

Our Communities 2030

COMMUNITY STRATEGIC PLAN FOR COOLAMON SHIRE



Created May 2010

Updated and Endorsed June 2017



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Foreword - May 2017

This is the Coolamon Shire community strategic plan till 2030. To succeed, it needs your involvement and input. Many residents, young and old, have already played a key part in getting us to this point.

The Plan outlines the changes the community would like to see by the year 2030 and, just as importantly, what the community does not want to see occur.

During the initial consultation in November 2009, more than 200 people throughout the Shire participated in workshops conducted by independent facilitators. Furthermore, about 160 people have submitted ideas in the original community survey conducted as part of the consultation for *Our Communities 2030*.

A review of the original plan was carried out in 2013. Council considered the results from the community satisfaction survey undertaken by IRIS research in 2012. From this review Council resolved and endorsed the existing community strategic plan, *Our Communities 2030*.

This review of the community strategic plan was conducted from December 2016 to February 2017. The consultation process involved community satisfaction survey (IRIS), individual community stands, meetings, workshop's with senior students at local schools and a strategic plan survey. Council representatives gathered the thoughts of 340 local residents and visitors to Coolamon Shire and prepared an updated *Our Communities 2030* plan.

The *Our Communities 2030* requires review every four years to align with the new term of Councillors, the next review will be in 2020.

It's a pleasure to present the latest version of *Our Communities 2030* plan and Council looks forward to working with the community, state agencies and other partners in attempting to achieve the goals that the community has prioritised and aspire to realise.

Councillors

Back Row: Jeremy Crocker, Kerrilee Logan, Colin McKinnon, Alan White, Kathy Maslin, Steven Jones

Front Row: Bruce Hutcheon (Deputy Mayor), John Seymour (Mayor), David McCann



An Introduction to Coolamon Shire

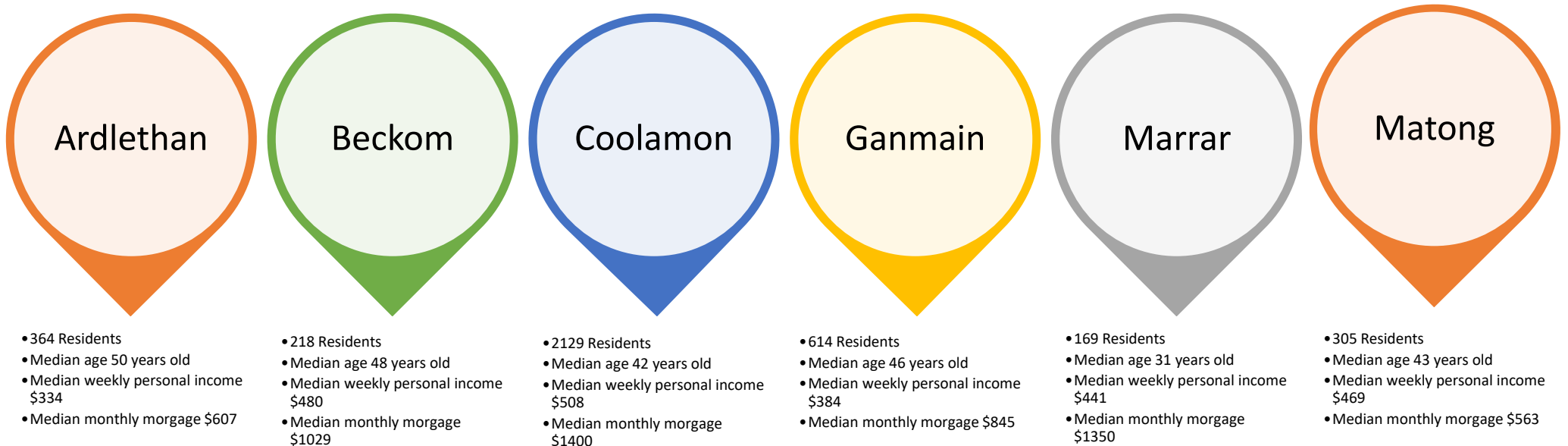
Coolamon Shire enjoys the best of both worlds – the friendly, relaxed atmosphere of rural living, with the services and facilities normally found only in much larger centres. Although wheat has been cultivated in the area since 1850, the town of Coolamon - which the Shire is centred on - was established about the time when the railway arrived in 1881. The Shire was proclaimed on 3 March 1906.

Today, Coolamon Shire has an area of approximately 2,494 square kilometres and a population of 3,799, comprising the three larger towns of Coolamon, Ganmain and Ardlethan and the smaller villages of Marrar, Matong and Beckom. Whilst the area has grown since its establishment, the value of past effort is nevertheless appreciated with many heritage buildings and items receiving protection and being maintained under Council's Local Environmental Plan. Chief amongst these is the Up-to-Date Store – incorporating the Mavis Furner Collection and Garth Jones Agricultural Collection, which are of State Heritage value.

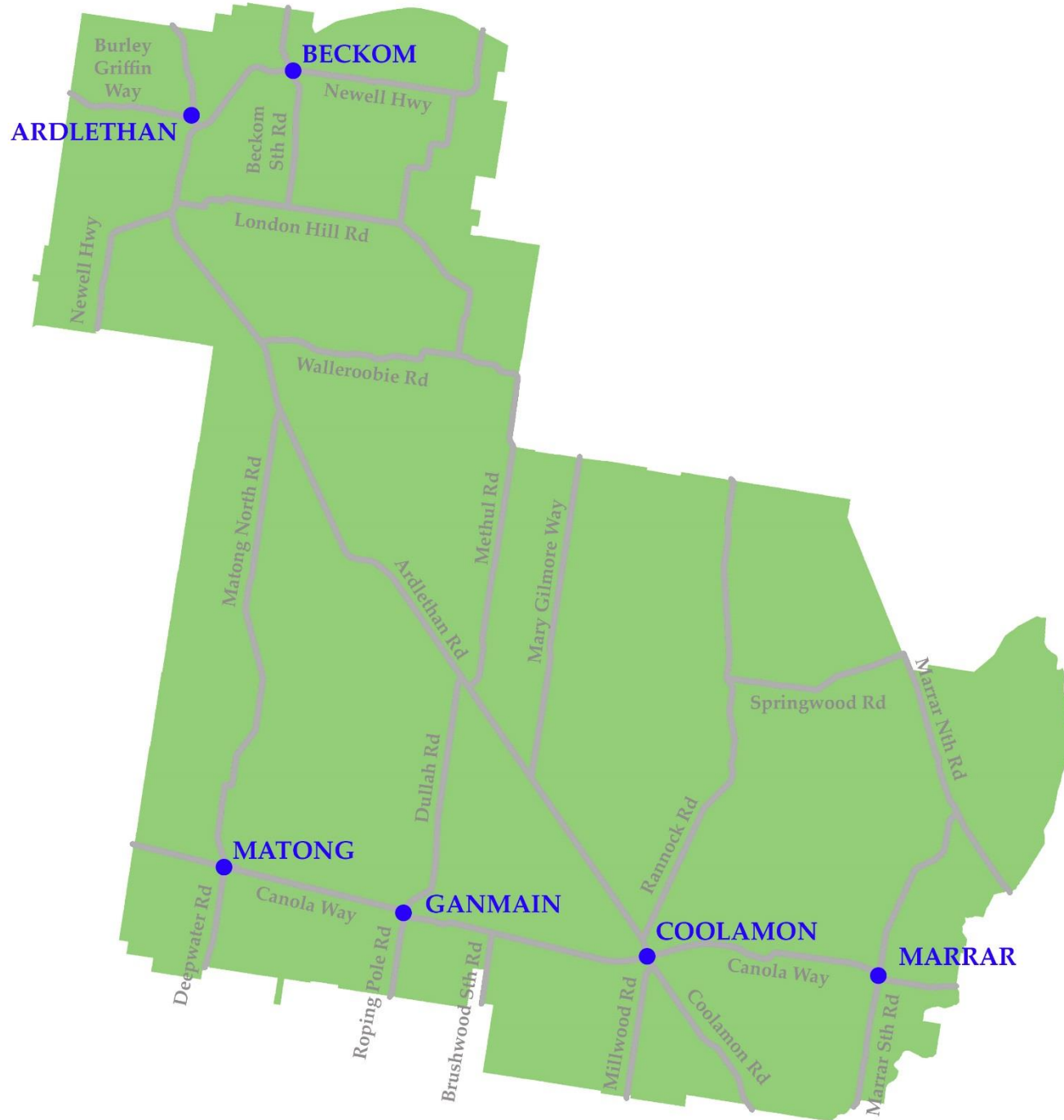
The Coolamon Shire is one of the richest agricultural and pastoral districts in the Riverina. Surrounded by Bland, Narrandera, Junee and Temora Shires and the City of Wagga Wagga. The district is renowned for its production of wheat, canola, barley, oats and other cereal crops, as well as hay and chaff. Wool, lamb and beef are also important products from the area, with emerging agricultural enterprises.


There are employment opportunities in the service areas of health, aged care, Local Government and in rural based small business. Coolamon Shire's proximity to Wagga Wagga and advances in information technology, broadband and satellite communication systems have established positive opportunities for home-based business, business support and consultancies.

Census 2011 information



Our Location





Our Vision and Values

VISION STATEMENT

A resilient rural community, with innovative and sustainable enterprises, taking advantage of our strategic location and respecting our town and village heritage.

A resilient rural community

We can adapt to and take advantage of the future conditions, including climate and local and world economic trends.

Innovative and sustainable enterprises

We can ensure a diversity in the local economy to maintain and grow employment for our youth

Our strategic locational advantage

We recognise the significant advantages our proximity to the regional city of Wagga Wagga bring, ensuring ready access to services and facilities

Respecting our town and village heritage

Our built and social heritage makes a point of difference within the region, drawing residents and visitors to our towns and villages.

Our Communities 2030

Through the implementation of this Community Strategic Plan the Coolamon Shire will endeavour to retain its identity as a place where a productive agricultural economy supports a diverse range of town and village communities, each of which enjoys a unique physical setting and environmental heritage.

The Shire will endeavour to attract new residents seeking career opportunities, family amenities, comfortable retirement facilities and quality educational and health care. Tourists and visitors will be warmly welcomed, and encouraged to enjoy the Shire's scenic and heritage attributes whilst engaging with identified Indigenous and European history as revealed in the Shire's historical records, architecture and cultural memories.

Overall, through its plans and management operations, Coolamon Shire Council will seek to strengthen and enhance the Shire's reputation as a highly memorable and distinctive rural environment in which community values are of paramount importance

Specifically for the towns and villages of the shire it is hoped that:

- The towns of Coolamon, Ganmain, and Ardlethan, and the villages of Marrar, Matong and Beckom will retain their rural character whilst achieving quality in the built environment and in the design and landscaping of the public domain.
- The southern villages in particular will exploit the potential for economic and population growth which is offered by their proximity to the city of Wagga Wagga, whilst continuing to provide a setting in which people can enjoy a country lifestyle, close to rural surroundings.
- Growth will be encouraged, but with an emphasis on development projects which are designed, constructed and maintained in accordance with the principles of ecologically sustainable development – leading to a built environment which can be handed on with pride to future generation.
- The Shire's town and villages will be promoted as "day-trip" tourist destinations.
- Local Indigenous heritage and cultural associations will be respected in the spirit of reconciliation. European heritage – including traditional crafts, skills and trades - will be recognised and protected as a valuable cultural and economic resource, and one that is vital to the Shire's attraction as a tourist destination.
- Ardlethan will be promoted and enhanced as the Shire's northern 'doorway' to the Newell Highway.
- The conservation of the Shire's natural resources of productive soils, flora and fauna – including forested areas, nature reserves, roadside vegetation and paddock trees – will be acknowledged as being an ongoing objective in all of the Shire's developmental and planning programs.



Our Communities 2030 Structure

To achieve our vision, we must overcome a number of complex social, environmental, economic and leadership issues and challenges that were identified during the community consultation

Our Communities 2030 vision will be realised through completing actions within four themes; namely, “Sustaining our close knit shire communities”, “Sustaining the environmental qualities of the shire”, “Sustaining our strong rural economy” and “Working together to achieve the Our Communities 2030 vision”

The strategies, many of which will need to be executed in a staged approach, are described in detail below:

The workshops and survey identified a number of significant and important issues confronting the Shire. The most concerning aspect is the potential future decline in population and services in our towns and villages. Our challenge is to actively and seriously address the issues identified during the workshops so that the future of our towns and villages can be assured.

The key service level issue raised during community consultation was reconciling the services that should be centralised either in the town of Coolamon or at the City of Wagga Wagga as opposed to what should be retained or provided in the villages.

The plan has been developed based on the issues and grouping the opportunities, challenges and common priorities into the key themes of:

- **Sustaining our close knit shire communities;**
- **Sustaining the environmental qualities of the shire;**
- **Sustaining our strong rural based economy; and**
- **Working together to achieve the “Our Communities” 2030 vision.**

The key themes are shown in **Page 14**.

Some issues and challenges are of immediate interest and action, but most are significant, and sometimes complex, that must be resolved to ensure the long term wellbeing and prosperity of the Shire. As a consequence, our development of strategies for the Community Strategic Plan has to be in the context that some initiatives will take up to 20 years to bring to fruition. So, we should not be afraid of developing strategic initiatives in a staged approach that have a long term payback.

Our Communities 2030 Planning Principles

The Community Strategic Plan is based on two sets of guiding principles – social justice and sustainability.

The **social justice** principles are:

- **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
- **Access** – having fair access to services, resources and opportunities to improve quality of life.
- **Participation** - the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The plan has also had regard for the **Melbourne Principles** on which the Coolamon Shire sustainability framework initiative is based. Those principles are:

1. Provide a **long-term vision** for communities based on: sustainability; intergenerational, social, economic and political equity; and their individuality.
2. Achieve long-term economic and social **security**.
3. Recognise the intrinsic value of **biodiversity and natural ecosystems**, and protect and restore them.
4. Enable communities to minimise their **ecological footprint**.
5. Build on the characteristics of **ecosystems** in the development and nurturing of healthy and sustainable communities.
6. Recognise and build on the **distinctive characteristics** of communities, including their human and cultural values, history and natural systems.
7. **Empower** people and foster participation.
8. Expand and enable **cooperative networks** to work towards a common, sustainable future.
9. Promote **sustainable production and consumption**, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable **continual improvement**, based on accountability, transparency and good governance.

Strategies taken in the future will have regard for these principles.



Consultation Engagement

Coolamon Shire Council engaged with the communities for the review of the *Our Communities 2030* undertaken from 1 December 2016 to 10 February 2017. The purpose of the engagement was to obtain feedback on the existing outcomes in the original *Our Communities 2030* Developed in 2010 and to gain new priorities or direction.

At the completion of the consultation period, 351 representations had been received from the community.

A range of engagement methods were utilised to ensure that a maximum number of community members had the opportunity to be heard. These included:

- ✓ Presentations to six community – 63 in attendance
- ✓ Street stalls at seven communities – 84 in attendance
- ✓ Presentation to the year eleven and twelve students – 32 in attendance
- ✓ Coolamon Shire Council Councillors tour of each of the communities – 11 in attendance
- ✓ Results from the Community Satisfaction Survey Conducted 2016 - 500 Responses
- ✓ Community Strategic Plan – Community Survey – 161 completed
- ✓ *Our Communities 2030* Community Strategic Plan review, Coolamon Shire Council Website - 265 total visits to the page
- ✓ Emails and letters to Section 355 and local groups - 85 received information and an opportunity to comment
- ✓ Coolamon Shire Council Newsletter – Delivered to every household in the Coolamon Shire
- ✓ Newspaper articles / advertising – Temora Independent and Coolamon Chronical
- ✓ Facebook
- ✓ Flyers at each community and handed out through-out local businesses – 1000 printed



Consultation Statistics

| | Coolamon Shire Council Newsletter | Coolamon Shire Council Website | Coolamon Shire Councillor Tour | Community Stand | Community Survey | Community Workshop | Flyers | High School | Newspaper | Section 355 Committee | Social Media |
|-----------|-----------------------------------|--------------------------------|--------------------------------|-----------------|------------------|--------------------|--------|-------------|-----------|-----------------------|--------------|
| Ardlethan | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| Beckom | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Coolamon | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |
| Ganmain | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Marrar | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Matong | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| Rannock | ✓ | ✓ | | ✓ | ✓ | | ✓ | | | | |

Consultation period 1 December 2016 to 10 February 2017

Under the Local Government Act, Council must prepare and implement a Community Engagement Strategy for engaging with the local community in developing and reviewing the Community Strategic Plan. Council must, at a minimum, identify relevant stakeholder groups within the community and outline methods of engaging each group.



Ensuring Success

The Community Strategic Plan belongs to all Coolamon residents and land owners and relies on all of us to achieve the outcomes we seek in the future. At the same time Coolamon Shire Council has a major responsibility to achieve many of the outlined strategies. . It is not a Council plan. Whilst a majority of the strategies are the responsibility of Coolamon Shire Council there are many that rely on the efforts of the community and other government agencies, both Federal and State. The Council and community will have a strong advocacy role to play in convincing State and Federal Governments to address the strategies they are responsible for.

In order to measure how successful the community has been in addressing the strategies and achieving the type of community and lifestyle outlined in the vision, two measures – in the form of key performance measures and community satisfaction. The community strategic plan has identified a range of initiatives that should be taken by many stakeholders.

Coolamon Shire Council is required under Clause 8(c) of the Local Government Act 1993, to undertake Integrated Planning and Reporting in accordance with the principles. This creates the challenge of maintaining open and frank discussions with the community to ensure that all are informed and aware of the expectations and limitations. Council's requirements are to report to the community on progress through:

The 4 year Delivery Programme – contains details of all actions to be taken by the council to implement the community strategic plan during the 4 year period. It should also be noted that priorities may change during the 4 year period due to a change in government policy, local, regional or world events (eg storm damage, financial crisis, etc).

The 1 year Operational Plan – this effectively is the Council's annual budget, and specific strategic initiatives will be funded each year. Again, the annual plan will have the flexibility to adapt to government policy, local, regional or world events.

6 Monthly Council Review – a General Manager's report to the council every 6 months will outline progress in implementing the actions in the Delivery Programme.

Annual Progress Review – the council has to decide how it will report to the community every year on progress in implementing the Community Strategic Plan. Options include a revised annual report in a simple and friendly format, a full page report in the local newspaper, a newsletter to all residents, a Mayoral Minute to the Council or a presentation to a major community meeting.



Measuring Success

In order to measure how successful the Council, Federal and State Governments and community have been in addressing the strategies and achieving the type of community and lifestyle outlined in the Vision Statement, two measures are proposed:

Performance Measures

The strategies outlined within the plan will need to be pursued over the life of the plan. In order to gauge whether the strategies have been achieved, Council has outlined against each outcome a performance measure. Council will communicate back to individual communities through the performance report identifying the significant changes made over the period to bring to life the themes and strategies.

As an example, performance measures adopted by the Council to monitor success in achieving a sustainable economy are:

- Increase in population
- Number of new jobs created
- Number of tourists staying in the Shire each year

Community Satisfaction

Whilst some performance measures can be clearly quantified, it does not necessarily mean the community is aware of, or fully appreciates, or is fully satisfied with, the extent of progress made.

A community satisfaction survey will be undertaken every four years to gauge whether the Shire community is happy or not with progress and where priorities could or should be assigned to particular areas in the future.

The survey will be undertaken in the fourth year of the council term to ensure the new term of councillors to provide guidance on community activities, outcomes and expectations.



Sustaining our close knit Shire Communities

Sustaining the environmental qualities of the Shire

Sustaining our strong rural based economy

Our Communities 2030

Vision

A resilient rural community, with innovative and sustainable enterprises, taking advantage of our strategic location and respecting our town and village heritage

Working together to achieve the *Our Communities 2030 vision*

1: Sustaining Our Close Knit Shire Communities

With strategies to grow the population, whilst maintaining our values, thereby mitigating the challenges of changing demographics.

Significant Community Challenges and Issues Driving Our Actions:

A changing community could create positive and negative impacts on the economy

The community demographics are changing. It is projected that the proportion of elderly residents within the Shire will increase and the number of young people will decrease. The population may shrink as a result, significantly affecting the economy as well

Managing growth and maintaining our values

If we reverse the projected population decline and we see population growth, the community may not remain close knit and adhere to current values

Maintaining community wellbeing

We need to ensure that the Shire has adequate services, facilities and infrastructure for the aged and younger generations to enable connection, enhanced wellbeing and an overall high quality of life

Quality of life

We need to ensure that the Shire has activities to entertain and stimulate residents



Outcome: 1.1 A maintenance of community values with any growth in population

| Strategies | | Responsibility | Support | Performance Measures |
|------------|---|----------------|-----------|--|
| 1.1.1 | Foster and build community partnerships and networks | Council | Community | <ul style="list-style-type: none"> ✓ Accounting and administrative support provided to Coolamon Shire Council Community Benefit Fund ✓ Coolamon Shire Council to support Section 355 committees and local community groups ✓ Promote Resident Guide through section 355, website and social media platforms |
| 1.1.2 | Encourage volunteerism within all age groups for social support, recreational pursuits and community services and activities. | Community | Council | |
| 1.1.3 | Promote the welcoming of new and existing residents and make them aware of the Shire's opportunities | Council | Community | |

Outcome 1.2 A high standard of services, facilities and infrastructure for all age groups

| Strategies | | Responsibility | Support | Performance Measures |
|------------|--|----------------|-------------------------------------|--|
| 1.2.1 | Provide access to facilities, services and information to support families, youth and seniors including the provision of child care facilities and respite services. | Council | Community | <ul style="list-style-type: none"> ✓ Maintain Childcare / Preschool and Aged Services ✓ Lower crime statistics for Coolamon Shire ✓ Increase number of properties connected to Sewerage ✓ Develop and implement Disability Access Inclusion Plan |
| 1.2.2 | Provide protection from crime, fire, anti-social activities and other threats to community safety | NSW Government | RFS, NSW Police, Council, Community | |
| 1.2.3 | Provide and maintain safe and serviceable public facilities and infrastructure including roads, footpaths, and stormwater drains. | Council | RMS, DPI, Community | |
| 1.2.4 | Provide and maintain efficient sewerage systems that allow for required expansion. | Council | DPI, Community | |
| 1.2.5 | Investigate implementation of new cost effective sewerage systems where required by environmental pressures and/or by community desire. | Council | DPI, Community | |
| 1.2.6 | Investigate provision of improved, more integrated public and community transport within the Shire, to reduce reliance on costly and environmentally unfriendly private transport, and to increase share of journeys to work and town on local public transport, including weekend transport, and more frequent services for teenagers to attend sport in the region eg touch, netball | Transport NSW | Council, Community | |

| | | | | |
|--------|--|-------------------|--|--|
| 1.2.7 | Provide appropriate healthcare within the Shire and greater region. | NSW Government | MLHD, NSW Ambulance, Health practitioners Council, Community | |
| 1.2.8 | Improve physical access to shops and other buildings for the elderly and disabled | Property Owners | Council | |
| 1.2.9 | Develop and implement an education strategy to include a determination of what services and facilities should be local and what should be based in Wagga Wagga | NSW Education | Council Community | |
| 1.2.10 | Extend improved access to telecommunication and broadband services | Service Providers | Council, Community | |

Outcome 1.3 A lifestyle with diverse entertainment, recreation and cultural opportunities

| Strategies | | Responsibility | Support | Performance Measures |
|------------|---|----------------|--|--|
| 1.3.1 | Create opportunities to participate in active and healthy recreational activities. | Community | Trustees, Sporting Club, NSW Sport & Rec, Council, Community | <ul style="list-style-type: none"> ✓ Maintain and promote the number of community and cultural events ✓ Promote events and programs held within the library ✓ Communicate grants and funding opportunities available to the community ✓ Maintain Activity Transport plan |
| 1.3.2 | Provide innovative and enhanced library services that encourage lifelong learning. | Council | State Libraries, Community | |
| 1.3.3 | Support and promote arts, artists and cultural development within the local community. | Community | Council | |
| 1.3.4 | Provide attractive, accessible and safe parks, recreational and other public places eg. local communities organising regular community gatherings | Council | Community | |
| 1.3.5 | Preserve and promote local history and heritage. | Community | Council | |
| 1.3.6 | Provide appropriate guidance for sporting and community groups in writing grant applications | Council | Shire Sports Clubs | |
| 1.3.7 | Encourage cycling and walking, through developing tracks and paths | Council | RMS, Sport and Recreation NSW | |
| 1.3.8 | Identify an appropriate annual or periodic event that could attract visitors to the Shire and encourage community leaders to plan and deliver the event | Community | Council | |

2: Sustaining the Environmental Qualities of the Shire

With strategies to protect the natural environment and our heritage, and actions to proactively adapt to changing climate and manage the impact of land-use on the environment.

Significant Environmental Challenges and Issues Driving Our Actions:

There are risks and threats associated with a carbon constrained world

A changing global climate, an associated reduction in water security and the introduction of a carbon tax may affect us in ways not yet understood

Our heritage is part of our identity and needs to be maintained



| Outcome 2.1 Reduce the ecological footprint of Coolamon Shire | | | | |
|---|--|---------------------|---------------------------------|--|
| Strategies | | Responsibility | Support | Performance Measures |
| 2.1.1 | Monitor and strategically manage environmental risks | Council | Landcare, DPI, Statewide Mutual | <ul style="list-style-type: none"> ✓ Implement Coolamon Shire Council Waste and resource recovery strategy |
| 2.1.2 | Develop community leadership in resource use, reuse and recycling. | Council / Community | Landcare; OEH | <ul style="list-style-type: none"> ✓ Reduce waste contamination through audits and communication. ✓ Submit State of the Environment report |

| Outcome 2.2 Our rich heritage and natural environment character conserved | | | | |
|---|---|----------------|-------------------------|--|
| Strategies | | Responsibility | Support | Performance Measures |
| 2.2.1 | Protect natural landscapes and systems in particular our native vegetation, biodiversity and Murrumbidgee River catchment through sharing regional responsibilities | OEH | Council, RLLS, Landcare | <ul style="list-style-type: none"> ✓ Maintain level of information to protect our local heritage ✓ Heritage funding expenditure ✓ Increase native vegetation across Council managed lands |
| 2.2.2 | Encourage and ensure high quality planning and urban design outcomes. | Council | Community | |
| 2.2.3 | Protect local heritage and residential amenity, including protection of significant architecture, Indigenous heritage and the natural environment. | Community | Council | |
| 2.2.4 | Reduce our waste to landfill through effective waste management & recycling | Council | OEH | |

3: Sustaining Our Strong Rural Based Economy

With strategies to grow and diversify the economy as national and global socio-economical and environmental changes exert a significant influence on our local and regional communities. Sustaining our community as well as adapting to changing climate will reinforce our efforts to sustain our economy.

Significant Economic Challenges and Issues Driving Our Actions:

New issues are challenging the viability of our economy
Our economy, including our farming, may decline as a result of national and global changes if we do not adapt

Strategic location
Our economy has a significant opportunity to leverage our strategic location near Wagga, Temora and Junee

Where is Coolamon Shire?
Attracting new business, tourists or new residents is impeded by a lack of an identity for our Shire



Outcome 3.1 A sustainable economy amid a changing regional, national and global environment

| Strategies | | Responsibility | Support | Performance Measures |
|------------|---|--------------------|---|--|
| 3.1.1 | Promote and support existing and new business investment within the Shire to take advantage of the Shire's access to Wagga Wagga, the Bomen Industrial Estate, Junee, and Temora | Council | RDA, Destination NSW and Destination Riverina Murray | <ul style="list-style-type: none"> ✓ Reduction of vacant shops ✓ Increase local employment ✓ Increase in population |
| 3.1.2 | Foster and build partnerships with tertiary institutions (TAFE and CSU) to increase access to knowledge and skills within the Shire and the region to benefit shire businesses | Business community | Council, TAFE, CSU, Riverina Community College | |
| 3.1.3 | Develop and implement initiatives to promote the local and regional economy: <ul style="list-style-type: none"> • ensure town and village shop fronts are filled; • advertise in Wagga Wagga; • promote towns and villages by internet • encourage shop owners to welcome/assist visitors • encourage business apprenticeships • support local businesses • encourage weekend opening to serve Wagga Wagga day trippers • provide monthly market days in towns and villages | Business community | Council, RDA, Destination NSW and Destination Riverina Murray | |
| 3.1.4 | Focus development within the Shire to avoid unnecessary duplication of public services and facilities. | Council | Community | |

Outcome 3.2 Increased awareness within prospective businesses, tourists and residents of the appeal of the Coolamon Shire.

| Strategies | | Responsibility | Support | Performance Measures |
|------------|---|----------------|---|--|
| 3.2.1 | Promote the “Visit Coolamon Shire” branding to focus on the unique identity of the Shire and its towns and villages | Council | RDA, Destination NSW and Destination Riverina Murray, Community | <ul style="list-style-type: none"> ✓ Communicate through Coolamon Shire websites and social media platforms ✓ Total number of community events and attendance levels |
| 3.2.2 | Maintain and update initiatives to Continue attract tourists such as improving Shire signage, access to and knowledge of Shire caravan parks, etc to make Coolamon the No 1 day trip for Wagga Wagga residents. | Council | Community; RDA; Destination NSW and Destination Riverina Murray | <ul style="list-style-type: none"> ✓ Tourism information centre statistics |

Outcome 3.3 Sustained viability of our farming land

| Strategies | | Responsibility | Support | Performance Measures |
|------------|---|----------------------------|--|----------------------|
| 3.3.1 | Identify opportunities, programs and funding to maintain and or enhance farming productivity and support the retention of farming population. | Dept Industry & Investment | Council, RDA, Destination NSW and Destination Riverina Murray, farming community | |
| 3.3.2 | Determine the green economic opportunities available for farms to enter carbon offsets market | Community | OEH | |

4: Working Together To Achieve the Our Communities 2030 Vision

With strategies to ensure that leadership is sustained within the community

Significant Leadership Challenges and Issues Driving Our Actions:

The need to work together

Our towns and villages need co-ordinated action if they are to meet future challenges. We cannot work alone.

Who will lead, locally?

As our community ages, we can expect that many within our community will not wish to continue leading village, town and shire community initiatives



Outcome 4.1 Opportunities identified for diversified community leadership, inter-generational leadership and transition of youth into leadership roles

| Strategies | | Responsibility | Support | Performance Measures |
|------------|--|----------------|--|----------------------|
| 4.1.1 | Encourage community leadership by: <ul style="list-style-type: none"> - Increasing the number of volunteers, especially in younger generations; - providing development programs to grow capability in current and prospective leaders - encouraging the involvement of respected community elders in mentoring youth | Community | Council; Dept Education; Service Clubs | |

Outcome 4.2 Council as an organisation is consultative, participatory, encouraging and well managed.

| Strategies | | Responsibility | Support | Performance Measures |
|------------|--|----------------|-----------|--|
| 4.2.1 | Maintain two-way communication with the community and increase awareness of Council's activities | Council | Community | <ul style="list-style-type: none"> ✓ Conduct a community satisfaction survey and improve on results from previous years ✓ Council to participate in regional relations and strategic networks ✓ Continuously monitor, review and publicly evaluate progress, including periodic community satisfaction surveys, of the Community Strategic Plan to ensure priority areas are being acted upon |
| 4.2.2 | Work in partnership with the Shire's community in planning the future of the Shire | Council | Community | |
| 4.2.3 | Build and foster relationships and strategic networks to the benefit of the Coolamon Shire | Council | Community | |
| 4.2.4 | Maintain Council's strong financial position. | Council | Community | |
| 4.2.5 | Deliver high quality services that meet customer expectations. | Council | Community | |
| 4.2.6 | Minimise risk for Council and the community. | Council | Community | |
| 4.2.7 | Strongly advocate our local interests with the State and Federal Government on issues such as planning and development, and the provision of services and facilities | Council | Community | |

Outcome 4.3 Working together to sustain civic pride in our towns and villages

| Strategies | | Responsibility | Support | Performance Measures |
|------------|--|----------------|---------|----------------------|
| 4.3.1 | Encourage vibrant and vital towns and villages displaying our civic pride. | Community | Council | |

An aerial photograph of a vast agricultural field, likely a cornfield, during harvest. A yellow harrow is visible in the upper left, and a line of tractors, including a green combine harvester, is moving through the field, leaving distinct tracks. The field is divided into sections by furrows, and the overall color palette is dominated by golden-brown and yellow tones.

Outcomes and Strategies for Individual Communities

As part of the community consultation process specific outcomes and strategic actions for each town and village were identified. The following table indicates how, over the course of this Community Strategic Plan, some of these outcomes *may* be achieved by the implementation of detailed strategic actions.

The strategic actions for each outcome are listed and can be cross referenced back to previous pages.

| ARDLETHAN | | | | | |
|----------------------|--|----------------|------------------------------|---------------------|--------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| ARD.1 | Provide regular events for younger people | Community | Council | 1.2.1, 1.3.3 | 16, 18 |
| ARD.2 | Build stronger relationships with local high schools | Public School | Community | 1.2.3, 2.2.3 | 16, 20 |
| ARD.3 | Establish a consistent medical practitioner provided within the community (eg: travelling doctor and resident nurse) | Community | Council | 1.2.7 | 17 |
| ARD.4 | Improve telecommunications | Provider | Community | 1.2.10 | 17 |
| Environmental | | | | | |
| ARD.5 | Connect Ardlethan to a sewerage system | Council | NSW Government/ Community | 1.2.4 | 16 |
| ARD.6 | Work together to improve overall appearance of the town | Council | Community | 1.2.3, 1.3.4, 1.3.7 | 16, 18 |
| Economic | | | | | |
| ARD.7 | Expand and upgrade current caravan park facilities – including sites and amenities to accommodate more tourists | Council | Community | 3.1.1, 3.2.2 | 22, 23 |
| ARD.8 | Improve highway signage to highlight services, facilities and events | Council | Community | 3.1.3, 3.1.4, 3.2.2 | 22, 23 |
| ARD.9 | Ensure the Ardlethan Art & Music Festival maintains its momentum | Community | Council | 1.3.3, 1.3.8, 4.1.1 | 18, 25 |
| ARD.10 | Support the establishment of the Ardlethan Community Development Centre | Community | Council | 1.1.1, 1.2.1, 1.3.5 | 16, 18 |
| ARD.11 | Explore tourism opportunities and enhancing Ardlethan’s local attractions | Community | Council | 1.3.8, 3.2.1, 3.2.2 | 18, 23 |
| ARD.12 | Explore opportunities to increase housing and population growth | Community | Council | 1.3.8 | 18 |

| BECKOM | | | | | |
|----------------------|---|---------------------|------------------------------|---------------------|------------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| BEC.1 | Provide regular events for younger people | Community | Council | 1.2.1, 1.3.3 | 16, 18 |
| BEC.2 | Improve highway signage to highlight services, facilities and events | Council | Community | 1.2.3, 3.2.2 | 16, 23 |
| BEC.3 | Work together to improve overall appearance of the town including hall, school and parks | Community | Council | 1.2.3, 1.3.4, 4.3.1 | 16, 18 ,26 |
| BEC.4 | Improve telecommunications | Provider | Council | 1.2.10 | 17 |
| Environmental | | | | | |
| BEC.5 | Improve the appeal of the town with tree planting and community vegetable gardens | Community | Council | 1.2.3, 1.3.4 | 16, 18 |
| BEC.6 | Determine opportunities for flood prevention and communication methods (eg: sand bagging, bulk text messaging services) | Community | Emergency Services & Council | 1.2.2, 2.1.1 | 16, 20 |
| BEC.7 | Upgrade park accessibility facilities to ensure all levels of access are provided (eg: wheelchair access, path access) | Council | Community | 1.3.4 | 18 |
| Economic | | | | | |
| BEC.8 | Create points of interest pertinent to Beckom such as create interest in local Bushranger history | Council | Community | 1.3.5, 3.2.2 | 18, 23 |
| BEC.9 | Explore the appeal of creating farm tours in Beckom for tourists | Community / Farmers | Council | 3.2.1, 3.2.2 | 23 |
| BEC.10 | Explore opportunities for a small short term stay caravan facilities | Community | Council | 3.2.2 | 23 |
| BEC.11 | Explore opportunities for safe access to and from the Newell Highway for all vehicles | State Government | Council | 1.2.3 | 16 |

| COOLAMON | | | | | |
|----------------------|--|--------------------|--------------------------|---------------------|------------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| COO.1 | Develop a program of events within the town eg markets, fairs and Public art displays | Community | Council | 1.3.3, 3.1.3, 3.2.2 | 18, 22, 23 |
| COO.2 | Work together to improve overall appearance of the town including parks, tree planting, signage and vacant spaces | Council | Community | 1.2.3, 1.3.4, 1.3.7 | 16, 18 |
| COO.3 | Explore opportunities for a second railway crossing | ARTC | Council / Community | 1.2.3 | 16 |
| COO.4 | Develop a program to support community members that work directly with Youth and young adults | Community | Council | 1.1.2, 1.3.1, 4.1.1 | 16, 18, 25 |
| COO.5 | Enhance police presence and minimise crime activity | Police | Council | 1.2.2 | 16 |
| Environmental | | | | | |
| COO.6 | Maintain the heritage appeal of Coolamon through strict control on building changes | Council | Community | 2.2.3 | 20 |
| COO.7 | Explore the feasibility of an arboretum and the storage of stormwater throughout the Shire and making this a public space | Council / Landcare | Community | 1.2.3, 1.3.4 | 16, 18 |
| COO.8 | Develop and implement a water savings education program | Goldenfields Water | Council / OEH | 2.1.2 | 20 |
| COO.9 | Investigate incentives and funding for sustainable living eg: Installation of rainwater tanks and solar panels | Council | Goldenfields Water / OEH | 2.1.2 | 20 |
| COO.10 | Upgrade access to facilities and businesses to ensure all levels of access are provided (eg: wheelchair access, path access) | Business Owners | Council | 1.3.4 | 18 |
| Economic | | | | | |
| COO.11 | Support and maintain the Buy Local campaign | Businesses | Council | 3.1.1, 3.1.3 | 22 |
| COO.12 | Undertake regular meetings with business owners regarding planning, tourism and events | Council | Business Groups | 3.1.1, 3.1.3, 3.2.2 | 22 |
| COO.13 | Increase awareness of grants that are available for community groups | Council | Community | 1.3. | 18 |
| COO.14 | Explore opportunities for industrial estate | Council | Community | 3.1.1 | 22 |
| COO.15 | Explore tourism opportunities and enhancing Coolamon's local attractions | Council | Community | 1.3.8 | 18 |

| GANMAIN | | | | | |
|----------------------|---|----------------------------|---------------------|---------------------|--------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| GAN.1 | Develop a program of regular events for the community | Community | Council | 1.3.3, 3.2.2 | 18, 23 |
| GAN.2 | Explore opportunities for old basketball courts site | Community | Council | 1.3.4 | 18 |
| GAN.3 | Upgrade pool facilities | Council | Community | 1.3.4 | 18 |
| GAN.4 | Consistent medical services provided within the community (eg: 2 days a week, travelling doctor) | Medical Practitioner | Community / Council | 1.2.7 | 17 |
| GAN.5 | Build stronger relationships with local high schools | Primary Schools | Council | 1.2.1, 1.2.9 | 16, 17 |
| Environmental | | | | | |
| GAN.6 | Gain better knowledge of conservation techniques and carbon credits | Community | Council / OEH | 2.1.1, 2.1.2 | 20 |
| GAN.7 | Determine opportunities for flood prevention and communication methods (eg: clean up boggy creek, sand bagging, bulk text messaging services) | Community | Council | 2.2.1 | 20 |
| GAN.8 | Work together to improve overall appearance of the town including parks, tree planting | Community | Council | 1.2.3, 1.3.4, 1.3.7 | 16, 18 |
| GAN.9 | Explore opportunities to develop a cycleway between Coolamon and Ganmain | Community | Council | 1.3.1, 1.3.7 | 18 |
| Economic | | | | | |
| GAN.10 | Explore opportunities for a small short term stay caravan facilities within Ganmain Park | Community | Council | 3.2.2 | 23 |
| GAN.11 | Undertake regular meetings with business owners regarding planning and events | Business Groups/ Community | Council | 3.1.1, 3.1.3 | 22, 23 |
| GAN.12 | Explore tourism opportunities and enhancing Ganmain's local attractions | Community | Council | 1.3.8 | 18 |
| GAN.13 | Improve signage to highlight services, facilities and events (eg: within town and from Coolamon) | Council | Community | 3.2.2 | 23 |

| MARRAR | | | | | |
|----------------------|---|-----------------------|----------------|------------------------|-------------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| MAR.1 | Provide regular events and activities for the community | Community | Council | 1.2.1, 1.3.3 | 16, 18 |
| MAR.2 | Develop a plan to improve main street, town entrances, village attractions, footpaths and street lighting | Council | Community | 1.2.3, 1.3.4, 4.3.1 | 16, 18, 26 |
| MAR.3 | Support local sporting organisations in their endeavours and acknowledge their contribution to the community. | Community | Council | 1.3.1, 1.3.3, 1.3.6 | 18 |
| MAR.4 | Promote the town as an alternative residential location taking advantage of proximity to Wagga Wagga, Bomen Industrial Estate, Charles Sturt University, Junee Correctional Centre. | Council | Community | 1.1.3, 1.2.1, 1.2.2 | 16 |
| MAR.5 | Improve telecommunication | Provider | Council | 1.2.10 | 17 |
| MAR.6 | Explore opportunities to increase numbers at the school | School / Community | Council | 1.2.1, 1.2.9 | 16, 17 |
| Environmental | | | | | |
| MAR.7 | Work together to improve overall appearance of the town including hall, school and parks | Community | Council | 1.2.3, 1.3.4 | 16, 18 |
| MAR.8 | If cost effective, Marrar to become solar powered, and rolled out across Shire if successful | OEH/ Community | Council | 2.1.1, 2.1.2 | 20 |
| MAR.9 | Upgrade access to facilities and businesses to insure all levels of access are provided eg wheelchair access and path access | Council / Businesses | Community | 1.3.4 | 18 |
| Economic | | | | | |
| MAR.10 | Investigate appeal of local tourist attractions such as murals and farm stays | Community / Farmers | Council | 3.2.1, 3.2.2 | 23 |
| MAR.11 | Improve signage to highlight services, facilities and events | Council | Community | 1.2.3, 3.2.2 | 16, 23 |
| MAR.12 | Promote town as a complementary industrial location taking advantage of strategic location to Wagga Wagga and Bomen Industrial Estate. | Council | Community | 3.1.1 | 22 |
| MAR.13 | Explore opportunities to reliable water supply | Goldenfields Water | Council | 1.2.1 | 16 |

| MATONG | | | | | |
|----------------------|---|----------------------------|-----------|---------------------|------------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| MAT.1 | Provide annual events for the community (eg bush picnic) | Community | Council | 1.3.3 | 18 |
| MAT.2 | Re-open the pub | Owner | Community | 3.1.1 | 23 |
| MAT.3 | Establish prominent police presence minimise crime and violence | Police / Community | Council | 1.2.2 | 16 |
| MAT.4 | Improve telecommunications | Provider | Council | 1.2.10 | 17 |
| MAT.5 | Provide a reliable and consistent postage service | Australia Post / Community | Council | 1.2.1 | 16 |
| MAT.6 | Investigate structural damage and establish a long term maintenance plan to improve the Matong Hall | Community | Council | 1.2.1, 1.3.5, 2.2.3 | 16, 18, 20 |
| MAT.7 | Explore opportunities to increase numbers at the school | School / Community | Council | 1.2.1, 1.2.9 | 16, 17 |
| Environmental | | | | | |
| MAT.8 | Work together to improve overall appearance of the town including parks, tree planting, community gardens and vacant spaces | Community | Council | 1.2.3, 1.3.4 | 16, 18 |
| Economic | | | | | |
| MAT.9 | Explore tourism opportunities and enhancing Matong's local attractions (eg: weir and a historical walk, community notice board, oval) | Community | Council | 1.3.5, 3.2.1, 3.2.2 | 18, 23 |
| MAT.10 | Improve signage to highlight services, facilities and events | Council | Community | 1.2.3, 3.2.2 | 16, 23 |

| RURAL COMMUNITY | | | | | |
|------------------------|--|-----------------------------|-----------------------|------------------------|-------------|
| Strategies | | Responsibility | Support | Strategies Link | Page |
| Social | | | | | |
| RUR.1 | Maintain the existence of urban localities to minimise isolation and to provide services and facilities to enable participation in recreational pursuits and encourage social interaction. | Council | Community | 1.2.3 | 16 |
| Environmental | | | | | |
| RUR.2 | Support agricultural research & development | Industry & Investment | Council/ Community | 3.3.1 | 23 |
| Economic | | | | | |
| RUR.3 | Provide a road hierarchy that supports the agricultural industry. | Council | Community | 1.2.3 | 16 |
| RUR.4 | Lobby State and Federal Governments in relation to agricultural pursuits. | Community | Council | 4.2.3 | 25 |
| RUR.5 | Retain railway network | Federal & State Governments | Community/ Council | 1.2.3 | 16 |
| RUR.6 | Provide an equitable communications network. | Federal Government | Council/ Community | 1.2.3 | 16 |

Definition and Acronyms

| | |
|-------|---|
| ARTC | Australian Rail Track Corporation |
| CSP | Community Strategic Plan |
| CSU | Charles Sturt University |
| DEEWR | Department of Education, Employment and Workplace Relations |
| DPI | Department of Primary Industries |
| IP&R | Integrated Planning and Reporting |
| LGA | Local Government Area |
| MLHD | Murrumbidgee Local Health District |
| NBN | National Broadband Network |
| NSW | New South Wales |
| OEH | Office of Environment and Heritage |
| RDA | Regional Development Australia |
| REROC | Riverina Eastern Regional Organisation of Councils |
| RFS | Rural Fire Service |
| RLLS | Riverina Local Land Services |
| RMS | Roads and Maritime Services |
| SES | State Emergency Services. |
| TAFE | Technical and Further Education |

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