

OUR PLACE... OUR FUTURE.

2022 Community Strategic Plan



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

WORKING IN PARTNERSHIP WITH THE COMMUNITY

To co-create a vibrant region attracting people, investment and business through innovation, diversity, and community spirit.



COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

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THE DECISIONS WE MAKE

NOW AS A COUNCIL
AND COMMUNITY WILL
IMPACT ON WHAT
OUR LIVES, TOWN AND
REGION WILL BE LIKE
IN THE FUTURE.



COOTAMUNDRA-
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MESSAGE FROM THE MAYOR

I am pleased as Mayor of Cootamundra-Gundagai Regional Council to present the new Community Strategic Plan (CSP). “Our Place, Our Future 2022” is the vision Council shares with the community for the future of our Region and it was time for a refresh.

The goal of the CSP is to work in partnership with the community to co-create a vibrant region attracting people, investment and business through innovation, diversity, and community spirit. Reviewing our Community Strategic Plans will ensure the hopes, aspirations and vision for our region is captured.

The CSP has been created in consultation with our community to provide a document that identifies the community’s priorities and aspirations.

The decisions we make now as a Council and community will impact on what our lives, town and region will be like in the future.

I sincerely appreciate the responses and time, members of the community have invested in providing feedback, attending community workshops, and completing surveys during the consultation period. This input is invaluable and instrumental giving Council a clear direction in what the community feel is important to achieve our visionary goals.

The CSP is not just a document. It is a road map for our future, and on behalf of my fellow Councillors, we look forward to the future development of our communities and region as a place where lifestyle and environment meets community expectations.

I extend a heartfelt thank you to the community for their input, ideas and comments that have guided the formation of the CSP.

Cr Charlie Sheahan

Mayor Cootamundra-Gundagai Regional Council





**STATE AND
REGIONAL
PLANS**

**COMMUNITY
STRATEGIC PLAN**
10+ Years

**SUPPORTING
STRATEGY
DOCUMENTS**

OUR BUDGET
Delivery Program 4 Years
Operational Plan 1 year

**ANNUAL
REPORT**
End of term report
4 years

**PERPETUAL
MONITORING
AND REVIEW**

RESOURCE STRATEGY
Long term financial Planning
Workforce Management Planning
Asset Management Planning

**COMMUNITY
ENGAGEMENT**

OUR PLAN

The Cootamundra-Gundagai Community Strategic Plan is based on the aspirations, priorities, and values of our community. The Community Strategic Plan (CSP) is a shared community vision, and has been developed by balancing what the community has asked for and what needs to be done.

The plan helps to shape Council actions over the next 10 years. It is reviewed every four years in line with Council elections to ensure it aligns with community needs.

The CSP represents the highest level of strategic planning undertaken by local Councils. It is led by the Mayor and Councillors through engagement with the community. Council has a custodial role in engaging, refining and preparing the plan on behalf of the Cootamundra-Gundagai community.

Cootamundra-Gundagai Regional Council developed this plan in consultation with the community through online, telephone, face-to-face community survey and forums. When the plan refers to 'we' and 'our' it refers to the collective Cootamundra-Gundagai community, including Council, other levels of government, businesses and organisation and residents.

The plan aligns with the NSW State Plan and Riverina-Murray Regional Plan, and has been prepared with regard to social justice principles of access, equity, participation and rights, and addresses social, environmental, economic and governance matters.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The CSP is the cornerstone document of the NSW Government's Integrated Planning and Reporting (IP&R) Framework. The IP&R framework provides the structure from which all of Council's strategic and operational documents are connected, including reporting and accountability.

MEASURING PROGRESS

The IP&R framework requires Councils to measure and report on progress in implementing this Plan. Our outcomes are listed in this plan under each theme heading.



OUR VISION. OUR VALUES.

Our vision for the Cootamundra-Gundagai region is to be a vibrant region attracting people, investment and business through innovation, diversity, and community spirit.

As a community we value:

Country Living

Agricultural landscape

Friendly communities



POPULATION

11,225

(ABS ERP 2020)

WORKFORCE

4,381

people employed

60% full-time

38% part-time

REGION LAND AREA

3,982

square kms

INDUSTRIES

Agriculture

Healthcare

Social assistance

OUR COMMUNITY SNAPSHOT

The Cootamundra-Gundagai Regional Council Estimated Resident Population is 11,225 as at 2020.

The Cootamundra-Gundagai Regional Council area is located in the South West Slopes and Riverina Regions of New South Wales, about 390 kilometres south-west of the Sydney CBD, and about 95 kilometres north-west of the Canberra CBD.

The region boasts spectacular views of the country-side, with rolling hills and some of the country's best farming and cropping locations. We have museums for history lovers and an Arts Centre that holds regular workshops, exhibitions, performances and movie sessions. Combined with gorgeous architecture, streetscapes and views to keep the most ardent culture vultures and photography lovers intrigued.

The regions main industries are agriculture, meat processing, renewable energy, tourism, manufacturing and health and a growing dedication to coffee, great pub food and independent boutiques to attract the envious glances from Sydney, Melbourne and Canberra!

A photograph of several rusted metal mailboxes in a rural setting. The mailboxes are mounted on wooden posts. One mailbox in the foreground is silver and has a tag attached to it that reads "MAIL TO TAKE TO PLEASE". The background shows trees and a small building. The text "INFORM. CONSULT. INVOLVE. COLLABORATE. EMPOWER." is overlaid on the image in large white letters. The word "EMPOWER." is highlighted with a yellow background.

INFORM.
CONSULT.
INVOLVE.
COLLABORATE.
EMPOWER.

ENGAGEMENT PROCESS

During the stakeholder engagement phase of this project Council engaged with the local community and stakeholders to understand:

1. The community's priorities and aspirations for the future
2. Local challenges, opportunities and priorities
3. Their ideas for what would make living in the region better

During the engagement activities, Council asked the community to consider:

1. Where are we now? To understand our current position and identify what we do well as a region
2. Where are we going? To identify the trends, pressures and constraints that are likely to affect us in the future
3. Where do we want to be? To imagine and visualise a preferred future, looking 10 years ahead
4. How will we get there? To determine the actions, we need to make our preferred future a reality
5. How will we know when we've arrived? To visualise what success will look like

The CSP Community Engagement phase included communications and marketing activities, Council pop-up stands, facilitated stakeholder workshops and focus groups, direct mail-outs and an online community survey that reached over 7,866 people across the region.

- 333 online surveys were completed
- 502 conversations at community pop-up stands
- 60 people attended facilitated stakeholder group discussions
- 25 local businesses were directly engaged
- 107 people received the Council internal email
- 8 local schools were engaged with a direct mail
- 60 emails were sent directly engaging with community groups and Section 355 committees
- 971 recipients of the postcard survey mail out



ENGAGEMENT APPROACH

The CSP Engagement Plan was designed and delivered in accordance with Cootamundra-Gundagai Regional Council's Engagement Framework. Key focus areas of this framework include social justice principles equity, access, participation and rights. The framework is also guided by key elements of, and in accordance with, the International Association of Public Participation (IAP2). These elements are:

- Inform – giving information to the local community
- Consult – seeking feedback from the local community
- Involve – working directly with the local community
- Collaborate – create partnerships with the local community to produce recommendations and solutions
- Empower – putting final decision-making into the hands of the community

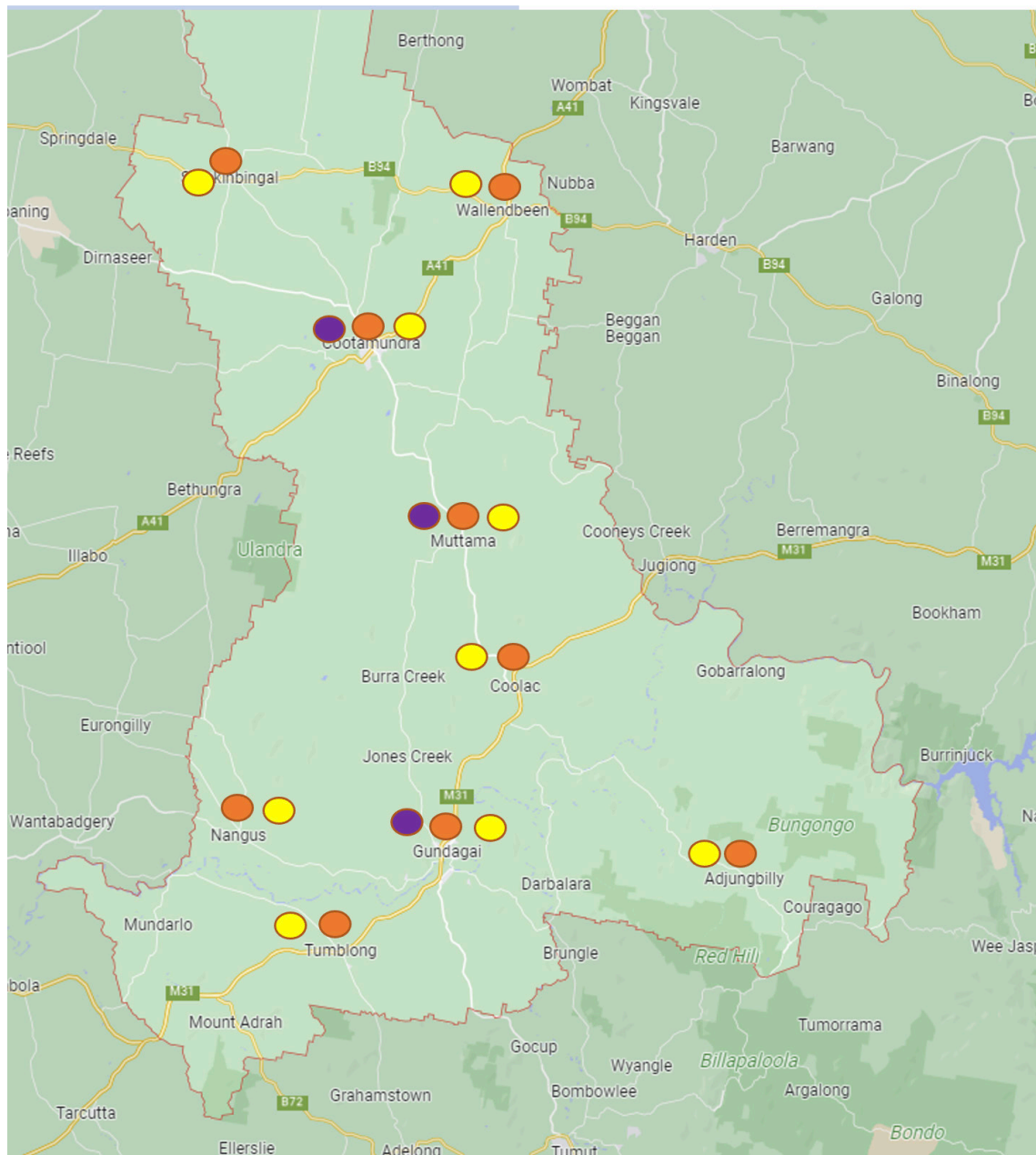
ENGAGEMENT ACTIVITIES

The Cootamundra-Gundagai community invested significant time, thought and energy into the engagement activities with over 7,866 people directly and indirectly engaged. Overall, the community valued having the opportunity to have their say.

A key focus of the engagement plan was to ensure that activities were undertaken in main towns as well as villages providing a sufficient geographic coverage to afford as many community members as possible with an opportunity to participate.



COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL



- Pop Up
- Workshop
- Survey responses

BRINGING THE PLAN TO LIFE.

ROLE OF COUNCIL

Consultation, Delivery and Monitoring

Council has a key role in driving the community towards its preferred future. Council has developed the Community Strategic Plan on behalf of the community, and will continue to take a lead role in facilitating and advocating the plan's objectives.

Community engagement activities will continue during the 10-year period to make sure our goals for the future meet the changing needs of our community. Council also has a role in delivering key strategies within the plan, and will advocate on behalf of the community those activities not resourced by Council by partnering with other government agencies, non-government organisations and residents.

This plan is supported by Council's Delivery Program and Operational Plan:

- **Delivery Program:** identifies the 4-year principal activities Council will undertake to work towards the community's vision for the future
- **Operational Plan:** the projects and actions Council will take in the next financial year to achieve the 4-year Delivery Program

Our community's aspirations will not be achieved without sufficient resources – time, money, assets and people – to carry them out. Council is committed to allocating resources to ensure the successful delivery of the strategies within the Community Strategic Plan, while ensuring the continuation of basic services in a fiscally responsible manner.

This resourcing strategy includes:

- **The Long-Term Financial Plan:** to provide financial modelling for the next ten years
- **The Workforce Management Strategy:** to address the human resourcing requirements for the next four years, and
- **The Asset Management Strategy:** to identify critical assets, and develop risk management strategies and actions to improve capability, requirements and timeframes

Council will regularly monitor progress towards achieving our goals, and will report back to the community on how we are tracking. More detailed reports outlining progress will be provided in the Annual Report, as well as at the end of the elected Council's term.



ROLE OF RESIDENTS AND LOCAL ORGANISATIONS

Participation

Bringing the Community Strategic Plan to life requires working together. Our residents, community groups and local businesses have an ongoing role in providing input and actively participating in engagement activities.

Our community members already do so much to improve our area – from supporting community events to taking an active role in local projects or taking leadership positions in community organisations. Continuing to make positive changes in our everyday lives will benefit us all in realising our future vision.

ROLE OF OTHER AGENCIES

Partnership

Through the development of robust and strategic partnerships and sharing resources with other government and non-government agencies, our plans for the future can be brought to life.

Council is committed to working with other levels of government and neighbouring local Councils to support objectives that reach beyond our local government area.

The Cootamundra-Gundagai Regional Council CSP is influenced by external legislative and regulatory requirements.

Key planning instruments include:

- NSW Premier's Priorities
- Riverina-Murray Regional Plan 2036
- Disability Inclusion Action Planning
- Office of Local Government – Fit for the Future Program
- Legislative Requirements of NSW State Agencies

The Premier has identified key focus areas which government agencies and Council are to consider in their planning process. The Cootamundra-Gundagai Regional Council's CSP will align with these priorities listed below:

- A strong economy
- Highest quality education
- Well connected communities with quality local environments
- Putting the customer at the centre
- Breaking the cycle of disadvantage

The Riverina-Murray Regional Plan has a significant influence on the Cootamundra-Gundagai Community Strategic Plan, and provides direction to Council with four key goals for the region:

- Support agriculture as the dominant industry, encouraging development of livestock production and processing, as well as development of key freight transport services
- Develop niche value-added agricultural produce and related tourism opportunities
- Capitalise on the existing access to rail and road infrastructure
- Enhance access to services and facilities, including health and aged care, to support a healthy rural community

Collaboration and partnerships are crucial to achieve our goals.

CHALLENGES AND OPPORTUNITIES.



**COOTAMUNDRA-
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CLIMATE CHANGE

A range of issues was discussed relating to the forecasted changing climate including the need to embed environmental care into wider thinking within the region. Our community talked about innovation and adaptability as being key to responding to climate change in the future.

Opportunities to strengthen our already sound response include increasing community awareness and education, investigating the potential for innovative renewable energies and protecting the agricultural base of the region. The strength of community spirit was seen as a benefit in coping with natural disasters, but the need for health and emergency services to protect those who are most at risk was noted.

TOURISM AND PROMOTION

There was a strong sense from across the community that more could be done to realise the tourism potential of the area. People felt that increased promotion of the region should be anchored in existing strengths such as heritage and historic events, sporting success, natural beauty such as the wattle in the area, food production and proximity to population centres. Importantly a whole-of-region approach was favoured with calls for increased co-ordination of events and tourism opportunities.

Whilst the Dog on the Tuckerbox is a well-known point of reference to encourage travellers to stop, other parts of the region need to develop similar draw cards, for instance Cootamundra being Donald Bradman's birthplace or an increased focus on Cootamundra as a wattle region. Revisiting the Rail Trail project was also regularly mentioned during the consultations. Other opportunities for improvement included better signage and promotion of the region and its major towns and villages, introducing a stand alone Visitor Information Centre at Cootamundra, and implementing a series of workshops and mentoring to support agritourism development.



OUR COMMUNITY
HAS IDENTIFIED THE
NEED FOR FURTHER
INVESTMENT AND
ENCOURAGING NEW
BUSINESSES TO
START UP IN THE
REGION AS KEY
FOR OUR FUTURE
SUSTAINABILITY.

EMPLOYMENT AND INVESTMENT

Our community has identified the need for further investment and encouraging new businesses to start up in the region as key for our future sustainability and economic resilience. We need to encourage and incentivise a diversity of investment to promote economic growth in the development of new sectors, as well as the growth and expansion of existing businesses.

By fostering a culture of innovation, being open to new ideas and promoting entrepreneurship we can promote ourselves as being “open for business”. Large-scale infrastructure investments can be a catalyst for positive change, such as the ARTC Inland Rail project, a locally based abattoir, and the National Broadband Network (NBN) rollout providing opportunities for the future, making it easier for business to do business and increasing our connectedness with our regional and city counterparts. Our challenge, then, is to be prepared to capture opportunities as they arise.



BIG IDEAS

- Redevelopment of the Cootamundra Airport
- Add airline services
- Revisit the rail trail in vibrant and supportive community
- Permitted land use and increased land releases and subdivisions with residential and lifestyle land encouraged
- Stronger state and federal government advocacy
- Better access to the Murrumbidgee River at North Gundagai Common
- Increased transparency and accountability
- Connection to country and more work with our Indigenous community
- Innovation and embracing new technologies
- Encourage and facilitate new businesses to start up in the area
- Focus on art and culture as both are a tourism driver
- Building community and business preparedness for natural and manufactured disasters and emergencies
- Stronger focus on maintenance and upgrade of town appearance, tourism and agritourism asset development
- Introduction of Youth Hub and/or a multi-purpose community centre that can be used for range of community needs
- Seek additional funding opportunities to develop tourism and youth assets and support tourism development
- Support establishment of Business Chamber in Gundagai
- Better signage for Cootamundra
- New playground equipment in Muttama
- Stand-alone Visitor Information Centre in Cootamundra
- Avenues of Autumn trees or Wattle to create a spectacle
- Implement a series of workshops and mentoring to support agritourism development
- Revisit major sporting event hosting opportunities for the region
- Silo art to bring tourism
- Establish kerbside bulky waste collection in Gundagai
- A closed dog park in Gundagai for off-leash exercise
- Prioritise planning for the suitable selection, placement and integration of street trees



OUR PLAN FOR THE FUTURE

The Cootamundra-Gundagai Community Strategic Plan is a call to action which reflects the aspirations and visions for the future.

Our community strategic plan is made up of:

- Five key focus areas that identify where we want to be
- Eighteen objectives we want to achieve over the next 10 years
- Strategies that help us achieve our objectives
- Partners we can work with to achieve our objectives
- Performance Measures to track and monitor our progress

HOW TO READ THIS PLAN

Key Focus Area

A VIBRANT, SAFE, AND INCLUSIVE COMMUNITY

We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.

	Where do we want to be	How will we get there	Council's role	Partners
Objectives	Our health and wellbeing needs are met	- Quality health and well-being services that support the changing needs of the community throughout the lifecycle are provided through government and nongovernment organisations - Provide opportunities for the recreational use of parks sporting facilities, swimming pools by ensuring they are safe, maintained, managed and meet the needs of all community members - Seek funding and investment for the revitalisation of the Gundagai Memorial Swimming Pool and existing sports and recreation facilities across Cootamundra, Gundagai and villages	Leader Partner Advocate	- Community groups and sporting organisations - NSW and Australian governments - Primary and allied health services
Strategies				
Council's Role				
Partners who can help				

Performance indicators and measures

Outcomes	Measure	Source
A diverse and inclusive community	- Attendance and participation in community and cultural events, activities and programs % Of residents who say they can get help from their friends, family, neighbours when needed	Cootamundra-Gundagai Regional Council community survey
A happy, healthy and safe community	- Community wellbeing score reflects average regional Australian wellbeing score - Low crime rates maintained % Of residents who are a healthy weight % Of residents who are non-smokers % Of residents involved in physical activity or who are involved in sports	- Regional Wellbeing Survey - Local Police Reports - NSW Bureau of Crime Statistics and Research

1 A VIBRANT, SAFE, AND INCLUSIVE COMMUNITY

We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.

Where do we want to be	How will we get there	Council's role	Partners
1.1 Our health and wellbeing needs are met	1.1a Provide quality health and well-being services that support the changing needs of the community throughout the lifecycle through government and non-government organisations 1.1b Provide opportunities for the recreational use of parks, sporting facilities, swimming pools by ensuring they are safe, maintained, managed and meet the needs of all community members 1.1c Seek funding and investment for the revitalisation of the Gundagai Memorial Swimming Pool and existing sports and recreation facilities across Cootamundra, Gundagai and villages	Leader Partner Advocate	• Community groups and sporting organisations • NSW and Australian governments • Primary and allied health services
1.2 A welcoming community that cares for and looks after each other	1.2a Support initiatives and facilities that encourage social inclusion and community connections 1.2b Acknowledge and respect Aboriginal and Torres Strait Islander peoples 1.2c Undertake an Aboriginal Heritage and Cultural Places Study 1.2d Local groups, clubs, and volunteer organisations are recognised, supported and promoted 1.2e Increase focus on the Arts by providing accessible, functional, multi-purpose facilities and spaces suitable for culture, recreational, learning and information services and activates	Leader	• Community groups • Local historical societies • Artists • Art & Culture Groups • Local Aboriginal Community • Sporting Groups
1.3 Maintaining low crime levels	1.3a Deliver dependable emergency service management practices and responses which protect our community 1.3b Work with key partners and community to maintain low levels of local crime and deliver community and road safety 1.3c Installation of CCTV cameras in higher crime areas	Leader Facilitator	• Local Police • Stock Squad • State Forest NSW • Crime Prevention Working Group

WHAT YOU CAN DO:

Volunteer, participate in community activities and events, share and promote local events and activities, participate in healthy lifestyle activities. Report to Council when facilities require maintenance or attention, make use of our open spaces, visit our tourist attractions.

Outcomes	Measure	Source
A diverse and inclusive community	• Attendance and participation in community and cultural events, activities and programs • % Of residents who say they can get help from their friends, family, neighbours when needed	• Cootamundra-Gundagai Regional Council community survey
A happy, healthy and safe community	• Community wellbeing score reflects average regional Australian wellbeing score • Low crime rates maintained • % Of residents who are a healthy weight • % Of residents who are non-smokers • % Of residents involved in physical activity or who are involved in sports	• Regional Wellbeing Survey • Local Police Reports • NSW Bureau of Crime Statistics and Research
Community satisfaction with local arts, entertainment, and culture	• Level of community satisfaction with the provision of local arts, entertainment and culture	• Cootamundra-Gundagai Regional Council community survey
Community satisfaction with parks and recreational areas	• Level of community satisfaction with the provision of parks and recreational areas	• Cootamundra-Gundagai Regional Council community survey

2

A REGION FOR THE FUTURE

We are a prosperous and resilient region providing opportunities for growth and learning to strengthen and grow our economy, support tourism, and adopt new technologies to ensure long-term sustainability.

Where do we want to be	How will we get there	Council's role	Partners
2.1 Recognised as a must-visit tourist destination	2.1a Seek funding and investment opportunities for tourism asset development 2.1b Seek funding and investment opportunities to improve existing visitor amenities and experiences 2.1c Growth and expansion of the region's events calendar and tourism products with a focus on agritourism opportunities 2.1d Increased marketing of the Cootamundra and Gundagai tourism brands 2.1e Actively promote and develop the region's visitor accommodation, products, and recreational infrastructure 2.1f Establish stand-alone Visitor Information Centre in Cootamundra and refurbishment of Gundagai Visitor Information Centre 2.1g Undertake community consultation and feasibility studies for Rail Trail between Cootamundra and Gundagai	Leader Partner Advocate	• NSW and Australian governments • Community Groups • Local businesses and business partnerships
2.2 A thriving region that attracts people to live, work and visit	2.2a Support and facilitate economic development and employment opportunities 2.2b Attract new business and employment opportunities to the region, supporting their establishment and retention 2.2c Implement strategies and report on outcomes from Council's Tourism and Economic Development Strategy 2.2d Deliver Youth Strategy actions and promote existing Youth Council Resources including establishing Youth Hub 2.2e Work with businesses, planners and governments to facilitate key infrastructure projects to support economic growth 2.2f Facilitation of business grants 2.2g Creation of a hub for education and training of frontline medical staff to position Cootamundra as a centre of medical excellence 2.2h Improving Council's focus on the Arts by providing accessible, functional and multi-purpose facilities and spaces suitable for cultural, recreational, learning and information services and activities	Leader Partner Advocate	• Youth Council • Cootamundra Tourism Action Group • Gundagai Tourism Action Committee • Business Associations • NSW Business Chamber • NSW and Australian governments • Murrumbidgee Local Health District • TAFE NSW

WHAT YOU CAN DO:

Shop locally, support local businesses, share with each other upcoming events and help with local promotion, employ local people, participate in healthy lifestyle activities, use local and regional service providers, think local when looking for work opportunities, encourage family and friends to relocate to the region.

2.3 A region that can accommodate and support strategic growth	2.3a Pursue affordable housing opportunities in the region	Leader Partner Advocate	- Local farmers and agricultural landowners - Landowners - NSW and Australian governments - Inland Rail
	2.3b Provide appropriate land development to meet market demand		
	2.3c Implement actions from the Local Environmental Plan and Development Control Plan such as providing approval for subdivisions and boundary realignments below the minimum lot sizes and allowing for rural zones to be considered 'open' and implementing a zero minimum lot size for the R3- Medium Density Residential Zone		
	2.3d Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line		

Outcomes	Measure	Source
Region recognised as a popular tourist destination	- Increased tourism numbers and overnight visitation - Annual spend in region - Uptake of Council's community donations/funding/sponsorships	- Cootamundra-Gundagai Regional Council - Destination NSW - Tourism Research Australia
A strong, diverse, and resilient economy with business, work, and investment opportunities available	- Growth in number of registered small and medium business - Increase in value of approved commercial developments	- Australian Business Register Data - Cootamundra-Gundagai Regional Council
Responsible growth, and development with land-use opportunities identified, promoted and realised	Number of development applications and number of development approvals	Cootamundra-Gundagai Regional Council
Local unemployment is low	- Overall unemployment rate low - Youth unemployment rate low	Australian Bureau of Statistics
Increased population	Number of new residents	- Australian Bureau of Statistics - Cootamundra-Gundagai Regional Council

3

A PROTECTED AND ENHANCED ENVIRONMENT

We have attractive towns and villages that complement our unique natural environment, where heritage is preserved and enhanced whilst balancing the needs for regional development and growth.

Where do we want to be	How will we get there	Council's role	Partners
3.1 Our natural environment is valued and protected	3.1a Implement land-use strategies as highlighted in the Local Environmental Plan and Development Control Plan which enhance and protect our natural environment 3.1b Undertake active weed and pest management 3.1c Ensuring new developments minimise impacts on water catchments, including downstream and groundwater sources 3.1d Locate developments, including new urban release areas away from areas of known high biodiversity value, high bushfire, and flooding hazards, contaminated land, and designated waterways to reduce the community's exposure to natural hazards	Leader Partner Advocate	- Local organisations - Community members - Local Land Services - Landcare - CSIRO
3.2 We have attractive towns and villages	3.2a Undertake place making and beautification activities at entrances to towns and villages 3.2b Increase highway signage for Cootamundra and investigate additional signage opportunities for walks, public art, village facilities, river, nature-based experiences 3.2c Regeneration of creeks and waterways including Muttama Creek and Gundagai waterways 3.2d Planning for rural, urban and industrial development is complementary to the region's natural environment and heritage 3.2e Ensuring the protection of high environmental value assets throughout plans	Leader Partner Advocate	- Cootamundra-Gundagai Regional Council - Local businesses - Community groups - Local producers
3.3 Responsive and adaptive community to climate change risks and impacts	3.3a Investigate and implement renewable energy technologies to reduce environmental impact including developing specific controls for solar farms and permissibility of landfills 3.3b Investigate and implement sustainable water and waste strategies as outlined in CGRC Local Strategic Planning Statement 3.3c Encourage and support active community participation in local environment projects	Leader Partner Advocate	- Renewable energy companies - Transgrid - Essential Energy - NSW Government - Landcare - Local Land Services - NSW Government - CSIRO - Community

WHAT YOU CAN DO:

Conserve water, recycle and minimise energy use, get involved in activities that assist protecting the environment, protect our natural habitats by being responsible and respectful, control weeds and pests on private property.

3.4 Greater efficiency in the use of resources	3.4a Improve waste minimisation and recycling practices in homes workplaces, development sites and public places 3.4b Encourage energy and resource efficiency initiatives such as native and water wise gardens to increase drought tolerance 3.4c Revise asset management strategy 3.4d Develop, implement and report on a Regional Sustainability Strategy 3.4e Community sustainability communication activities	Leader Partner Advocate	• NSW Government • Developers • Planners • Landcare • Local Land Services • Local businesses • Community • Essential Energy
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Outcomes	Measure	Source
Interesting, attractive, and welcoming towns and villages	• Community satisfaction with place making activities, and beautification projects	• Cootamundra-Gundagai Regional Council community survey
Local history, heritage, culture, and character is valued and preserved	• Community satisfaction with heritage conservation	• Cootamundra-Gundagai Regional Council community survey
Environment and climate change risks and impacts are understood and managed collectively	• Reduced water usage • Increased community readiness and resilience to bushfires and floods	• Cootamundra-Gundagai Regional Council water usage
Increased use of sustainable water and energy sources	• Household water usage • Compliance with Australian Drinking Water Guidelines • Household electricity usage	• Cootamundra-Gundagai Regional Council • Transgrid • Water NSW

4

COLLABORATIVE AND PROGRESSIVE LEADERSHIP

We have a transparent and accountable local Council with an actively engaged community and effective partnerships that fosters trust, facilitates innovation and uses resources wisely to meet community needs.

Where do we want to be	How will we get there	Council's role	Partners
4.1 A clear strategic direction that is delivered upon	4.1a Continuous improvement in services delivery based on accountability, transparency and good governance 4.1b Provide the community with responsive customer service 4.1c Maintain a high-quality workforce that is committed to delivering on the community's and Council's vision and goals 4.1d Strengthen strategic partnerships with the community, business and all levels of government 4.1e Ensure long-term financial sustainability through short, medium and long-term financial planning	Leader Partner Advocate	• NSW and Australian governments • Community • Local businesses and business partnerships
4.2 Proactive, practical Council leaders who are aligned with community needs and values	4.2a Elected representatives who are trained, skilled, resourced, and knowledgeable 4.2b Implementing, monitoring, review and reporting on Council strategic and operational plan outcomes 4.2c Deliver better online solutions to customers who engage with Council	Leader Partner Advocate	• Community Members
4.3 Actively engaged and supportive community	4.3a Engaging and partnering with the community in the delivery of CSP objectives 4.3b Promoting and celebrating achievements of Council and the community 4.3c Facilitate more face-to-face community engagement/pop-up activities 4.3d Develop and implement a Communications Plan for Council 4.3e Facilitate community consultation in line with Community Engagement Charter 4.3f Active and robust Section 355 Working Committees	Leader Partner Advocate	• Community • Section 355 Committees

WHAT YOU CAN DO:

Participate in Council engagement activities and events, attend Council meetings, or watch them online, make use of Council's website, provide feedback on Council plan and initiatives, make suggestions to Council, support the Section 355 committees in your town/village.

4.4 Recognised as a premier local government Council that represents and advocates for community needs	4.4a Maintaining a strong and robust financial position that supports the delivery of services and strategies ensuring long-term financial stability 4.4b By meeting all legislative requirements and operating within good governance practices and frameworks 4.4c Information is communicated with the community consistently, reliably, timely and in a manner that best suits diverse needs 4.4d Planning and decision making is holistic and integrated and has due regard to the long-term and cumulative impacts 4.4e Advocate to NSW Government for the provision of incentives to attract health specialists and essential support services for our community 4.4f Implement and deliver Council's Disability Inclusion Action Plan 4.4g Establish innovative leadership practices	Leader Partner Advocate	• NSW Government
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Outcomes	Measure	Source
Strong Council performance and culture	• Compliance with integrated and reporting requirements • Benchmark to best practice • % Of residents who are satisfied with Council performance • Quality of service to rate payers • Adherence to Code of Conduct • Increase in staff capacity, satisfaction and wellbeing • Council attracts, retains, develops and supports workers in a safe, healthy and non-discriminatory environment	• Cootamundra-Gundagai Regional Council community survey • NSW Department of Local Government • Cootamundra-Gundagai Regional Council staff survey
A well informed and engaged community Community is satisfied with Council's level of engagement, accountability and transparency	• Opportunities for genuine community engagement • Additional support to achieve community outcomes by seeking targeted grant funding • % Of residents who feel that Council delivers value for their rate dollar • % Of residents who feel Council communicates well with the community • % Of residents who know who to contact at Council for representation and information	• Cootamundra-Gundagai Regional Council community survey • Cootamundra-Gundagai Regional Council customer service reports • Grant Register

5 INTEGRATED AND ACCESSIBLE REGION

We have transport networks and services that are well connected and convenient and not only connect our villages and towns, but also connect us to other regions, capital cities and states, and our community has access to services and facilities that make the region 'liveable'.

Where do we want to be	How will we get there	Council's role	Partners
5.1 Known for our good road network	5.1a Revising the asset management plan 5.1b Prioritising access road maintenance and future development to provide safe and efficient road and pathway network 5.1c Considering alternate/additional road maintenance partners 5.1d Work with partners to improve access to public transport 5.1e Improve passenger and freight transport connections in the region	Leader Partner Advocate	- Telstra/telecommunications provider - Road maintenance contractors - Other contractors
5.2 Easily accessible from major cities and other regional towns	5.2a Feasibility study/masterplan for development of Cootamundra airport into a true regional airport facilitating visitors, business, health services, and managing emergencies 5.2b Improve road conditions across the region, and advocate to improve access to regional cities and connection out of the region 5.2c Establish linked network of pedestrian footpaths and cycle paths through continued extension and upgrade of pedestrian and cycle paths 5.2d Seek funding to enable electric charging infrastructure	Leader Partner Advocate	- NSW and Australian governments - Murrumbidgee Local Area Health - Cootamundra Airport - Cootamundra Tourism Group - Business Chambers - Transport for NSW - RMS - Neighbouring Rail Trails
5.3 Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line	5.3a Target opportunities for new freight and logistics facilities in the area that maximise the use of available industrial land, access to transport and specific labour market requirements 5.3b Identify, coordinate and prioritise the delivery of local road projects that help support the regional freight network 5.3c Attend State agency and local government area roundtable meetings to achieve better regional planning outcomes, and ensuring a more collaborative approach across the region 5.3d Implement actions from Villages Strategy which target industrial and freight development	Leader Partner Advocate	- NSW Government - Freight and Logistic providers - Transport Providers - Local businesses and business partnerships

WHAT YOU CAN DO:

Keep footpaths clear of parked cars and overhanging, overgrown vegetation, be aware of your safety when moving around the region, use local and regional transport providers, report unsafe road conditions to Council.

5.4 Functional communications technologies to improve services and facilities across the region	5.4a Develop a digital services strategy 5.4b Implement technology solutions to improve transport infrastructure and experiences 5.4c Advocate for future technology provision (i.e., IoT) to support business and lifestyle in our community	Leader Partner Advocate	• Telecommunications Provider • Local businesses and business partnerships • NBN
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Outcomes	Measure	Source
A safe, sustainable and efficient road and pathway network	• Community satisfaction with the safety of the road network in their town or village and across the region • Community satisfaction with the condition of the road network in their town or village and across the region	• Cootamundra-Gundagai Regional Council community survey
Better connectivity between towns villages, other regions, major cities and other states	• Community satisfaction with connectivity • Increased opportunity for Council	• NSW Government • Cootamundra-Gundagai Regional Council Community survey • Federal Government
Improved access to IoT technologies	• % Of residents connected via technology • Community satisfaction with services	• Australian Bureau of Statistics • Cootamundra-Gundagai Regional Council community survey

OUR PLACE... OUR FUTURE.

2022 Community Strategic Plan



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL