GOULBURN MULWAREE COUNCIL

GOULBURN MULWAREE

Community Strategic Plan

2030

ADOPTED 2ND JULY 2013

Table of Contents

Foreword 3

Your Council 4

Introduction 5

- Guiding principles 5
- Our Vision 5
- Our Values 5
- Social Justice Principles 6
- Sustainability Principles 6
- Quadruple Bottom Line 6

About Goulburn 7

- History 7
- Goulburn Today 8

Integrated Planning & Reporting Framework 9

Developing our Community Strategic Plan 10

- Community Engagement 10
- Survey Results: What the Community Wants 10

Key Strategic Themes and Goals 11

- Key Direction: 1 – Quality Infrastructure 13
- Key Direction: 2 - Business and Industry 20
- Key Direction: 3 – Community Needs 25
- Key Direction: 4 – Environment 29
- Key Direction: 5 – Culture and Leisure 36
- Our Towns and Villages 40

Measuring Success 56

- Key Performance Measures 56
- Community Indicators 57
- Performance Indicators 57-58

Have your say 59

Foreword

It is with pleasure that we commend to you Goulburn Mulwaree Council's Community Strategic Plan 2030.

This plan pulls together extensive research and community consultation that Council has undertaken in accordance with its Community Engagement Strategy. The document identifies the community's priorities and expectations for the next ten years, and provides a plan to achieve these goals.

The benefit of having a document such as the Community Strategic Plan is that it helps us make decisions that will take us closer to the future we strive for.

As a Council, we have limited resources, however by careful planning we can aim to maximise the community benefit received from those resources.

The plan will also help Council engage with other levels of government, business and the broader community to make sure there is a level of co-operation and commitment to achieving the community's goals.

You, the community, have told us what you want, which includes:

- Maintaining existing services
- Improve asset management
- Enhance our current facilities
- Greater focus on Economic Development

The Community Strategic Plan forms a cornerstone of the new Division of Local Government's Integrated Planning and Reporting Framework on which Goulburn Mulwaree Council has been elected to provide leadership.

The plan will be reviewed after each Council election to ensure it continues to reflect current priorities.

On behalf of Council, I sincerely thank those members of the community who took the time to provide their feedback; it has proved invaluable in producing the final document.

MAYOR
GEOFF KETTLE

GENERAL MANAGER
CHRIS BERRY

Councillors 2012-2016

Cr, Geoff Kettle

Cr Geoff Kettle was elected to Goulburn Mulwaree Council in June 2009 and became Mayor in September 2010.

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Cr, Carol James

Cr Carol James was elected to Goulburn Mulwaree Council in September 2008. Cr James was Mayor from 2008 to 2010

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Cr, Robin Saville

Cr Robin Saville was elected to Goulburn Mulwaree in Council in September 2012.

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Cr, Bob Kirk

Cr Bob Kirk was elected to Goulburn Mulwaree Council in September 2008.

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Cr, Margaret O'Neill

Cr Margaret O'Neill was first elected to Goulburn City Council in September 1983. Cr O'Neill was Deputy Mayor from 1987 to 1993, and Mayor from 1993 to 1999. Cr O'Neill was first elected to the amalgamated Goulburn Mulwaree Council in 2004.

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Cr, Denzil Sturgiss

Cr Denzil Sturgiss was first elected to Mulwaree Council in 1999 and re-elected to Greater Argyle Council, later to become Goulburn Mulwaree Council in 2004. He was re-elected in 2008

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Cr, Andrew Banfield

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Cr, Sam Rowland

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Cr, Alfie Walker

Cr Alfie Walker was elected to Goulburn Mulwaree in Council in September 2012.

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More detailed bios of our Councillors can be found at **www.goulburn.nsw.gov.au**

Introduction

GUIDING PRINCIPLES

The Goulburn Mulwaree Community Strategic Plan 2030 identifies our priorities and aspirations as a community.

It is a ten (10) year vision that has been developed through close consultation between the community and Council.

To achieve the priorities identified, the CSP is supported by the following implementation strategies:

- Resourcing Strategy
- Delivery Program
- Operational Plan

The Resourcing Strategy consists of a long term Financial Plan, Workforce Management Plan and Asset Management Plan, while the Delivery Program is a statement of commitment where the community's strategic directions are translated into actions.

OUR VISION

The CSP is underpinned by the following vision:

Council Vision

"A sustainable vibrant community, protecting, enhancing and enjoying our rich social, environmental and economic heritage."

Council Mission

To serve the community

Strategic Goals

- Quality Infrastructure
- A Strong Economy
- A Vibrant Community
- A Sustainable Environment
- A Leading Organisation
- A Retained Heritage

OUR VALUES

Community Involvement

Council will include the views, inputs, and advice from the community in its decision making processes and will actively seek to obtain these in a timely manner to enhance and inform its decisions. Council will involve its community in an advisory capacity in its Committee structure. Council values the contribution made through the participation of community members, either as representatives of community organisations or through appointment under an expressions of interest process. Council will be proactive in consulting its community on matters where there is a known substantial divergence of views and will attempt to provide adequate information and opportunity for the airing of the various viewpoints during its decision making processes.

Integrity and Ethics

Council places high priority on its members, staff and community representatives acting with the highest integrity in accordance with its Code of Conduct and ethical standards imposed by legislation, regulation or professional bodies.

Honesty

Council members, staff and community representatives will always act honestly in all their dealings and will not deliberately obfuscate, employ "spin" or seek to confuse stakeholders.

Openness and Transparency

Within the confines of legislative restrictions, Council will act with openness at all times and shall avoid making decisions "behind closed doors". Council will also, as far as possible, explain how and why decisions are made and provide any supporting documentation.

Respect

Council members, staff and community representatives will always act in a manner that is respectful to the differing views and opinions reflected in their community and amongst themselves. This will include respect for differing political, cultural, religious, gender, ethnic and economic perspectives

Fairness and Equity

Council will always deal with all its stakeholders with fairness and equity and will treat all persons and organizations equally, without fear or favour.

Accountability

In all dealings, council will be answerable to stakeholders for its actions and accept full responsibility for those actions.

Empathy

Council recognises that on many issues there is a range of different views and its decision making process will endeavour to understand, consider, appreciate and respect this diversity of perspectives.

SOCIAL JUSTICE PRINCIPLES

The social justice principles of equity, access, participation and rights underpinned the development of the Community Strategic Plan.

Equity

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

Access

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

Participation

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

Rights

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

SUSTAINABILITY PRINCIPLES

The NSW Local Government Act 1993 defines the principles of ecologically sustainable development as:

Precautionary principle

If there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

Inter-generational equity

The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

Conservation of biological diversity and ecological integrity

Conservation of biological diversity and ecological integrity should be a fundamental consideration.

Improved valuation, pricing and incentive mechanisms

Environmental factors should be included in the valuation of assets and service.

QUADRUPLE BOTTOM LINE

The fundamental requirement of the Local Government Act 1993 is that the Community Strategic Plan must address social, environmental, economic and civic leadership issues in an integrated manner (Quadruple bottom line).

About Goulburn

HISTORY

Aboriginal people have lived in this region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact; the Gandangara to the north of Goulburn, and the Ngunawal to the south.

The region was an important ceremonial meeting place for Aboriginal peoples with records of corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

Aboriginal peoples of the region first came into contact with Europeans in 1798 when Governor John Hunter sent an expedition to the southern tablelands of NSW.

The first European settlement did not occur however until 1818 when Goulburn was discovered by James Meehan an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies.

Subsequent Government land grants followed during the 1820's attracting settlers who established the first stock stations in the region.

The construction of the Great South Road and the expanding wool industry saw Goulburn become a thriving Government centre by the 1850's and in 1863, Goulburn was officially declared a City making it Australia's first inland City.

Goulburn's prosperity grew substantially with the completion of the railway line from Sydney to Goulburn in 1869 making Goulburn a significant railhead and heralding the boom years which lasted to the late 1890's.

Such was Goulburn's prosperity that throughout much of the 19th century Goulburn remained the 3rd largest centre in New South Wales leading it to being dubbed the 'Queen City of the South'.

Goulburn's role as an important large provincial centre led to the construction of many impressive public and institutional buildings by the Government and various churches many of which still remain today.

Goulburn's prominence eventually subsided with the founding of Canberra, the Australian Capital in 1913 with many industries and institutions locating there.

GOULBURN TODAY

The Goulburn Mulwaree Council Local Government Area (LGA) covers an area of 3,223 square kilometres making it approximately 1.5 times the size of the Australian Capital Territory. The LGA shares its borders with Upper Lachlan, Palerang, Wingecarribee and Shoalhaven LGAs.

The LGA has a total population of 27,481 with a steady average annual growth rate of approximately 0.7%.

The City of Goulburn is a major regional centre having the largest population base within the LGA with 21,092 people. Smaller outlying villages include Marulan, Tarago, Tallong, Lake Bathurst, Bungonia and Towrang.

The largest non-Australian ethnic groups in Goulburn are English (44.3%), Irish (12.8%) and Scottish (9.7%). The number of people that identify as being of Aboriginal ancestry is 0.3%.

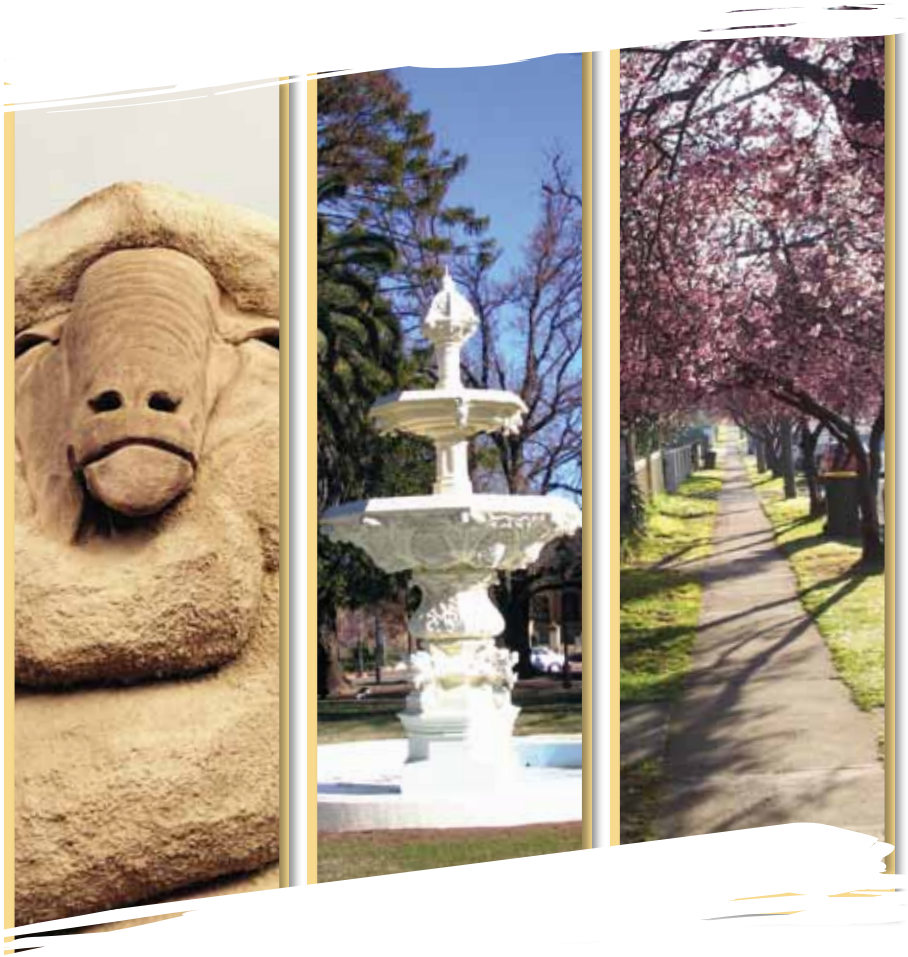
Although fewer than 3% of the population speak a language other than English at home, the most commonly spoken non-English languages are Greek, Italian and German.

The largest industries of employment for people in the Goulburn LGA are health care and social assistance (14.6%), retail trade (12.9%) and public administration and safety (11.4%).

The Goulburn Mulwaree LGA scores 951 on the SEIFA index which measures degrees of social and economic disadvantage.

Geologically, the LGA forms part of the Southern Tablelands, and rises to about 700 metres above sea level.

The Wollondilly River and Mulwaree Chain of Ponds wind through the LGA forming part of the Hawkesbury-Nepean and Shoalhaven Catchments.



Integrated Planning and Reporting Framework

Integrated Planning & Reporting (IP&R) is mandatory for all NSW Council under the Local Government Act 1993.

This means that all NSW councils need to prepare a Community Strategic Plan which defines the long term aspirations and strategic directions for the community.

The Community Strategic Plan must ensure that it:

a) addresses civic leadership, social, environmental and economic issues in an integrated manner, and

b) is based on social justice principles of equity, access, participation and rights, and

c) is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues, and

d) is developed having due regard to the State government's State Plan and other relevant State and regional plans of the State government.

In addition, the Council must establish and implement a Community Engagement Strategy (CES) based on social justice principles, for engagement with the local community when developing the Community Strategic Plan.

The Community Strategic Plan is supported by the following implementation strategies:

- **Resourcing Strategy**
- **Delivery Program**
- **Operational Plan**

The Resourcing Strategy consists of a long term Financial Plan, Workforce Management Plan and Asset Management Plan, while the Delivery Program is a statement of commitment where the community's strategic directions are translated into actions.

Developing our Community Strategic Plan

COMMUNITY ENGAGEMENT

This section provides an overview of the communication tools and techniques used to engage and communicate with our stakeholders - our community.

In order to better understand the community's needs and aspirations, Council adopted a Community Engagement Strategy (CES). The primary objectives of the CES were to:

- Ensure all stakeholders were given an opportunity to participate in a meaningful way
- Ensure Council receives relevant information that is reflective of the needs of the community as a whole

Community consultation actively focused on a range of interest groups, various minority groups, various age groups, both genders, seniors, disabled people, parents, indigenous community members, young people and rural residents and the community as a whole. We achieved this by using varied techniques including:

In total, more than 15,000 newsletters and surveys were distributed throughout the community in and outside of the local government area with approximately 450 surveys returned. A sample of 400 respondents is adequate to give accurate (+/- 4.5% at the 95% confidence level) indications of population attitudes and behaviour.

Consultation Medium	Delivery
Community Surveys (electronic and paper-based)	• Posted to Council's non-resident ratepayers • Mailbox delivery to all residents • Information booth set up in Council's foyer • Stalls at various community events (ie Goulburn • Show, Tallong Apple Day and Windellama Markets • Available for completion electronically via Council's website
Community Newsletter AND Social Media	• Distributed with surveys via post and at various events
Community forums (Detailed workshop work was undertaken and participants were able to provide verbal and written feedback)	• Held in the towns of Goulburn Marulan, Towrang, Tarago, Tallong, Bungonia, Parkesbourne and Windellama. • Council committees
Interest Group Meetings	• Schools and school related groups

SURVEY RESULTS: WHAT THE COMMUNITY WANTS

2011 Survey Results

Lower Importance/Lower Satisfaction	Lower Importance/Higher Satisfaction
• Commercial and residential development • Heritage • Public toilets • Culture and entertainment • Maintenance of unsealed roads • Goulburn aerodrome	• Appearance of towns and villages • Library services • Sporting fields • Aquatic centre • Art gallery

SURVEY RESULTS: WHAT THE COMMUNITY WANTS

2011 Survey Results

Higher Importance/Lower Satisfaction	Higher Importance/Higher Satisfaction
• Council responsiveness • Promoting economic development • Community consultation • Informing the community • Council leadership • Parking in the CBD • Tourism • Maintenance of sealed roads • Environmental monitoring	• Waste collection • Appearance of the City • Water services • Parks and open spaces • Customer service • Cemeteries

Key Strategic Themes and Goals

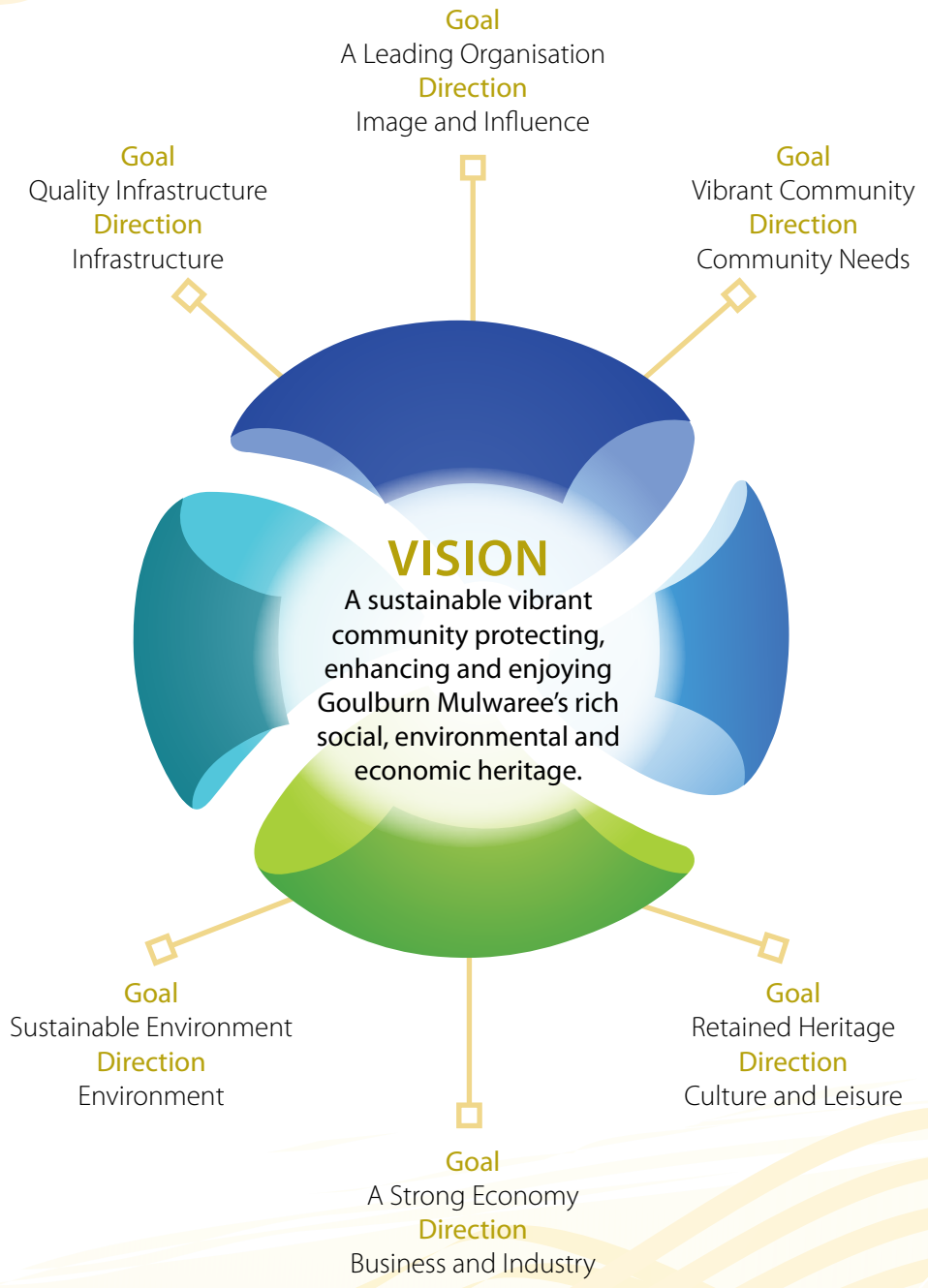
The Community Strategic Plan has been developed based on the issues identified and grouping the opportunities, challenges and common priorities into the six key directions/themes of:

- Infrastructure
- Business and Industry
- Community Needs
- Environment
- Culture and Leisure
- Image and Influence

Some issues and challenges are for immediate investigation and action (short term) whereas other will be considered over the medium to long term in a staged approach.

Short term strategies are those matters that are to be addressed in the current Delivery Plan.

Each of these strategies is assessed against the quadruple bottom line of **environmental, social, economic** and **civic leadership** factors.



Goal - Quality Infrastructure

OBJECTIVE

To be proactive in planning for changes that come from technological change and growth, and to continue to aim for the enhancement of the area's infrastructure through strong advocacy partnerships with Government and private enterprise and direct provision of appropriate assets.

Key Direction: 1 - Quality Infrastructure

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
1.1 WATER SUPPLY				
1.1.1 To provide a safe and secure potable water supply	• Continue with the current operation, maintenance and improvements of our existing services. • Completion of Highlands Source water supply project.	• Council • NSW Office of Water	• Short term and ongoing	• Social • Economic
1.1.2 To investigate the implementation of new cost effective water supply systems	Investigate options for a Tarago town water supply systems.	• Council • NSW Office of Water	• Medium term	• Social
1.1.3 To implement water savings programs to conserve and recycle water	• Investigate black and grey water recycling options. • Investigate stormwater harvesting options.	• Council • NSW Office of Water • Office of Environment & Heritage • Department of Health	• Short term	• Environmental • Social • Economic
1.2 SEWERAGE				
1.2.1 To provide and maintain efficient sewerage systems that allow for required expansion	Continue with current operation, maintenance and improvements of our existing systems.	• Council • NSW Office of Water	• Ongoing	• Social • Economic • Environmental
1.2.2 To investigate the implementation of new cost effective sewerage systems	Investigate Marulan sewerage system upgrade.	• Council • NSW Office of Water	• Medium Term	• Social • Economic • Environmental
1.2.3 To investigate funding options for integrated water catchment management projects	• Identify funding for suggested projects: - Stormwater harvesting, - Sewer mining - Evaporation control, - Black / grey water recycling • Review funding options in water and sewer environmental projects in partnership with HNCMA, SRCMA and SCA. • Explore options for use and development of crown land for alternative methods of black and grey water treatment.	• Council • NSW Government • NSW Office of Water • Office of Environment and Heritage • Department of Health • Catchment Management Authorities • Sydney Catchment Authority • Department of Finance and Services	• Ongoing	• Social • Economic • Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
1.3 ROADS MANAGEMENT				
1.3.1 To provide and maintain safe and serviceable public works including roads management	• Continued operation, maintenance and improvements of our existing services including: - Roads management - Stormwater drainage - Traffic management - Road safety - Asset management which extends to: o Resealing programs o Rural road rehabilitation and construction program o Line marking, signs and delineation o Roadside vegetation program o Gross pollutant traps o Actively develop capital works program • Identify opportunities to increase funding for rural roads from Federal and State budgets - Federal black spot programs, State black spot, pedestrian improvement program, cycleways, rural bus bays and 40km/h high pedestrian zones • Identify opportunities for Councils to develop partnerships with State agencies and users to develop road side erosion program for crown public roads.	• Council • Roads and Maritime Services • Department of Transport and Infrastructure • Department of Regional Australia, Local Government, Arts and Sport • Department of Finance and Services • Sydney Catchment Authority	• Ongoing • Short term	• Social • Economic • Environmental
1.3.2 To investigate the inclusion of additional forward capital works	• Identify funding opportunities for: - Bus shelters and village parking improvements - Village entrances and main streets improvements - An accelerated rural roads sealing program - An accelerated village local roads maintenance and upgrading programs - Goulburn CBD roads improvement program	• Council • Roads and Maritime Services • Department of Transport and Infrastructure • Department of Regional Australia, Local Government, Arts and Sport	• Short term	• Social • Economic

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
1.3.2 To investigate the inclusion of additional forward capital works	Investigate improvements of road safety adjacent to schools and pre-schools.	• Council • Roads and Maritime Authority • NSW Police	• Short term	• Social • Economic
1.4 TRANSPORT				
1.4.1 To investigate provision of improved, more integrated public and community transport within and without the LGA, including: - Expanded community bus service - Additional community uses for school buses - Improved rail passenger services - Tallong railway station upgrade - Tarago rail	• Council to advocate and facilitate agency decisions. • Council lobby Transport NSW to ensure provision and improvement of transport infrastructure around the State with an integrated transport and land use planning approach. • Continue to ensure that Community Strategic Plan supports the objectives, targets and initiatives of NSW 2021: A plan to make NSW number one, Integrating land use and transport policy package, Planning Guidelines for walking and cycling and the Healthy Urban Development checklist. • Council to lobby Transport NSW for improved community transport.	• Council • Transport NSW • RailCorp • Department of Family and Community Services • Department of Education and Training • Australian Rail Track Corporation • Roads and Maritime Services	• Short term	• Social • Economic • Civic Leadership
1.4.2 Increased walking and cycling	• Seek funding for the implementation of the Goulburn Mulwaree Bicycle Strategy 2008-2018. • Ongoing promotion of walking and cycling. • Ensure that walking and cycling are considered in planning for open spaces, transport networks and development assessment.	• Council • Transport NSW • Roads & Maritime Authority	• Short term	• Social • Environmental
1.4.3 Improving road safety	Continuation of Council's Road Safety Programs.	• Council • Transport NSW • Roads & Maritime Authority	• Short term	• Social • Civic Leadership
1.4.4 Improving the efficiency of the transport networks	Complete the investigation into the feasibility study for Main Road 92 route upgrade beyond Nerriga.	• Council • Transport NSW • Roads & Maritime Authority	• Short term	• Social • Economic • Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
1.4.5 Focus development in current centres to utilise existing transport and infrastructure	Continued application of the Goulburn Mulwaree Strategy 2020, Local Environmental Plan and Development Control Plan in all planning decisions.	• Council • Department of Planning and Infrastructure	• Ongoing	• Economic • Social • Environmental
1.4.6 Development of Regional Transport Strategies	Council lobby the NSW Government to develop a regional transport strategy linked to the Sydney Canberra Corridor Regional Strategy.	• Council •Transport NSW • Department of Planning and Infrastructure	• Short term	• Economic • Social • Environmental
1.5 WASTE MANAGEMENT				
1.5.1 To provide and maintain safe and efficient waste management and waste minimisation services including waste management, domestic waste collection and recycling	Continue with the operation, maintenance and improvements of our existing services.	• Council • Office of Environment and Heritage • NSW Environmental Protection Authority • NSW Environmental Trust	• Ongoing	• Social • Environmental
1.5.2 To investigate the implementation of improved services including: - Increased town green waste collection services - Improved waste disposal and collection services at Marulan - Improved waste transfer facility at Tarago - Improved waste collection service - New rural waste collection and recycling services	• Examine options for expanded organic waste collection service. • Implement environmental works program at Goulburn and Marulan Waste management facilities. • Examine options for an expanded rural waste collection and recycling services. • Identify potential for Council partnerships to use crown land as sites for green waste recycling demonstration sites and to investigate rubbish removal programs on crown roads or reserves and the like. • Identify opportunities for partnerships with HNCMA and NSW T&R in recycled organic products to be used in catchment rehabilitation.	• Council • Office of Environment and Heritage • NSW Environmental Protection Authority • NSW Environmental Trust • Department of Finance and Services	• Short term	• Social • Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
1.6 PUBLIC PLACES				
1.6.1 To enhance the distinctive qualities of our existing public places	• Continue with the current operation, maintenance and improvements of our existing public places including: - Art Gallery - Library - Civic Centre - Aquatic Centre - Brewer Centre - McDermott Centre - Sporting and Recreational facilities - Visitor Information Centre - Public Halls - Recreation Areas	• Council • State Library • Arts NSW • NSW Health • Office of Communities, Sport & Recreation	• Short Term	• Economic • Social • Environmental
1.6.2 To investigate options for: - Additional public spaces - Major improvements to existing public spaces - NRM protection enhancement - Additional public spaces - Major improvements to existing public spaces - NRM protection enhancement	• Support the redevelopment of Mulwaree Ponds May Street brick pit site by the Frogs Landcare Group. • Identify opportunities exist to develop crown reserves and or other parcels of crown land for recreation (such as walking tracks connecting Wollondilly River to places of interest) • Redevelopment of Outdoor Aquatic Centre in Goulburn. • Development of Multi-Use Centre at the Recreation Area in Goulburn. • Identify funding opportunities for village enhancement improvements and public hall upgrade at Marulan. • Work with the Marulan/Tallong Community Network to identify funding opportunities to develop a Marulan Heritage Park and Centre. • Identify funding opportunities for Streetscape and hall improvements at Tallong. • Identify funding opportunities for town entrance and streetscape improvements and a purpose built community centre at Tarago. • Identify funding opportunities for a bus shelter and public toilet facilities at Towrang.	• Council • Community & Community groups • Department of Finance and Services • Sydney Catchment Authority • Office of Environment and Heritage • Hawkesbury Nepean Catchment Management Authority • Department of Regional Australia, Local Government, Arts & Sport	• Short term • Medium term • Long term • Ongoing	• Environmental • Social • Economic • Civic Leadership

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
1.7 ASSET MANAGEMENT				
1.7.1 The management of financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.	• Continue development of the 10 year capital renewal projections. • Upgrade and improvement of the existing asset base to adopted standard investment target $100m over 10 years. • Funding of asset depreciation to allow for an additional cumulative ongoing maintenance and asset replacement. Investment target $2m per year for 10 years. • Development and maintenance of asset management and risk management plans for each core asset category. • Establishment of short, medium and long term funding model for all assets.	• Council • NSW Government • Australian Government	• Short to Long Term	• Social • Economic • Environmental • Civic Leadership

Goal - A Strong Economy

OBJECTIVE

The promotion of a healthy and strong economy which will enhance the general wealth of the community.
Council to work with a range of stakeholders to increase economic development and employment prospects and improve the capacity of local residents and businesses to effectively participate in this growth.

Key Direction: 2 - Business and Industry

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
2.1 ECONOMIC DEVELOPMENT				
2.1.1 To implement key recommendations of the Goulburn Mulwaree Economic Development Plan	Continued focus on three key actions of: - Targeted marketing, promotion and assistance strategy - Tree changer strategy	• Council • Community groups • Economic Development Advisory Committee • NSW Trade & Investment	• Short term and ongoing	• Economic
2.2 INCENTIVES				
2.2.1 To investigate and develop economic initiatives and assistance programs for business and industry	Continued maintenance of a website to facilitate the attraction of new businesses to Goulburn Mulwaree.	• Council • Community groups • Economic Development Advisory Committee • NSW Trade & Investment	• Short term	• Economic • Civic Leadership
2.2.2 To implement the outcomes of a business survey of our city, towns, villages and rural area	Identify funding opportunities to implement recommendations from business retention and expansion survey.	• Council • Community • NSW Trade & Investment	• Short term	• Economic • Social
2.3 EDUCATION and JOBS				
2.3.1 To foster and build partnerships with schools and tertiary institutions	Council to advocate and facilitate the establishment as a high priority a University Campus.	• Council • Community • Tertiary Education Providers • Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education	• Short term	• Social • Economic • Civic Leadership

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
2.3.2 To promote the local and regional economy	• Council to advocate and facilitate discussions with State Government on the relocation of enterprises and/or the expansion of existing enterprises, both public and private • Council facilitate a fast-track assessment process for economic development initiatives • Promotion of the Enterprising Regions Program website • Council to investigate funding opportunities under the following programs: - Regional Business Employment Fund - Regional Economic Transition Scheme - Regional Business Development Scheme - Business Growth Program - Local Infrastructure Support Fund • Investigation of a sustainable land management apprenticeships scheme, rates concession or focused lease agreements on productive land and a first farm owners grant scheme • Council to continue to utilise apprentices and trainees • Promote and support home based businesses, personal services and cottage and green industries in our villages and rural areas • Identify opportunities for Council to utilise work for the dole schemes and other community service programs on selected activities	• Council • Community • Department of Premier & Cabinet • NSW Trade & Investment • Goulburn Chamber of Commerce • Local Business & Industry • Economic Development Advisory Committee	• Short Term	• Economic • Civic Leadership
2.4 RESIDENTIAL DEVELOPMENT				
2.4.1 To provide opportunity for residential and rural residential development and encourage affordable housing	Continued Implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions relating to housing.	• Council • NSW Department of Planning & Infrastructure	• Ongoing	• Social • Economic • Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
2.5 INDUSTRIAL PARK				
2.5.1 To provide opportunity and encouragement for the development of employment lands	• Continued implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions relating to employment lands. • Work proactively with NSW Trade & Investment to implement the Southern Highlands & Tablelands Regional Action Plan.	• Council • NSW Trade & Investment	• Short Term	• Economic
2.6 TOWN / VILLAGE ENHANCEMENT				
2.6.1 To implement town and village enhancement programs to attract people to our area	• Investigate funding opportunities for town and village entrance and main street programs including proper maintenance of existing facilities. • Encourage and promote shop owners / occupiers to improve and enhance their premises. • Implement the Village Community Development Plans.	• Council • Community	• Ongoing	• Social • Economic
2.7 SUSTAINABLE FARMING				
2.7.1 To develop our area's agricultural base by identifying opportunities and funding for sustainable farming priorities	Council to advocate and facilitate discussions with our farming community and the Department of Industry and Investment.	• Council • Agricultural Industry • Community • NSW Trade & Investment	• Short Term	• Environmental • Economic
2.8 TOURISM				
2.8.1 To increase visitors to our area by identifying new opportunities and by better promotion and information	• Continued operation of a Strategic Marketing Unit, including Visitor Information Centre, Tourism promotion, and market and promote destination "Goulburn Australia". • Development of partnership arrangements for tourism promotion, with an increased direct involvement and responsibility of the tourism industry in operations. • Better promotion and improvement of facilities of our natural resources including National Parks and State Recreation areas.	• Council • Inland NSW Tourism • Tourism NSW • Australian Capital Tourism • NSW Office of Environment & Heritage • Department of Finance and Services	• Short Term	• Economic • Social

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
2.9 SERVICES				
2.9.1 Provision of utility services to encourage new developments and population increase	• Continue with the current operation, maintenance and improvements of our existing infrastructure services. • Continued implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions relating to identified growth areas. • Council to advocate for improved energy and communication infrastructure.	• Council • NSW Office of Water	• Short Term	• Economic • Social • Environmental

Goal - Vibrant Community

OBJECTIVE

Council to the importance of continuing to improve the lifestyle options, care services and community support structures available to its residents. Council to endeavour to facilitate the provisions of a safe living environment and quality educational opportunities.

Key Direction: 3 - Community Needs

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
3.1 HEALTH CARE				
3.1.1 To ensure the community has access to appropriate health care, services and facilities particularly for the aged, vulnerable and minority groups	• Council to advocate and facilitate discussions with relevant authorities to improve health care services and facilities. • Council to continue to operate McDermott and Brewer Centres for community service programs. • Council to lobby Transport NSW for improved community transport. • Council to identify funding opportunities for community asset mapping, including: - Directory of Community services - Awareness of services - Early childhood intervention programs • Council to advocate for health parity for rural communitie.s	• Council • Community • NSW Health • Southern NSW Local Health District • NSW Department of Ageing, Disability and Home Care • Transport NSW	• Short term	• Social • Civic Leadership
3.2 EDUCATION				
3.2.1 To foster and build partnership with schools and tertiary institutions	• Council to advocate and facilitate agency discussions. • Council to advocate and facilitate the establishment, as a high priority a University Campus.	• Council • State and Federal Governments • Tertiary Education Providers	• Short term	• Social • Economic

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
3.3 COMMUNITY SAFETY				
3.3.1 To work in partnership with other Agencies and the Community to provide protection from crime, fire, anti-social activities and other threats to community safety	• Council to participate in police safer community programs and crime prevention through environmental design. • NSW Rural Fire Service to ensure bushfire preparedness - including strategic fire management and control plan, and a review of the Bushfire Prone Map 2003. • Catchment Management Authorities to investigate partnership opportunity role with Rural Fire Service and other emergency service providers in providing natural assets, GIS map layer and training to enable volunteer bush fire fighters to recognise important natural assets. • Council to continue to support emergency services through provision of an Emergency Operations Centre and chairperson of Local Emergency Management Committee. • Council to advocate and facilitate discussions with State Agencies.	• Council • Community • NSW Police • Catchment Management Authorities • NSW State Emergency Services • NSW Rural Fire Service • Local Emergency Management Committee	• Short Term	• Social • Environmental • Civic Leadership
3.4 COMMUNICATIONS				
3.4.1 To extend improved access to telecommunications and broadband services	• Council to advocate and facilitate discussions with Department of Broadband, Communications and the Digital Economy and NBNCo to advance the National Broadband Network rollout.	• Council • Local Housing Industry • Department of Broadband, Communications and the Digital Economy • NBNCo	• Short Term	• Social
3.5 CULTURE				
3.5.1 Develop Goulburn Mulwaree's cultural and creative assets	• Continued operation of Goulburn Library and Goulburn Regional Art Gallery. • Refer actions listed at 5.2.1.	• Council • State Library • Arts NSW	• Ongoing	• Social

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
3.6 COMMUNITY SERVICES				
3.6.1 To provide a range of social and cultural services and associated infrastructure	• Council to continue to operate McDermott and Brewer Centres for community service programs.	• Council • State Library	• Ongoing	• Social • Civic Leadership
3.7 STRATEGIES, POLICIES and DEVELOPMENT CONTROL				
3.7.1 To provide a balance between environmental protection, population growth and development	• Continued implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions to ensure there is a balance between environmental protection, population growth and development.	• Council • NSW Department of Planning & Infrastructure	• Ongoing	• Environmental • Social • Economic

Goal - Sustainable Environment

OBJECTIVE

Council commitment to balancing the community's need to use and enjoy our natural resources with their protection, enhancement and renewal.

Key Direction: 4 - Environment

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
4.1 WATERWAYS				
4.1.1 To care for and protect our waterways and catchments	• Investigation of the integrated water catchment management projects. • Education and training programs for industrial land holders and schools assisting with Natural Resource Management projects • Community engagement and assisting catchment communities to build capacity • Encourage Land Care community groups to deliver river and vegetation management: Caring for Land Care Project • Encourage individual land holders involved in a range of soil, land, river and biodiversity health programs • Continue to comply with established water quality standards and undertake water quality monitoring and pollution surveillance • Provide assistance to Land Care community groups to deliver on a range of projects, such as river and vegetation enhancement • Continue Noxious Weeds program • Continue to advocate for the appropriate authorities to undertake feral animal control • Continue to support Community events, such as Clean-Up Australia Day and Water Week • Incorporate State of Environment Reporting requirements into Community Strategic Plan • Continue Water Management Recycling Programs (see 1.5 Actions) • Lobby State Government to prepare Wollondilly River Management Control Plan • Identify funding opportunities to implement the Bring Back the Fish Project – improving fish passage through modifications to existing infrastructure, such as roads, bridges and weirs	• Hawkesbury Nepean Catchment Management Authority • Southern Rivers Catchment Management Authority • Sydney Catchment Authority • NSW Trade & Investment • NSW Health	• Short term • Medium term	• Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
4.2 BIODIVERSITY				
4.2.1 To protect, maintain and improve the diversity of our native fauna and flora provided there is a balance between environmental protection, population growth and development	• Continued implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions to ensure there is a balance between environmental protection, population growth and development. • Council to lobby Federal and State Government for funding of the following: - Animal and noxious weeds programs; - Pollution surveillance programs; - Natural Resource Management Programs, such as assistance to Council, Land Care, community groups and individual land holders on a range of soil, land, river health and biodiversity programs; - Land Care: Caring for Land Care Project; and - Erosion, sediment control and river rehabilitation - The Catchment Projection Scheme. • Council to lobby for better promotion and improvement of facilities of our natural resources including National Parks and State Recreation areas. • Council to advocate for the continued protection of wetlands, including Lake Bathurst, Morass, Wollogorang Lagoon, Narrambulla Creek, Breadalbane Plains and Rowes Lagoon. • Council to continue to support the following community events: - Clean-Up Australia Day; - Biodiversity Month; - National Tree Day; - Keep Australia Beautiful; and - Tidy Towns Project	• Council • Community • NSW Department of Planning & Infrastructure • Sydney Catchment Authority • Hawkesbury Nepean Catchment Management Authority • Southern Rivers Catchment Management Authority • NSW Office of Water • Tablelands, Livestock, Health and Pest Authority • NSW Office of Environment & Heritage • Sydney Catchment Authority • NSW Environmental Trust • Bungonia Park Trustees	• Ongoing • Short term	• Environmental • Social • Economic

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
4.2 BIODIVERSITY				
4.2.1 To protect, maintain and improve the diversity of our native fauna and flora provided there is a balance between environmental protection, population growth and development	• Council to ensure strategic planning informs the protection of biodiversity through appropriate studies and enforced compliance • Develop education programs on Noxious Weeds and provide assistance to land owners in the development of Property Management Plans • Council to work towards reducing the total amount of introduced fauna and flora considered weeds and protect those vulnerable species.	• Council • Community • NSW Department of Planning & Infrastructure • Sydney Catchment Authority • Hawkesbury Nepean Catchment Management Authority • Southern Rivers Catchment Management Authority • NSW Office of Water • Tablelands, Livestock, Health and Pest Authority • NSW Office of Environment & Heritage • Sydney Catchment Authority • NSW Environmental Trust • Bungonia Park Trustees	• Ongoing • Short term	• Environmental • Social • Economic

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
4.3 CLIMATE CHANGE				
4.3.1 To implement initiatives that address climate change	• Council to develop an Action Plan to achieve the identified greenhouse reduction target. • Council to lobby relevant Government agencies for the development and support of sustainable farming practices. • Council to consider the following measures as a response to climate change: - State wide mutual climate change project – Adaptation Plan - Energy sources as measured - Education programs, - Recycling - Council buildings retrofit; - Car fleet changes - Waste Management Strategy - Reduction in wood smoke emissions - Rain water tank installation incentives • Council to continue to investigate use of solar energy for its buildings. • Council to continue to promote the use of solar panels for homes across the LGA. • Council to lobby the State Government to develop programs that address climate change through the use of Crown Lands.	• NSW Office of Environment & Heritage • Sydney Catchment Authority • Southern Rivers Catchment Management Authority • Hawkesbury Nepean Catchment Management Authority • Land and Property Information • NSW Environmental Trust • Electricity providers • Council • NSW Department of Planning & Infrastructure	• Short term • Medium term	• Environmental • Social • Economic
4.4 AMENITIES				
4.4.1 To improve and maintain urban, rural and village character	• Identify funding opportunities to implement actions identified by the various Village Plans. • Land Care Groups to continue to improve their rural lands through local action plans.	• Community • Bungonia Park Trustees • Land & Property Information • NSW Department of Planning & Infrastructure • NSW Office of Environment & Heritage	• Short term • Medium term	• Social • Economic • Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
4.4 AMENITIES				
4.4.1 To improve and maintain urban, rural and village character	• Continue to enforce the provisions outlined in the Goulburn Mulwaree Development Control Plan 2009 in relation to buffer zones between intensive plant and livestock agriculture or quarries and extensive agriculture. • Indentify funding opportunities to implement actions within the Draft Goulburn Mulwaree Green Plan 2008.	• Community • Bungonia Park Trustees • Land & Property Information • NSW Department of Planning & Infrastructure • NSW Office of Environment & Heritage	• Short term • Medium term	
4.5 STRATEGIC POLICY				
4.5.1 To ensure land use management policies and practices conserve the region's environmental and biodiversity values	Continued implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions to ensure the conservation of the region's environmental and biodiversity values.	• NSW Department of Planning & Infrastructure • Hawkesbury Nepean Catchment Management Authority • Southern Rivers Catchment Management Authority • NSW Office of Environment & Heritage • Rural Fire Service	• Short term	• Environmental
4.5.2 To ensure land use development compiles with water quality protection principles	Council to abide by the provisions contained with the State Environmental Planning Policy (Sydney's Drinking Water Catchments) 2011.	• Council • Sydney Catchment Authority	• Ongoing	• Environmental

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
4.6 COMPLIANCE SERVICES				
4.6.1 Protection of the environment through monitoring, education and enforcement of environmental legislation	Council to maintain its current compliance programs.	• Council • NSW Office of Environment & Heritage	• Ongoing	• Environmental
4.6.2 Facilitating the control of noxious weeds	• Council to continue with its Noxious Weeds inspection program. • Council to develop programs on Noxious Weeds and provide assistance to land owners in the development of property management plans.	• Council • Tablelands, Livestock, Health and Pest Authority	• Ongoing • Short term	• Environmental
4.6.3 Maintain Livestock and companion animal control	Council to maintain its current programs.	• Council • Tablelands, Livestock, Health and Pest Authority	• Ongoing	• Environmental
4.7 WASTE MINIMISATION				
4.7.1 Minimising the amount of green waste entering Goulburn's Waste Management Centre	Waste Management and Recycling programs (see 1.5 Actions).	• NSW Office of Environment & Heritage • NSW Environmental Trust	• Short Term	• Environmental • Economic • Social

Goal - Retained Heritage

OBJECTIVE

Council commitment to balancing the community's need to use and enjoy our natural resources with their protection, enhancement and renewal.

Key Direction: 5 - Culture and Leisure

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
5.1 HERITAGE				
5.1.1 To protect local heritage, public places and amenity including the protection of significant architecture, indigenous heritage and the natural environment	• Continue to engage a Heritage Officer for Council. • Continue to provide consideration to the following planning studies when making a planning decision: - Archaeological Management Plan - Heritage Study 2008- 2011 - Aboriginal Archaeological Survey 2012 • Continued implementation of the Goulburn Mulwaree Strategy 2020, LEP and DCP in all planning decisions to ensure the protection of significant architecture, indigenous heritage and the natural environment. • Investigate the potential for a Regional Heritage Tour that incorporates Goulburn. • Investigate the potential heritage significance of dwellings at Bungonia. • Undertake a strategic review of Goulburn Mulwaree's heritage studies and strategies to provide a single consolidated heritage planning framework.	• Council • NSW Department of Planning & Infrastructure	• Short Term	• Social

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
5.2 CULTURAL				
5.2.1 To develop culture and leisure facilities/ activities	• To seek funding opportunities for the improvement of community facilities, in particularly: - Goulburn Aquatic Centre - Goulburn Multi-Use Facility - Marulan Public Hall Upgrade - Towrang Public Toilet Facility - Bungonia Park Public Toilet Facility improvements - Tallong Public Hall improvements - Tarago purpose built Community Centre • Continue to support key community events, such as: - Australia Day - Anzac Day - Sorry Day - Blues Festival - Lilac City Festival - Senior's Week - Youth Week • To continue to provide and support a range of leisure and cultural activities at the following facilities: - Aquatic Centre - Goulburn Regional Art Gallery - Goulburn Regional Library - McDermott and Brewer Centres - Museums - Parks • Continue with the operation, maintenance and improvements of our existing public places, including sporting fields, parks, museums, art gallery and aquatic centre. • Continue to support and promote the local arts, artists and their cultural development.	• Council • Community • State Library of NSW • Arts NSW • NSW Office of Environment & Heritage • NSW Land & Property Information • NSW Ministry of Health • NSW Office of Communities, Sport & Recreation • Department of Regional Australia, Local Government, Arts & Sport	• Ongoing • Medium to Short to Long term	

Goal - Leading organisation

OBJECTIVE

Council to be a leading organisation of which its citizens, visitors and other stakeholders are proud.
This is reflected in how it responds and includes its community, governs and performs its statutory roles.
Council to have a strong commitment to measuring and evaluating its performance and reporting the results to its community governs.

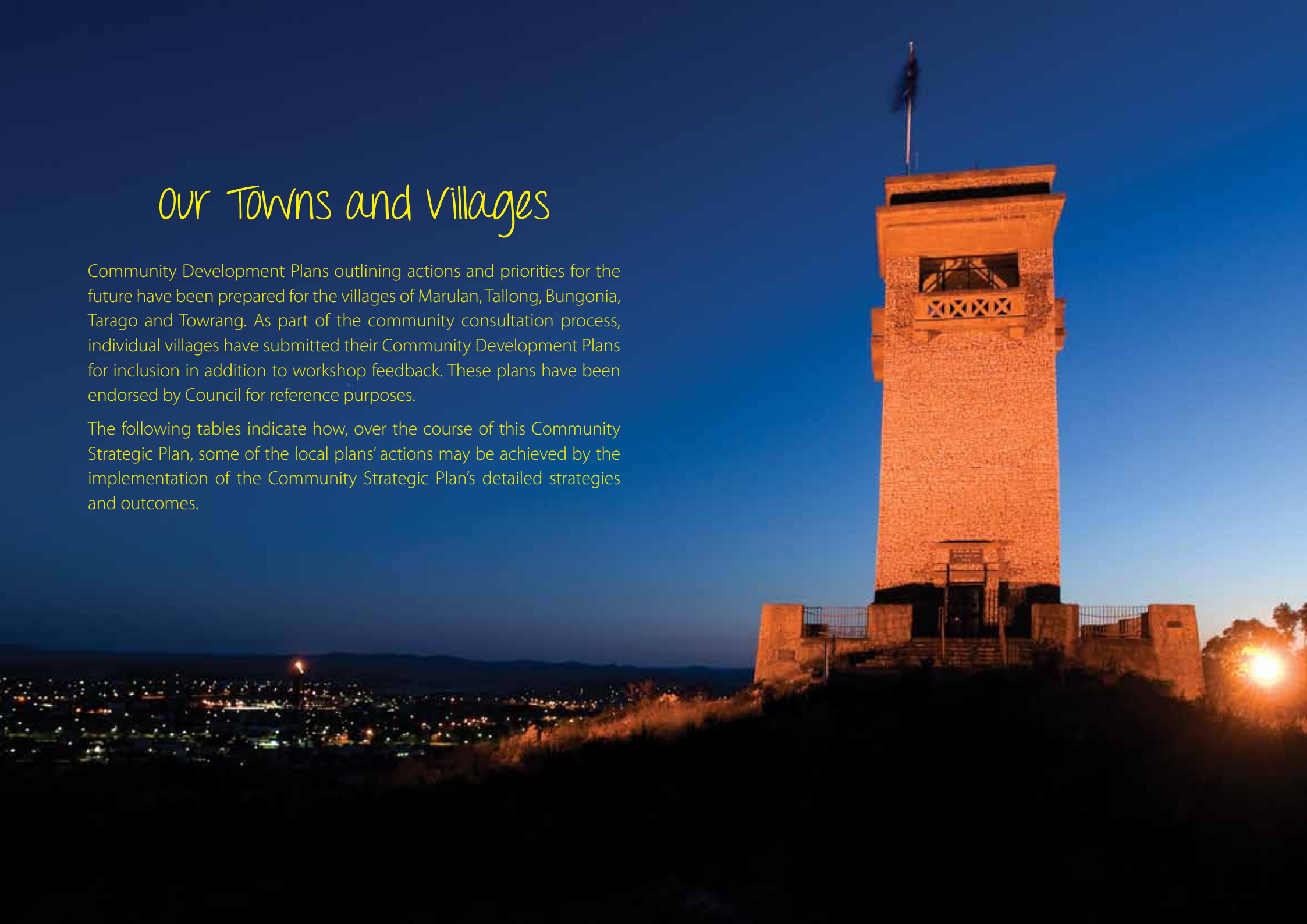
Key Direction: 6 - Image and Influence

Strategies	How the strategies could be achieved	Stakeholders	Timing	QBL
6.1 IMAGE and INFLUENCE				
6.1 Improving Council's image and influence	• Council to continue to survey the community and incorporate results into Council's Community Strategic Plan. • Council to strive for consistent and reliable customer service of the highest quality. • Council to build constructive relationships with the community and the two other State and Federal tiers of Government. • Council to continue to monitor, review and publically evaluate processes through the Integrated Planning & Reporting Framework. • Council to continue to host community outreach meetings. • Council to develop a culture of continual improvement of its service delivery to meet community expectations and legislative requirements. • Council to maintain a responsible approach to its financial management and decision making to ensure long-term sustainability. • Council to continue to provide professional development opportunities for Councillors and Staff. • Councillors to provide strong leadership and advocacy for the Goulburn Mulwaree Local Government Area and its residents.	• Council • Community • NSW Department of Education & Training • NSW Technical & Further Education Institute • Local Schools	• Ongoing	• Environmental • Economic • Social • Civic Leadership

Our Towns and Villages

Community Development Plans outlining actions and priorities for the future have been prepared for the villages of Marulan, Tallong, Bungonia, Tarago and Towrang. As part of the community consultation process, individual villages have submitted their Community Development Plans for inclusion in addition to workshop feedback. These plans have been endorsed by Council for reference purposes.

The following tables indicate how, over the course of this Community Strategic Plan, some of the local plans' actions may be achieved by the implementation of the Community Strategic Plan's detailed strategies and outcomes.



Priorites for Marulan Township

Priorities	Responsibility	Support	Strategic Link
1. INFRASTRUCTURE			
• **Provision of a functional community centre:** - Design plans for the reconstruction of and extensions to the existing hall to establish a purpose built community centre	• Council	• Community • State and Federal Governments	**1.6**
• **A regular, reliable, affordable and accessible public transport system** • **Community bus service from Marulan to Goulburn**	• State Government • Rail Corp • Family & Community Services, Ageing, Disability & Home Care	• Council • Community	**1.4**
• **Waste infrastructure and facilities:** - Improved management and control of current waste facility. - Reduce and remove rubbish generated by uses of take-away outlets	• Council • Community	• Office of Environment & Heritage • Community • Council	**1.5**
• **A recyclable sewerage system capable of servicing current and Council future requirements of the town**	• Council	• Community • NSW Office of Water	**1.2**
• **Town beautification:** - Aesthetically pleasing streetscapes - Interpretive signage for items of environmental heritage. - Pedestrian link, cycle ways and green spaces including tennis shed.	• Council	• Community • State Government	**1.6** **2.6** **5.1** **5.2** **6.1**
2. BUSINESS and INDUSTRY			
• **Youth participation:** - Investigate the needs of young people in the district with a view to developing programs and projects	• Community	• NSW Department of Education and Training • TAFE NSW • Council	**2.3**

Priorities	Responsibility	Support	Strategic Link
2. BUSINESS and INDUSTRY			
• **Fostering of local skills and local products:** - Action plan which ensures local initiatives, products and skills are utilised and supported. - Local markets	• Community (Business Groups)	• Council • Economic Development Committee	**2.2**
• **Promotion of existing businesses:** - Business and database - Identify business opportunities - Local support - Business feasibility statement - Business expo	• Community (Business Groups)	• Council • Economic Development Committee	**2.1**
• **Encourage investment:** - Business plan - Feasibility of community owned alternative energy facility	• Community (Business Groups)	• Council • Economic Development Committee	**2.2**
• **Develop new tourist facility at Meridian Park**	• Community	• Council • Economic Development Committee	**2.9**
3. COMMUNITY NEEDS			
• **Partnership with social and health service providers and health transport system:** - Extended hours for doctor's surgery - Aged care meals on wheels, home care and support	• NSW Health	• Council • Greater Southern Area Health Service • Community	**3.1**
• **Safety – Greater Police response**	• NSW Police	• Council	**3.4**
• **Access to current and reliable communications systems**	• Department of Broadband, Communications	• Community	**3.5**

Priorities	Responsibility	Support	Strategic Link
4. ENVIRONMENT			
• **Maintenance and extension of town green spaces - build a tennis shed**	• Council	• Community	**4.4** **5.2**
• **A clean and tidy town and district:** - Clean up Australia day - Keep Australia Beautiful - George Street owners to improve properties - George Street businesses to help keep street clean and tidy	• Council in partnership with the community	• Community	**2.6** **4.4** **5.1** **5.2**
• **Install solar street lights in Marulan**	• Essential Energy or other providers	• Council	**4.3**
• **Clear and concise guidelines for development applications consistent with environmentally friendly development:** - Liaise with Council in the development of architectural models - Lobby Council to change inconsistent regulations - Lobby Council to ensure existing regulations are observed • **Commercial premises and operations consistent with environmentally friendly development:** - Liaise with Council in the development in the development of agreed guidelines for a 'clean' and 'green' town and district	• Council	• Community • NSW Department of Planning & Infrastructure • Office of Environment & Heritage	**4.4**
• **Investigate Marulan Land Care Group**	• Community	• Hawkesbury Nepean Catchment Management Authority • Council	**4.1** **4.2**
• **Review noxious weeds program**	• Tablelands, Livestock, Health and Pest Authority	• Council • NSW Office of Water • NSW Trade & Investment	**4.2** **4.6**

Priorities	Responsibility	Support	Strategic Link
5. CULTURE and LEISURE			
• **Develop pedestrian link and cycle way, aesthetically pleasing streetscapes and interpretative signage for items of environmental heritage**	• Council	• Community • NSW Department of Planning & Infrastructure	**5.2** **1.6** **2.6** **6.1**
• **Heritage towns and heritage precinct - identifying a heritage precinct in Marulan and develop and implement plans for heritage colour schemes to be used in that area**	• Council	• Community • Heritage Officer	**5.1**
• **Develop and support sporting, craft and recreational opportunities for all age groups in the district**	• Council	• Community • Office of Communities, Sport and Recreation	**5.2**

Priorites for Tarago Village

Priorities	Responsibility	Support	Strategic Link
1. INFRASTRUCTURE			
• **Public infrastructure and facilities:** - Design plans for the reconstruction of and extensions to the existing hall to establish a purpose built community centre	• Council • Australian Rail Track Corporation • Roads and Maritime Services	• Community • State and Federal Governments	**1.5** **1.4**
• **Road maintenance and improvements:** - Improvement / upgrades and maintenance of local roads - Better road markings	• Council	• Federal Government • Roads and Maritime Authority	**1.3**
• **School safety:** - Flashing school zone lights - Limited pick-up / set-down parking adjacent to the pre-school and CWA	• Department of Education and Training	• Traffic Committee • Australian Rail Track Corporation	**1.3**
• **A recyclable sewerage system capable of servicing current and future requirements of the village**	• Council	• NSW Office of Water • Community	**1.2**
• **A purpose built functional community centre**	• Council	• State Government • Federal Government	**1.6**
• **A regular, reliable, affordable and accessible public transport system** • **Community bus service to Goulburn**	• RailCorp • Home and Community Care	• Council • Community	**1.4**
• **Village beautification** - Streetscapes - Interpretive signage for items of environmental heritage - Avenue of trees along Braidwood Road	• Council	• State Government	**1.6** **2.6** **5.1** **5.2** **6.1**

Priorities	Responsibility	Support	Strategic Link
2. BUSINESS and INDUSTRY			
• **Fostering local skills and local products:** - Implement an action plan which ensures local initiatives, products and skills are utilised and supported - Investigate the viability of markets	• Local Businesses • Community	• Council • Economic Development Committee	**2.2**
• **Promote existing businesses:** - Create database listing of existing village and district businesses, making it available as a directory - Encourage locals to support local businesses	• Local Businesses • Community	• Council • Economic Development Committee	**2.2**
• **Identify opportunities for new businesses:** - Access the current tourism features of the region to identify any potential tourism opportunities - Access demographics to identify the potential business opportunities - Develop a business feasibility statement for prospective commercial operators	• Local Businesses • Community	• Council • Economic Development Committee	**2.2**
• **Home-based business** - Establish a networking group for home based business - Lobby for home based business	• Local Businesses • Community	• Council • Economic Development Committee	**2.2**
3. COMMUNITY NEEDS			
• **Partnership with social and health service providers:** - Establish what health and social welfare services are available and how these can be utilised	• NSW Health	• Council • Community	**3.1**

Priorities	Responsibility	Support	Strategic Link
4. ENVIRONMENT			
• Clear and concise environmentally friendly guidelines for development applications and the operation of commercial premises consistent with environmentally friendly guidelines: - Liaise with Council in the development of architectural models relevant to the local planning regulations and living needs of the district. - Lobby Council to ensure existing regulations are observed. - Lobby Council for changes to existing regulations where these are inconsistent with environmentally friendly development. - Liaise with Council in the development of a set of agreed environmental guidelines for 'clean and green' village and district.	• Council	• Council • NSW Department of Planning • Office of Environment and Heritage	**4.4**
• A clean and tidy village and district: - Village and district to participate in Clean Up Australian Day, Keep Australia Beautiful etc.	• Council	• Community	**2.6** **4.4** **5.1** **5.2**
• Consider starting up a village Landcare or Stream Watch group.	• Community	• Hawkesbury-Nepean Catchment Management Authority	**4.1** **4.2**
5. CULTURE and LEISURE			
• Develop and support sporting, craft and recreational opportunities for all age groups in the district. **• Lobby Council for better maintenance of the Tarago tennis courts especially lighting.**	• Community • Council	• State Government	**5.2** **2.6**

Priorites for Bungonia Village

Priorities	Responsibility	Support	Strategic Link
1. INFRASTRUCTURE			
• **Functional community centre - update hall kitchen to commercial standard to increase and diversify use by community and aid possible future commercial development:** - Complete ceiling, electrical and signage upgrades to hall	• Trustees	• Community • Council • State Government	**5.1**
• **An enhanced recreational environment:** - Bungonia Park improvements including toilet facilities, rotunda, barbecues, upgraded tennis courts and play equipment	• Park Trustees	• Council • Land and Property Management Authority • Community	**1.6**
• **A regular, reliable, affordable and accessible public transport system - district community bus service via Bungonia village and district according to resident needs to Goulburn and Marulan**	• RailCorp • Home and Community Care	• Council • Community	**1.4**
• **Public infrastructure and facilities:** - Roads management - Improvement / upgrade and maintenance of local roads - Line marking, widening and removal of road-side trees except native vegetation	• Council	• Roads and Maritime Authority • Federal Government	**1.3**
• **Village beautification plans:** - Aesthetically pleasing streetscapes - Interpretive signage for items of environmental heritage (Woodward's Creek Rehabilitation Plan)	• Council • Bungonia Park Trust	• Community • State Government • Land and Property Management Authority	**1.6** **2.6** **5.2** **6.1**

Priorities	Responsibility	Support	Strategic Link
2. BUSINESS and INDUSTRY			
• **Tourism:** - Bungonia Park primitive camping area including cycle path and walking trails and the enhancement of Woodward's Creek. - Annual calendar of events. - Promote vintage village concert. - Liaise with State Recreation on existing tourist attraction (Bungonia Gorge) with aim to promote village and encourage new tourism enterprises	• Bungonia Park Trustees • Community • Office of Environment and Heritage	• Community • Land and Property Management Authority • Economic Development Advisory Committee • Tourist Information Centre	**2.9** **5.2**
• **Action plan to foster local skills and local products:** - Annual fair / event - Local markets	• Community • Local Business	• Economic Development Advisory Committee	**2.2**
• **Identification of opportunities for new businesses:** - Café outlet in existing hall - Utilisation of Bungonia Gorge - "Vintage Village" concept - Identification of potential business opportunities - Development of business feasibility statement for prospective commercial operators • **Home based business:** - Networking group - Create a 'branding' - Infrastructure development and upgrades	• Community • Local Business • Office of the Environment and Heritage	• Council • Economic Development Advisory Committee	**1.6** **2.3** **2.9**

Priorities	Responsibility	Support	Strategic Link
3. COMMUNITY NEEDS			
• **Partnerships with social and health service providers:** - Establish what services are available and how they may be improved	• State Government • NSW Health	• Council • Community • Agencies (Greater Southern Area Health Service)	**3.1**
• **Improve community safety:** - Fire and evacuation plan - Truck noise and speed zones to be enforced	• Rural Fire Service • NSW Police	• Council • Land and Property Management Authority • Community	**3.4**
• **Improve communications:** - Access to current and reliable communication systems - Appoint a Rural Development Projects Officer	• Department of Broadband, Communications and the Digital Economy • Community	• Council • State Government	**3.5** **3.6**
4. ENVIRONMENT			
• **Clear and concise guidelines for development applications consistent with environmentally friendly development:** - Develop architectural models - Police existing regulations - Amend inconsistent regulations • **Commercial premises and operations consistent with environmentally friendly development.** • **Develop guidelines for a 'clean and green' town and district**	• Council	• Community • NSW Department of Planning & Infrastructure • NSW Office of Environment and Heritage	**4.4**
• **Establish buffer zones between rural industrial activities, such as intensive poultry farms and quarries and the surrounding grazing cropping activities**	• Council	• NSW Department of Planning & Infrastructure • Community	**4.4**
• **A clean and tidy village and district:** - Participate in community clean up program	• Council	• Community	**4.1** **4.2**

Priorities	Responsibility	Support	Strategic Link
5. CULTURE and LEISURE			
• **Heritage officer available to help with heritage / archaeological projects such as restoration of local historical sites, production of heritage signs, (interpretive) pamphlets and protection of significant sites**	• Council	• Heritage Officer • Community	**5.1**
• **Streetscapes and parks (Woodward's Creek rehabilitation, Bungonia Park) enhanced by the residents of the village with the help of Council**	• Community • Bungonia Park Trustees • Community • NSW Office of Environment and Heritage	• Council • Land and Property Management Authority • NSW Office of Environment and Heritage • Bungonia Park Trustees • Land and Property Management Authority • Community	**5.2** **4.4**
• **"Book A Brain" project established and facilitated with rural outreach a primary focus**	• Southern Tablelands Regional Library	• Community	**2.3**
6. IMAGE and INFLUENCE			
• **Bungonia, Goulburn and district branding to including the** • **Bungonia State Conservation Area**	• Council	• Community • NSW Office of Environment and Heritage • Economic Development Advisory Committee	**6.2**
• **Enhanced rural interest by Council with restoration of wards or weighting to provide parity for rural based representation.** • **Continuation of Community Outreach meetings**	• State Government • Council	• Council • Community	**6.2**

Priorites for Towrang Village

Priorities	Responsibility	Support	Strategic Link
1. INFRASTRUCTURE			
• **Waste management:** - Once per week recycling and household collection service	• Council	• Community	**1.5**
• **Community bus:** - Regular service for the many older residents	• State Government • Home and Community Care	• Council • Community	**1.4**
• **Community toilets:** - A community toilet adjacent to the Community Hall	• Council	• Community • State Government	**1.6**
• Roads management: - Towrang Road and Mills Road maintenance • **Culvert repairs and widening** • **Removal of dangerous roadside trees** • **Cattle grids** • **Fair distribution of development funds**	• Council	• Federal Government • State Government • Roads and Maritime Services	**1.3**
• **Bus shelter at Community Hall** • **Parking spaces outside the community park**	• Council	• Community • Roads and Maritime Services • Traffic Committee	**1.3**
2. COMMUNITY NEEDS			
• **Fire management:** - The introduction of a strategic fire management and control plan - Escape road from Tiyces Lane	• State Government • Rural Fire Service	• Council • Community	**3.4**

Priorities	Responsibility	Support	Strategic Link
3. ENVIRONMENT			
• **Weeds:** - Noxious weed control plan • **Wollondilly River Control management plan**	• State Government • Tablelands Livestock Health and Pest Authority • NSW Office of Water • Hawkesbury Nepean Catchment Management Authority • Sydney Catchment Authority • Council	• Land Care • Community	**4.1**
4. CULTURE and LEISURE			
• **Private park maintenance**	• Community	• Council	**5.2**
4. IMAGE and INFLUENCE			
• **Restore rural parity** • **Constructive consultation and co-operative involvement**	• State Government • Council	• Community	**6.2**

Priorites for Tallong Village

Priorities	Responsibility	Support	Strategic Link
1. INFRASTRUCTURE			
• **Roads (regularly upgraded), sign posting, public amenities etc.**	• Council	• State and Federal Governments • Roads and Maritime Services	**2.9**
• **Transport (access to facilities) and provision of information about services, periodic evaluation of changing transport needs.** • **Investigate additional users for School buses.** • **More bus and rail services (additional pick up locations)**	• State Government • Rail Corp • Department of Education and Training	• Council • Community	**1.4**
• **Public amenities**	• Council	• Community	**1.6**
2. BUSINESS and INDUSTRY			
• **Legislate to grow number attending Tallong Public School** • **Pre-school and before and after school care**	• State Government	• Department of Education and Training • Schools • Council • Community	**2.3**
• **Promote home bases businesses and support personal services (such as administration, hairdressing) and cottage industries**	• Community	• State Government • Council	**2.3**
• **Development of tourism assets**	• Council	• State Government • Park Trustees • Community	**2.9**

Priorities	Responsibility	Support	Strategic Link
3. COMMUNITY NEEDS			
• **Community services:** - Improved services in Marulan - Basic medical services (Community nurse, GP, chemist) • **Information about available services** • **Development of assisted care residences** • **Garbage collection**	• State Government • NSW Health	• Southern NSW Local Health District • Health Practitioners • Community • Council	**3.1** **1.5**
• **Telecommunications:** - Reliable high - speed internet, improved mobile reception	• Department of Broadband, Communications and the Digital Economy	• Council • State Government	**3.5**
4. CULTURE and LEISURE			
• **Preservation and development of heritage**	• Council	• Heritage Advisor • Community	**5.1**
• **Recreation, events and sporting opportunities for active school aged children**	• Council	• Office of Communities Sport and Recreation • Community	**5.2**

Measuring Success

The Community Strategic Plan has identified a range of initiatives that should be undertaken by a diversity of stakeholders.

As indicated, this Community Strategic Plan belongs to the whole community.

The Council recognises and understands that it has a major responsibility on behalf of the community to bring to life many of the strategies outlined above. This includes making representations on behalf of the community to State and Federal Governments to address those strategies and issues the plan shows as being their responsibility, i.e. public transport, education, health services and public safety.

So that the role of Council and each of the other organisations is clear, the plan's strategic actions identify who has the primary responsibility and who they need support from.

The plan can only be achieved in partnership with the whole community.

Goulburn Mulwaree has a number of statutory responsibilities to implement the Community Strategic Plan, and to report on progress to the community:

THE FOUR-YEARLY DELIVERY PROGRAM

This replaces Council's three-year Management Plan and contains details of all actions to be taken by Council to implement the Community Strategic Plan during the four-year period.

THE ANNUAL OPERATIONAL PLAN

This effectively is the annual budget and specific strategic initiatives will be funded each year.

FOUR-YEARLY REVIEW

Of the Community Strategic Plan after each Local Government election. This will involve further engagement with the community.

RESOURCING STRATEGY

For delivering the Community Strategic Plan.

Key Performance Measures

To measure how successful the community has been in addressing the strategies and achieving the type of community and lifestyle outlined in the Vision Statement, two measures are proposed:

SIX-MONTHLY COUNCIL REVIEW

A General Manager's report to the Council every six months will outline progress in implementing the Council actions in the Operational Plan.

ANNUAL PROGRESS REVIEW

The Council will report to the community every year on progress in implementing the Community Strategic Plan.

Community Indicators

GOAL – QUALITY INFRASTRUCTURE

C1 The use, accessibility and reliability of public transport is increasing
C2 The number of vehicle and pedestrian accidents is decreasing
C3 The proportion of residents who walk and cycle is increasing
C4 Greater community satisfaction with regional road networks
C5 Greater community satisfaction with inter-regional public transport services

GOAL – A STRONG ECONOMY

C6 Population growth remains steady or increases
C7 The unemployment rate stays lower than the NSW average
C8 The diversity of employment sectors is improving
C9 New business registrations in the LGA are increasing (net)
C10 Visitor numbers to the LGA and tourism spend is increasing

GOAL – A VIBRANT COMMUNITY

C11 Increasing community satisfaction with local health services
C12 The range of tertiary education opportunities is increasing
C13 Access to high speed broadband and usage is increasing
C14 Satisfaction with the culture, arts and civic events is increasing
C15 Satisfaction with emergencies services management and planning is increasing

GOAL – A SUSTAINABLE ENVIRONMENT

C16 The amount of drinking quality water used by the community is decreasing
C17 The amount of waste being sent to landfill is decreasing
C18 The number and diversity of native flora and fauna around the Wollondilly River and Mulwaree River is increasing
C19 The community's greenhouse gas emissions are decreasing
C20 Increasing community satisfaction with land use planning and development control practices

GOAL – A RETAINED HERITAGE

C21 Greater community satisfaction with local planning and development outcomes
C22 Greater community satisfaction with promotion and education of heritage assets

GOAL – A LEADING ORGANISATION

C23 Increasing satisfaction with image and branding of Goulburn
C24 Increasing satisfaction with Council advocacy for issues affecting the local community
C25 Increasing participation in community outreach meetings, community surveys and consultations
C26 Increasing satisfaction with council's financial management
C27 Increasing satisfaction with council's Community Strategic Plan, Resourcing Strategy and Operation and Delivery Program

Performance Indicators

GOAL – QUALITY INFRASTRUCTURE

P1 Satisfaction with the maintenance of Council's roads, footpaths, cycleways and associated facilities is increasing
P2 The proportion of Council's planned capital projects which are delivered is increasing
P3 Satisfaction that Council's parks and open spaces meet the recreation needs of residents is increasing
P4 The proportion of properties serviced by reticulated drinking water and sewerage is increasing
P5 A reduction in the number and frequency of complaints relation to STP odour emissions

GOAL – A STRONG ECONOMY

P1 Gross median times for processing development applications are decreasing
P2 Satisfaction with Council's economic development initiatives is increasing
P3 The number and value of new development projects is increasing
P4 Adequate supply of employment lands are provided within the local planning framework
P5 Adequate supply of housing is provided within the local planning framework

GOAL – A VIBRANT COMMUNITY

P1 Participation in and satisfaction with Council-run events is increasing

P2 Satisfaction with the monitoring of the health and safety of public places is increasing

P3 Use of Council operated recreation facilities and programs is increasing

P4 Visits to and satisfaction with Goulburn Regional Library and Art Gallery is increasing

P5 Use of and satisfaction with Council's community care services is increasing

GOAL – A SUSTAINABLE ENVIRONMENT

P1 Council's greenhouse gas emissions are decreasing

P2 Council's use of drinking quality water is decreasing

P3 Council's use of renewable energy sources is increasing

P4 The amount council waste being sent to landfill is decreasing

P5 Noxious weeds and pest eradication is increasing

GOAL – A RETAINED HERITAGE

P1 Satisfaction that new developments preserve heritage and enhance their surroundings is increasing

P2 Greater community take up of heritage restoration funding

GOAL – A LEADING ORGANISATION

P1 Satisfaction with Council's customer service is increasing

P2 Satisfaction with Council information and communications is increasing

P3 Satisfaction with Council's community consultation is increasing

P4 Council's performance against industry-wide financial benchmarks is improving

P5 Satisfaction with Council's overall performance is increasing

Have your say

The Goulburn Mulwaree Community Strategic Plan 2030 will be reviewed by each newly elected Council before 30 June in the year following the local government elections. This means this version of the Goulburn Mulwaree Community Strategic Plan 2030 will be reviewed and updated before 30 June 2017.

But that does not mean you cannot tell us what you think about the future of your community before hand.

If you have a comment or question about the Goulburn Mulwaree Community Strategic Plan 2030 here's how to contact us:

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Email: ipr@goulburn.nsw.gov.au
Phone: 02 4823 4444
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