

# Advocacy Plan

## 2018 - 19



# FOREWORD

This document guides the advocacy efforts of Snowy Valleys Council both in its role as a single Council and as a member of the Canberra Region Joint Organisation and Riverina Eastern Regional Organisation of Councils.

Intended to be used as a resource, the Advocacy Plan is a key priority of the 2018-19 Operational Plan.

The Advocacy Plan seeks to provide a prioritised set of initiatives on which to focus our advocacy efforts in order to deliver on the community's priorities.

The Plan outlines Council's strategic advocacy priorities in a planned, coordinated and resourced approach to facilitate action and results.

These priorities have been identified through a process of research and consultation, the Community Strategic Plan: Snowy Valleys 2028 and Council's Delivery Program 2018-2021.

## Advocacy Objectives/Goals

- Clearly express who we are as a council and what we stand for as we advocate for our community
- Set our organisational advocacy agenda and identify our priorities in a planned and strategic approach
- Identify our partners and build strong strategic relationships
- Influence key decision makers
- Secure funding for community identified priority projects
- Build trust and confidence in Snowy Valleys Council as an proactive advocate for the community

## Advocacy Principles

- Evidence Based - Our advocacy actions are based on evidence, and align with our existing policies and strategies
- Partnerships - We will work to identify important key stakeholders and maintain existing networks and alliances that support our advocacy goals.
- Credibility – We will advocate in an open and transparent way that reflects the priorities of the community
- Community Engagement – As we undertake advocacy, we will ensure that the community is engaged in an appropriate and timely way



# MAYOR'S MESSAGE

Snowy Valleys Council is on the precipice of experiencing substantial change. Large scale investment such as the Snowy 2.0 project, the expansion of Visy and the softwoods industry as well as the ongoing success of the agriculture and horticulture sectors are strong indicators of future growth, both in population and economic activity.

This anticipated growth brings challenges, but also a cornucopia of opportunity. Councillors and staff are committed to working hard to make the most of these opportunities for a better Snowy Valleys, now and into the future.

This plan has been developed with the help of our community through your input into the 10 year Community Strategic Plan, and other important strategies such as our Economic Development Strategy and Destination Management Plan.

Our role as Councillors is to influence decision makers to support policy change and investment in our communities. To enable this we need to be clear about what our advocacy priorities are and have a planned, coordinated and resourced approach to advocacy that brings about action and results.

You've told us what you want us to work towards and advocate for, as your Councillors, we're ready to speak up on your behalf when it counts the most. This collaborative approach has already delivered some great results for the Snowy Valleys area, such as the \$50M commitment to upgrade the Tumut Hospital and co-locate the ambulance station on the site.

As our region transforms, Council will continue to speak on your behalf and advocate for the projects we know our community needs and wants, as well as for the funding to make these projects a reality.

This Advocacy Plan is our prioritised list to follow over the next year. This is particularly important given the upcoming state and federal elections in 2019.

Safer and efficient roads, investment in recreational opportunities, skill and education opportunities, access to health professionals and critical support for our economic 'engine' industries are just some of the priorities that we're working towards for the Snowy Valleys.

Recreation and education facilities are significant priorities in terms of community infrastructure and we are committed to advocating for the services our growing population need now and into the future.

I'm pleased to present Council's Advocacy Plan to ensure the Snowy Valleys region receives the investment in infrastructure and services it needs for the future.



James Hayes  
MAYOR



# WHO ARE WE?

## THE SNOWY VALLEYS COMMUNITY AT A GLANCE

### POPULATION

14,395



Median age 45

### ABORIGINAL and/or TORRES STRAIGHT ISLANDER PEOPLE



630 | 4.4%  
of population

### ANCESTRY

Australian	34.6
English	29.6
Irish	8.9
Scottish	7.2
German	3.5

### COUNTRY OF BIRTH

Australia 81.4%

Male  50.6% Female  49.4%

Average Household income

\$61,533 

### ALL PRIVATE DWELLINGS

6,928

### AVERAGE PEOPLE PER HOUSEHOLD

2.3

Children aged

0 - 14 years 

made up  
18.1% of the  
population

People aged

65+ years 

made up  
22.2% of the  
population

### FAMILIES 3,762

36.6%

Couple families with children

47.0%

Couples families without children

15.1%

One parent families

58.3%

People who  
work full time

29.8%

People who  
work part time



59%

People with post school  
qualifications

25.3%

People did voluntary work  
through an organisation  
or group

### 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%

### VISITOR ECONOMY

In 2017 Snowy Valleys had:

**216, 729** Day trip visitors

**199, 624** Overnight visitors

**5,967** International visitors

# COUNCIL SNAPSHOT



**14,935**

Residents



**\$54.3M**

in expenditure (17/18)

**5** NUMBER OF COUNCIL RUN SWIMMING POOLS

**9**

COUNCILLORS



**5,898**

sq km  
non-rateable land

Infrastructure

**\$625.5M**

in assets

**8,960**  
sq km

**241.5** FTE



VENUES SERVICED  
BY MOBILE CHILDREN'S  
SERVICES VAN

- Adjungbilly
- Brungle
- Tarcutta
- Rosewood
- Tooma
- Ladysmith

NUMBER OF...



Parks

**48**



Community halls

**8**



Cemeteries

**10**



Caravan parks

**4**

**337,112kms**

No. kilometres of community  
transport in 2017

**5178**

No. Meals on wheels in 2017

**2010**

No. hours of social  
support in 2017

**356**

No. hours of domestic  
assistance in 2017

**5**

Council run  
childcare services

**116**

No. children  
enrolled in Council  
run childcare in 2017

**89983**

No. of library visits (all libraries)

**70132**

No. of borrowings

**20938**

Computer/Wifi login

**3830**

Number of active library members



**\$236M**

Water & sewer  
infrastructure



**4,952**

RUBBISH BINS  
COLLECTED WEEKLY



**6**

LIBRARIES



**159**

BRIDGES

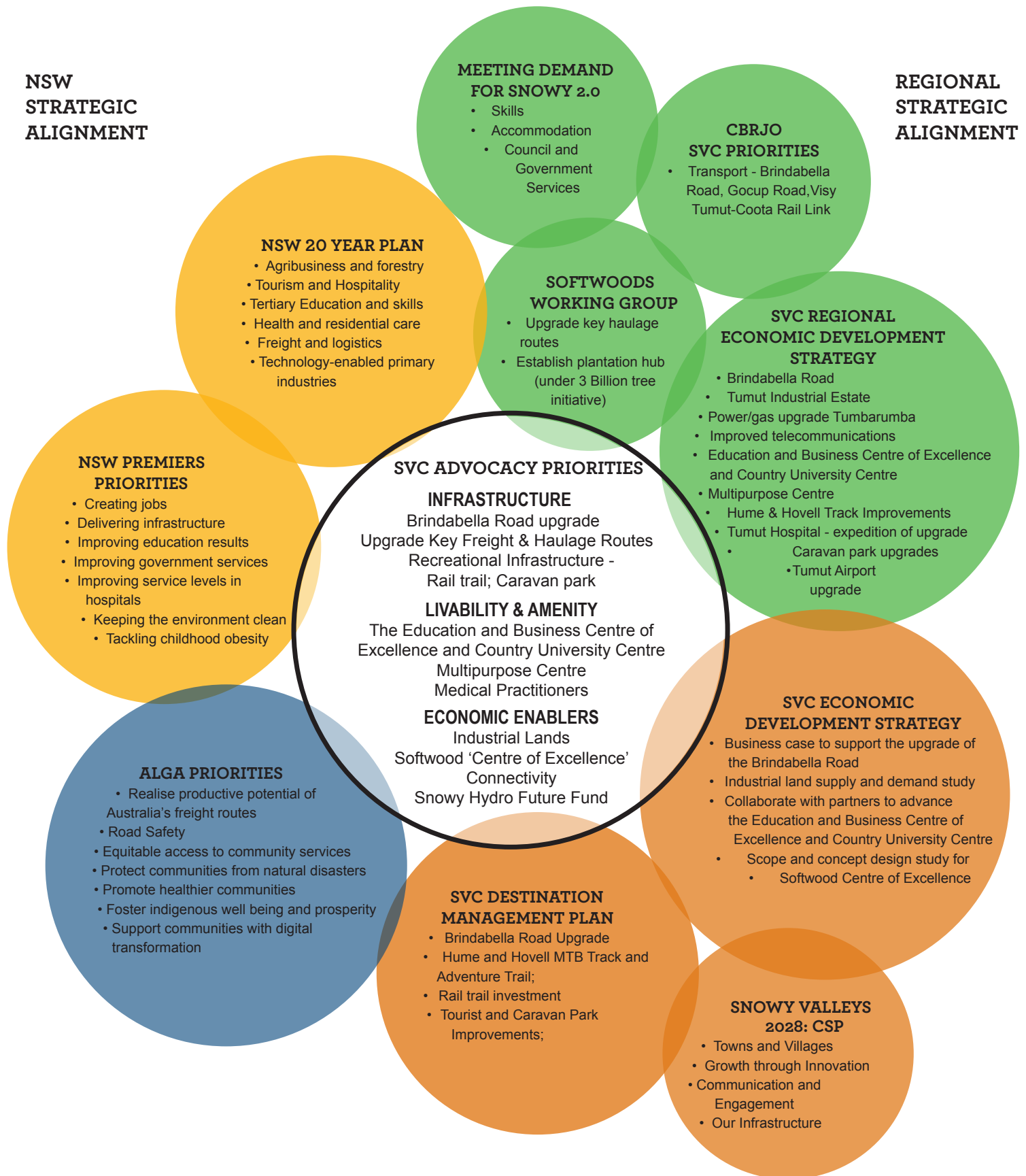


**1,194**

KM OF COUNCIL  
MANAGED ROADS

**NSW  
STRATEGIC  
ALIGNMENT**

**REGIONAL  
STRATEGIC  
ALIGNMENT**



**FEDERAL  
STRATEGIC  
ALIGNMENT**

**LOCAL  
STRATEGIC  
ALIGNMENT**

# PROJECT SUMMARIES



Project Status:  In progress  Not yet started  Lobbying stage

Project Maturity:  **LOBBY**  **IDENTIFY**  **DEVELOP**  **PLAN**  **DELIVER**

## INFRASTRUCTURE



### BRINDABELLA ROAD UPGRADE

**ASK:** \$800,000 for the Site Assessment and Detailed Concept Plan as the next step to enable economic connectivity between the SVC LGA and the ACT.

**BUSINESS CASE DEVELOPMENT**  **PLAN**



### UPGRADE KEY FREIGHT & HAULAGE ROUTES

**ASK:** The project requires a total investment of \$101.95M and a commitment of funding by NSW Government.

**BUSINESS CASE DEVELOPMENT**  **PLAN**



### COMPLETE PILOT RAIL TRAIL

**ASK:** Continued support of Government, with a particular emphasis on addressing the projected \$2.61M funding deficit for the project.

**CONSTRUCTION DELIVERY**  **DELIVER**



### CARAVAN PARK IMPROVEMENT

**ASK:** \$6.8M from the NSW and Federal governments to complete the upgrades required to support and grow the visitor economy in the Snowy Valleys region.

**BUSINESS CASE DEVELOPMENT**  **PLAN**

## LIVEABILITY & AMENITY



### EDUCATION & BUSINESS CENTRE OF EXCELLENCE & COUNTRY UNIVERSITY CENTRE

**ASK:** Funding for the business case for Education & Business Centre of Excellence, including a Country University Centre, to address skills shortages and retain regional students.

**PROJECT BRIEF**  **IDENTIFY**



### MULTIPURPOSE CENTRE

**ASK:** \$350,000 to fund the next steps of site assessment and final detail concept plans. \$18.6M for full project realisation of the initial concept design.

**BUSINESS CASE DEVELOPMENT**  **DEVELOP**



### MEDICAL PROFESSIONALS

**ASK:** Resourcing and innovation from Govt bodies that will develop and implement strategies to incentivise and encourage specialised health professionals to our region.

**LOBBY**

## ECONOMIC ENABLERS



### INDUSTRIAL LANDS

**ASK:** \$650,000 to fund the next step of detailed design and securing planning approvals.

The project in total is costed at \$5.1M.

**PROJECT BRIEF**  **IDENTIFY**



### SOFTWOOD 'CENTRE OF EXCELLENCE' & SOFTWOOD HUB

**ASK:** \$100,000 to undertake a scoping and concept design study for a Softwood 'Centre of Excellence' and Softwood Hub in the Snowy Valleys.

**LOBBY**



### CONNECTIVITY

**ASK:** \$30,000 for the development of options paper/ business case to investigate delivery models for future ready, regional wireless connectivity in Snowy Valleys.

**LOBBY**



### SNOWY HYDRO FUTURE FUND

**ASK:** Quarantine \$600M of the \$4.2 billion Snowy Hydro Legacy Fund for a Future Fund for the LGAs of Snowy Valleys and Snowy Monaro Regional Councils.

**LOBBY**



The upgrade and sealing of the Brindabella Road between Canberra and Tumut will create a new, safe and scenic touring route, opening up the region to the 4.5 million domestic overnight and day trips generated by residents of the ACT each year.

A shorter route for commuters between Canberra and Snowy Valleys will provide more tree-change, lifestyle and living options.



## WHAT IS THE ASK?

As a high priority community project, Council has funded the survey and design of critical 10.6km section through the Brindabella Range and the development of the economic analysis.

\$800K is now needed for the Site Assessment and Detailed Concept Plan as the next step.

### WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

The current standard of road is poor with 40km unsealed, mountainous terrain and isn't conducive for tourism traffic including hire cars, caravans, bicycles and recreational vehicles.

It will open up the tourism offering of the Snowy Valleys and wider Riverina region to the lucrative Canberra market. The ACT generates over 4.5 million domestic overnight and day trips per annum and at present a low proportion of these focus on regions to the west due to a lack of connectivity.

Canberra will be much closer in distance and time, opening up the Snowy Valleys region to within proximity of Canberra workers to provide more tree-change, lifestyle, living options.

Businesses in the region will benefit from more efficient supply chains and delivery times and from access to an expanded labour pool. Productivity will also be enhanced by efficiencies in moving goods and services out of the region - to the Canberra market and beyond, including exports of produce throughout Australia and around the world via Canberra Airport.

### WHY IS THIS IMPORTANT FOR THE COMMUNITY?

#### Social

- Increased access to professional services available in the ACT. Increased opportunities to access education, health and cultural services and initiatives.
- Improved alignment will enhance the safety of road users, particularly given the remoteness of the Brindabella Range.

#### Environmental

- Acknowledgment of the National Park and the magnificent terrain of the route will be promoted through the establishment of a safe and fit for purpose touring route.

#### Economic

- Increases in the visitor economy, with particular emphasis on outdoor recreation opportunities and food and wine offerings of the region.
- Reducing barriers to economic and population growth.

### RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

The upgrade of the Brindabella road to touring route standard meets the objectives of the NSW Government 2056 Future Transport Strategy: A Vision for Transport for NSW:

- Customer focussed
- Successful places
- A Strong Economy
- Safety and Performance
- Accessible Services

### WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

A Business Case has been completed with a Benefit Cost Ratio of 4.8:1 and a Net present value of \$393 million, using a discount rate of 7%.

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PLAN

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# BRINDABELLA ROAD UPGRADE

## (continued)

### COST

\$154M cost estimate +/- 50% confidence in the estimate

Council commitment to date - \$308K - funded survey and design of critical 10.6km section through the Brindabella Range and the development of the economic analysis

Next stage - \$800K Site Assessment – 12 months

### TIMELINE

Timeline to 10.6km section commissioning:

12 months to shovel ready

3 year to commissioning (costs to be determined by economic analysis) \$50M +/- 30%

Timeline to upgrade entire route, estimated cost \$154M:

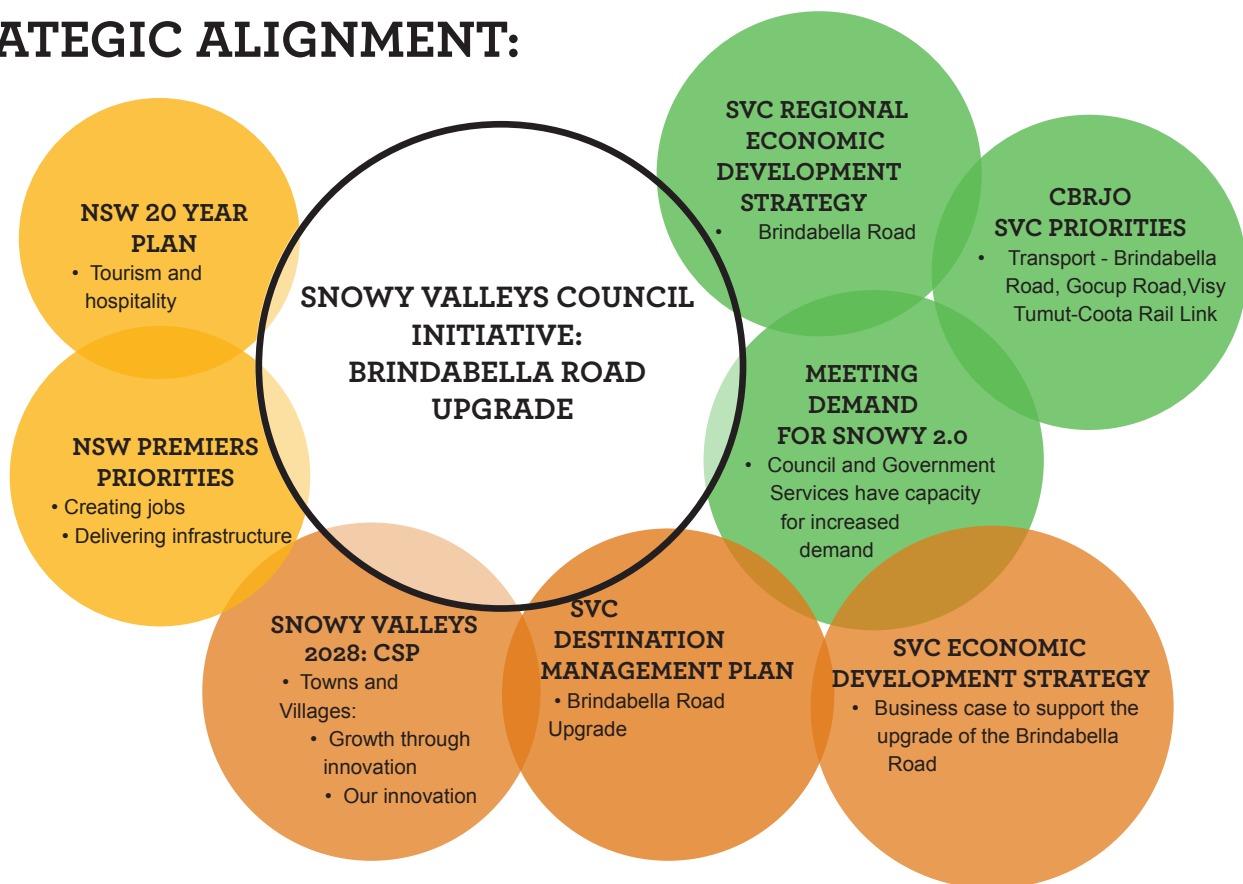
36 months to shovel ready

8 years to commissioning

### ANY INTERESTING FACTS/ STATISTICS ABOUT THIS INITIATIVE?

- This project compares to the sealing of the Strzelecki Track in South Australia for community and economic benefits (including tourism).
- It takes an estimated 2 hours and 39 minutes to travel the 128 kilometres from the Snowy Valleys to Canberra – an average speed of 48 km/hr. With upgrading, and assuming a speed limit of 70 km/hr, a travel time saving of 50 minutes could be achieved.

## STRATEGIC ALIGNMENT:



**Snowy  
Valleys  
Council**

**Matthew Hyde**  
General Manager  
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Efficient access to freight and visitor destinations is a vital component of a vibrant and growing state economy, and the Snowy Valleys Region is both advantaged and disadvantaged with its undulating topography and scenic vistas. Since amalgamation, Snowy Valleys Council has set about quickly undertaking the vital strategic work to understand the key drivers of economic growth and prosperity through its Economic Development Strategy 2018-2022, Preparing for Prosperity.

This strategy, in collaboration with the Canberra Joint Organisation and the Riverina Eastern Regional Organisation of Councils, identifies the immediate work to be undertaken to provide improvements to the Region's key routes within Council's road network.



## WHAT IS THE ASK?

- \$101.95M total investment
- Favourable consideration of the \$20M softwood haulage route upgrade funding application lodged under the Growing Local Economies fund.

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

Undertaking this project will provide improved access to Wagga Wagga's new intermodal freight terminal for our vital softwoods industry, particularly upgrading to contemporary standards required higher productivity freight vehicles. These upgrades also support better flow to key tourism destinations, particularly the Snowy Valleys Way touring route and integrations with the Snowy Mountains and the Kosciuszko Ranges. The components of the Freight and Touring Routes upgrade project are:

- Construct Overtaking Lanes east of Adelong on the Snowy Mountains Highway - \$45M
- Realignment of Jackson's Bridge on Batlow-Tumbarumba Road - \$12M
- Upgrade Tooma Road capacity to increased Freight Vehicle Mass Limits for HPV - \$22M
- Business case and design of a Heavy Vehicle Bypass for Tumbarumba Township - \$0.85M
- Design and construction of a Tourist Route between Batlow and Talbingo on Yellowin Access Road - \$15M

- Design of Safety upgrades for Batlow-Tumbarumba Road including Climbing Lanes and turnouts - \$0.2M
- Road Widening and Alignment Improvements to Brungle Road between Tumut and Gundagai - \$0.8M
- Road Widening and Pavement Strengthening at Courabyra Road, north of Tumbarumba - \$6M
- Business case for realignment and widening of Snowy Mountains Highway between Adelong and Hume Highway - \$0.1M
- Critical upgrades to key softwood haulage routes in the Snowy Valleys LGA to better enable the efficient transport of logs from forest operations to processing plants, supporting one of the key 'engine' industries of the region.

Council requests that the NSW Government favourably support the \$20M funding application to the Growing Local Economies fund to for the upgrade of priority softwood haulage routes across the Snowy Valleys, Greater Hume and Cootamundra Gundagai Council areas.

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

- Future proofing the local industry, forestry, horticulture and agriculture whose reliance on efficient haulage routes are paramount to their ongoing sustainability
- Forestry, horticulture and agriculture are the key 'engine' industries of the SVC
- Efficient haulage routes are a key consideration for industries looking to establish themselves in regional NSW
- More efficient transport routes connecting local businesses to national and global markets can help create more success and economic prosperity for regional communities.

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

### Social

- Critical road safety improvements including widening, pavement strengthening and increased installation of safety features such as guard rails. This initiative will improve safety of all road users along these primary

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# UPGRADE TO KEY FREIGHT AND HAULAGE ROUTES (continued)

corridors, including reducing risk of interactions between light and heavy/freight vehicles.

## Environmental

- Increased efficiencies through reduced travel time of freight vehicles impacts on environmental outcomes.

## Economic

- Increased productivity and efficiencies – reduction in travel times and safety
- Reliability of the road network
- Decreased ongoing maintenance costs
- Opportunities for increased investment in primary and manufacturing through accessible road networks – job creation

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Identification of Strategic Road Priorities in collaboration with Canberra Joint Organisation

## COST

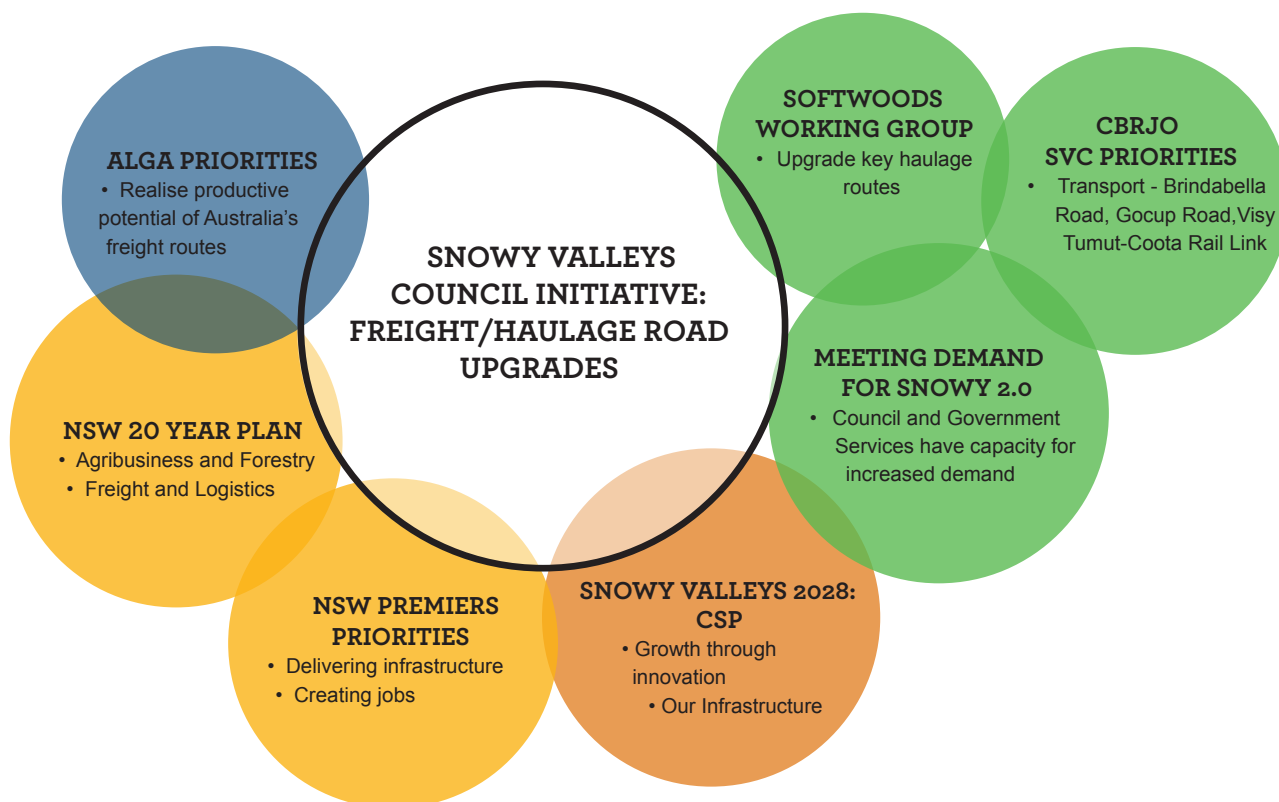
\$101.95M for Snowy Valleys Council critical freight and haulage route upgrades

\$20M for the Softwood Haulage Route upgrade application made under the Growing Local Economies Fund.

## IS THERE A KNOWN FUNDING OPPORTUNITY?

- Building Better Regions fund
- Growing Local Economies
- Heavy Vehicle Safety and Productivity Program
- Building Country Roads
- Snowy Hydro Legacy funds

## STRATEGIC ALIGNMENT:



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Valleys  
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**Matthew Hyde**  
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The Tumbarumba to Rosewood Rail Trail is a pilot rail trail in NSW whereby a disused public railway is being converted to a rail trail for recreational use.

The rail trail passes through dense pine forest, native bushland, rich agricultural land and cool climate vineyards, with view across the foothills of the Snowy Mountains to Mt Kosciuszko.

The proposed rail trail is 21 kilometres in length and will capitalise on the Snowy Valleys' cycle tourism potential to become the premiere cycle tourism destination in NSW.



## WHAT IS THE ASK?

We want to guarantee the success of the Tumbarumba to Rosewood Rail Trail through the continued support of Government, with a particular emphasis on addressing the projected \$2.61M funding deficit.

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

There is a preliminary funding shortfall of \$2.61M for this project. The prolonged approvals process being five years from project conceptualisation to approval, and dated cost forecasts, have contributed to this deficit.

Addressing funding shortfalls will provide certainty for both the Council and the NSW Government that the pilot Rail Trail will be delivered in scope and on time.

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

### Social

Rail Trails provide increased recreational opportunities that promote and enhance health and wellbeing. There is a learning benefit connected to the Rail Trail concept, with a concerted effort to preserve the original rail assets such as the Glenroy railway station fostering a sense of historical significance.

Rail Trails provide opportunities for people with mobility disabilities to participate in safe recreational experiences due to the limited gradient and the ability to seal or smooth the surface.

### Environmental

Rail trails are environmentally sustainable, reducing excess traffic and making use of a redundant resource that provides improved facilities for local people.

### Economic

Investment in this project has been identified as a 'game changer' project in the SVC Destination Management Plan and is also listed in the Riverina Murray Destination Management Plan as a priority project.

Investment will generate a positive economic impact by increasing tourism and visitor spending in the region. The benefits of rail trails have been quantified by other rail trails in every other state in Australia, in NZ, the UK and America.

Revitalisation of small rural communities is seen as critical for sustainability. Tourism is recognised as a significant element of community revitalisation, and Rail Trails have been identified as important contributors.

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

The Tumbarumba to Rosewood Rail Trail is a pilot trail for the State and the success and viability of future trail investment in New South Wales will be measured against this project.





# COMPLETE PILOT RAIL TRAIL PROJECT (Tumbarumba to Rosewood) (continued)

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

The project schedule/timeline in the Funding Deed was based on a general lack of knowledge of requirements owing largely to the fact this project is the first of its type in NSW, i.e. the first time a public railway has been converted to a recreational rail trail.

The Act of Parliament to close the rail corridor was assented in June 2017, and the land transfer process was approved in May 2018.

Council has commissioned a detailed survey of the rail corridor to produce detailed designs and specifications for construction.

Actual costs to complete the project to scope will be better known when detailed designs and specifications are determined. Council is concerned that the project will require additional funding to ensure successful completion.

Council is aiming for a commissioning date of February 2020.

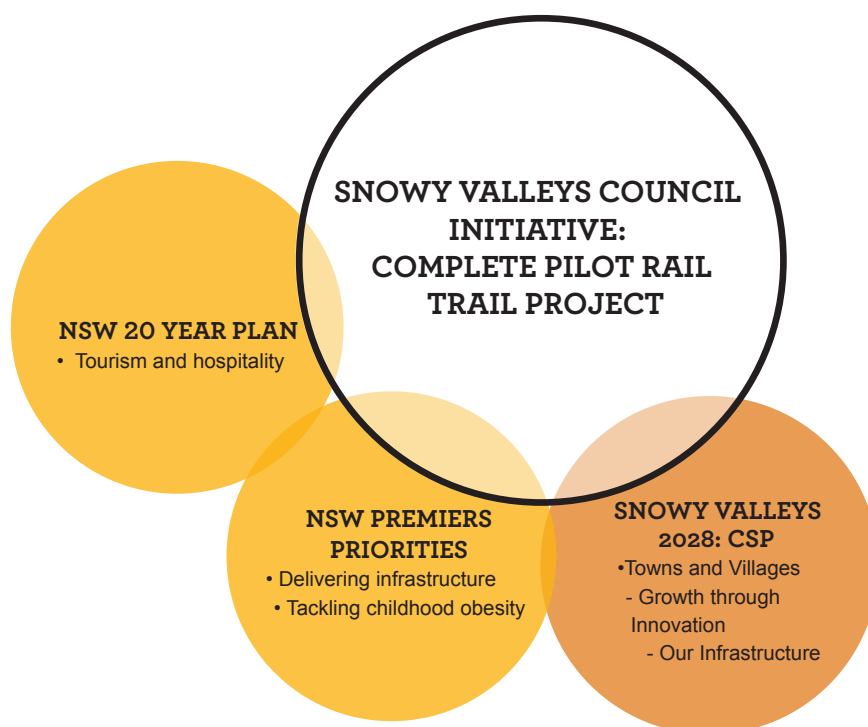
## COST

- Revised project estimate - \$7.51M
- Funded component - \$4.9M Restart NSW
- Projected shortfall - \$2.61M

## IS THERE A KNOWN FUNDING OPPORTUNITY?

- Extension of the existing funding arrangements with Restart NSW.
- Building Better Regions Fund

## STRATEGIC ALIGNMENT:



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Snowy Valleys region currently attracts approximately 400,000 tourist visitors per annum and hundreds of itinerant workers during horticultural harvesting season, resulting in significant economic benefit to the wider community.

Council has initiated a strategic policy to deliver appropriate investment into four of its five ageing caravan parks to meet the needs of a contemporary visitor market. Masterplans have been developed by Council for the Adelong, Batlow and Tumut Riverglade parks, and capital investment has been committed to increase the capacity of the Tumbarumba caravan park via a staged upgrade plan.



## WHAT IS THE ASK?

Council seeks \$6.8M from the New South Wales and Federal governments to give effect to the planned upgrades to support and grow the visitor economy in the Snowy Valleys region.

### WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

The Snowy Valleys economy is strongly supported by a growing tourism and visitor market that is currently limited by accommodation availability.

In addition, the large seasonal and itinerant workforce is a vital component in the ongoing success and growth of our local industry and requires accessible and affordable accommodation.

Replacing ageing accommodation infrastructure with attractive, fit for purpose facilities across the Snowy Valleys region will serve to underpin vital components of Snowy Valleys' economy.

### WHY IS THIS IMPORTANT FOR THE COMMUNITY?

#### Social

- Improve the aesthetic, and reputation of the local community.
- Promotes the livability of the region.

#### Environmental

- Uplifting and improving the existing caravan park assets will reduce their current environmental footprints.

#### Economic

- Increasing capacity for tourism and industry growth.
- Provides Snowy 2.0 capability
- Provides security for worker accommodation during seasonal peaks.
- Enhances visitor experience plus creating improved brand awareness and reputation promoting increased patronage and repeat visitation.

### RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

Affordable, short term accommodation across the Local Government Area is necessary to enable continued growth in industry and tourism.

### WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

\$120K is required to undertake an options study to determine an appropriate investment strategy for the upgrade of the Adelong, Batlow, Tumut Riverglade.

Council has invested \$2M As Stage 1 of the Tumbarumba Caravan Park Redevelopment, developing 118 new accommodation beds within 31 demountable units and supporting infrastructure for itinerant workers and visitors.

A further \$650K is committed to complete this stage. Stage 1 has been supported by a \$1M grant from the Federal Government.

Stage 2 planning is underway and includes an upgrade to the tourism amenity and facilities of the caravan park. Completion is investment dependent.

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# CARAVAN PARK IMPROVEMENT

(continued)

## COST

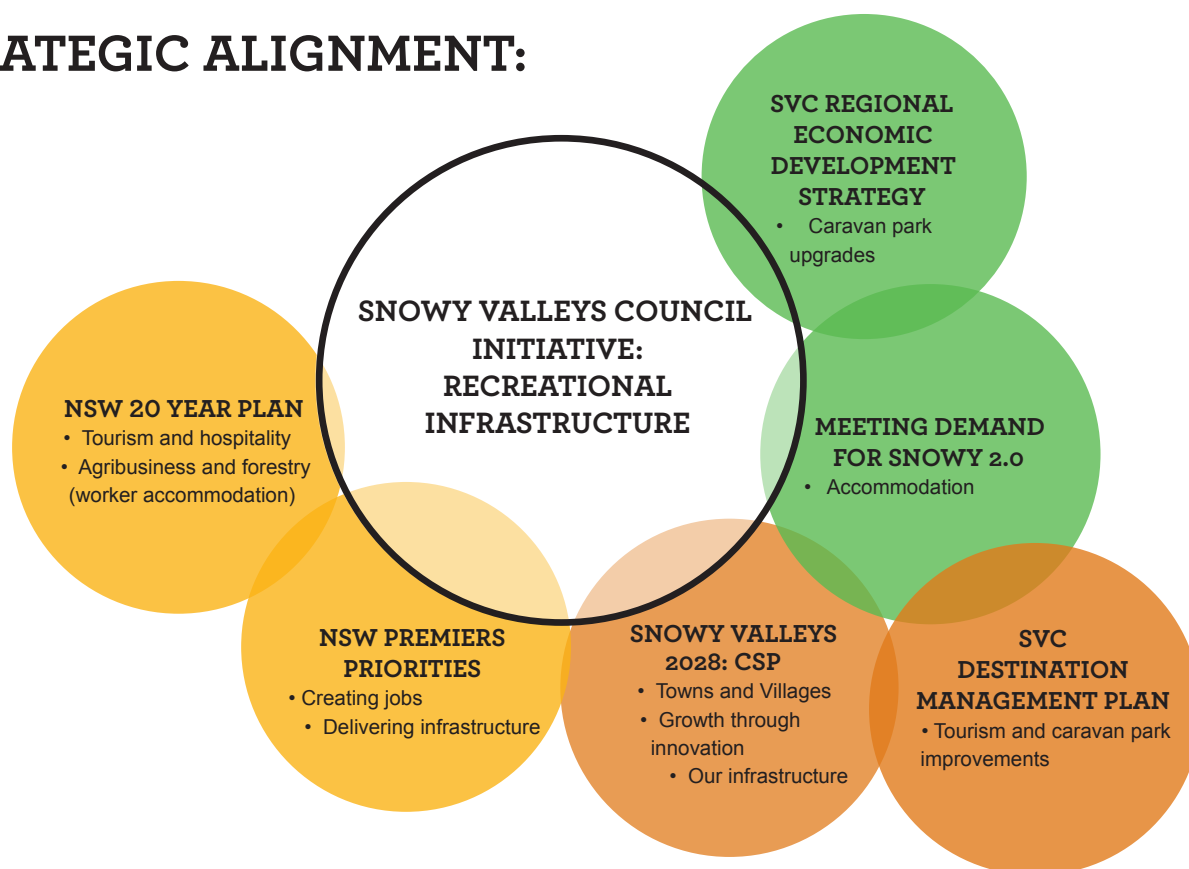
An investment of \$6.8M broken down as follows:

- Implement Adelong Caravan Park Masterplan - \$300,000
- Implement the Batlow Caravan Park Masterplan – \$900,000
- Implement the Tumut Riverglade Caravan Park masterplan – \$3,400,000
- Deliver Stage 2 of the Tumbarumba Caravan Park redevelopment - \$2,200,000

## IS THERE A KNOWN FUNDING OPPORTUNITY?

- Growing local economies
- Building Better Regions
- Snowy Hydro Legacy Funds

## STRATEGIC ALIGNMENT:



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# EDUCATION & BUSINESS CENTRE OF EXCELLENCE & COUNTRY UNIVERSITY CENTRE

There is a unique opportunity to develop a collaborative learning facility for both education and business in Tumut in partnership with NSW Education, NSW Department of Industry and major local industry.

A fit for purpose, modern facility is proposed that delivers skills for industry, facilities for business, remote access to tertiary institutions and a higher standard of education for local students. It is proposed that the Centre include a lecture theatre, engineering studio and science laboratory fitted out with the latest technology to support the establishment of a collaborative teaching and learning environment.



## WHAT IS THE ASK?

Funding for the development of a detailed project brief, business case and feasibility study.

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

The Education and Business Centre of Excellence concept would incorporate a proposed Country University Centre, and build on the success of that model, involving local major industry as partners in order to offer tailored training and professional development courses. Structuring training needs around local workforce requirements such as forestry and agriculture is seen as a priority.

It is envisaged that the centre would assist in addressing a number of local societal and economic challenges:

- Providing opportunity to gain essential skills for local industry, enabling employers to access a skilled and qualified workforce locally
- Addressing the attrition rate of university students, which is higher for rural and regional students moving away from home to study, negating the need for expensive relocation for the purposes of study

- Providing state of the art conferencing facilities for business and education, including an auditorium for large scale networking and learning events
- Providing meeting and work spaces to cater for the home based business community
- Enhancing the current standard of the local educational offering, making relocation to the area for families a more attractive proposition
- Establishing a tangible, working model of government partnering with community.

A modern, state of the art facility on the existing Tumut High School site would provide high school staff the space to deliver an increased standard of STEAM (science, technology, engineering, arts and maths) curricula.

Tumut High School was built during the time of the construction of the original Snowy Hydro Scheme, and was opened in 1961. The construction of an Education and Business Centre of Excellence on the existing school site during the construction of Snowy Hydro 2.0 would mirror original school development, and have local and regional significance

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

### Social

The Centre would enable the preparation of the region's youth with the higher order skills required to face the challenges of the 21st century workforce.

The establishment of an Education and Business Centre of Excellence would build on the success of the Country University Centre model to develop sustainable partnerships between government, industry and the community.

### Environmental

In an increasingly digital world, the Education and Business Centre of Excellence and Country University Centre would provide technology capability for meeting and work spaces to cater for the home based business community.

The Centre would offer state of the art conferencing facilities for business and education, including an auditorium for large scale networking and learning events. It is envisaged that the facility would be erected using environmentally sustainable materials and utilising energy saving technologies.

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# EDUCATION & BUSINESS CENTRE OF EXCELLENCE & COUNTRY UNIVERSITY CENTRE (continued)

## Economic

The facility and its offerings would assist in the attraction and retention of skilled workforce to the region by providing opportunities for further training, study and professional development, a workspace for homebased businesses and remote workers and an increased standard of high school education

Structuring training needs around local workforce requirements such as forestry, manufacturing, engineering and agriculture is seen as a priority

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

Well-located, well-designed and properly-maintained community infrastructure is critical for strengthening the well-being of local communities.

New investment in a modern educational, training and business facility will create jobs, support the lifestyles and living standards of the community and enable the Snowy Valleys region to attract and retain population, particularly families, work from home business people and skilled workers for local industry.

## COST

\$150K

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

As a council working for our community, we have initiated preliminary discussions on the concept with the NSW Government and important contributors such as the Country University Centre and NSW Education.

Council has listed the project as one of our top infrastructure priorities and is seeking opportunities for funding.

The Mayor has hosted a community and stakeholder presentation to explore the concept with key stakeholders and gauge interest. Engagement with the Country University Centre is positive and ongoing.

## STRATEGIC ALIGNMENT:



**Snowy  
Valleys  
Council**

**Matthew Hyde**  
General Manager  
mhyde@svc.nsw.gov.au  
0439 864 947

Council proposes to construct a multi-purpose sporting facility, integrated with existing outdoor sporting fields and netball courts to facilitate greater involvement in healthy lifestyle activities for both residents of Tumut and from the wider region.

Tumut, as the service centre of Snowy Valleys, is well placed to host a contemporary multipurpose facility to provide state of the art sporting and recreation spaces for its community. The multipurpose nature of the facility will connect residents of the region, enhancing liveability by encouraging community and social participation in healthy lifestyle activities.



## WHAT IS THE ASK?

\$18.6M for full project realisation of the initial concept design – two indoor pools, synthetic turf, 4 court stadium, gymnasium, café and conference facility. Visitor Centre

Next steps – site assessment and final detail concept plans - \$350K

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

The Snowy Valleys community, in a relatively isolated rural region, with limited public transport, low socio-economic status (24th percentile in Australia) and an ageing population, lacks access to contemporary sporting and recreation facilities and has for decades. It is proposed to construct an integrated multi-purpose sporting facility with the following features:

- Four Indoor multi-purpose basketball courts, including one as Show Court with tiered Seating
- Indoor 25m, five lane heated pool with Disabled access Change facilities and showers
- Fitness Facilities: Gym, large group fitness studio and separate martial arts/boxing/personal training studio
- Café/reception complete with function area & Foyer Space
- Community meeting rooms and tourist information kiosk
- Outdoor Synthetic pitch with change rooms, outdoor viewing area and spectator seats
- Car Parking

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

### Social

Primarily, the project will facilitate greater involvement in healthy lifestyle activities by a diverse range of residents and visitors. The multipurpose nature of the 'hub' means that the facility will connect the communities of the region, enhancing liveability by encouraging community and social participation in an inclusive environment. The central location of the facility will create a central 'hub' available to a wide variety of users. The relative isolation of the region and the lack of public transport means that residents of this region currently have limited access to such a facility. In addition, the facility will improve community access to, and involvement in sport, particularly for young people. This will also assist with the retention of youth in the community.

Sport contributes to community identity—serving as a focal point for community engagement, pride and achievement.

The diversity of sports and sporting activities (including social sport and active recreation) make it an ideal medium to reach men and women from every age-group, culture and socio-economic background.

### Environmental

The facility will be constructed with the latest energy saving and sustainability technologies, thereby minimising its footprint on the environment.

### Economic

Increased opportunities for attraction of large scale sporting events, functions and conferences to the SV region.

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

Recreational amenity adds to the attractiveness of a community and region. Council considers a modern recreational facility an important drawcard for potential residents, particularly families.

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# MULTIPURPOSE CENTRE (continued)

A modern, accessible multipurpose recreational facility would:

- increase the opportunities for participation in active recreational events and activities
- provide an adequate supply of flexible indoor and outdoor spaces for sports that are growing in popularity whilst allowing for the mix of codes to change over time
- provide additional capacity for sporting and active recreational opportunities in education, for primary, secondary and tertiary students, and as a pathway to employment
- increase the number of visitor nights to the region by ensuring that the Snowy Valleys can host regional-scale events, recreational activities and sporting tournaments

There is a clear link between sport and active recreation and health outcomes. The proposed facility will provide direct social benefits to the Snowy Valleys region. Improved social capital should in turn have a positive impact on social wellbeing in areas such as health, safety and security, the economy and education. It will also contribute to social cohesion and establish a sense of place and identity for the surrounding communities.

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Secure funding to prepare the final detail concept plans (\$350K)

## COST

Total \$18.6M

\$350K to Develop – funding dependent - 12 month

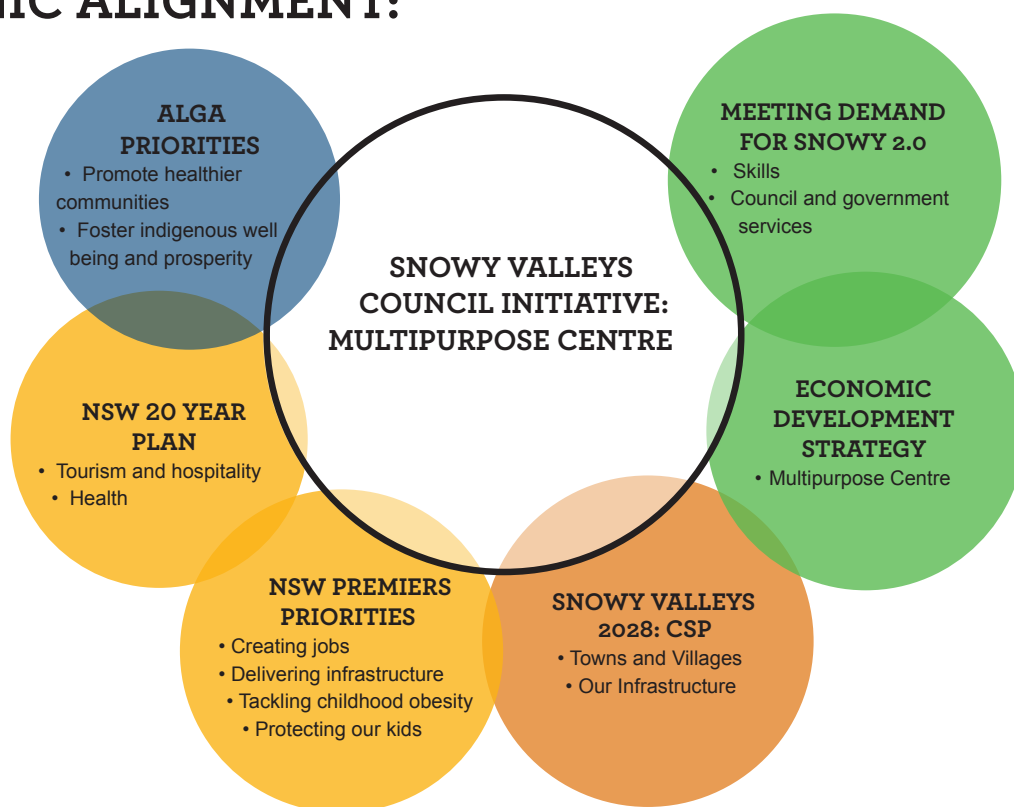
\$1.5M (+/- 30%) To shovel ready – 18 months

\$18.6M (+/- 50%) To commission– 48 months

## IS THERE A KNOWN FUNDING OPPORTUNITY?

- Building Better Regions fund
- Growing Local Economies
- Snowy Hydro Legacy funds

## STRATEGIC ALIGNMENT:



**Snowy  
Valleys  
Council**

**Matthew Hyde**  
General Manager  
mhyde@svc.nsw.gov.au  
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Attracting and retaining health professionals in rural and regional areas is a significant challenge and an issue that impacts on regional viability. Access to appropriate health services is important to our residents and our businesses in terms of liveability and economic development.

Council has a role to play in advocating and supporting other agencies in their quest to ensure adequate medical, nursing and allied health professionals are attracted to settling in our region.



## WHAT IS THE ASK?

We will work with other key agencies and community groups to lobby and to support strategies to improve the level of health care in our communities.

We want to see resourcing and innovation from Government bodies that will develop and implement strategies to incentivise and encourage specialised health professionals to live and work in our region.

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

Staffing shortfalls that reduce the ability to provide appropriate professionals to work in our hospitals and community based health services.

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

Access to health services is meaningful to those who are looking at settling or remaining in our communities. This relates to the need to have a reasonable level of health care services available in a reasonably close proximity to where people are living, at any point on the age spectrum.

It is known that rural people are disadvantaged in relation to access to these services and have a lower life expectancy rate than those living in urban areas. Travelling long distances to get appropriate health care incurs costs in time and money for our residents and for the State Government. These costs relate to transporting/transferring patients to other health facilities for care that could/should be provided locally and the cost of treating complications resulting from inadequate initial care.

If we want our communities to thrive, we must work in collaboration with the broader group of business and government agencies to ensure that we do our best to establish a good basic foundation of core services for residents. This includes health care amongst other key services.

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

- Support regional economic growth and development.
- Achieve and maintain acceptable health care for those living in rural communities and meet the NSW Rural Health Plan Directions and Strategies.
- Contain and manage the cost of health care.

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# ACCESS TO HEALTH PROFESSIONALS

(continued)

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Work has been undertaken to participate and contribute to the Tumut Medical Workforce Action Group.

Council has resolved to form a Regional Health Services Committee which will commence meeting before Christmas. This group is a collaboration of Local Government, MLHD, MPHN and Local Health Advisory Committees. This group will establish a plan.

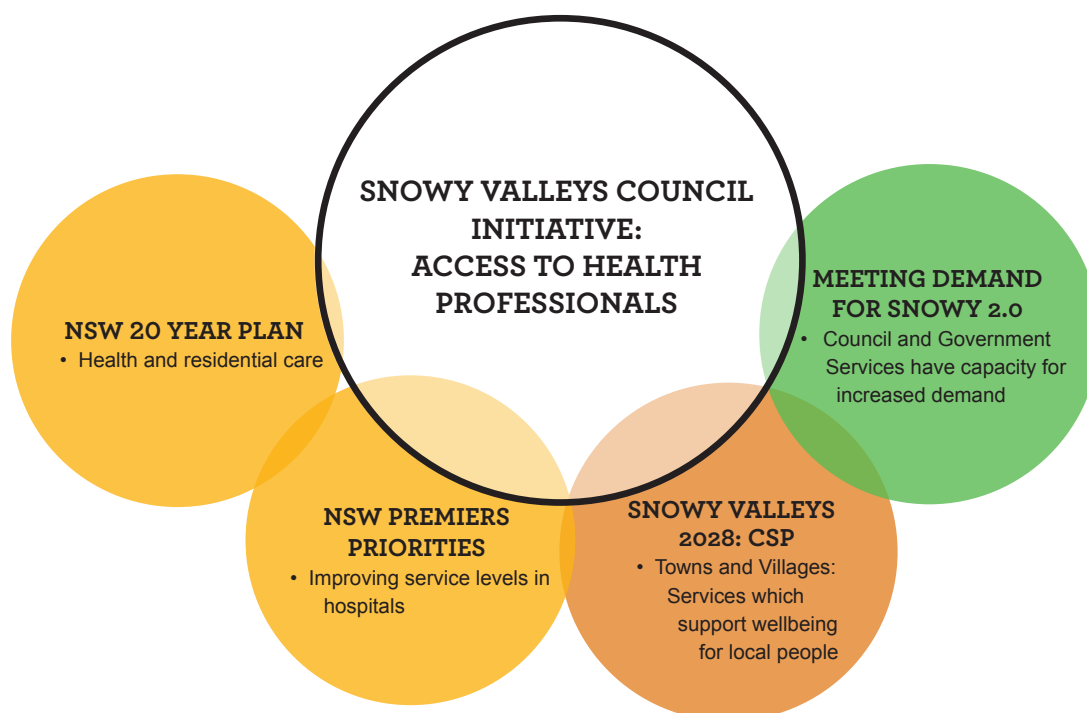
## COST

No direct cost identified at this time however, there may be contribution required later dependent upon needs – such costs would be approved by appropriate mechanisms.

## ANY INTERESTING FACTS/ STATISTICS ABOUT THIS INITIATIVE?

- Medical staffing is particularly urgent at this time, there is no emergency theatre or birthing service available in the SVC region at the moment. All patients must travel to Wagga for this level of care.
- Inability to treat and care for patients with higher clinical needs results in deskilling of clinical staff which can erode capabilities in our health professionals in an ongoing way.
- Allied health resources are also very scarce.

## STRATEGIC ALIGNMENT:



**Snowy  
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# INDUSTRIAL LANDS – FOCUS ON TUMUT AS HUB

Provision of suitably located industrial land is a key responsibility of local councils to support market success. This proposal addresses a supply shortfall and meets the growing needs of the local economy by rezoning and developing an industrial precinct; leveraging the competitive advantage of Tumut - the service centre and industrial hub of Snowy Valleys. Council has undertaken considerable investment over a decade through sponsoring industrial strategies and environmental planning policy, and the Gateway proposal has been submitted to government for endorsement. Council now seeks financial support to undertake the development as an integrated development to complement the industrial offerings of the Snowy Valleys region.



## WHAT IS THE ASK?

\$650K to fund the next step of detailed design and securing planning approvals.

The project in total is costed at \$5.1M.

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

Lack of available industrial lands and to consolidate and resolve land use conflicts with location of industrial premises in residential areas, by facilitating affordable options to enable a relocation and possible expansion.

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

### Social

Appropriate location of industrial lands promotes visible amenity for the community, separating industry from residential.

### Environmental

Suitably located industrial area with proper planning controls will promote improved amenity and reduce detrimental environmental outcomes such as noise, dust etc.

New industrial estate will enable proper environmental planning to be undertaken to reduce any environmental impacts.

### Economic

Availability of suitable industrial land will promote investment in local industry for the region, creating jobs.

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

Jobs and growth.

Recognises the growth of major engine industries in the region, such as softwood and manufacturing and provides suitable land for development of and investment in supporting industries e.g. transport.

This is critical when planning for the anticipated economic flow on effects from Snowy 2.0.

Tumut is ideally situated to capitalise on the expansion and development of the Wagga Rail and Freight Hub located at Bomen, with local and regional businesses being able to access efficient transport for goods to market within an hour.

This project strategically anticipates additional heavy vehicles and extra traffic from the anticipated Snowy 2.0. This nation building project will also instigate increased entrepreneurial activity in the industrial and commercial sectors.

The project also anticipates the increased freight activity from the intermodal freight terminal under construction in Wagga Wagga.

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# INDUSTRIAL LANDS – FOCUS ON TUMUT AS HUB (continued)

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Funding application lodged with the NSW Government under the Growing Local Economies funding stream – outcome unknown.

## COST

Total \$5.1M

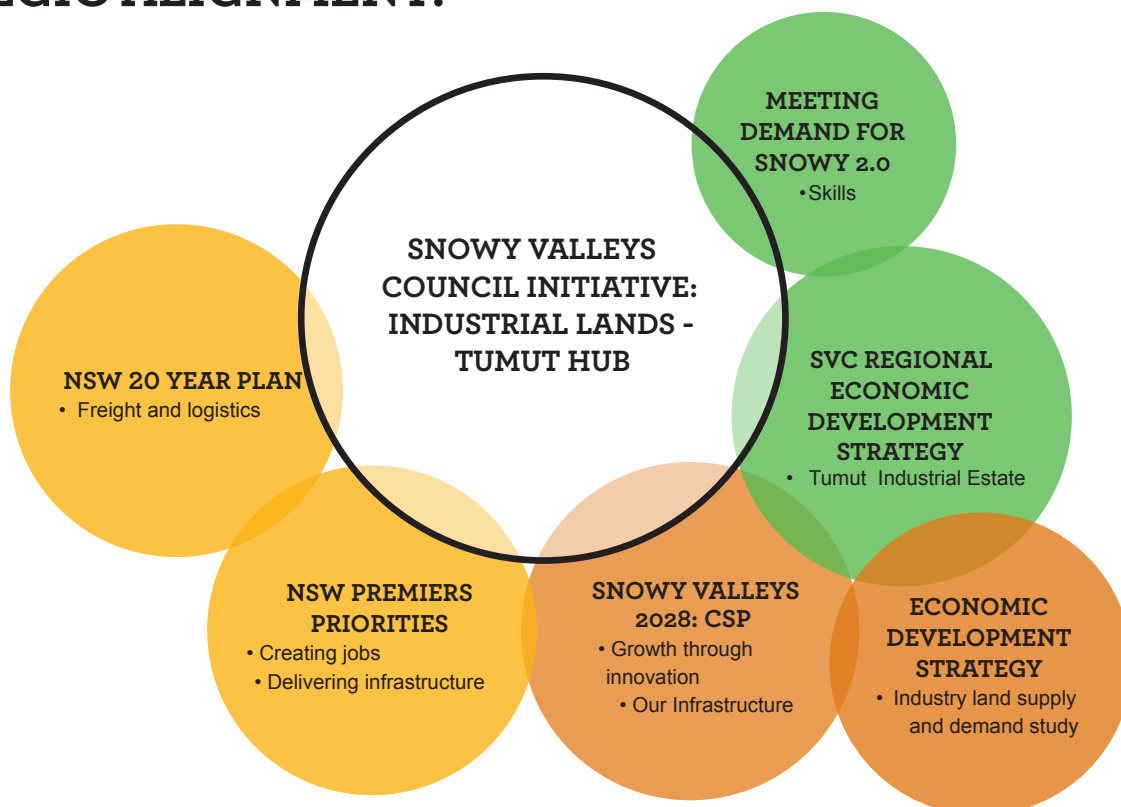
\$650K to shovel ready – 18 months

\$4.5M to commission

## IS THERE A KNOWN FUNDING OPPORTUNITY?

- Growing Local Economies
- Snowy Hydro legacy funds

## STRATEGIC ALIGNMENT:



**Snowy  
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Council**

**Matthew Hyde**  
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# SOFTWOOD 'CENTRE OF EXCELLENCE' & SOFTWOOD HUB

The development of a Softwood 'Centre of Excellence' and Softwood Hub has been identified in the Snowy Valleys Economic Development Strategy to capitalise on our competitive strength as Australia's most integrated plantation forestry region.

The region's current plantation timber estate comprises some 125,000 hectares and generates the largest socioeconomic presence of any softwood region in Australia. It supports 5,375 direct and flow-on jobs with a total gross economic contribution of over \$2 billion per annum.



## WHAT IS THE ASK?

\$100,000 to undertake a scoping and concept design study for a Softwood 'Centre of Excellence' and Softwood Hub in the Snowy Valleys.

The study should consider the multiple roles and functions that such a centre could play, including supporting industry innovation through research and development and as a visitor and education centre.

## WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

The forest growing, harvesting, hauling, and processing industries have all undergone significant changes over the last few decades, as processes become more automated and more capital intensive. While lower-skilled job opportunities are declining, there is a growing demand for workers with specialised skills, including specialist engineers, scientists and mechanics.

There are significant needs and opportunities for new training and skill development services to be provided in the region as a new plantation hub is established.

The establishment of a 'Centre of Excellence' and Softwood Hub in the region would enhance the industry's commitment to a deeper research and development effort into aspects of plantation silviculture, processing and landscape management, as well as aspects of new manufacturing technology such as robotics and adoption of Industry 4.0.

## WHY IS THIS IMPORTANT FOR THE COMMUNITY?

### Social

Provides the opportunity for access to specialised skills training in the Snowy Valleys softwoods region. The region hosts a well-established TAFE with some basic curricula for industry-related training courses. However, the shortage of skilled machine operators is a particularly critical need requiring more attention. There are some emerging models from NZ that would be worth considering for this region. Detailed analysis of skills requirements and shortfalls within this region have already been identified by a 2017 University of Canberra study.

### Environmental

Provides a deeper research and development effort into aspects of forestry such as landscape management, water management and plantation silviculture.

Plantation grown pine is a renewable resource.

### Economic

Forestry activity in the region is currently constrained by issues regarding access to critical enabling infrastructure to enhance the sectors' productivity and output as well as opportunities to grow. This initiative will address key infrastructure needs as well as skills development to support the industry's capacity to grow, add value and prosper.

## RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

The project aligns with the Federal Government's recently released policy: 'Growing a Better Australia: A Billion Trees for Jobs and Growth'.

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# SOFTWOOD 'CENTRE OF EXCELLENCE' & SOFTWOOD HUB (continued)

## WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Informed by rigorous stakeholder engagement, the development of a Softwoods 'Centre of Excellence' and Softwood Hub has been identified as a priority in Council's Economic Development Strategy.

Council, through its work with the Softwoods Working Group, is lobbying for the Snowy Valleys region to be chosen as one of the Federal Government's "plantation hubs".

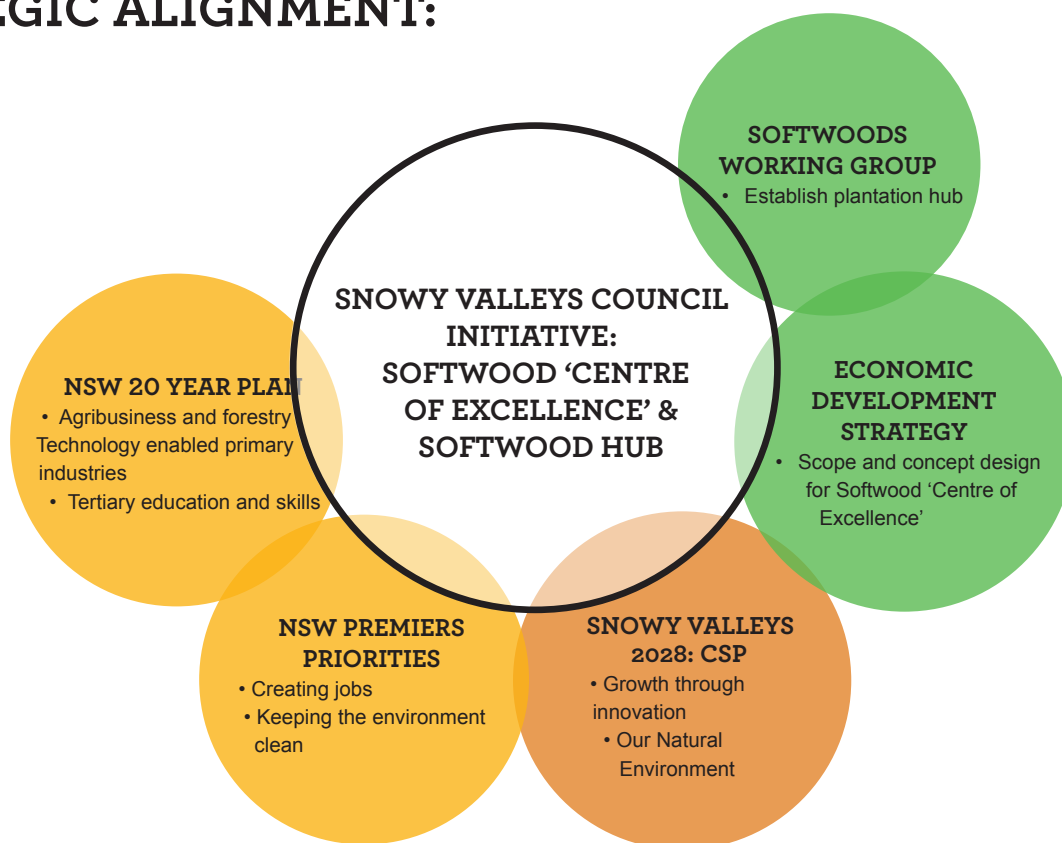
## COST

\$100,000 for scoping study to identify full project costs.

## IS THERE A KNOWN FUNDING OPPORTUNITY?

- Building Better Regions Fund

## STRATEGIC ALIGNMENT:



**Snowy  
Valleys  
Council**

**Matthew Hyde**  
General Manager  
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0439 864 947

Digital connectivity plays an important role in the economic and social potential of regions

Investment in electronic communication infrastructure will help our residents, businesses and visitors to stay connected and improve productivity.



## WHAT IS THE ASK?

\$30,000 for the development of an options paper/business case to investigate delivery models for future ready, regional wireless connectivity in the Snowy Valleys.

### WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

Digital connectivity is poor across the Snowy Valleys Council region.

Digital communications technology has become a fundamental enabler of business innovation and economic development.

The commencement of Snowy Hydro 2.0 will require improved electronic communication across the region for contractors involved in this project.

### WHY IS THIS IMPORTANT FOR THE COMMUNITY?

#### **Social**

In a geographically isolated and mountainous region, digital connectivity is essential for both residents and visitors to our community.

High speed reliable internet is vital for the region's schools and health care facilities.

Students living in rural areas need access to reliable and high speed internet to complete their studies in place.

#### **Environmental**

Increased digital communication infrastructure will assist in providing emergency communication for natural disasters. Improved connectivity will also provide emergency coverage for tourists in some areas of Kosciuszko National Park, as well as recreational hunters in state forests, and bushwalkers along parts of the Hume and Hovell Walking Track.

The winding mountain roads in our region are popular with motorcyclists, and mobile phone coverage is of critical importance in the event of a crash.

#### **Economic**

Poor digital connectivity adversely impacts on the area's attractiveness to prospective businesses and investors. This is critical enabling infrastructure that need to be addressed to support the region's economic development prospects.

The tourism sector is increasingly dependent on digital connectivity on both the demand and supply side.

### RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

The project aligns with the NSW Government's investment in connectivity infrastructure under the Connecting Country Communities Fund, and the Federal Government's Mobile Black Spot Program.

Improvements in digital and electronic connectivity can promote resilience for small communities in rural and remote areas by empowering people and businesses, which stimulates economic development and social inclusion.

Bridging the urban-rural digital divide will make our rural communities a more attractive place to live, do business and invest.

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## DIGITAL CONNECTIVITY (continued)

### WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Identified as a priority in Council's Economic Development Strategy.

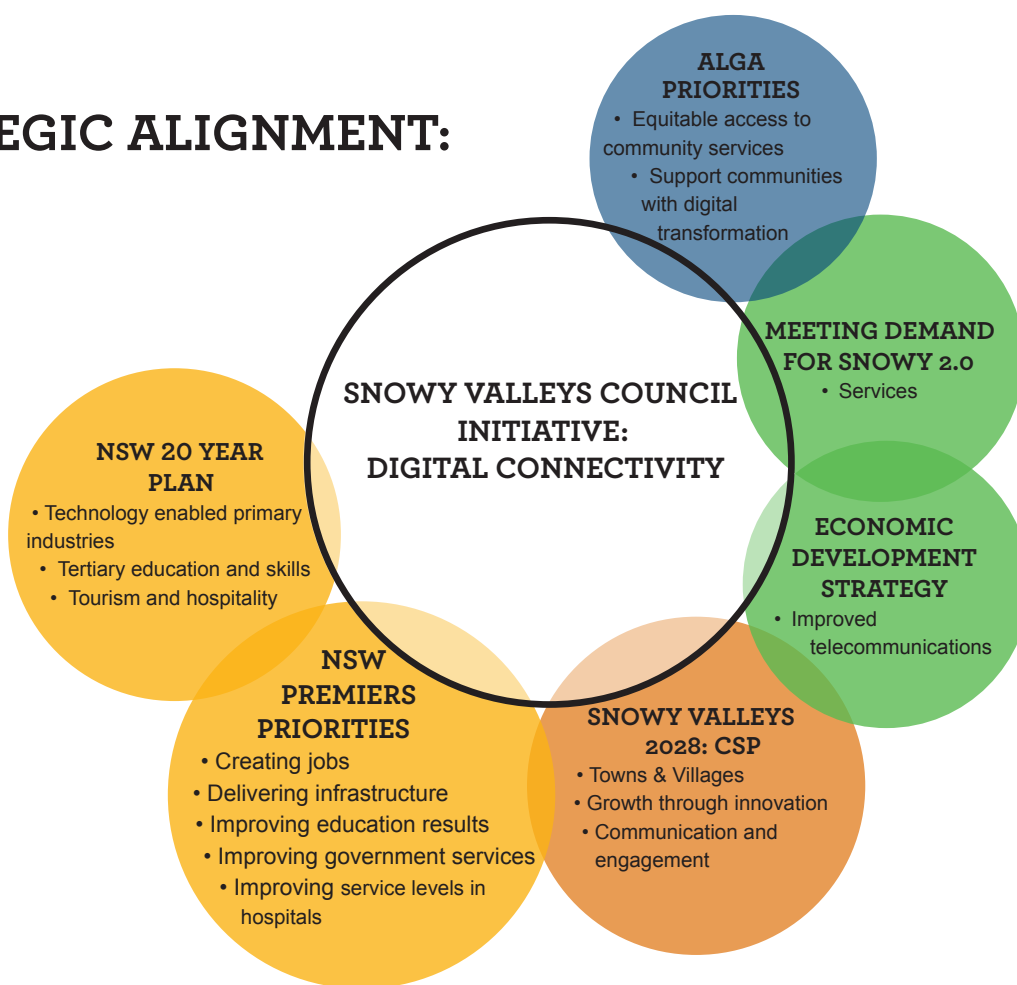
### COST

\$30,000 for options paper/business case.

### IS THERE A KNOWN FUNDING OPPORTUNITY?

- Growing Local Economies Fund
- Connecting Country Communities Fund

## STRATEGIC ALIGNMENT:



**Snowy  
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**Matthew Hyde**  
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The Snowy 2.0 project will have profound implications for the Snowy Mountains region.

The communities at the heart of the original Snowy Hydro Scheme, and who are the geographical home to the proposed Snowy 2.0 expansion, being Snowy Valleys and Snowy Monaro Regional Councils, are committed to working in partnership with the NSW Government to build for the future utilising the Snowy Hydro Legacy Fund.



## WHAT IS THE ASK?

Quarantine \$600M of the \$4.2 billion Snowy Hydro Legacy Fund to establish a Future Fund for the Local Government Areas of Snowy Valleys and Snowy Monaro Regional Councils. Include an enduring contribution of a dollar per megawatt of energy sold to the Fund to grow the principle over time.

### WHAT IS THE ISSUE THAT THIS INITIATIVE WILL HELP ADDRESS?

The Snowy Hydro Scheme is not only a national icon but a source of local pride for communities within the Snowy Valleys and Snowy Monaro Regional Councils.

We respectfully request that the NSW Government quarantine a \$600M portion of the Snowy Hydro Legacy Fund to establish a Future Fund for the Local Government Areas of Snowy Valleys and Snowy Monaro Regional Council to ensure these communities are not overlooked as substantial recipients of the NSW Government \$4.2 billion Legacy Funds.

It is our proposal that this Futures Fund would preserve the capital component of the monies, and through an established process, make the earnings from the fund available for infrastructure and social capital projects in the two Council areas.

Included in this proposal is the enduring contribution of a dollar per megawatt of energy sold to the Fund to grow the principle over time.

### WHY IS THIS IMPORTANT FOR THE COMMUNITY?

The Scheme was not just a nation building initiative it is the social fabric of townships like Talbingo, Tumut and Cooma, home now to second and third generations of original Snowy workers.

We anticipate that the Snowy 2.0 project will have profound implications for the Snowy Mountains region. Both Councils are collaborating with the NSW Government on the development of a Futures Strategy for the region.

We are working hard to identify that critical social and economic infrastructure required to ensure that the region has the capacity to meet the challenges and leverage the opportunities of this investment. Access to quarantined funds would provide certainty that the infrastructure needs of the region could be delivered.

Both Councils are already living the Snowy Hydro legacy. We are committed to learning from the past (the original Snowy Scheme) to build for the future (Snowy 2.0) and enhance the region's economic development prospects.

### RATIONALE FOR INVESTMENT/ COMMITMENT BY GOVERNMENT

Both the NSW Government and Snowy Valleys Council's desire to create a legacy with the Snowy Hydro funds are aligned.

We are obligated to make the future better than the past for our communities.

The Futures Fund would connect generations and provide a managed pathway to pass on the benefits of the Snowy Hydro Scheme in a strategic, meaningful and enduring way to our community.

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# ESTABLISHMENT OF SNOWY FUTURE FUND

## (continued)

### WHAT IS THE CURRENT STATUS OF THE INITIATIVE/PROJECT?

Lobbying efforts to the NSW Government and Premier to initiate discussions regarding the establishment of the fund.

Council is working in collaboration with the Snowy 2.0 State and Regional Coordination Groups to develop a Futures Strategy for the Snowy Region. The primary aim of the Strategy is to provide both medium and long term actions and solutions (based on robust evidence) that position the Region to take advantage of the opportunities, and positively respond to the challenges, that arise from the Snowy 2.0 project.

The Futures Strategy will focus on maximising the economic and social outcomes for the region and minimising the risk of negative outcomes including the aspirations of the local Aboriginal communities.

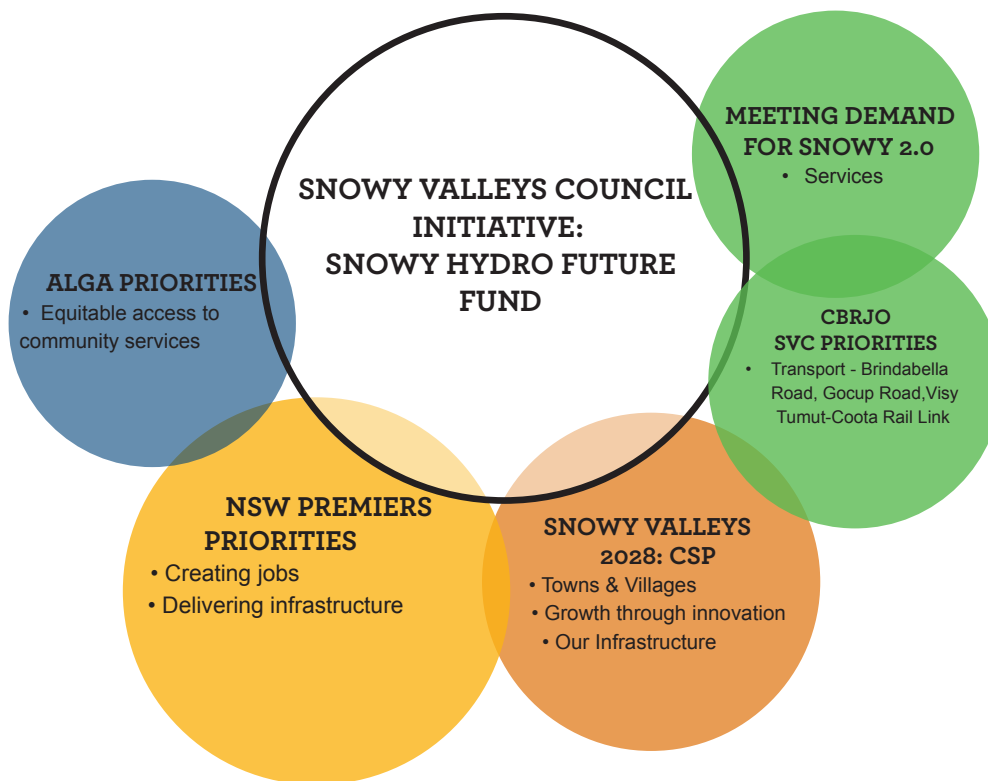
### COST

\$600M quarantined from NSW Government Snowy Hydro Legacy Fund

### IS THERE A KNOWN FUNDING OPPORTUNITY?

- \$4.2B Snowy Hydro Legacy Fund

## STRATEGIC ALIGNMENT:



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