

Yass Valley

Community Strategic Plan 2042



Acknowledgement of country

Yass Valley Council recognises the traditional custodians of the land, the Ngunnawal and Wiradjuri people, and acknowledges the Elders of the community and their descendants.

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Message from the Mayor

The Yass Valley Community Strategic Plan (CSP) results from an extensive consultation and engagement process undertaken with our community. The CSP identifies the community's priorities and aspirations for the next 20 years and provides strategies to achieve those aspirations and mechanisms to measure our achievements. The Plan will help guide us in creating the future we strive for.

The previous Tablelands CSP has provided us with a solid base to review our community's goal and update and localise our CSP to reflect our changing circumstances while pursuing our vision.

We genuinely believe that decisions that affect the community should be made in consultation with the community. Across the Towards 2042 engagement, 764 community members provided their ideas and thoughts regarding the future of our area. We wish to take this opportunity to thank those members of the community who took the time to provide us with their thoughts and feedback, who attended community workshops, participated in telephone interviews, or completed surveys.

Priorities that ranked highly among community respondents included improved infrastructure, sports and recreation facilities, sustainable practices and environmental impact, town beautification, and improved Council operations. The Yass Valley CSP recognises there are challenges facing our area and identifies the strategies to deal with these issues along with other variables to ensure that Yass Valley continues to be a wonderful place to live, work and play.

The Yass Valley CSP forms part of the Regional CSP for the CRJO region. This document will help us engage with and advocate to other government levels, the business sector, and the broader community to encourage cooperation and commitment to the shared vision.

Cr. Allan McGrath, Mayor
Yass Valley Council

Contact Us

Please contact Council with any enquiries regarding the Yass Valley Council Community Strategic Plan:

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Vision

To build and maintain sustainable communities while recognising and respecting the environment and First Nations people of the country.

Vision definitions

Sustainable communities

Refers to social, environmental and economic sustainability, social connections, civic leadership, environmental health and economic prosperity which can be maintained to meet current and future needs.

Environment

Considers both the local natural and atmospheric environment and the broader global environment considering issues such as resource use and climate change.

First Nations people

Traditional Owners of the country within the Yass Valley Council local government area, including the Ngunnawal and Wiradjuri First Nations people.

Recognising and respecting

Respect refers to the way an individual or group treats another individual or group. Recognising and respecting the First Nations people aligns with Reconciliation Australia's 5 dimensions: historical acceptance, race relations; equality and equity; institutional integrity and unity. When applied to the environment, recognition and respect refer to the employment of sustainable practices, with the goal to minimise negative environmental impact and preserve the natural environment where possible and practical.

Our plan

About our plan

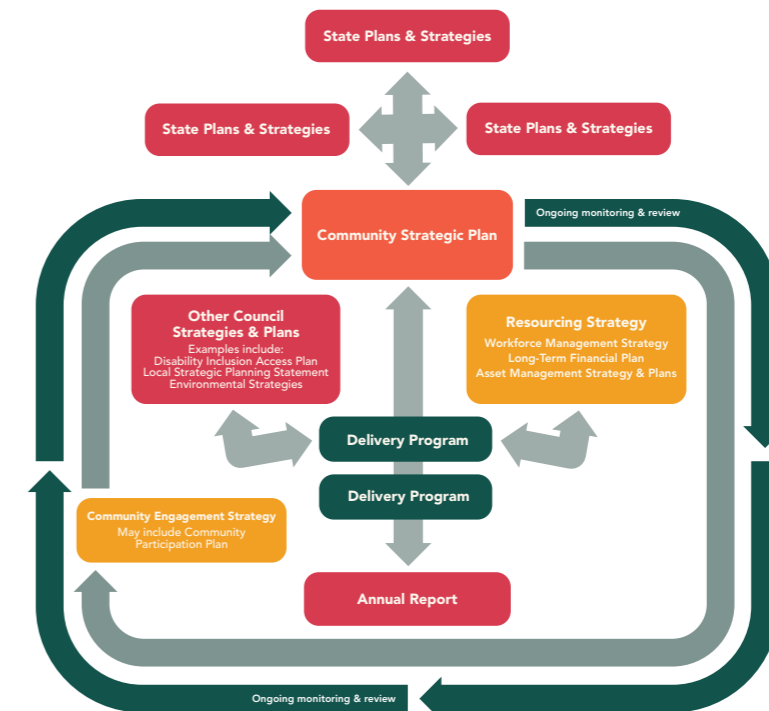
The Yass Valley Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a council plan. Yass Valley 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 reporting 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

The Yass Valley is located in the Southern Tablelands of New South Wales and is characterised by a diverse landscape including rolling hills and valleys, waterways and Burrinjuck Dam. The Yass Valley local government area has townships at Yass and Murrumbateman, and villages at Binalong, Bookham, Bowning, Gundaroo, Sutton, and Wee Jasper. The main population centres support an estimated resident population of 16,321 residents in 2020. The area is known for its rich agricultural heritage and food and wine scene.

Total population
16,321

(Source: ABS Census 2016)

SEIFA index*
1062

Top industries of employment

- 1** Central Government Administration
- 2** Sheep Farming (Specialised)
- 3** Defence
- 4** State Government Administration
- 5** Primary Education

Source: ABS Census 2016

* 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 Yass Valley Council region consisted of 100 people, there would be:

2
Aboriginal and Torres Strait Islanders

7
born overseas

2
speaking languages other than English at home

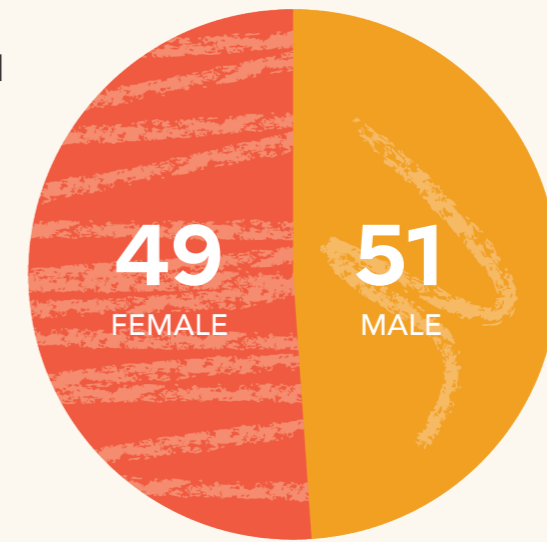


9
with an individual income less than \$400 per week



48
that completed higher education

50
that did not complete year 12



23: 0 – 19 years **46:** 20 – 59 years
31: 60+ years



30
living by themselves

69
living in families



2
unemployed and looking for work

25
who volunteer

35
working part time

59
working full time



14
care for someone with a disability

6
have a disability



12
are older couples without children

5
live in medium and high density housing



56
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

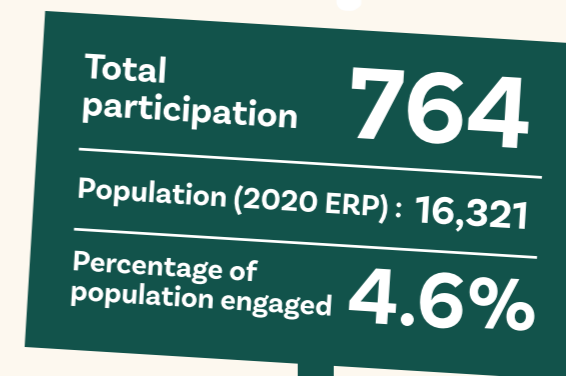
1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your 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, online workshops
- In conversation – discussion guides, pop-ups, telephone interviews
- On paper – drawing sheets, formal written submissions

Participation

Over 750 people from the Yass Valley 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 Yass Valley community were involved in terms of age, gender, location, and diversity characteristics.



Community engagement

What is important to you

When we asked participants in the Towards 2042 engagement what makes the Yass Valley a great place to live. They told us the beautiful natural environment, lifestyle, and local people and spirit were key elements. Respondents also told us that when they visited other areas, they identified improved infrastructure, town planning and more activities and events to enhance the Yass Valley area. The community would like to see a focus on infrastructure, sport and recreation facilities and addressing environmental impact across the next 10 years.

Main challenges

The Towards 2042 engagement asked participants to identify the challenges facing the community at this time. Participants in the engagement told us that the significant challenges facing the Yass Valley were governance and leadership (12.6 percent), the changing demographics and size of the community (10.9 percent) and environmental sustainability (10.2 percent).

Services or projects Council should be prioritising and advocating for

Yass Valley residents who responded through the engagement told us they want Council to focus on enhancing community buildings and facilities (6.7 percent) such as memorial halls and community centres, improved roads and parking including maintenance (6.0 percent) and aquatic facilities (5.8 percent).



Council's role

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

Whilst Yass Valley Council takes the lead in preparing and implementing 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.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Yass Valley CSP consists of five themes and strategic objectives:

CO. Our community

We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.

EC. Our economy

We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

EN. Our environment

We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

IN. Our infrastructure

Our community is well serviced and connected to built, social and communications infrastructure.

CL. Our civic leadership

Our leaders operate ethically and implement good governance.

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.



CO. Our community

We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.

Related Sustainable Development Goals



| Strategic objectives | Strategies | Council's role | Our partners |
|--|--|---|--|
| CO.1 Our health and wellbeing are supported by equitable access services. | <p>Our community is able to access information and health and community services that support physical health and mental wellbeing.</p> <p>We advocate for better public and community transport options to enhance access to services for all residents.</p> <p>Continue to advocate on behalf of the community for health and medical facilities in the region.</p> | <p>Collaborate</p> <p>Advocate</p> | <p>Health services</p> <p>Community services</p> <p>Community members</p> <p>Community groups</p> <p>CRJO</p> |
| CO.2 We have a vibrant, inclusive, and creative community life. | <p>Events celebrate the identity of our towns and villages, heritage and culture.</p> <p>Creative expression through arts and culture is encouraged.</p> | <p>Provide</p> <p>Collaborate</p> <p>Advocate</p> | <p>Community members</p> <p>Community groups</p> |
| CO.3 Our community is connected, safe and proud. | <p>Community connectivity and informal support networks support participation in a broad range of activities.</p> <p>We support and promote services, community groups and local initiatives as a way of including new residents and supporting existing residents.</p> <p>We support our community partners to foster respect and safety.</p> <p>Our public spaces and residential developments are well designed and support public safety.</p> <p>Community pride is encouraged through the beautification and maintenance of our villages and towns.</p> | <p>Provide</p> <p>Collaborate</p> <p>Advocate</p> | <p>Community members</p> <p>Community groups</p> <p>NSW State Government</p> <p>Emergency services</p> <p>Community services</p> |
| CO.4 We celebrate our diverse cultural identity and heritage. | <p>Traditional Owners and First Nations people historic and ongoing connection to Country is recognised and supported.</p> <p>Community development is supported to enhance resilience and connection.</p> | <p>Provide</p> <p>Collaborate</p> <p>Advocate</p> | <p>Traditional Owners and First Nations people</p> <p>Community members</p> <p>Community groups</p> |



Measures

| Measure | Source |
|--|--|
| Reported levels of wellbeing | University of Canberra Regional Wellbeing Survey |
| Community access to key services | University of Canberra Regional Wellbeing Survey |
| Access to public and community transport services | Council data |
| Incidents of crime in outdoor or public places | NSW recorded crime statistics (BOSCAR) |
| Attendance and participation at council-run community events | Council data |
| Attendance and participation at council-run recreation facilities and programs | Council data |
| Number of households in housing stress | ABS census data |
| Community satisfaction that development is balanced with community values | Council community survey |

Supporting documents, plans or strategies

- Disability Inclusion Action Plan - 2017-2020
- Yass Valley Reflect Reconciliation Action Plan

EC. Our economy

We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.

Related Sustainable Development Goals



| Strategic objectives | Strategies | Council's role | Our partners |
|---|--|--|--|
| EC.1 Our location attracts business and industry to our region, boosting our local economy and jobs. | <ul style="list-style-type: none"> Develop partnerships with the ACT Government and private industry to enable business and industry growth and development. Promote the region as an ideal location for businesses and industry. Plan for sufficient land availability and employment generation. Economic growth and development complement the areas rural character, local environmental and historical facts and community aspirations. | <ul style="list-style-type: none"> Provide Collaborate Advocate | <ul style="list-style-type: none"> Local business and industry NSW State Government ACT Government CRJO RDASI |
| EC.2 The local and regional tourism offering is expanded, increasing visitation to the region. | <ul style="list-style-type: none"> Market the region as a tourist destination, highlighting the region's unique rural character, natural environment, heritage, and culture. Support and encourage the growth of tourism infrastructure such as accommodation, visitor facilities and restaurants. Plan, facilitate and support local events that celebrate local produce and businesses, culture, arts and history. Foster strategic partnerships with tourism authorities to harness marketing and attraction opportunities. Direct people to our unique tourism offerings through consistent and well branded signage. | <ul style="list-style-type: none"> Provide Collaborate Advocate | <ul style="list-style-type: none"> Local business and industry Tourism industry bodies Community groups |

| Strategic objectives | Strategies | Council's role | Our partners |
|--|---|--|---|
| EC.3 Our local established and emerging businesses are supported to thrive. | <ul style="list-style-type: none"> Foster a diverse, adaptive and innovative agricultural industry. Support small and home-based businesses to develop by streamlined process and business support. Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters. | <ul style="list-style-type: none"> Provide Collaborate Advocate | <ul style="list-style-type: none"> Local business and industry NSW State Government Commonwealth Government |
| EC.4 Our community can access affordable local housing, education, training and employment options. | <ul style="list-style-type: none"> Local businesses, government, and training stakeholders collaborate to develop education training and employment pathways. Support our young people to access local education, training and employment pathways. Advocate for educational infrastructure that supports local education, training and employment pathways. Advocate for better telecommunications connectivity to support local education, training and employment opportunities. Advocate and plan for the provision of a variety of housing types. | <ul style="list-style-type: none"> Collaborate Advocate | <ul style="list-style-type: none"> Education and training providers Local business and industry Community members Housing providers |

Measures

| Measure | Source |
|--|---------------------------------------|
| Number of active registered businesses | ABS data by region |
| CBD audits of the proportion of operating businesses | Council data |
| Visitor expenditure | Tourism Research Australia |
| Unemployment rate | Small Area Labour Markets data (SALM) |
| Gross agricultural value | Australian Agricultural census |
| Attendance and participation at council run community events | Council data |
| Housing tenure data | ABS data by LGA |
| Rent and sales data | Family and Community Services NSW |

Supporting documents, plans or strategies

- Tablelands Destination Development Plan
- Southern Tablelands Regional Economic Development Strategy

EN. Our environment

We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.

Related Sustainable Development Goals



| Strategic objectives | Strategies | Council's role | Our partners |
|--|---|------------------------|--|
| EN.1 Our natural environment is maintained, protected and enhanced in line with community expectations. | Protect and enhance the existing natural environment, including flora and fauna native to the region. Implement effective integrated weed management. Protect and rehabilitate waterways, catchments, and groundwater. | Provide Collaborate | Water authorities Landholders Community groups Community members |
| EN.2 Adopt environmental sustainability practices. | Investigate and implement approaches to reduce our carbon footprint. We investigate and adopt environmentally sustainable practices and purchasing across the organisation. Encourage the community, businesses, government and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices. | Provide Collaborate | Service providers Local industry and business Community groups |
| EN.3 We have a robust planning framework that considers our rural character and natural landscapes. | Development sustainably integrates environmental, social and economic factors which are in the best interests of the community and the region. Future developments should complement existing settlement structure, character and uses and allow for the creation of legible and integrated growth. Future development should strengthen the efficient use of infrastructure, services and transport networks and not overburden existing services elsewhere. | Provide Collaborate | Community groups Community members State and Commonwealth Government |

| Strategic objectives | Strategies | Council's role | Our partners |
|----------------------|---|----------------|--------------|
| | Future development, particularly at the residential/ agricultural and the residential/ industrial interfaces, should be planned for and managed to minimise potential conflict between adjacent land uses. Open spaces are planned for and preserved to balance development and liveability. | | |

Measures

| Measure | Source |
|---|--------------------------|
| Number of weed inspections undertaken | Council data |
| Kilometres of roadsides sprayed for weeds | Council data |
| Council energy use | Council data |
| Council fuel use | Council data |
| Community satisfaction that development is balanced with community values | Council community survey |

Supporting documents, plans or strategies

- Yass Valley Council Settlement Strategy 2036
- Local Strategic Planning Statement
- Onsite Sewage Management System Strategy - 2019
- Yass Valley Local Strategic Weeds Plan

IN. Our infrastructure

Our community is well serviced and connected to built, social and communications infrastructure.

Related Sustainable Development Goals



| Strategic objectives | Strategies | Council's role | Our partners |
|---|--|---|---|
| IN.1 We have transport links that connect towns within the region and increase access to significant centres. | <p>Advocate for improved and increased public and community transport services within the region.</p> <p>Plan for, maintain and improve road networks.</p> <p>Advocate for funding to improve road conditions and connectivity.</p> <p>Support infrastructure that enables sustainable transport options.</p> | <p>Provide</p> <p>Collaborate</p> <p>Advocate</p> | <p>NSW State Government</p> <p>Commonwealth Government</p> <p>Transport providers</p> <p>Community services</p> |
| IN.2 We are proud of our liveable and accessible local places and spaces. | <p>Our streetscapes are well designed and maintained.</p> <p>Parking is accessible.</p> <p>Our local character is maintained through the protection and preservation of historic buildings.</p> | <p>Provide</p> <p>Collaborate</p> | <p>Community members</p> <p>Community groups</p> |
| IN.3 Our existing community infrastructure is maintained, and we plan for and support the development of infrastructure that meets community need. | <p>Advocate to state and federal government agencies for infrastructure that meets the needs of all people in our communities.</p> <p>Our community infrastructure is accessible, adaptable, and suitable for multiple user groups and fosters inclusive, healthy, and active recreation opportunities.</p> <p>Manage assets in a proactive way across their lifespan.</p> <p>Our current community infrastructure is maintained to an acceptable level and used to the maximum practical extent.</p> <p>Management of community infrastructure is supported by strong relationships between Council and community groups.</p> | <p>Provide</p> <p>Collaborate</p> <p>Advocate</p> | <p>NSW State Government</p> <p>Commonwealth Government</p> <p>Health services</p> <p>Community groups</p> |

| Strategic objectives | Strategies | Council's role | Our partners |
|--|---|-----------------------------------|---|
| IN.4 Water, waste and sewerage services meet the needs of our community. | <p>Ensure high quality water supply options for the towns in the region.</p> <p>Provide safe and efficient sewerage services across the region.</p> <p>Our recycling and waste management practices are accessible and efficient.</p> <p>Promote community pride through litter mitigation programs.</p> <p>Investigate food and green organics collection options.</p> | <p>Provide</p> <p>Collaborate</p> | <p>NSW State Government</p> <p>Water authorities</p> <p>Service providers</p> <p>Community groups</p> |
| IN.5 Our telecommunications infrastructure is sound and support access for business, industry, services, and the community. | <p>Advocate for servicing of mobile telephone blackspot areas.</p> <p>Advocate for a more stable communication network.</p> | <p>Advocate</p> | <p>NSW State Government</p> <p>Commonwealth Government</p> <p>Telecommunications providers</p> <p>RDASI</p> <p>CRJO</p> |

Measures

| Measure | Source |
|--|--|
| Hectares of open space | Council data |
| Community access to key services | University of Canberra Regional Wellbeing Survey |
| Kilometres of roads built or maintained by Council annually | Council data |
| Access to public and community transport services | Council data |
| Number of heritage items listed for protection | State Heritage Register Yass Valley Local Environment Plan 2013 |
| Number of boil water alerts issued to the community annually | Council data |
| Percentage of waste diverted from landfill per annum | Council data |
| Dwellings with internet access | ABS census data |

Supporting documents, plans or strategies

Bike Plan and Pedestrian Access Mobility Plan (PAMP) - 2017-2027

Digital Yass Valley - Smart Region Strategy - 2017

Yass Valley Open Space Strategy

CL. Our civic leadership

Our leaders operate ethically and implement good governance.

Related Sustainable Development Goals



| Strategic objectives | Strategies | Council's role | Our partners |
|--|---|-----------------------------------|---|
| CL.1 Council is an effective, responsible and innovative organisation. | <p>Council practices and processes are undertaken in a safe and efficient manner that meets legislative requirements.</p> <p>Make doing business with Council easier.</p> <p>Seek out and pursue grant funding opportunities.</p> <p>Governance provides a sound basis for decision making.</p> <p>Council understands the aspirations of the community and seeks to unearth innovative solutions to local issues.</p> <p>Council actively participates in regional bodies such as CRJO to identify innovations and opportunities for our region.</p> | <p>Provide</p> <p>Collaborate</p> | <p>Community members</p> <p>Community groups</p> <p>CRJO</p> <p>RDASI</p> <p>State Government</p> <p>Federal Government</p> |
| CL.2 Council is a financially sustainable organisation that can meet community needs. | <p>Manage resources in a responsible manner that supports the ongoing viability of Council.</p> <p>Seek out and pursue income generating opportunities.</p> | <p>Provide</p> <p>Collaborate</p> | <p>Business and industry</p> <p>CRJO</p> <p>RDASI</p> |
| CL.3 Our community is informed and engaged in decision making. | <p>Our community is empowered to access engagement opportunities and provide input into the future direction of the region.</p> <p>Residents have access to timely, relevant and accurate information about issues that affect them.</p> <p>We seek to engage 'hard to reach' parts of our community in decisions affecting them and our region.</p> <p>We value the voice of our community, and their input informs our decisions.</p> | <p>Provide</p> <p>Collaborate</p> | <p>Community members</p> <p>Community groups</p> |



Photo by G&S Aerial Imaging

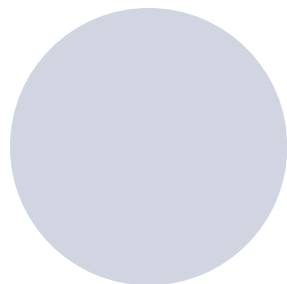
Measures

| Measure | Source |
|--|--------------------------|
| Operating performance ratio | Council data |
| Own Source Operating Revenue Ratio | Council data |
| Community satisfaction with involvement in Council decision making | Council community survey |
| Community satisfaction with Council's overall performance | Council community survey |

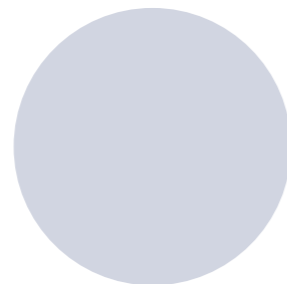
Supporting documents, plans or strategies

Community Engagement Strategy

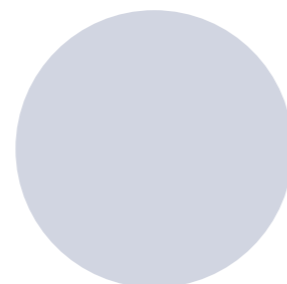
Your Councillors



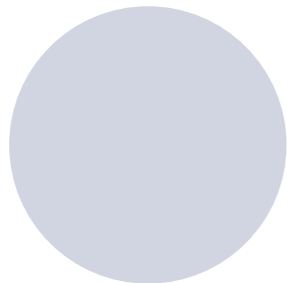
Cr Allan McGrath
Mayor



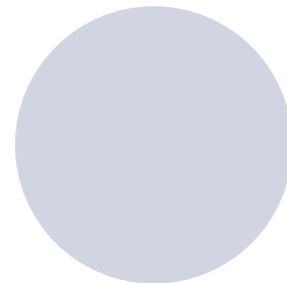
Cr Jasmin Jones
Deputy Mayor



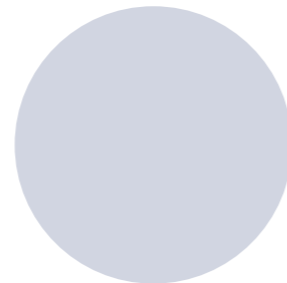
Cr Jim Abbey



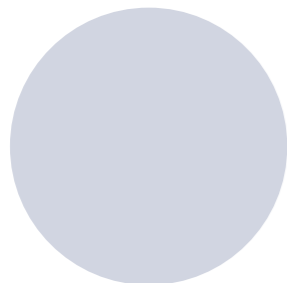
Cr Cecil Burgess



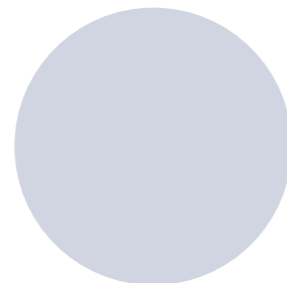
Cr Kristin Butler



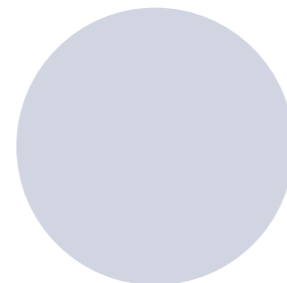
Cr Adrian Cameron



Cr Cayla Pothan



Cr Mike Reid



Cr Kim Turner

Acknowledgements

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

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