITY,
ON COUNTRY
I LOVE THE
PACE OF LIFE
HERE

4.3 Brungle

BRUNGLE

Population: 112

Brungle is a small village situated 20kms north of Tumut. Rolling farmlands and hills are interrupted by the Tumut River with the village situated just a short distance from its banks. The area is a significant place for the local Aboriginal community. An Aboriginal Mission was established in 1887 in the village as one of the first Aboriginal Reserves in NSW. It has a relaxed rural lifestyle, with many great fishing and camping spots. An energised community, the residents of Brungle have recently undertaken a major upgrade of the Brungle Memorial Hall, the heart of the village along with the development of a traditional Yarning Circle, both vital hubs where the community come together to socialise and celebrate.

Community Priorities

Roads and bridges

Improving to road quality, program to seal roads, table drains and culverts, with a particular focus on ensuring the safety of drivers, and value for money for rural ratepayers.

• *"Regular maintenance of dirt roads - if not sealing"*

• *"Centre line for Brungle Road"*

Tourism

Building infrastructure to encourage people to stop and stay, maintenance of the local hall, planting of trees, general beautification and provision of public toilets.

• *"Public toilets in park - people use Brungle Community Centre when they are desperate and it's only open 2 days per week. It's very embarrassing"*

Communication and feedback from Council

Ensuring ongoing, two way communications to keep the community informed.

• *"Community and Council liaison"*

• *"A way to follow up on complaints with Council that haven't been addressed"*

Mobile phone coverage

Lobbying for mobile coverage in surrounding areas.

• *"Mobile phone coverage in area very poor, if at all"*

> " I love the sense of peace from living in a Wiradjuri community, on Country "

Sense of community

Supporting strong involvement of locals, preserving and enhancing the peaceful pace of life and retaining the 'small community' feel.

• *"Feeling truly reconciled - no racism"*
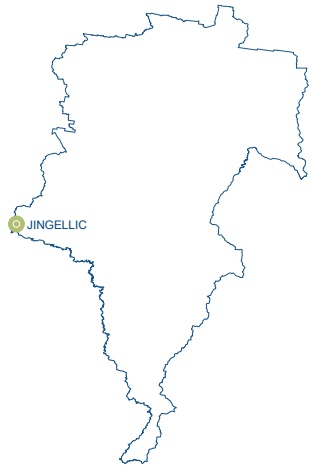
• *"Strong community spirit"*

I LOVE THE
COMRADERY
OF OUR SMALL
COMMUNITY
ICONIC RIVER
AND ITS TREES
RENOWNED
FOR BEAUTY
I LOVE THE
INTIMACY
OF OUR
COMMUNITY
PEOPLE
AMAZING
VOLUNTEERS
GREAT
OUTDOORS

4.4 Jingellic

JINGELLIC

Population: 61

Jingellic is a picturesque village nestled on the banks of the upper Murray River. The surrounding countryside is prime agricultural grazing land and produces some of Australia's best beef.

The heart of the village is the Bridge Hotel, and the nearby free camping ground on the riverbank is a popular spot for campers during the warmer months.

The remains of the original Jingellic bridge are upstream of the current bridge and village and are deemed to be of significant heritage value for the community.

Given the proximity to Victoria, the Jingellic community has strong economic and social connections across the river.

Community Priorities

Septic system

Improve the amenity for the pub and camping ground including waste and rubbish removal at peak season.

• *"Septic system replaced at pub & rubbish removal more often e.g. holiday season"*

Less red tape

Help niche providers to navigate through legislation and ensure small businesses flourish.

• *"Red tape reduction & promotion of small business"*

Beautification

Upgrade of amenities to cope with peak and shoulder seasons

• *"Beautification - moving of roadside shop to pub"*

Roads

Maintenance and sealing of roads to cope with heavy traffic movements, including development of bike tracks and walking track.

• *"Bike tracks/ walking track"*

Attract families

Encourage new and young families to the area through provision of incentives.

• *"Keep youth in district"*

Rubbish and service

Have regular services of waste and recycling collections especially during peak seasons and investing in community maintenance.
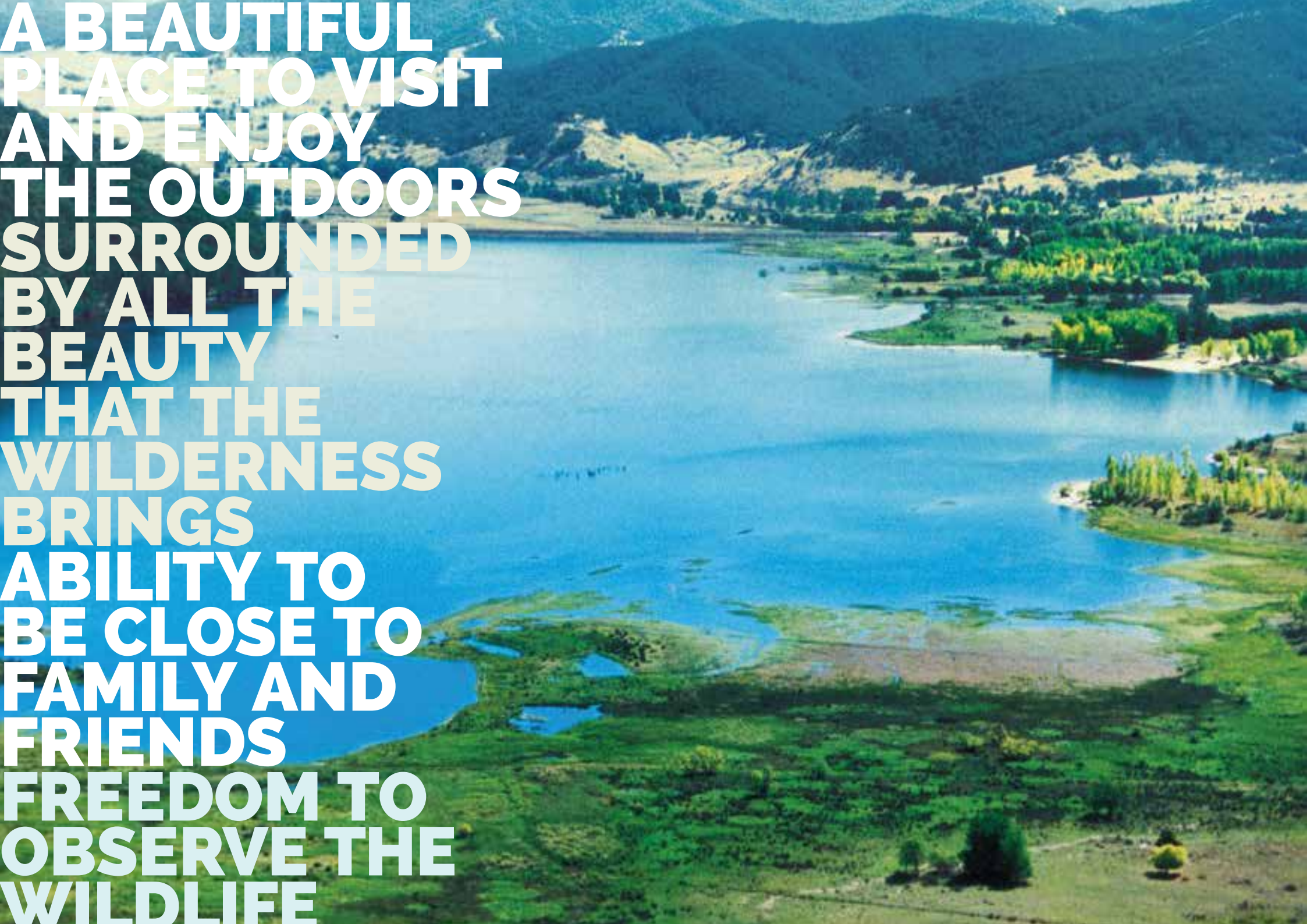
• *"Amenities"*

Better communication with Council

Good customer service, better communication to residents and recognition of the work done by volunteers.

• *"Better communication to residents"*

A BEAUTIFUL PLACE TO VISIT AND ENJOY THE OUTDOORS SURROUNDED BY ALL THE BEAUTY THAT THE WILDERNESS BRINGS ABILITY TO BE CLOSE TO FAMILY AND FRIENDS FREEDOM TO OBSERVE THE WILDLIFE

4.5 Khancoban

Population: 304

Khancoban is the headquarters of Snowy Hydro's Murray region, overseeing the nearby Murray 1 and 2 power stations and Khancoban Pondage.

Boasting breathtaking views across Khancoban Pondage the town is central to some of mainland Australia's best trout fishing waterways and mountains and an ideal base for day trips to the snow fields in winter.

Community Priorities

Tourism and attracting visitors

Create, retain and develop innovative tourism opportunities and products to attract visitors.

• *"Major attraction to bring tourist e.g. microbrewery in General Store building and/or wood turning/ Jewellery making demo & sales"*

Shopping centre improvements

Keep a focus on infrastructure improvements to the community and create good meeting places and community spaces.

• *"Shopping centre re-vamp"*

Town beautification

Revamp the featured rose garden and invest in making the community clean and tidy.

• *"Maintain the "rose garden" which has sentimental and possible heritage value to the Khancoban community"*

• *"Tumbarumba's main shopping centre would work great here in Khancoban!"*

Mobile phone coverage

Lobby for increased investment to enhance communications infrastructure.

• *"Better mobile phone service"*

Community building

Enhance the representation of the area in Council, a big ideas foundation, partnerships, and an active progress association.

• *"Active and vibrant progress association"*

Employment

Create new jobs and businesses, volunteering supported in the community.

• *"Employment performing arts / national parks alliance"*

Community events and activities

Participants would like to see recreational, arts and cultural activities such as concerts to attract more visitors.

• *"I have lived here for 44 years. Seen good & bad changes – we have a good healthy lifestyle here fresh air, great place to visit and stay camping swimming – touring – walking etc. great place to raise your kids."*

• *"Some type of festival to bring tourists"*

Resourcing

Many residents remember the upkeep of the town previously and perceive the service level has dropped.

• *"See the town look & be cared for as it was when Snowy Hydro owned it."*

Signage

Directional signage and renewal of appropriate signage to Kosciusko and to Victoria to direct and orientate travellers.

• *"Incoming town signage – both ways"*

Aged care

Be inclusive and care for the ageing and vulnerable population in the local community to allow people to remain in their own homes for longer.
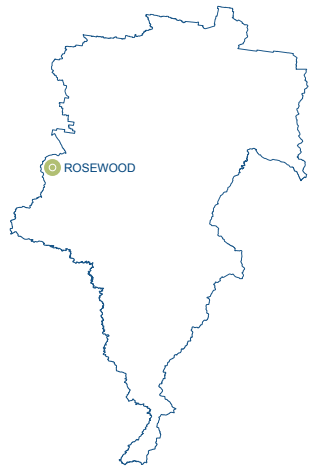
• *"Community caring for the aged"*

WE'RE CLOSE
TO NATURE
I LOVE BEING
PART OF A
COMMUNITY
ENDLESS
OPPORTUNITIES
FOR
VOLUNTEERING
I LOVE THE
FEELING OF
BELONGING
WORKING WITH
LIKE-MINDED
PEOPLE
BEING
INVOLVED

PIONEER WOMEN'S HUT

4.6 Rosewood

Population: 214

Rosewood is located just 23 kilometres from Tumbarumba and boasts an exceptional calendar of events.

Central to the community is the Rosewood Golf Club, a small community Club, proudly operated and supported by our local volunteers.

The Rosewood Golf Club provides budget camping options for visitors and hosts the annual Rosewood Country Roundup, Rosewood Rodeo, Rosewood Truck Show and Tractor Pull, events that continue to grow and add economic value back into the local community.

> I love the feeling of belonging and working with like-minded people

Community Priorities

Sewerage

Upgrade of the town area sewerage to provide key services to visitors and residents.

• *"Rosewood sewerage system in town area"*

Council support for events and communication

Events management logistics support and assistance, promotions and marketing to ensure the growth of local events.

• *"More Council support for local club in their endeavours to hold a number of functions annually which draw in over 1,000 visitors for one function alone."*

Club upgrades

This facility is a community hub and is a space for a number of groups to meet including early childhood programs and requires maintenance to meet growing needs.

• *"Government grants to upgrade our club"*

Infrastructure

A planned approach, long-term upgrade of local facilities to increase visitation.

• *"Strategic plan to develop infrastructure"*

Mobile coverage

Ensure good communications in terms of mobile and internet to attract and retain visitors

• *"Mobile / TV Coverage"*

Tourism

Include opportunities for employment of recent graduates to stop the drain of young people leaving

• *"Work for school leavers so they don't have to leave our Shire to get to work"*

Council communication

Ensuring a two-way dialogue with Council to achieve mutual shared goals

• *"Council support / interaction"*

• *"A Council you can trust"*

Land use/zoning

Plan for appropriate and good growth of the area to attract new residents

• *"Subdivision"*

Beautification
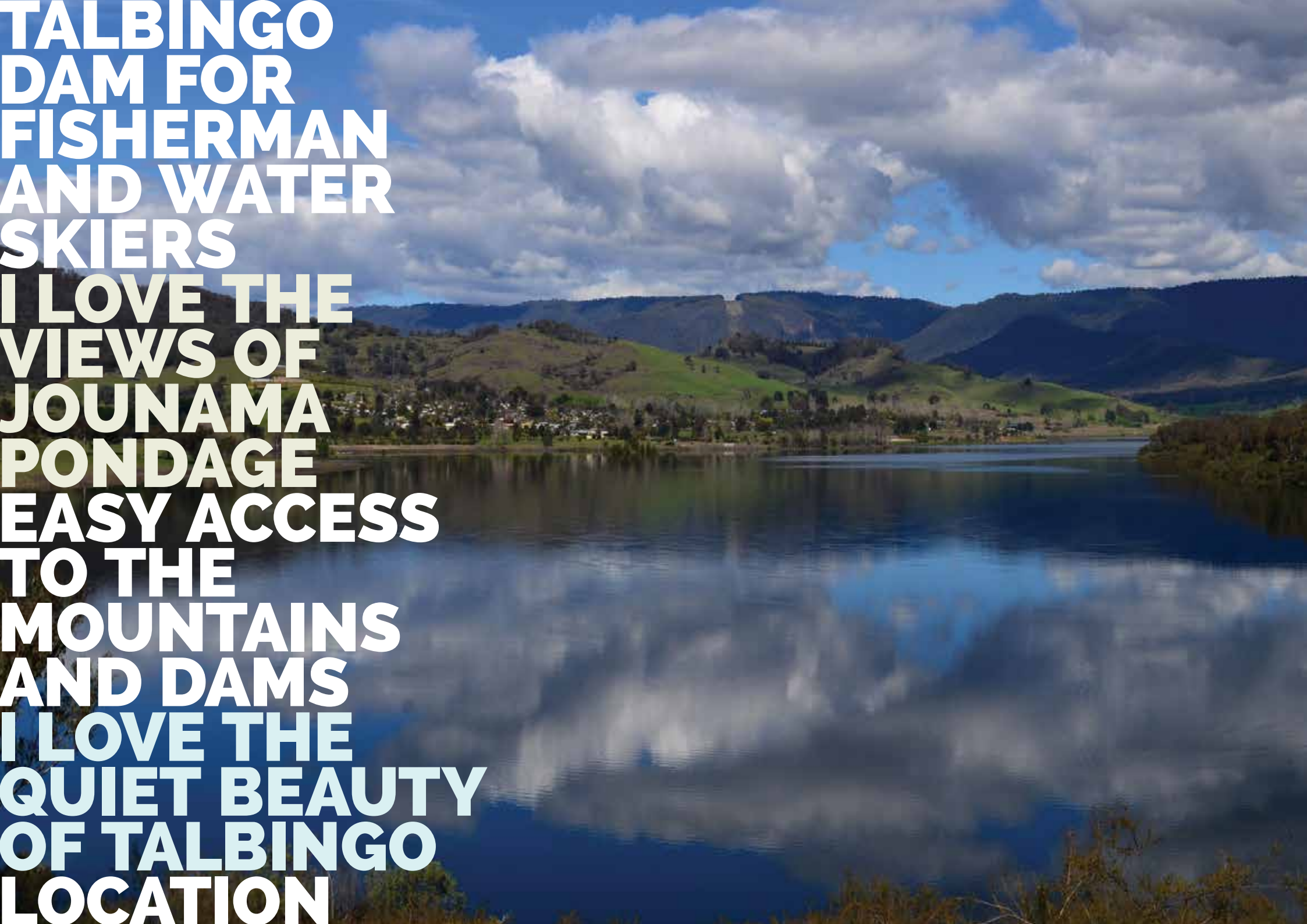
Ensure the community is attractive to visitors and prospective residents

• *"Upgrade of all local facilities to attract more people to visit & more so to move to the area to reside"*

Signage

We heard residents would like to see neat and tidy approaches, clarity and maintenance of signposting

• *"Replace Rosewood Sign"*

TALBINGO DAM FOR FISHERMAN AND WATER SKIERS

I LOVE THE VIEWS OF JOUNAMA PONDAGE

EASY ACCESS TO THE MOUNTAINS AND DAMS

I LOVE THE QUIET BEAUTY OF TALBINGO LOCATION

4.7 Talbingo

TALBINGO

Population: 239

Arguably the most beautifully located town in the Shire, Talbingo sits below Big Talbingo Mountain, the elevation of which is 15 metres greater than that of Ben Nevis, the highest mountain in the UK.

With a northerly aspect, arrivals from the North are greeted by a near-perfect inverted image of Talbingo township on the surface of Jounama Pondage.

Visitors regularly expand the town to several times its resident population. The number and diversity of visitors confirms Talbingo to be a preferred location for reunions, group outings and activities, weddings, and away-from-it-all peace and quiet.

Surrounded by National Park and State Native Forest, Talbingo is the popular base for communing with nature or adventuring in the vastness of Kosciuszko National Park and its adjacent Forests, or exploring one of the many roads, tracks or trails.

Visitors to Talbingo can choose to stay in town and enjoy a magic atmosphere in the company of the resident wild kangaroo population, up to 100 or so species of Australian birds, the human locals and other visitors.

Community Priorities

Town survival

Ensure key services for growth, economy and tourism. Businesses need to be supported to set up in the area, free Wifi spots for campers and caravan users, improved internet and mobile reception, and opening up of Talbingo airport to cater to luxury travellers. Facilitate children's and health services to support young families, as well as organised activities and support for young isolated mothers, for example mothers groups.

- *"Younger residents to help it survive with keeping the school, supermarket and club"*

- *"Health services, visiting doctor, bulk billing"*

Roads and infrastructure

Better access to Jounama Pondage and Hume and Hovel Walking Track, more trees, walking track, rail trail and camping areas.

- *"Improve access to Jounama Dam"*

"
I love having access to the mountains and dams
"

Sense of purpose and communication with Council

Improved communication from Councillors and staff, need to see and hear from employees and Councillors

- *"More communication with Council representatives"*

Lifestyle

Beauty of the area, location and lifestyle offering, weather and access to the mountain and dams.

- *"The beauty of Talbingo"*
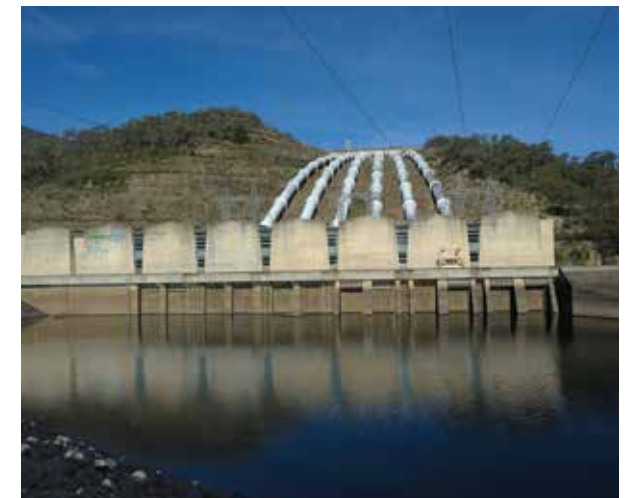
RENOWNED
FOR ITS
BEAUTY, WINE,
BEEF, LAMB,
CHEESE,
DISTILLERY,
DEER HUNTING

TOURISTS
CAN'T GET
ENOUGH

I LOVE THE
BEAUTY OF
THE AREA

CROSS-BORDER
COOPERATION

I LOVE THE
PEOPLE

4.8 Tooma
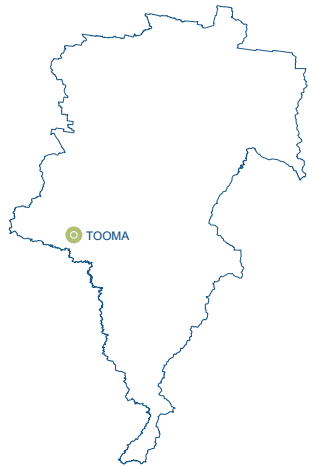
TOOMA

Population: 104

Tooma...indigenous for 'large gum tree'. The picturesque Tooma valley is highly regarded for beef cattle, dairying, sheep grazing and grass seed production. Grazing leases were first taken out in the 1830's in the area by Sir James Garland and Dr Thomas Bell. By the 1870's, a general store, school and the Tooma Hotel were built, and around 12 families lived within 3 miles of the village. Many of these families remain in the district to this day.

In 1904 Tooma was short-listed as a possible site for Australia's new capital city. The Tooma Hall at the Tooma Recreation Reserve was built by local volunteers and opened in 1953. Around this time, a number of new families settled in the area when a section of Tooma Station and all of Maragle Station was acquired for soldier settlement blocks.

The annual Tooma Easter Gymkhana is a popular family event that celebrates the tradition of skilled horsemanship passed down through generations. Nearby, the Southern Cloud Lookout provides stunning vistas across the foothills of the Snowy Mountains to the Main Range.

Community Priorities

Communications: including mobile phone and internet coverage

Improved mobile phone and internet coverage in the Tooma area to better aid social connectivity and business operations. In addition, the area's geographical isolation means that being able to communicate during an emergency is of high importance.

• *"We pay a fortune for a substandard internet service"*

• *"What's happening with the new mobile tower that was promised?"*

Cross-border collaboration

Council could partner and work closely with Towong Shire to deliver Upper Murray 2030 projects and tie in branding with the Upper Murray brand.

• *"Great River Road should have the word Murray in it"*

Road upgrades and maintenance

Road maintenance, including the frequency of unsealed road maintenance and the condition of the Tooma road

• *"Getting a B- Double route from Tintaldra to Tooma. We realise that Council doesn't want trucks going all the way through to Tumba, hence our request that the B-Double*

trucks only go to Tooma. It would considerably decease cartage costs to all those along this route."

Village amenity and cohesion

Maintenance of the hall, village centre and area between the two as a unit to give a better 'village feel' and amenity (including painting bridges and park maintained more frequently and in better condition).
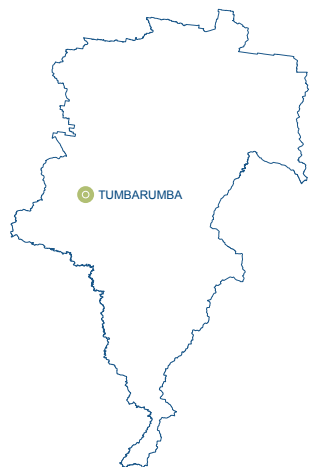
• *"Upgrade of Tooma Hall – power, water and toilets. Key meeting point and Puggles venue."*

OUR CLIMATE ALLOWS US TO HAVE AMAZING GARDENS AND STREET TREES

THE 'CAN DO' ATTITUDE OF THE TUMBARUMBA PEOPLE

ACCESS TO OUTDOOR ACTIVE AREAS

COMMUNITY COHESIVENESS

EVERYONE IS EMBRACED

4.9 Tumbarumba

TUMBARUMBA

Population: 1862

Tumbarumba is a lovely country town with a friendly and welcoming ambience. It was established in the late 1850's when gold was discovered in the region, but agriculture and softwood timber are now the main sources of employment.

It has a vibrant and strong community, partly due to its distance from other regional centres. The presence of the Hyne & Son mill – the largest softwood processing mill in the Southern Hemisphere - contributes to the town's low unemployment rate (currently 3.4%).

Tumbarumba is developing a reputation as one of Australia's premium cool climate wine growing regions, with an expanding food and wine tourism sector. Sample local produce and wine at one of the award winning cellar doors,

visit the community based art gallery, or browse the cafes, gift and antique shops in the charming main street.

Community Priorities

Tourism

Development of cycling infrastructure extending throughout the region, promoting adventure tourism, ensuring good branding and experiences throughout the region, providing support to value-adding industries, being known for produce, and facilitating authentic experiences for visitors.

• *"Facilitate cycle tourism"*

Continue Tumbarumba Council projects

Keep existing services going, finishing the projects that are started for example festivals, continuing improvements to surrounds, and keeping the community informed of processes.

• *"As it was in the "good old days"– trust, honesty, transparency, work community"*

Vision and leadership

Visionary representation, autonomy for community and keeping the community informed;

• *"Leadership to attract young entrepreneurs"*

Roads

Improved road quality and maintenance to improve access and connectivity of communities

• *" Improved roads to help tourist access"*

Community growth

Support for general community, for young people and the elderly, Council to make it a point to provide friendly support and good customer service, and build allied services for the community growth.

• *"Support & encourage community growth with local government engagement"*

Communications (mobile, infrastructure and technology)

Lobby for improved communications, internet and coverage for rural areas.

• *"Improve mobile phone services & internet"*

Environment

Preservation of the natural beauty, pristine nature of the area to ensure tourism visitation is retained.

• *"Care of the environment, planning, custodianship"*

Health

Focus on creating active lifestyles for community through provision of facilities, also maintain and lobby for key medical, aged care and community care services.

• *"Maintain and provide a diverse range of health and caring services"*

4.9 Tumbarumba (cont...)

Continue 355 committees

Keep support of community group values aligned with Council objectives to retain the unique character, high community engagement and identity of Tumbarumba.

• *"355 Committees to continue"*

Business growth/economic development

Retain personal relationship and provide key support for local services and businesses, encourage them to grow, flourish and be 'future proof'

• *"Use local staff & business for all local development"*

Support for community events

Value volunteers, the unique identity of Tumbarumba and give back to the community through providing support for key festivals and activities as a 'launch pad' for future tourism.

• *"Funding for community events through support of volunteer groups"*

Protecting what we have

Retain what makes Tumbarumba unique in local character, and attract more passionate residents.

• *"Do not lose our sense of identity"*

Communication with Council

Know that the Council has the Tumbarumba community's interests at heart, a good sense of care and attention to what has been created before.

• *"Want a council that will truly represent the aspirations of Tumbarumba"*

Support for volunteers

Recognition of the vital contribution they make to the community, retaining the can-do attitude, trust and support into the future.

• *"Built by volunteers – town 'assets'"*

Tree change

Plan for being a tree-change destination, suitable for young entrepreneurs, with attractive services and facilities.

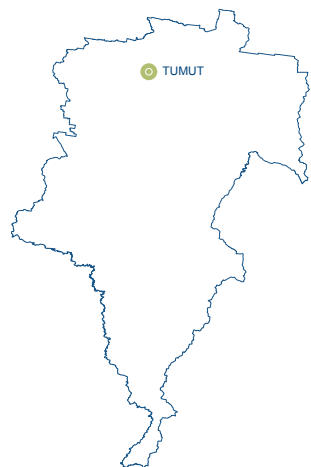• *"Make Tumbarumba great again"*

THE PEACE
AND QUIET OF
THE GILMORE
VALLEY
EUROPEAN
TREES AND
SCENERY
I LOVE THE
BEAUTIFUL
MOUNTAIN
ENVIRONMENT
FOUR
DISTINCT
SEASONS
BLOWERING
DAM
BEAUTY

4.10 Tumut

TUMUT

Population: 6230

Tumut is a vibrant and attractive country town at the foothills of the Snowy Mountains. Tumut's name originates from an Aboriginal word meaning 'a quiet resting place by the river'.

The rolling valleys, mountain streams, Yarrangobilly Caves and alpine mountain ranges make it popular for nature lovers and adventure enthusiasts. It has an action-packed activities list that includes bushwalking, waterskiing, trout fishing, canoeing, boating, horseriding, mountain biking, golf and tennis.

Tumut is a charmingly pretty town that changes dramatically with the seasons. Stroll along the 2 km Tumut River Walk and you'll be able to admire the bird life of the Riverglade Wetlands. Tumut is well serviced by all of the health,

education and community facilities you would expect from a regional hub. Housing prices are very affordable – the median house price is $270,000.

Community Priorities

Roads

Improve the key link roads, highway safety and provide value for money for rural ratepayers.

• *"Brindabella Road / Road to Canberra"*

Infrastructure

Make Tumut a 'Smart Region', introduce more renewable energy, supported living for people with disabilities, upgrades to CBD, public amenity, walking areas and parking.

• *"Renewable energy"*

Sport and healthy lifestyles

Retaining the vibrant lifestyle of the community, improve sporting infrastructure, four seasons availability of the sporting and leisure facilities. Build and improve cycling and walking trails to promote and enjoy our spectacular natural landscapes.

• *"Better sporting infrastructure"*

Economy and tourism

Attract and retain timber industry, encourage adventure tourism, navigate red tape and keep young people in the community.

• *"Size – sustain the community"*

Environment

Retain access to the natural environment and associated activities, plant more trees, keep the beauty of the four distinct seasons and keep the National Parks accessible.

• *"Plant more trees, water them, make the town more attractive for tourists"*

Vision for the future

A cohesive, can-do Council, acceptance, and getting on with life for the future.

• *"Accountability, respect for all, acceptance."*

Health

Encouraged by the development of the new hospital for Tumut, have access to medical specialists and embrace the rural lifestyle with the addition of good doctors and hospitals

• *"Health – new hospital for Tumut"*

5. Snowy Valleys 2028

Snowy Valleys 2028 (this document) is the long-term Community Strategic Plan for the region. The Plan has been prepared based on community input, and it is the community who has ownership of this Plan. This is the first Community Strategic Plan for the new Snowy Valleys Council. The Community Strategic Plan is a requirement of the Office of Local Government's Integrated Planning and Reporting Framework.

Integrated Planning and Reporting (IP&R) Framework

The Integrated Planning and Reporting (IP&R) Framework in NSW requires all councils to adopt a suite of strategic plans. The long-term Community Strategic Plan (this document), outlines the vision, themes, supporting strategies and performance indicators which will guide Council's long-term decision making in order to achieve the community vision.

The next level of planning and reporting comes in the form of the Delivery Program. The Delivery Program has a typical timespan of four years and describes how the vision and themes outlined in the Community Strategic Plan are to be translated into actions through specific activities and programs. The Delivery Program aims to provide our communities with a commitment from Council which outlines what will be delivered during its term of office. The Operational Plan is updated annually and makes up one year of the Delivery Program.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure. The Delivery Program also links closely to Council's Resourcing Strategy, which consists of a Long Term Financial Plan, Workforce Plan and Asset Management Strategy.

These long-term plans provide transparency and make it possible for Council to plan in a manner which ensures that community needs and priorities are responded to well into the future.
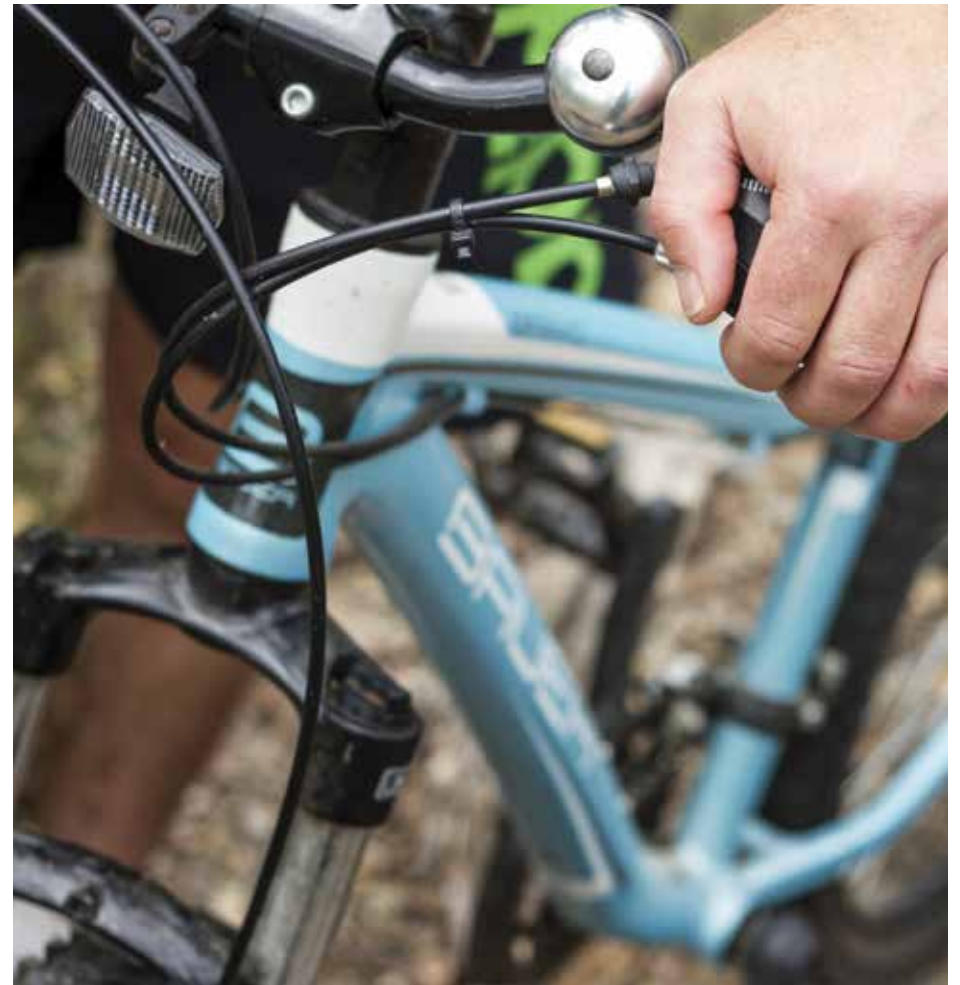
INTEGRATED PLANNING AND REPORTING FRAMEWORK
NEW SOUTH WALES

RESOURCING STRATEGY

- Long Term Financial Plan
- Asset Management Strategy
- Workforce Management Plan

Sets out the resources (dollars, assets, staff) required by the Council to achieve the strategies and activities identified in the Community Strategic Plan and Delivery Program

- **State Strategies & Plans**
  - State Plan NSW 2021
  - Riverina Regional Action Plan

- **Supporting Strategies & Plans**
  - Destination Management Plan
  - Economic Development Strategy
  - Disability Inclusion Action Plan

- **Community Engagement**
  - Ongoing

Perpetual monitoring & Review of Framework

COMMUNITY STRATEGIC PLAN	DELIVERY PROGRAM	OPERATIONAL PROGRAM	ANNUAL REPORT	DELIVERY PROGRAM REPORT	END OF TERM REPORT
10 Years		1 Year	1 Year	Every 6 Months	Every 4 Years
Sets out where the community wants to head in the long term	Sets out what the Council will do during it's electoral term to assist the community in achieving their long term aspirations	Sets out the specific activities (including budget) the Council will undertake in each financial year	Reports on progress in achieving the community's aspirations and how Council is tracking on its activities (programs & projects) for the previous financial year	Sets out how the Council is tracking in achieving the strategies and activities identified in its Delivery Program	Sets out what has been achieved over the Council's term of office and whether the community is getting closer or further away from achieving its long term aspirations

Perpetual monitoring & Review of Framework

5. Snowy Valleys 2028 (cont...)

What is the relationship between the plans?

The figure below shows that the Community Strategic Plan identifies the community's long term desired outcomes. It also identifies the key strategies which help achieve these outcomes. The Delivery Program picks up on these key strategies and identifies the activities Council will undertake during its term of office. The Operational Plan, which is a sub-plan of the Delivery Program, identifies the specific activities (which consist of programs and projects) and the required budget to deliver these during a specific financial year.

* SVC's first Delivery Program will run for only three years (2018-2021). This is because SVC's elections, like those for the 19 other newly merged councils were delayed for one year and were held in September 2017 compared to September 2016 for the non-merged councils. By having a three year Delivery Program, the 20 newly merged councils will bring their corporate planning into line with those of the non-merged councils.

Council also has policies and other plans which help inform operations and decision making, and these policies and plans are adhered to in alignment with the Integrated Planning and Reporting Framework.

COMMUNITY STRATEGIC PLAN	DELIVERY PROGRAM	
10+ year outlook	4 year outlook*	1 year outlook
• Sets out community outcomes • Outlines strategies and measures to achieve the outcomes	• Council commitments and priorities during its term of office • Progress towards the community goals	• Details of activities (Services and Projects) Council will undertake during the financial year to implement the Delivery Program • Annual budget
OUTCOMES (Directions)		
STRATEGIES		
	SERVICES - ACTIVITIES	

SOCIAL JUSTICE

Equity

There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access

All people should have fair access to services, resources and opportunities to improve their quality of life.

THE COMMUNITY STRATEGIC PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE NSW GOVERNMENT'S SOCIAL JUSTICE STRATEGY, WHICH IS BASED ON THE FOLLOWING INTERRELATED PRINCIPLES:

Rights

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Participation

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

5. Snowy Valleys 2028 (cont...)

Disability Inclusion Action Planning

In 2017 Snowy Valleys Council embarked on a process to engage people with disability and their carers as a key component of our commitment to Disability Inclusion Action Planning as prescribed through the Disability Inclusion Act 2014 (DIAP 2014).

Council's Disability Inclusion Action Plan (DIAP) supports the fundamental right of choice for people with disability to choose how they live their lives, to access opportunities and enjoy the benefits of living and working in the Snowy Valleys Council region.

Council's Disability Inclusion Action Plan is integrated into the planning framework and includes strategies and actions to improve the opportunity for people with disability to live fulfilling and meaningful lives in the Snowy Valleys Council.

Council is committed to Disability Inclusion Action Planning. Each of the strategies and actions link to Council's Disability Inclusion Action Plan and address four (4) key areas:

• Developing positive community attitudes and behaviours

• Creating liveable communities

• Supporting access to meaningful employment

• Improving access to services through better systems and processes

BUILD PARTNERSHIPS

6. Links to state priorities

It is important that *Snowy Valleys 2028* links with federal and state government plans to ensure alignment, create leverage and build partnerships to achieve local community aspirations.

By aligning our long-term planning with the priorities of the State Government and other relevant agencies we will be able to achieve greater coordination of decision making and ensure efficient use of available resources.

Where Council is responsible and resources make it possible, we are committed to contributing to the aspirations and priorities of our communities. Where we do not have a direct responsibility, we will advocate and lobby those that are responsible and will work in partnership with them to make progress towards delivering for the future of our communities.

The NSW State Government currently has 18 key priorities, which are grouped in five themes. These themes include strong budget and economy; building infrastructure; protecting the vulnerable; better services and safer communities. These five themes have been at a state level. The themes in this Community Strategic Plan have been designed to address local issues and priorities, while at the same time linking to the State's themes.

Strong budget and economy

This State theme links to our theme of *Growth through innovation*. Our communities have an aspiration for greater opportunities in education and employment, and also a desire for future generations to be able to learn and thrive. It is important to support existing industries, and also to explore opportunities for innovation to create new jobs and a sustainable long term economy.

Building infrastructure

The theme *Our infrastructure* links directly to this State theme. Our communities desire a high quality of infrastructure, particularly roads and transport infrastructure to enable connectivity and support local industry. Investment and maintenance of local infrastructure such as community amenities and facilities is also essential to achieve the community vision set out in this Plan.

Protecting the vulnerable, better services and safer communities

Protecting the vulnerable, creating a sense of community and supporting one another are extremely important elements of regional life. The theme *Our towns and villages* provides strategies to ensure welcoming, friendly places where people can access whole of life services and support to aid community well-being.

The *Our towns and villages* theme in this Plan also links to the State theme of safer communities. People in the Snowy Valleys have a strong affinity with their unique local town or village, which brings with it a sense of pride and belonging. This sense of community has the benefit of creating safer communities, along with the support of community services and the assistance of other agencies such as the police and emergency services.

Further information about how this document links to State, Regional and other Plans can be found by visiting the NSW State Government priorities *website* https://www.nsw.gov.au/improving-nsw/premiers-priorities/

To be a thriving and inclusive region of unique towns and villages who enjoy the clean, natural beauty of our environment, and experience sustainable growth and opportunities for our future generations

7. Where are we going?

Community Vision

We enjoy and are proud of our beautiful scenery, clean waterways and enjoyable climate. We are focused on community, encouraging belonging, supporting and being there for one another.

We have an excellent standard of living and infrastructure and services which support us through all stages of life. We are free to enjoy the peace and quiet and attractiveness of regional life, but are still well connected through technology and high-quality transport accessibility.

Our communities strive for employment and education opportunities provided by local industry, and we continue to innovate and promote our area to ensure we prosper in the future.

**CLEAN
GREEN
THRIVING
INCLUSIVE
FRIENDLY
INNOVATIVE
DYNAMIC
NATURALLY
BEAUTIFUL**

ACHIEVING OUR VISION

8. How are we going to get there?

To achieve the long-term community vision set out in this Plan, we have developed five themes, and supporting strategies to achieve these themes. The vision and themes have been created based on feedback received during the community engagement activities.

The five themes which will help us achieve our community vision are:

Theme 1: Our towns and villages

We celebrate and nurture the unique character of our towns and villages

Theme 2: Growth through innovation

We have economic development activities which provide community longevity, vibrancy and a sustainable future

Theme 3: Our natural environment

We care and protect our natural environment to ensure future generations can experience and enjoy its beauty

Theme 4: Communication and engagement

We have engaged communities that actively participates in local decision making

Theme 5: Our infrastructure

We strive to continually improve our local infrastructure

These themes are used to detail how Council will work towards achieve what the community desires. In some cases, Council will be directly responsible for delivering services and infrastructure to meet the objectives in these themes, while in other cases it is Council's role to lobby or partner with other governments or agencies to ensure community aspirations are fulfilled.

Quadruple Bottom Line Reporting

The Integrated Planning and Reporting Framework prescribes that community objectives must address civic leadership, economic, environmental and social issues identified by the community.

Each of the supporting strategies directly links to and addresses at least one of the elements of the Quadruple Bottom Line. This is represented by a Quadruple Bottom Line icon in the table in each of our 5 themes.

8. How are we going to get there? (cont...)

How to read this Plan

The following information helps to explain how to read and understand this Plan.

Theme

To achieve the long-term community vision set out in this Plan, we have developed five themes, and supporting strategies to achieve these themes. The themes have been created based on feedback received during the community engagement activities.

Objectives

Where do we want to be? This is the expression of the community's long term aspiration for our area for this theme.

Our communities' desire

These are the outcomes the community said they would like to see as a result of successfully achieving the strategies and actions.

Supporting strategies

How will we get there? These are the four year activities and plans that Council will undertake that contribute to achieving the long term objectives and ultimately, what our communities desire.

Partners

Who can help?

Council has a custodial role in working towards achieving the long term objectives for the community, and in many cases is not solely responsible for achieving them. This lists the other partners, such as individuals, other local, state and federal government agencies and community groups that have an important role in delivering the objective.

Quadruple Bottom Line Link

The Integrated Planning and Reporting Framework prescribes that community objectives must address civic leadership, economic, environmental and social issues identified by the community. Each of the supporting strategies directly links to and addresses at least one of the elements of the Quadruple Bottom Line. This is represented by a Quadruple Bottom Line icon in the table in each of our 5 themes.

(CL) CIVIC LEADERSHIP | (S) SOCIAL | (EC) ECONOMIC | (EN) ENVIRONMENTAL

WE CELEBRATE AND NURTURE THE UNIQUE CHARACTER OF OUR TOWNS AND VILLAGES

OUR COMMUNITIES DESIRE:
- A sense of community and belonging, where people are friendly and support each other
- To retain the local identity for each of its towns and villages
- Fair resource allocation across the Snowy Valleys region
- Services which support wellbeing for local people such as libraries, childcare and aged care
- The preservation and celebration of local history and heritage
- The promotion of arts and cultural activities
- Events which bring people together and promote the offerings of the region

REF	SUPPORTING STRATEGIES	QBL LINK	WHO CAN HELP?
1.1	Create welcoming towns and villages that are vibrant, accessible and foster a sense of community	CL S EC	Residents
1.2	Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life	S	Community groups
1.3	Protect and preserve local history and heritage	CL S EN	SVC
1.4	Expand, support and encourage arts and cultural events, activities and creative opportunities	S	NSW Government
1.5	Support and promote events and festivals	CL S EC	Federal Government
1.6	Support and partner with other agencies to ensure community safety	CL S	Private sector
1.7	Manage Council's resources in a manner which is equitable and ensures organisational sustainability	CL EC	Education and training providers
1.8	Advocate for and supports the provision of affordable housing in our towns and villages	CL S EC	Community service providers
1.9	Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use	CL S EC EN	Sporting organisations

Residents
Community groups
SVC
NSW Government
Federal Government
Private sector
Education and training providers
Community service providers
Sporting organisations
Eastern Riverina Arts
Indigenous community
NSW Police Local Area Command
Events, Arts and Cultural community organisations
Philanthropic organisations

THEME 1.

Our towns and villages

Strategic Context

The newly formed Snowy Valleys Council is made up of unique towns and villages. While united under the banner of a new Council, each of these towns and villages has its own identity, priorities and aspirations. Engagement with each of these communities has indicated that locals strongly relate to the town or village in which they live, and that each of these towns and villages has individual aspirations and priorities.

In saying this, there are commonalities and synergies between these aspirations and priorities across the whole region. For example, most people feel a strong sense of community and belonging are important, just as local history and heritage, arts and culture and events are all valued.

It is in this context that Council must plan how it allocates resources to address the aspirations of all people in the region. Services across the whole life span, including childcare and youth, and services for older people will further contribute to the way of life enjoyed in each town and village.

Services which promote diversity and inclusion, such as programs for culturally and linguistically diverse people and people with a disability are also important to achieve the objectives in this theme.

Arts and cultural programs and activities, along with events and festivals form part of the strategy to contribute to the community vision, and also achieve additional outcomes of encouraging economic growth, employment opportunities and adding vibrancy and vitality to daily life.

WE CELEBRATE AND NURTURE THE UNIQUE CHARACTER OF OUR TOWNS AND VILLAGES

OUR COMMUNITIES DESIRE:

• **A sense of community and belonging, where people are friendly and support each other**

• **To retain the local identity for each of its towns and villages**

• **Fair resource allocation across the Snowy Valleys region**

• **Services which support wellbeing for local people such as libraries, childcare and aged care**

• **The preservation and celebration of local history and heritage**

• **The promotion of arts and cultural activities**

• **Events which bring people together and promote the offerings of the region**

REF	SUPPORTING STRATEGIES	QBL LINK	WHO CAN HELP?
1.1	Create welcoming towns and villages that are vibrant, accessible and foster a sense of community	CL S EC	Residents
1.2	Provide accessible services and initiatives which support and contribute to wellbeing across all stages of life	S	Community groups SVC NSW Government
1.3	Protect and preserve local history and heritage	CL S EN	Federal Government Private sector
1.4	Expand, support and encourage arts and cultural events, activities and creative opportunities	S	Education and training providers
1.5	Support and promote events and festivals	CL S EC	Community service providers Sporting organisations
1.6	Support and partner with other agencies to ensure community safety	CL S	Eastern Riverina Arts Indigenous community
1.7	Manage Council's resources in a manner which is equitable and ensures organisational sustainability	CL EC	NSW Police Local Area Command Events, Arts and Cultural community organisations
1.8	Advocate for and supports the provision of affordable housing in our towns and villages	CL S EC	Philanthropic organisations
1.9	Provide a planning and development framework which protects the local amenity while supporting sustainable growth and an appropriate balance of land use	CL S EC EN	

HOW DO WE KNOW WE'VE ARRIVED?

COMMUNITY INDICATORS	SOURCE	TARGET
Satisfaction with the provision of community services and elderly support services is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'
Satisfaction with cultural/community activities is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'
Satisfaction with ease of access to council services is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'
The Community Wellbeing Index score for SVC has improved	Regional Wellbeing Survey	Community Wellbeing index score increases from 2017 baseline score
Crime rates are declining	NSW Bureau of Crime Statistics and Research	Decreasing trend on 2017 BOCSAR data
Volunteer participation is increasing	Australian Bureau of Statistics	>5% above 2016 Census baseline data
Council is achieving Fit for the Future benchmarks	SVC measure	The Fit for the Future benchmarks established by TCorp are met

THEME 2.

Growth through innovation

Strategic Context

The forest and timber industry plays a key role in providing employment and boosting the local economy in the Snowy Valleys region. This combined with the announcement of the Snowy 2.0 scheme in 2016 are key factors for Council to consider in long-term economic development planning. It is important for Council to continue strong relationships with existing industry to work together to ensure the financial sustainability of the region and its people.

There is also opportunity to promote growth through the tourism industry, and by partnering with other organisations and local businesses to ensure accommodation and attractions are at a standard which encourages more visitors to the area. The transport industry is key to supporting other industries and ensuring they continue to thrive.

Supporting local businesses and encouraging innovative new industries to the area is an avenue to achieve the community aspiration of attracting young families and striving for a more diverse demography across the region. Improvements to mobile phone reception and internet access will improve connectivity and could reduce a potential barrier for businesses and individuals looking to relocate to the area.

WE HAVE ECONOMIC DEVELOPMENT ACTIVITIES WHICH PROVIDE COMMUNITY LONGEVITY, VIBRANCY AND A SUSTAINABLE FUTURE

OUR COMMUNITIES DESIRE:

- **Support for existing industries, as well as initiatives to attract new employment opportunities across the region**
- **Tourism initiatives to attract more people to the area and in turn boost the local economy**
- **Initiatives to attract young families to the area to create a more diverse demography**
- **Sustainable tourism initiatives which boost the economy and promote sustainable living**
- **Support for small business and a reduction in red tape when dealing with government agencies**
- **Improved telecommunication services including mobile phone reception and high speed internet access**

REF	SUPPORTING STRATEGIES	QBL LINK	WHO CAN HELP?
2.1	Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy	CL S EC	Chambers of Commerce Industry groups SVC Destination Riverina Murray Regional Tourism Organisation Business community NSW Government Business Enterprise Centre Education and training providers
2.2	Encourage sustainable tourism initiatives which create employment and boost the local economy	S EC EN	
2.3	Promote, support and attract local small businesses	EC	
2.4	Lobby for better telecommunications services	CL S EC	
2.5	Partner with local education institutions to facilitate opportunities for residents to access education, training and employment to strengthen the local economy	S EC	
2.6	Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations	S EC	

HOW DO WE KNOW WE'VE ARRIVED?

COMMUNITY INDICATORS	SOURCE	TARGET
Visitor numbers to the Snowy Valleys are increasing (day and overnight)	Tourism Research Australia	≥5% increase in domestic day and overnight visitation on December 2017 baseline data
Unemployment rate is decreasing	Australian Bureau of Statistics	Decreasing trend on 2016 Census baseline data
Number of new business registrations has increased	Australian Business Register	≥5% increase on 2017 baseline data
Number of commercial and residential development approvals and completions	SVC	Increasing trend on approvals and completions on 2017 baseline data.
Satisfaction with business and tourism development is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'

Current Initiatives

Economic Development Strategy 2018-2021

Snowy Valleys Council is currently preparing an economic development strategy to inform the Delivery Program and Operational Plan.

The economic development strategy will reflect Snowy Valleys Council's strengthened focus on tourism, marketing and economic development, with an emphasis on place management.

The overall objective of the economic development strategy is to support healthy, strong and vibrant communities in the council area, and expand on the CSP vision and themes identified by the community.

The economic development strategy involves comprehensive research and consultation to create a blueprint to prepare the Snowy Valleys region for a vibrant and sustainable future.

Destination Management Plan 2018-2021

A Destination Management Plan (DMP) (and associated Visitor Service Strategy) is also being prepared to establish clear directions for destination development for the entire Snowy Valleys Council area. It reflects the increased focus on tourism by both Council and the community, and will outline the roles and structure governing tourism in the locality, clearly articulating Council's vision for the future.

The DMP has been prepared in close consultation with the local tourism industry and stakeholder groups, and includes a strategic context review, visitor profile; visitor economy profile; review of the existing tourism and visitor economy product in Snowy Valleys and its key identified townships; governance structure, and marketing activity and segmentation in order to develop a comprehensive and actionable DMP for Snowy Valleys Council.

THEME 3.

Our natural environment

Strategic Context

One of the most loved features of the Snowy Valleys Council area is the beauty of the natural environment. The region boasts breathtaking scenery, pristine and accessible waterways and an abundance of natural space.

There is a fine balance between promoting the offerings of the natural environment and ensuring it is protected and conserved. Education programs and initiatives can draw attention to steps which will create an environmentally sustainable future for the region, ensuring the local wildlife and ecosystems are supported to survive.

The local waterways, rivers and streams are a significant offering of the region, and it is important that Council works with other agencies and our communities to ensure these can be enjoyed well into the future.

WE CARE AND PROTECT OUR NATURAL ENVIRONMENT TO ENSURE FUTURE GENERATIONS CAN EXPERIENCE AND ENJOY ITS BEAUTY

OUR COMMUNITIES DESIRE:

• **To protect the natural environment and promote its beauty to local and visitors**
• **Opportunities to make use of the natural environment for sustainable recreation activities**
• **To ensure the cleanliness of local waterways, lakes and streams**

REF	SUPPORTING STRATEGIES	QBL LINK		WHO CAN HELP?
3.1	Demonstrate leadership in environmental sustainability by reducing Council's carbon footprint and supporting the use of clean energy	CL	EN	Federal Government NSW Government SVC Local Landcare groups EPA Local Land Services Community groups Residents
3.2	Promote programs and initiatives which encourage more sustainable living		EN	
3.3	We sustainably manage waste through a commitment to resource recovery and best practice waste management		EN	
3.4	Protect and manage local air quality, waterways, rivers and streams		EN	
3.5	Partner and support other agencies to protect local fauna and biodiversity ecosystems	CL	EN	

HOW DO WE KNOW WE'VE ARRIVED?

COMMUNITY INDICATORS	SOURCE	TARGET
Participation rates in Council's school based environmental and sustainability programs is increasing	SVC	≥5% decrease on 2017 baseline data (total annual tonnes
Volume of waste going to landfill is decreasing	SVC	>5% increase on 2017 baseline data
Community satisfaction with roadside slashing and weed control is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'
Participation in natural recreation is changing	Tourism Research Australia	>5% increase on 2017 baseline data

THEME 4.

Communication and engagement

Strategic Context

Communication and engagement is essential for the new Snowy Valleys Council to establish trust with its communities and deliver on their aspirations. Engagement has indicated that our communities would like communication from Council to improve, and that ongoing and regular opportunities to have input into decision making would create greater trust.

Our communities have also indicated an appreciation of face to face engagement with elected officials and Council staff, and that customer service is very important. A culture where our communities can actively participate in the decision making process and is informed of how input has been used to make a decision will lead to better outcomes for Council and our communities.

WE HAVE ENGAGED COMMUNITIES THAT ACTIVELY PARTICIPATES IN LOCAL DECISION MAKING

OUR COMMUNITIES DESIRE:

- **Councillors, the Council executive and staff to be accessible and open to listening**
- **To be communicated to in a timely manner on all Council decisions**
- **Additional communication in the context of the recent merger and as the new Council becomes established**
- **Opportunities to be actively involved in engagement activities which inform Council decision making**
- **Opportunities to be involved in committees which provide direct advice to Council on local issues**

REF	SUPPORTING STRATEGIES	QBL LINK	WHO CAN HELP?
4.1	Partner with local communities to create an ongoing culture of engagement to aid Council decision making	CL S	Residents
4.2	Deliver a communication strategy which ensures the community receives information in a timely and convenient manner	CL S	Community groups
4.3	Council has sound organisational health and has a culture which promotes action, innovation, accountability and transparency	CL S	SVC
4.4	Provide a high level of customer service to the community	CL	NSW Government
4.5	Council demonstrates strong leadership through a governance framework which drives progress towards achieving the community vision	CL	Federal Government
4.6	Council builds strong relationships with other organisations to advocate for our communities	CL	

HOW DO WE KNOW WE'VE ARRIVED?

COMMUNITY INDICATORS	SOURCE	TARGET
Participation in the 'Have Your Say' online engagement activities is increasing	SVC measure	>10% increase on December 2017 baseline data
Number of unique visitors to council's website is increasing	SVC measure	>10% increase on December 2017 baseline data
Satisfaction with Council's community consultation is increasing	Community Satisfaction Survey	≥10% increase on 2016 baseline data for satisfaction ranked above 'average'
Level of community representation on Council committees is increasing	SVC measure	>5% increase on 2017 baseline data
More people are satisfied that Council is listening to the community	Community Satisfaction Survey	≥10% increase on 2016 baseline data for satisfaction ranked above 'average'

THEME 5.

Our infrastructure

Strategic Context

Having a safe, good quality road network is a high priority for Snowy Valleys communities. Council is tasked with prioritising road maintenance, renewal and upgrades across a wide geographical area, and this can be a challenge. Our communities aspire to have improved roads in the future and are looking to Council to achieve the objectives in this theme.

Local amenities and other infrastructure such as footpaths, stormwater, kerb and gutter and open space and recreation areas are also under the mandate of Council. In general, our communities would like acceptable and accessible assets and facilities to enhance quality of life.

There is also a need for sustainable and public transport options, and our communities is open to new and innovative approaches to ensuring they can get around in a safe manner.

WE STRIVE TO CONTINUALLY IMPROVE OUR LOCAL INFRASTRUCTURE

OUR COMMUNITIES DESIRE:

- **Improved roads**
- **Amenities, infrastructure and facilities which meet community needs**
- **Reliable waste and sewage services**
- **Continuation of resource allocation towards sports grounds and facilities to enable recreational activities**
- **Improvements to sustainable transport infrastructure including walking tracks and cycleways**
- **Initiatives to encourage sustainable transport options for locals including public transport**
- **Continued access to local swimming pools**

REF	SUPPORTING STRATEGIES	QBL LINK	WHO CAN HELP?
5.1	Provide a program to improve local roads	S EC	Federal Government
5.2	Provide well maintained safe, vibrant and accessible community spaces and facilities	S	NSW Government
5.3	Provide and partner with other agencies to deliver an effective, safe local transport network	CL S EC	SVC
5.4	Provide a program to deliver and improve public amenities and infrastructure which meets an acceptable community standard	S EN	Non-government organisations
5.5	Provide infrastructure which encourages the use of sustainable transport such as cycleways and rail trails	EC EN	Private Sector
5.6	Provide high quality, safe and accessible open spaces and places for active and passive recreation	S EN	

HOW DO WE KNOW WE'VE ARRIVED?

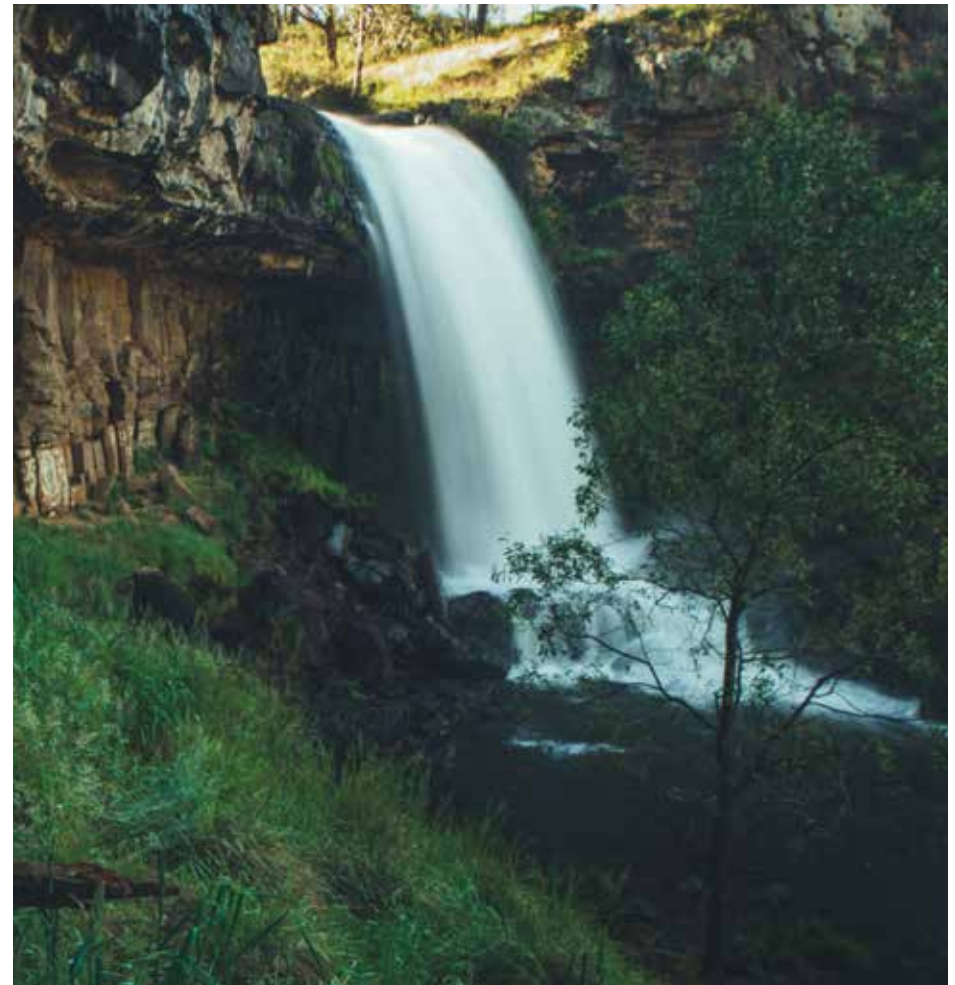| COMMUNITY INDICATORS	SOURCE	TARGET
Satisfaction with condition of sealed and unsealed roads is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'
Satisfaction with condition of parks, gardens and open spaces is increasing	Community Satisfaction Survey	≥10% increase on 2016 baseline data for satisfaction ranked above 'average'
Satisfaction with water and sewerage services is increasing	Community Satisfaction Survey	≥5% increase on 2016 baseline data for satisfaction ranked above 'average'
Satisfaction with recreational facilities is increasing	Community Satisfaction Survey	≥10% increase on 2016 baseline data for satisfaction ranked above 'average'

RESULTS ACROSS THE REGION

9. Measuring success

A new beginning

This is the first Community Strategic Plan for the new Snowy Valleys Council, and as such it is a wonderful opportunity to engage with our communities to get a fresh understanding of what is important now, and in the future. Engagement on needs and priorities should be an ongoing exercise, and trust will be created when Council listens and delivers outcomes which achieve what our communities aspire to. The Vision and themes outlined in *Snowy Valleys 2028* are the first step in achieving results across the region in a unified way, while still recognising the importance and uniqueness of each of Snowy Valley's towns and villages.

To ensure the community's Vision is achieved, regular review and performance measurement should be included in the process of delivering the objectives in this document. This Community Strategic Plan will be reviewed again at the start of the next Council term in 2020. Council will report back to our communities on a six-monthly and annual basis, with details of activities and progress towards achieving the Vision in this Strategy.

We welcome continued input from our communities to continue providing ideas and feedback as Council refines the way it will achieve the community's long-term aspirations, and to keep Council accountable to the commitments it has made.

COMMUNITY
STRATEGIC PLAN 2028