

# Snowy Valleys

## Community Strategic Plan 2042



## **Acknowledgement of country**

We acknowledge the traditional custodians of this land and pay respects to Elders past and present.

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

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

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

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## **Contact Us**

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

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**e** [info@svc.nsw.gov.au](mailto:info@svc.nsw.gov.au)

# Message from the Mayor

We are proud to present the Snowy Valleys Community Strategic Plan (CSP), a long-term plan to help us create a better future for our area.

The plan is the result of a consultation with over 500 people in our community. We have reviewed our previous CSP through this process and asked the community to work with us to identify changing priorities and aspirations that may have developed over the last four years. We wish to take this opportunity to thank those members of the community who provided feedback by attending community pop-ups, writing formal submissions, completing surveys, participating in discussions, taking part in workshops, and taking time to speak with us on the phone. Your input has proved most valuable in the production of the CSP.

This CSP has been created during a time of many complex issues such as bushfire recovery and COVID-19 response and recovery. However, in the face of these challenges, we're also presented with

many exciting opportunities. We have listened to the priorities identified by our community, including their desire to attract tourism and visitors, have a strong pedestrian and bicycle friendly network and ensure our area has well-presented infrastructure and better recreation facilities.

Council has an important leadership role to play in the delivery of the CSP and will serve as a leader in creating strong and vibrant communities in the area. The local community, organisations, agencies, and other tiers of government also share responsibility for delivering on this plan and achieving the goals and objectives.

We look forward to working alongside the community to make Snowy Valleys an even better place to live, work and play.

Ian Chaffey, Mayor  
Snowy Valleys Council

# Vision

**We enjoy and are proud of our beautiful scenery, clean waterways and natural landscape and recognise and respect the environment and First nations people of the country.**

**We value community, encourage belonging, and support one another.**

**We have an excellent standard of living with infrastructure and services that support us through all stages of life.**

**We are free to enjoy the peace and quiet regional life and remain well-connected through technology and high-quality transport accessibility.**

**Our communities enjoy diverse employment and education opportunities, and we continue to innovate and promote our area to ensure we prosper in the future.**

# Our Plan

## About our plan

The Snowy Valleys 2042 Community Strategic Plan (CSP) is based on the aspirations and priorities of our community and sets out a long-term vision for the area. The plan identifies the key priorities and strategies for achieving this.

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

## Integrated Planning & Reporting Framework

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

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





# Our community

Snowy Valleys Council is made up of friendly, welcoming communities, each with unique heritage and character. It boasts a resilient and robust economy, anchored by agriculture and timber industries. It is host to much of the power generation for Snowy Hydro and has one of the biggest softwood plantations in the Southern Hemisphere. Home to the renowned Batlow Apples, it produces a range of premium stone fruits, cherries, and blueberries. In addition, the region has some of Australia's best grazing fertile lands, producing wool, beef and lamb.

Total population  
**14,412**

SEIFA index\*  
**951**

## Top industries of employment

- 1** Beef Cattle Farming (Specialised)
- 2** Log Sawmilling
- 3** Supermarket and Grocery Stores
- 4** Corrugated Paperboard and Paperboard Container Manufacturing
- 5** Local Government Administration

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

If the Snowy Valleys Council area consisted of 100 people, there would be:

**4**

Aboriginal and Torres Strait Islanders

**8**

born overseas

**4**

speaking languages other than English at home



**9**

with an individual income less than \$400 per week

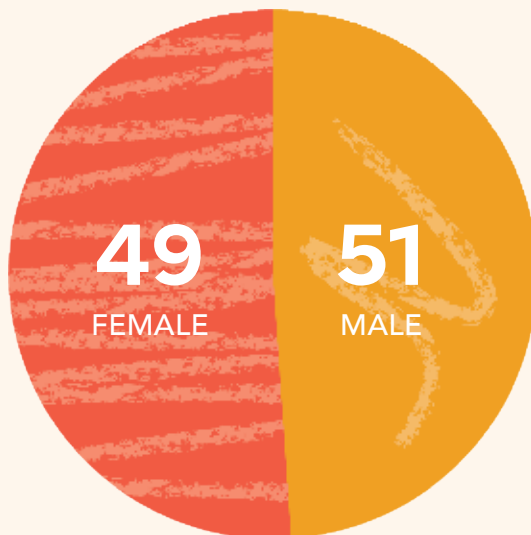


**45**

that completed higher education

**55**

that did not complete year 12



**24:** 0 – 19 years **47:** 20 – 59 years  
**29:** 60+ years



**31**

living by themselves

**69**

living in families



**12**

care for someone with a disability

**5**

have a disability



**13**

are older couples without children

**6**

live in medium and high density housing



**3**

unemployed and looking for work

**21**

who volunteer



**67**

who drove to work

**5**

who walked to work

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

# Community engagement

## What we asked

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

## How did you get involved?

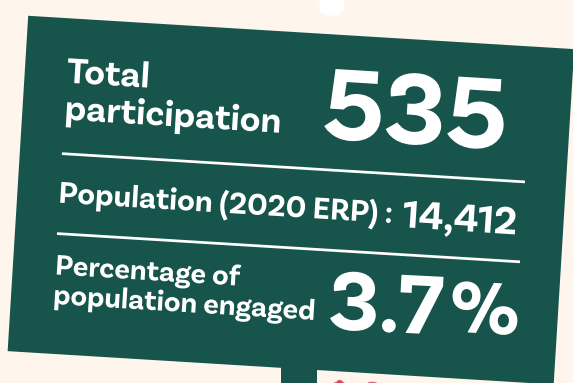
- **Virtually** – surveys
- **In conversation** – discussion guides, community pop ups, telephone interviews
- **On paper** – drawing sheets, formal written submissions

## Participation

Five hundred thirty-five people from the Snowy Valleys area participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The profile of the participants shows a broad cross-section of the Snowy Valleys community were involved in terms of age, gender, location, and diversity characteristics.







# Community engagement

## What is important to you

Participants who took part in the Towards 2042 engagement told us they loved the beautiful natural environment (16.1 percent), the local lifestyle (12.4 percent) and the local people and spirit (8.7 percent): When asked how our area might be advanced, respondents to the survey spoke of parks and green spaces (30.0 percent), improved infrastructure (17.1 percent) and economic growth (12.1 percent). Sport and recreation facilities (18.7 percent), infrastructure (14.6 percent) and a better Council (14.6 percent) were matters people would like to see improved across the next 10 years.

## Main challenges

The main challenge identified by engagement participants was governance and leadership (10.7 percent), including effective communication and community engagement, organisational competence and the equitable distribution of services and funding across the Council area, leadership and governance, along with strategic planning. Jobs and local employment opportunities (9.7 percent) along with attracting and retaining a skilled workforce and retaining and supporting young people (9.0 percent) were also critical issues identified by engagement participants.

## Services or projects Council should be prioritising and advocating for

When asked what services or projects Council should be prioritising or advocating for, residents told us roads and parking (6.9 percent), tourism and visitors (6.3 percent) and cycle, shared pathways and footpaths (5.4 percent) were key issues.









# Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

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

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

## **Provide**

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

## **Collaborate**

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

## **Advocate**

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



# How to read this Plan

## Theme/pillar

Our focus area for achieving the 2042 vision and to provide structure for this Plan.

## Strategic objectives

These are the long-term aspirations for our community under each theme/pillar. These have been developed in consultation with our community and contribute to achieving our 2042 vision.

Snowy Valleys Council

Community Strategic Plan 2042

## A. Our community

**Our communities are connected and inclusive, supported by services that nurture health, wellbeing and identity.**

Our community protects and celebrates its history while looking forward to a secure and prosperous future.

Services in the Snowy Valleys are accessible and diverse, supporting all stages of life. They bring us together, connect us and build our sense of belonging.

We feel safe and confident in our ability to respond to change.



Strategic objectives	Council's role	Our partners
The liveability, heritage, and unique characteristics of our region is acknowledged, supported and retained.	Provide Collaborate Advocate	Community members Community groups
The wellbeing of local people is supported through the provision of local services.	Provide Collaborate Advocate	NSW State Government Commonwealth government Service providers Health providers
Our community is prepared and resilient and is able to respond to natural disasters and economic shocks.	Provide Collaborate Advocate	NSW State Government Community groups Community members Emergency services
Arts and cultural activities thrive in our region.	Provide Collaborate	Artists Community groups Community members Tourism bodies

## Measures

Measure	Baseline	Target	Source
Community rating of cultural, recreational and entertainment events	'Good' rating for Community cultural, recreational and youth events	'Good' rating for Community cultural, recreational and youth events	SVC Community Satisfaction Survey
Community satisfaction with facilities and services, early education and childcare services	62% community satisfaction rating (2021)	> 62% community satisfaction rating	SVC Community Satisfaction Survey
Incidents of crime in outdoor/public places which include: Domestic Violence (DV), Non DV, Sexual offences, Robbery, Break & Enter, Motor Thief, Steal from Motor Vehicle, Steal from person and Malicious damage to property	67 outdoor/public place incidents reported (2020)	< 67 outdoor/public place incidents reported	NSW Bureau of Crime Statistic and Research (BOSCAR)
Community accessibility and satisfaction to Library Services	56,251 Library loans across all SVC Library Services	Increase Library loans by 2%	SVC Council Data
Community satisfaction with the comfort of accessing community services, programs and facilities in times of natural disasters and economic shocks	70% Community Satisfaction rating (2021)	> 70% community satisfaction rating	SVC Community Satisfaction Survey
SVC Children Services children enrolment ratios	Capacity enrolment numbers reached	Capacity enrolment numbers reached	SVC Council Data

### Council's role

This outlines Council's role in the delivery of each strategic objective.

### Our partners

To achieve long-term aspirations we must work with other partners. This Plan outlines some of our key partners but is not an exhaustive list.

### Measures

The measures outline the community indicators used to measure and report progress on the implementation of this Plan.



# Plan

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

## 1. Our community

Our communities are connected and inclusive, supported by services that nurture health, wellbeing and identity.

## 2. Our economy

Our diverse economy supports community longevity, vibrancy and a sustainable future.

## 3. Our environment

Our natural environment is cared for and protected to ensure future generations can experience and enjoy its beauty.

## 4. Our infrastructure

Our local infrastructure is sustainable and facilitates our way of life.

## 5. Our civic leadership

Our civic leadership and organisational governance fosters open and transparent partnership with our community.

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

# 1. Our community

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## 2. Our economy

### Our diverse economy supports community longevity, vibrancy and a sustainable future.

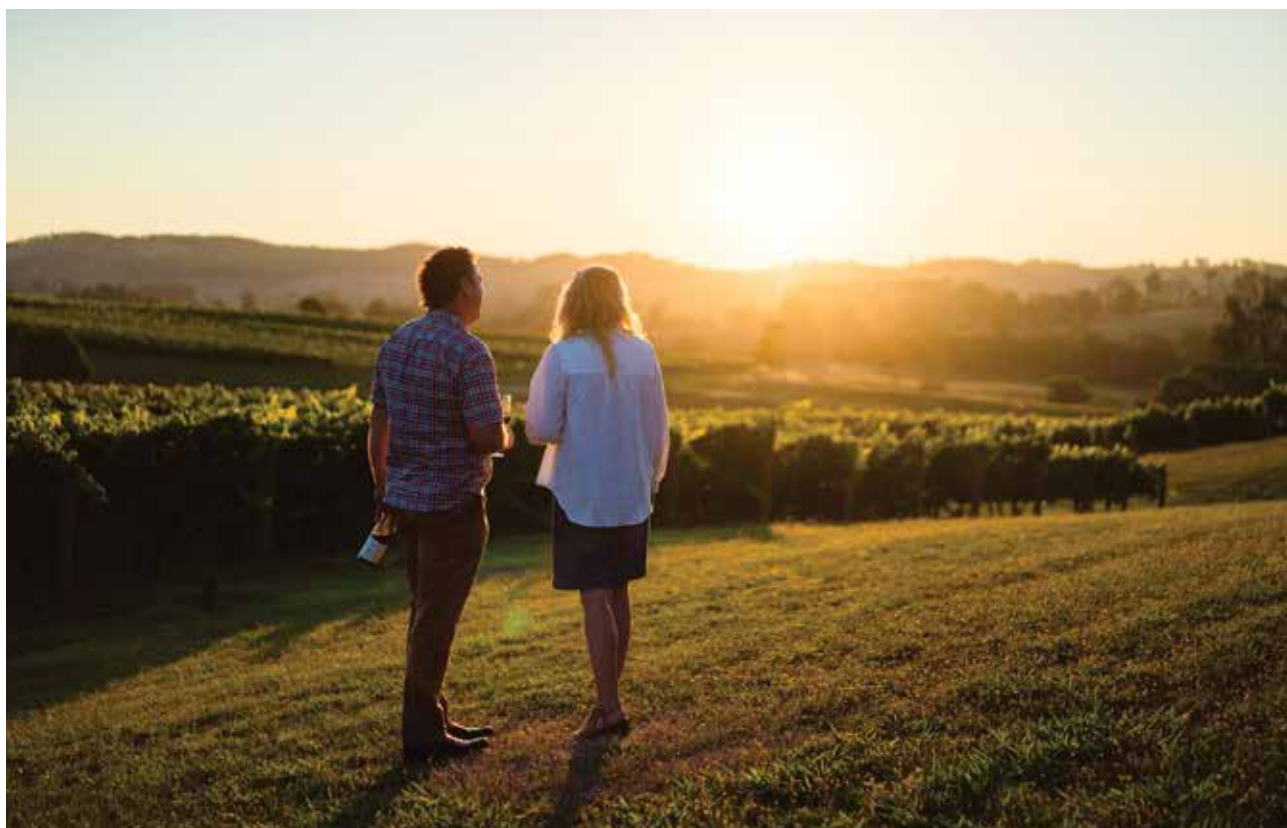
Strong relationships between industry, organisations, government and community underpin our actions to supporting existing businesses and attracting new industry. Together, we are committed to the development of infrastructure that is essential for economic growth.

Our economy provides a wide range of opportunities, ensuring positive employment pathways and the ability to attract and retain young people and families.

We welcome and encourage visitors to our region and support the development of new and diverse tourism experiences as a way to boost our economy.

Strategic objectives	Council's role	Our partners
Our economy is made up of a broad range of business and industry with diverse employment opportunities.	Provide Collaborate Advocate	Local business and industry Community groups NSW State Government CRJO RDASI
Our economy attracts, retains, and supports young people and families in the region.	Provide Collaborate Advocate	Local business and industry Education and training providers CRJO RDASI
Sustainable tourism initiatives contribute to a thriving economy.	Provide Collaborate Advocate	Local business and industry Tourism bodies
Quality telecommunication infrastructure, including mobile phone reception and high-speed internet access supports community and economic growth.	Advocate Collaborate	Commonwealth government CRJO RDASI Telecommunications providers





## Measures

Measure	Baseline	Target	Source
Number of active registered businesses	1627 active businesses registered (2020)	> baseline	ABS (Data by Region)
Number of jobs	11,415 jobs (2018)	2% increase	ABS (Data by Region)
Income from visitor economy	\$1.78M (2020)	> baseline	Tourism Research Australia
Community satisfaction with Council's Planning controls	42% Community Satisfaction (2021)	64% Community Satisfaction Rating	SVC Community Satisfaction Survey

# 3. Our environment

**Our natural environment is cared for and protected to ensure future generations can experience and enjoy its beauty.**

Our community embraces sustainable practices to protect our natural environment and resources and ensure we are resilient to a changing climate.

We work collectively to manage our environmental footprint and respect and preserve the beauty of our landscapes.

We plan for sustainable growth, that protects and enhances the local character and amenity.

Strategic objectives	Council's role	Our partners
Our community works together to protect and preserve our natural environment.	Provide Collaborate Advocate	NSW State Government Community groups Community members Landholders Commonwealth government
Our ability to live sustainably is supported by access to contemporary waste, water and wastewater services.	Provide Collaborate	Community members NSW State Government Water authorities Community groups
The recreation and sustainable tourism opportunities provided by our natural environment is preserved for future generations.	Provide Collaborate Advocate	Landholders Commonwealth government NSW State Government
A robust planning framework supports the needs and identity of our community and natural environment.	Provide Collaborate	Community members Housing providers
We are resilient to a changing climate through adaptation and mitigation.	Provide Collaborate Advocate	NSW State Government Community groups Community members Landholders Commonwealth government





## Measures

Measure	Baseline	Target	Source
Community awareness of climate change impacts	60% Community Satisfaction	>60% community satisfaction rating	SVC Community Satisfaction Survey
Levels of waste generation	4230.7 tonnes per year (2020/21)	No net increase	SVC Council Data
Community satisfaction with Recycling Services & Waste Management	70% community satisfaction rating (2021)	> 70% community satisfaction rating	NSW Bureau of Crime Statistic and Research (BOSCAR)
Average water consumption across LGA	195 kilolitres (2020/21) per connection	No net increase	SVC Council Data

# 4. Our infrastructure

**Our local infrastructure is sustainable and facilitates our way of life.**

Our tracks, trails and paths provide the community and visitors with sustainable transport and recreational opportunities.

We plan for, provide and maintain a safe local transport network.

Our community facilities and spaces cater for active and passive recreation and are well maintained, safe and accessible.

Strategic objectives	Council's role	Our partners
A robust transport network services us.	Provide Collaborate Advocate	NSW State Government Commonwealth government Public and community transport operators
Our amenities, infrastructure and community facilities meet community needs.	Provide Collaborate Advocate	Community groups NSW State Government Commonwealth government



## Measures

Measure	Baseline	Target	Source
Community satisfaction with the quality of parks, sporting and recreational facilities and open spaces.	70% Community Satisfaction (2021)	80% Community Satisfaction	SVC Community Satisfaction Survey
Community satisfaction with the maintenance of footpaths	58% community satisfaction rating (2021)	70% Community Satisfaction	SVC Community Satisfaction Survey
Community satisfaction with the condition & maintenance of local roads across LGA	50% community satisfaction rating (2021)	> 62% community satisfaction rating	SVC Community Satisfaction Survey
Infrastructure Backlog <i>Refers to total amount or value of renewal works that need to be undertaken in proportion to the total asset value to ensure assets are at acceptable standard. Benchmark of 2% is NSW Office of Local Government benchmark.</i>	0.05% (2019)	< 2.0%	SVC Council Data

# 5. Our civic leadership

## Our civic leadership and organisational governance foster open and transparent partnership with our community.

We are a collaborative and connected community that recognises our mutual responsibility to work towards our goals. We actively participate and engage to improve our region.

Our leaders act fairly, listen to and represent our community and are accountable and transparent in their decision-making process. They build strong relationships across the community, with other levels of government, industry and agencies to advocate for our needs.

Council's resources are well managed in order to ensure a high level of customer service, ongoing viability and value for money.

Strategic objectives	Council's role	Our partners
Council and local communities' partner to create an ongoing culture of engagement and communication to aid Council decision making.	Provide Collaborate	Community members Community groups
Council has strong organisational practices to ensure a viable organisation that provides value for money.	Provide Collaborate	CRJO RDASI
Council demonstrates innovative leadership and strong governance practices to ensure a high performing organisation.	Provide	NSW State Government
Council acknowledges the unique identity of different townships and villages in our Council area while promoting connection and a shared vision for our future.	Provide Collaborate	Community members Community groups



## Measures

Measure	Baseline	Target	Source
Community satisfaction with opportunities to participate in decision making	42% Community Satisfaction (2021)	80% Community Satisfaction	SVC Community Satisfaction Survey
Operating Performance Ratio* <i>Measures expenses against revenue.</i>	4.12% (2020/21)	>0%	SVC Council data
Own source revenue ratio* <i>Measures Council reliance on external funding sources.</i>	54.64% (2020/21)	>60%	SVC Council data
Unrestricted current ratio* <i>Represents Council's ability to meet short-term obligations.</i>	2.81x (2020/21)	>1.5x	SVC Council data
Debt service cover ratio* <i>Measures operating cash available to service debt.</i>	4.73x (2020/21)	>2x	SVC Council data
Rates and Annual Charges outstanding percentage* <i>Measures impact of uncollected rates and charges.</i>	5.56% (2020/21)	<10%	SVC Council data
Cash expense cover ratio* <i>Indicates number of months Council can pay expenses without additional cash inflows.</i>	7.46 months (2020/21)	> 3 months	SVC Council data
Overall community satisfaction with Council services	48% community satisfaction rating (2021)	60% community satisfaction rating	SVC Community Satisfaction Survey

\* NSW Office of Local Government performance indicator, reported annually in Council's Audited Annual Financial Statement. Target is benchmark set by Office of Local Government.



# Your Councillors

**Cr Johanna (Hansie) Armour**

**Cr Ian Chaffey**  
Mayor

**Cr Julia Ham**

**Cr James Hayes**

**Cr Sam Hughes**

**Cr Michael Ivill**

**Cr John Larter**

**Cr Brent Livermore**

**Cr Trina Thomson**  
Deputy Mayor



# Acknowledgements

The Snowy Valleys Community Strategic Plan 2022-2042 has been developed in partnership with Snowy Valley Council, the Canberra Region Joint Organisation, and Projectura.

Snowy Valley Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.