

# DRAFT

COMMUNITY  
VISION  
10 years +

Disclaimer: This is a draft document which has been prepared for public discussion purposes and does not necessarily indicate the position of Council. Council will adopt this plan after consideration of all public submissions received and amendments have been made to address concerns where appropriate.

## Working towards our **FUTURE!**

Your place Our place Great place

Active & Healthy  
Communities

Employment  
& Learning  
Opportunities

Sustainable  
Living

Liveable  
Places

Connected  
Communities

Consultative  
Leadership

## Bega Valley Shire COMMUNITY STRATEGIC PLAN

# THE FUTURE

BEGA VALLEY COMMUNITY STRATEGIC PLAN 2040

## The purpose of this Plan

This Plan defines our community's priorities and aspirations for the future.

It is for use by individuals, organisations, Council and other levels of government to help build a stronger and better Bega Valley Shire.

## OUR ABORIGINAL CUSTODIANS

The Bega Valley Shire Council acknowledges that Aboriginal people are the original inhabitants, custodians and native titleholders of all land and water in the Shire.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

## Our Community Vision

By working **together**, the Bega Valley Shire **community** achieves a **balance** between quality of life, **enterprising** business, **sustainable** development and **conservation** of the environment.





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Bega Valley Community Strategic Plan 2040

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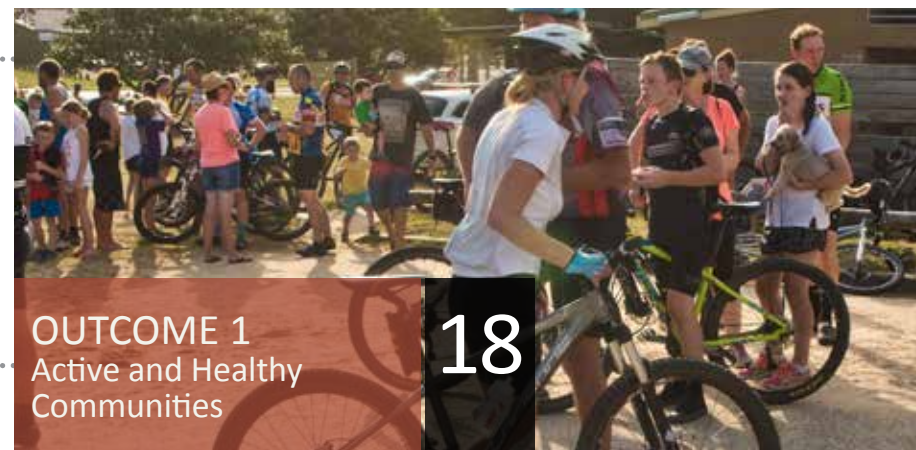
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OUTCOME 1  
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# MAYOR'S MESSAGE



Welcome to the Bega Valley Shire Community Strategic Plan 2040. This Plan reflects the values and ambitions of our local community and is the result of 12 months of extensive community engagement.

The high levels of participation in developing the Plan shows that our community feels a strong connection to our place and wants to play a part in creating their futures.

Council’s role in the development of this Plan has been to ask questions, listen and record the values, challenges and ambitions of our local community, and work together with our community to create a plan to achieve their future vision for the Shire.

The ideas and aspirations put forward in this Plan are what our community have collectively identified to make our place a great place.

We all have a role to play in working towards the future of our place and I look forward to working with the newly elected Council, the community, Council employees and other levels of government to support the ambitions of our community.

**CR. KRISTY MCBAIN**  
MAYOR

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nsw.gov.au

# Councillors



- |                                 |                         |
|---------------------------------|-------------------------|
| CR. LIZ SECKOLD<br>DEPUTY MAYOR | CR. RUSSELL FITZPATRICK |
| CR. TONY ALLEN                  | CR. CATHY GRIFF         |
| CR. ROBYN BAIN                  | CR. MITCHELL NADIN      |
| CR. JO DODDS                    | CR. SHARON TAPSCOTT     |

# INTRODUCTION

The Bega Valley Shire Community Strategic Plan 2040 (the Plan) is a long-term visionary plan. It is the main strategic and aspirational document for our community and its purpose is to help build a stronger and better Bega Valley Shire.

The Plan was developed following extensive engagement involving around 2,000 members of our community through the *Understanding Our Place* project. We heard that what the community loves most about living in the Bega Shire is the natural environment and the people and communities. They explained what they value, the challenges they face living here, what they want to change, and their vision for the future.

Through our *Understanding Our Place* engagement and other community consultations, we know that our community is generally happy and loves living here, but that they do want to see some changes that would make our place even better.

The Plan aims to reflect what we heard, to define community priorities and aspirations for the future, and set out how individuals, community groups, Council, other organisations and levels of government will turn that vision into a reality.

## Your place Our place Great place

In developing the Plan we also looked at the goals of the State Government's Plan "NSW 2021", the draft South East and Tablelands Regional Plan and the strategies and actions from Council’s 'Fit for the Future' Improvement Plan.

In addition, it is based on the social justice principles of equity, access, participation and rights it aims to promote equal rights for all by achieving better accessibility and inclusion for all ages and levels of ability.

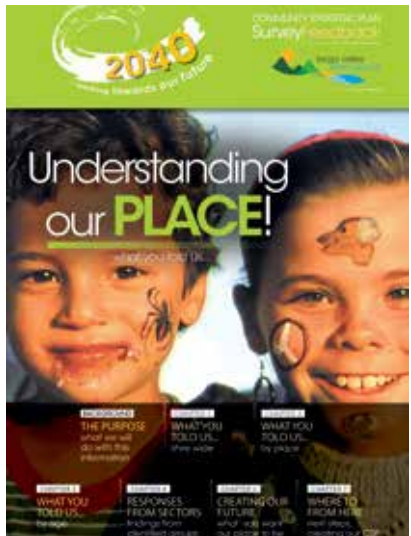
The Plan is supported by:

- The Bega Valley Shire Council’s Delivery Program 2017 – 2021 that outlines which aspects of the Plan are under the direct control and responsibility of Council; and
- The Bega Valley Shire Resourcing Strategy which provides the framework, in terms of time, money, assets and people, to outline how Council will deliver the aspects of the Plan it is responsible for over the four year period.

Throughout the life of the Plan, we will be listening to our community to ensure that it continues to reflect their long-term aspirations.

THE FUTURE

## SURVEY FEEDBACK



A SNAPSHOT IN TIME;  
TO GIVE OUR COMMUNITY A BETTER  
UNDERSTANDING OF WHO WE ARE,  
WHERE WE LIVE AND THE DIRECTION  
WE WOULD LIKE TO HEAD.



# Our Shire









The estimated resident population of the Bega Valley Shire in 2017 is 34,000 people.

In 20 years it is estimated that an additional 5,500 people will be living in the Shire which is an average annual growth rate of around 0.65 per cent.

Our population is ageing and the proportion of people over 60 is expected to increase from 20 per cent to 35 per cent in the next 20 years.


The population density of the Shire is around 0.05 persons per hectare.

The Shire’s economic output was valued at \$3.2 billion in 2014 (equating to 0.3 per cent of New South Wales’ gross state output) or \$93,563 per capita.


POPULATION FORECAST		2011	2036
	Infants (0 to 4)	1,780	2,025
	Primary (5 to 11)	2,645	3,328
	Secondary/Tertiary (12 to 24)	4,684	4,994
	Young workforce (25 to 34)	2,552	2,966
	Parents and homebuilders (35 to 49)	5,912	6,552
	Older workers and pre-retirees (50 to 59)	5,686	5,489
	Empty nesters and retirees (60 to 69)	4,994	6,101
	Seniors (70 to 85+)	4,741	7,374

## CURRENT PROFILE


Median Age  
Bega Valley Shire : 48  
NSW : 38




Median weekly household income  
Bega Valley : \$764  
NSW : \$1,233




Couples with Children  
Bega Valley : 23%  
NSW : 32%




Older couples without children  
Bega Valley : 14%  
NSW : 9%




Homes owned unencumbered  
Bega Valley : 43%  
NSW: 32%




Households with a mortgage  
Bega Valley : 27%  
NSW: 29%




Households renting  
Bega Valley : 23%  
NSW : 29%




Non-English speaking backgrounds  
Bega Valley : 4%  
NSW : 19%




Bachelor or Higher Degree  
Bega Valley : 13%  
NSW : 20%




Vocational  
Bega Valley : 23%  
NSW : 20%




Unemployment  
Bega Valley : 5.9%  
NSW : 3.5%



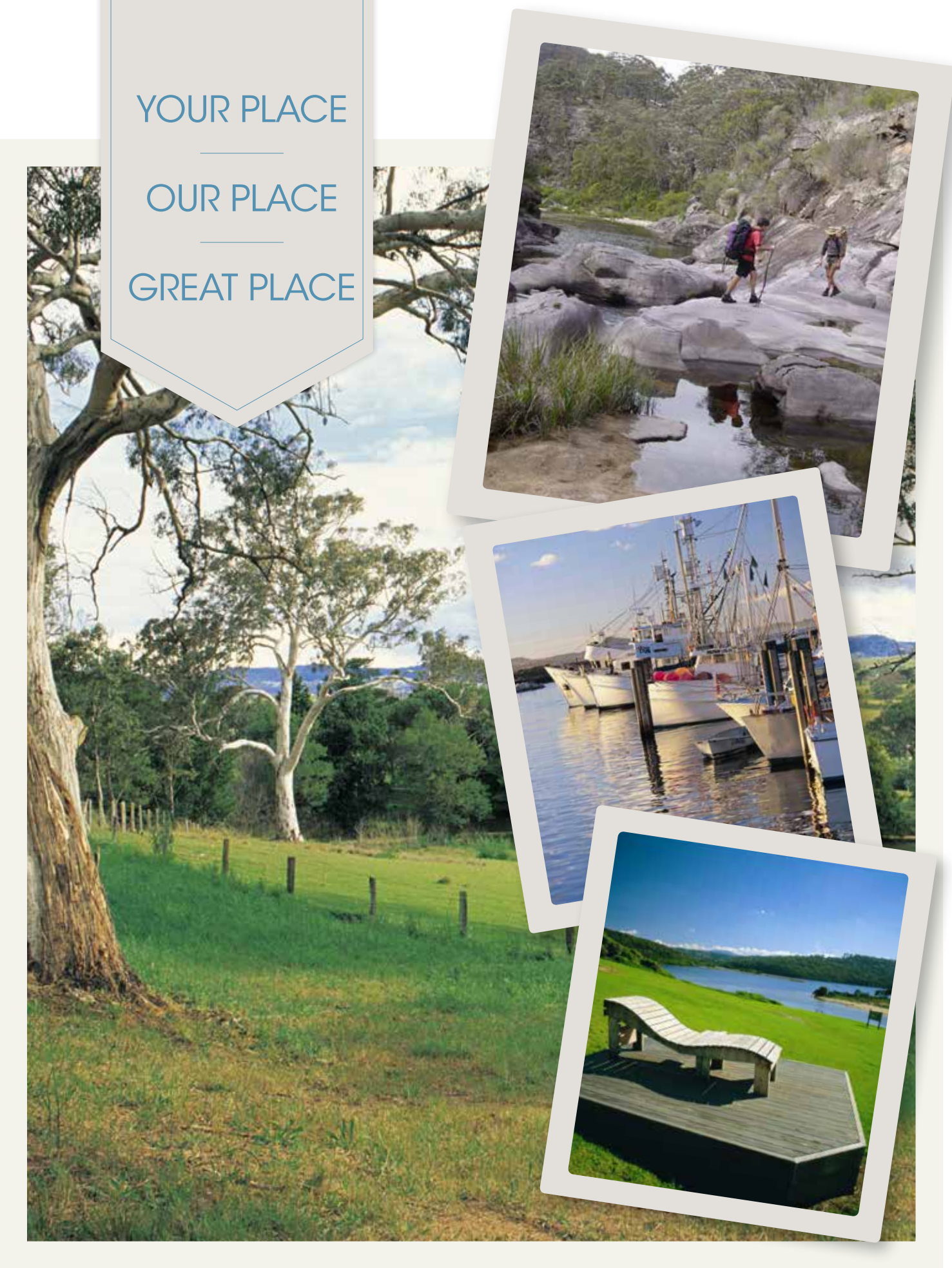
Public Transport to work  
Bega Valley : 1%



SEIFA Index of Disadvantaged  
Bga Valley : 968.7



Source: ABS 2011 census data



YOUR PLACE  
OUR PLACE  
GREAT PLACE





## Challenges and opportunities

# ENGAGEMENT

## *How the plan was developed in collaboration with our community*

This Plan has been developed as a partnership between Council, State Government agencies, community groups and individuals, and addresses the broad range of issues that are relevant to the whole community.

To inform the Plan, a community engagement strategy was adopted to clearly outline how individuals, community groups, government agencies and other organisations were to be involved in its development. The Community Strategic Plan 2040 Community Engagement Strategy is available on Council's website.

### The engagement strategy consisted of five main activities:

1. Research and review of past community engagement, strategies, plans and policies
2. Community Engagement Phase 1: Understanding and visioning through engagement activities and surveys
3. Development of the *Understanding Our Place* Report collating our community's values, challenges, expectations and aspirations for the future of their place
4. Community Engagement Phase 2: Holding focus groups with community members and key agencies to check on Council's progress with goal and priority setting
5. Community Engagement Phase 3: Exhibition of the draft Community Strategic Plan 2040 and all associated documents for community feedback

Following this process a final draft Plan was presented to Council for endorsement on behalf of the community and its partners.

### DID YOU KNOW

Two recent surveys have found that people in the Bega Shire have better than average levels of wellbeing and satisfaction with their lives particularly regarding their standard of living, health and feeling part of the community.<sup>1 & 2</sup>

1. University of Canberra '2015 Regional Wellbeing Survey' [www.regionalwellbeing.org.au](http://www.regionalwellbeing.org.au)

2. IRIS Research '2016 Community Survey' [www.begavalley.nsw.gov.au](http://www.begavalley.nsw.gov.au)

The community engagement process identified a number of key opportunities and challenges for the Shire.

### Our major opportunities include:

- Our strong communities which support each other through friendship and high levels of community involvement
- Our indigenous heritage and cultural activities including music, arts, events and celebrations
- The natural environment, climate, low-scale development and relaxed lifestyle
- Strong community support for sustainability initiatives and innovation
- The expansion of infrastructure in the Port of Eden
- Merimbula Airport and links to Canberra Airport
- Regional hospital and university campuses
- The expansion of existing agriculture and aquaculture industries and opportunities for new emerging industries including small producers
- Coastline, marine and adventure based tourism opportunities.

### Our major challenges include:

- Distances to services, government centres, training, work and major cities
- Lack of public transport
- Slow rollout of the National Broadband Network across the region and poor mobile phone coverage
- Our large geographic area and dispersed population resulting in high costs and service and infrastructure duplication
- Varying community expectations about levels of service that Council should provide
- Lack of support for young people, especially opportunities for local tertiary education
- Our ageing population and the need for medical and other specialised services to meet their needs
- Economic growth and diversification, and lack of employment opportunities
- Adapting to climate change and maintaining and enhancing environmental values.



# OUTCOME FRAMEWORK

How the aspirations of our community  
will be delivered...

The priorities identified during the community engagement are reflected in:

## Six outcomes:

1. Active and healthy communities
2. Employment and learning opportunities
3. Sustainable living
4. Liveable places
5. Connected communities
6. Strong, consultative leadership

Sitting under these outcomes are a series of **12 goals** that reflect the community's key ambitions for our future.

From these outcomes and goals a series of **30 strategies** have been developed that detail how Council, other government agencies and our community can work together to achieve our goals.

**6 Outcomes**  
**12 Goals**  
**30 Strategies**





## Who will deliver the Plan...

We all play a part in the delivery of this Plan.

Successful delivery relies on the development of partnerships between Council and other parties to implement the strategies. These partners include: State and Federal Government agencies, community organisations, peak associations, education institutions, non-government organisations, private sector organisations, ratepayers, residents and Council staff.

Key government agencies that have a role in delivering the Plan

include:

- Australian Government Department of Infrastructure and Regional Development
- Australian Government Department of the Prime Minister and Cabinet
- Australian Coastal Councils Association
- Australian Local Government Association
- Canberra Region Joint Organisation
- Destination NSW
- Local Government NSW
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Industry, Skills and Regional Development
- NSW Department of Planning and Environment
- NSW Department of Premier and Cabinet
- NSW Department of Primary Industries
- NSW Department of Transport
- NSW Local Land Services South East
- NSW Health
- NSW Office of Environment and Heritage
- NSW Office of Local Government
- Other Australian Government Departments
- Regional Development Australia Southern Inland (State and Commonwealth)

## Council's role...

This Plan is the overarching strategy to guide Council. All other strategies, plans and policies developed by Council seek to support the implementation of this Plan. They are aligned to this Plan to ensure that what Council does within its area of control is always moving towards the aspirations the community has articulated.

Council has a variety of roles in supporting and delivering this Plan, to:

**Provide** services and infrastructure to the community

**Collaborate** with other levels of government, agencies and community groups on projects and issues

**Support** other organisations and groups to achieve outcomes by providing resources or bringing stakeholders together

**Advocate** to decision makers on behalf of our community to raise issues and opportunities and inform other levels of government of local and regional priorities.

This Plan is supported by Council's Delivery Program and Operational Plan and Resourcing Strategy as follows:

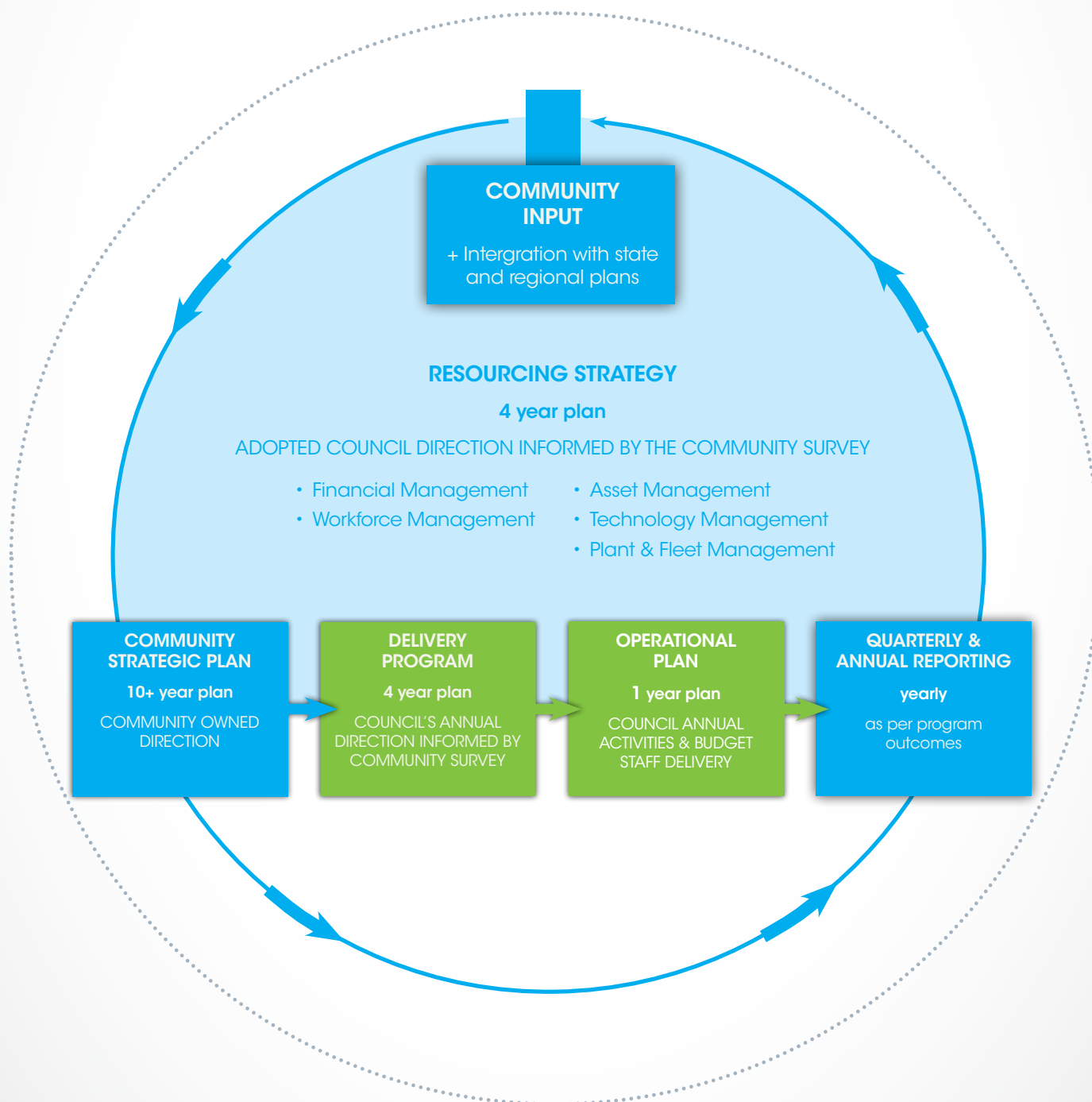
- Every four years, Council develops a Delivery Program which identifies what Council is going to do during that period to work towards the goals and strategies in the Plan
- Every year, an Operational Plan is developed to provide more detail about exactly what actions Council will take in the next financial year to achieve the four year Delivery Program
- The Delivery Program and Operational Plan are developed alongside a Resourcing Strategy which outlines how the actions and activities will be financed, assets managed and services delivered.

The relationship between the community's input and Council's plans is outlined in the diagram on the following page.



## Council's Integrated Planning and Reporting framework

The relationship  
between the  
community's input  
and Council's plans.



## Outcomes Goals & Strategies

1. Active and healthy communities
2. Employment and learning opportunities
3. Sustainable living
4. Liveable places
5. Connected communities
6. Strong, consultative leadership



# Outcome 1

## ACTIVE AND HEALTHY COMMUNITIES

**Goal 1:** We are co-operative, caring and enjoy a culturally rich community life

**Goal 2:** We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care





# Outcome 1

## Active and Healthy Communities

**Goal 1: We are co-operative, caring and enjoy a culturally rich community life**

### Through our community engagement we learnt that:

We love our friends, and family, and living in small, friendly communities. We also value our indigenous heritage and cultural activities including music, arts and events. We are proud of our heritage and identity. In the future we would like more support for local creative, entertainment and cultural opportunities including improved facilities for community activities and events. We would value more opportunities to celebrate and promote our creative talents. We would also like our communities to be more accepting of diversity.

### Strategies

1. Collaborate with partners to provide and support opportunities for social interaction, cultural industries, activities and events and care and services for disadvantaged people

### Progress Measures

- > Increase in numbers of people volunteering (ABS)
- > Increase in the Community Wellbeing Index measured by the Regional Wellbeing Survey
- > Increase in range and number of community events in Council's community calendar
- > Increase in number of community bookings of Council's community halls and centres
- > Completion of implementation of the Regional Gallery Strategic Plan
- > Delivery of the goals and objectives of the Memorandum of Understanding between Council and South East Arts
- > Development of regional and international links to major festivals and events including such as Four Winds and, the Bermagui Project, the Eden Whale Festival, Eat Merimbula and the Cobargo Folk Festival

2. Respect and promote our cultural heritage and support cultural diversity

- > Development of a strategic document that outlines how Council will engage with Aboriginal people and communities
- > Completion of infrastructure projects associated with the Bundian Way<sup>3</sup>
- > Implementation of the Premier's Department Solution Brokerage outcomes
- > Increased protection of Aboriginal heritage sites in the Local Environmental Plan

3. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #68



# Outcome 1

## Active and Healthy Communities

**Goal 2:** We are an active, healthy community with access to good quality recreation and sporting facilities, and medical health care

### Through our community engagement we learnt that:

The natural environment provides us with ample recreation opportunities such as fishing, walking, cycling, motor bike riding and water sports and we participate in a wide range of sporting activities. While there are many local activities that help to maintain healthy lifestyles and a new regional hospital, we do not currently have the range of quality local health services we desire.

In the future we want it to be easier to physically access public recreation spaces like beaches and reserves, and sport and recreation facilities. We also would like improved accessibility in our towns including retail spaces, pathways, main streets and smoother surfaces at transition points for people of all abilities. We would like good quality, local general medical services, Shire-wide hospital services, a range of resident medical specialists, appropriate health care for people with special needs, and for the Regional Hospital to be operating at full capacity.



### Strategies

3. Improve the accessibility of the built environment, recreation spaces and facilities

4. Collaborate with partners to provide facilities, activities and services that encourage more people to have active and healthy lifestyles

5. Advocate for decision makers to provide local medical services that meet the physical, mental and emotional needs of all our community

### Progress Measures

> Achievement of the goals of Council's Disability Inclusion Action Plan

> Increase the rate of adequate physical activity (Area Health)

> Increase in the rating of general health as measured by the Regional Wellbeing Survey

> Completion of infrastructure in accordance with the Regional Sporting Facility Master Plans for Bega and Pambula Sporting Complexes

> Increased satisfaction with the provision and quality of sports grounds and venues, parks and playgrounds and swimming pools as measured in the Community Survey

> Increased satisfaction with the management and appearance of Council reserves and foreshore areas as measured in the Community Survey

> Decrease in the rate of patient outflow from the Shire (Area Health Data)

> Increase in access to health, education, aged care and child care as measured by the Regional Wellbeing Survey



# Outcome 2

## EMPLOYMENT AND LEARNING OPPORTUNITIES

**Goal 3:** Our economy is prosperous, diverse and supported by innovative and creative businesses

**Goal 4:** We have meaningful employment and learning opportunities for people in all stages in life





# Outcome 2

## Employment and Learning Opportunities

**Goal 3: Our economy is prosperous, diverse and supported by innovative and creative businesses**

**Through our community engagement we learnt that:**

In the future we would like our economy to grow and diversify. We have identified economic opportunities in our Shire surrounding the development and utilisation of the Port of Eden, Merimbula Airport, and Regional highway linkages. Other areas for growth and diversification include farming and food production, supporting small businesses, developing eco/adventure tourism and tourism infrastructure, attracting new businesses and industries, and encouraging innovative ideas and creative businesses.

**Potential long-term economic growth opportunities:**

In addition to agribusiness and tourism, future long-term economic growth opportunities for the Shire may include: becoming a base for innovation in information, communication and technology, alternative energies, medical research, food processing and ocean resources; community and personal care; retirement living and leisure; residential aged care; reskilling an ageing workforce; and preventative health and wellness. <sup>3</sup>



### Strategies

6. Collaborate with relevant parties to develop and enhance the economic opportunities provided by the development of the Port of Eden, Merimbula Airport, East West freight corridor, and tourism services and facilities

### Progress Measures

- > Increase in the value of tourism to the local economy and nights stayed (Sapphire Coast Tourism and Australian Tourism Export Council figures)
- > Construction of 'embark' and 'disembark' facilities around wharf infrastructure in Eden led by the NSW Government <sup>5</sup>
- > Freight volumes by sea, air and road increased

7. Collaborate with relevant parties to promote opportunities that will grow and diversify our economy and provide employment including research and education initiatives, micro industries and other innovative creative and sustainable industries

- > Development of a Marine Centre of Excellence in Eden led by the NSW Government involving Eden Marine High School and the Sapphire Coast Discovery Centre. <sup>6</sup>
- > Completion of the Snug Cove Masterplan
- > Implementation of the outcomes of Council's Enterprise Lands Review
- > Development of boutique food industry trails. <sup>7</sup>
- > Increase in number of businesses operating in non-traditional sectors including renewable energy, home-based businesses and innovation (ABS)
- > Increase in satisfaction with reducing our environmental footprint measured by the Community Survey

3. Building the Lucky Country: Business imperatives for a prosperous Australia #3 © 2014 Deloitte Touche Tohmatsu.

4. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #68

5. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #66

6. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #53

7. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #70



# Outcome 2

## Employment and Learning Opportunities

**Goal 4:** We have meaningful employment and learning opportunities for people in all stages in life

### Through our community engagement we learnt that:

We love our schools and are engaged in a variety of formal and informal training and skills development and lifelong learning opportunities. Many of us are challenged by the limited range and number of local employment opportunities or the lack of local tertiary education and training opportunities.

In the future we would like plenty of job opportunities and education services for all stages in life, and for our Shire to become a great place for people who are seeking opportunities to grow their skills, improve their education, find meaningful employment and create their futures in our local community.



### Strategies

8. Collaborate with partners to develop local education, training and lifelong learning opportunities

### Progress Measures

- > Development of an Agribusiness Centre of Excellence in Bega. <sup>8</sup>
- > Increase in the subjects offered locally through the University of Wollongong and NSW TAFE
- > Proportion of young people completing year 12 and securing a bachelor's degree qualification or higher to be at or above State averages (ABS)
- > Increase in the proportion of children enrolled in Council's Children's Services whose literacy and numeracy awareness and understanding is appropriate for their age (Council data)

9. Collaborate with the education sector and industry partners to support initiatives that create employment opportunities and choices

- > Development of a regional hub for the co-location of tertiary, health and industry research activities on the Old Bega Hospital site involving Universities, TAFE and Bega Cheese. <sup>9</sup>
- > Increase in median weekly household income (ABS)
- > Reduction in unemployment rate (ABS)

8. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #52

9. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #50



# Outcome 3

## SUSTAINABLE LIVING

**Goal 5:** Our air and water is pristine and our natural environment and rural landscapes are protected

**Goal 6:** We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food





# Outcome 3

## Sustainable Living

**Goal 5: Our air and water is pristine and our natural environment and rural landscapes are protected**

### Through our community engagement we learnt that:

We love our natural environment: the coast, waterways, trees, wildlife and clean fresh air. We love the views, landscapes, scenery, farmland vistas and rolling hills. We want to protect the quality of our natural environment through better land and water quality management, eliminate littering and improve weed and pest control. With appropriate development, we would also like to retain our natural resources and protect our scenery and rural vistas.

### Strategies

**10.** Support innovative land use policies, government and community / business partnerships, and community engagement activities that care for and enhance the natural environment

### Progress Measures

- > Sustainable land use and design emphasised in local planning policies and programs
- > New development areas and infrastructure are located away from areas with key natural values
- > Increase in perceived environmental health as measured by the Regional Wellbeing Survey
- > Improvement in condition of waterways, vegetation and biodiversity
- > Improvements in weed and pest status
- > Continued positive environmental outcomes from Community Environment Grants
- > Increased community and stakeholder involvement in coast and catchment projects
- > Development and delivery of environmental education projects

**11.** Ensure land use planning and resource use protects the quality of the natural environment, the existing character of rural landscapes and the high value agricultural land

- > Implementation of the recommendations of Council's Rural Living Strategy
- > Increased satisfaction with the way residential and rural lands are being developed (quality of new residential development and protection of rural landscapes) measured in the community survey



# Outcome 3

## Sustainable Living

**Goal 6:** We are leaders in sustainable living and support innovative approaches to resource recovery and the production of renewable energy and food

**Through our community engagement we learnt that:**

We love the climate and weather in our region and understand that natural resources are finite. In the future, we would like our communities to live more sustainably through improved resource management such as minimising waste disposal and landfill, constructing more sustainable buildings and businesses, producing renewable energy and increasing local food production.



### Strategies

**12.** Collaborate with partners and our community to support innovative approaches to waste minimisation and increase reuse and recycling opportunities

**13.** Adopt sustainable design principles in the planning of our urban areas and infrastructure provision and encourage sustainable buildings and lifestyles

**14.** Support initiatives and policies which address the causes and impacts of climate change and collaborative community-based sustainability initiatives

### Progress Measures

- > Reduction in waste to landfill per capita and waste material disposed of per capita
- > Increase in amount of resource recovered

- > Sustainability principles underpin the next revision of Council's Development control Plan
- > Increased satisfaction with getting the balance right between economic development and environmental protection as measured in the Community Survey
- > Implementation of sustainable long-term solution for the disposal of effluent from the Merimbula Sewage Treatment Plant.<sup>10</sup>

- > Increased satisfaction with reducing our environmental footprint as measured by the Community Survey
- > Key Actions from Council's Climate Change Strategy achieved
- > Decrease Council's environmental footprint across waste, energy, water, materials and services
- > Increase in installed renewable energy generation in the Shire
- > Projects linking to new clean energy opportunities progressed as Regional and State priorities

10. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #36

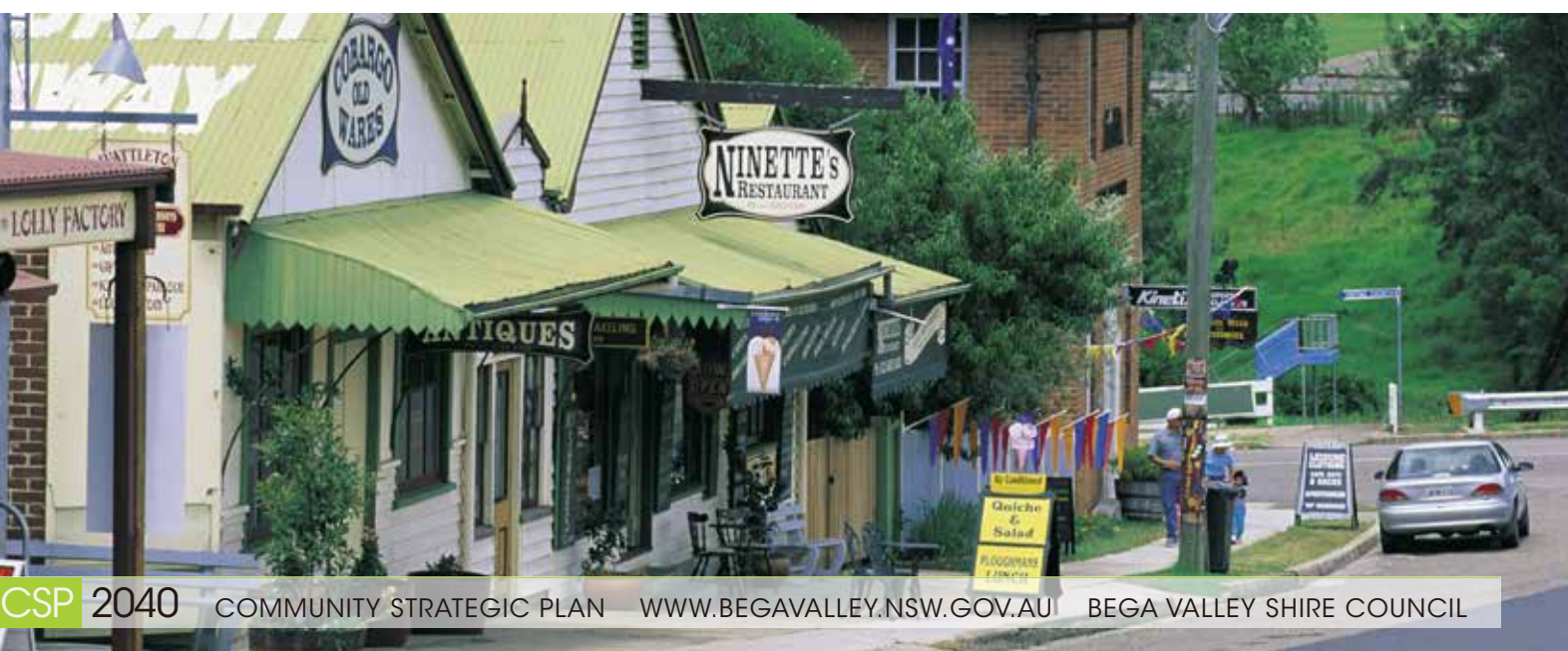


# Outcome 4

## LIVEABLE PLACES

Goal 7: Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

Goal 8: Our places retain their character and scale, development is well planned, and a range of goods and services are available with our Shire that meet local needs





# Outcome 4

## Liveable Places

**Goal 7:** Our Shire continues to be a vibrant, enjoyable, safe and affordable place to live

### Through our community engagement we learnt that:

We value our safe, relaxed, coastal, country style of living which we would like to retain. For some, the cost of living and the cost and availability of housing is a problem. In the future we can see a shortage in the provision of secure and affordable housing for families and individuals, and the range of accommodation that meets the needs of the elderly population. We would also like our existing facilities to be well maintained and our towns to be better presented.

### Strategies

**15.** Provide proactive programs and support organisations and services that respond to the safety needs of our community

**16.** Collaborate with relevant agencies and the private sector to increase the diversity and affordability of new and existing housing, particularly to meet the needs of our ageing population

**17.** Improve the presentation, maintenance and physical accessibility of existing facilities and towns

### Progress Measures

- > Continued high sense of personal safety as measured by the Regional Wellbeing Survey
- > Decrease in reported incidents of family violence (NSW regional crime statistics)
- > Improvement in child protection statistics (Department of Family and Community Services)
- > Decrease in hospital admissions related to drugs and alcohol (National Health Survey Data)

- > Decrease in the percentage of households with housing costs (rent and mortgage repayments) 30 per cent or more of gross income. (ABS)
- > Reduction in homelessness (ABS)

- > Funding and implementation of town centre masterplans for Bega, Bermagui, Eden and Merimbula
- > Increased satisfaction with the appearance of town centres measured by the Community Survey



# Outcome 4

## Liveable Places

**Goal 8:** Our places retain their character and scale, development is well planned, and a range of goods and services are available within our Shire that meet local needs

### Through our community engagement we learnt that:

We like the local facilities and services that are provided in our towns such as parks, schools, sports facilities, libraries and shops. However, distance to these facilities is a problem for many as is the limited range of services and retail goods that are available locally. In the future, we would like better quality and a wider range of services available in our towns, including library, youth, elderly, police and social services. While many of us would like a greater variety of shops and increased availability of local food, some want more major retailers while others do not.

We like our small population, uncrowded towns and villages and lack of high-rise development. We are generally happy for some growth in our population, but want to maintain a balance between new development and protection of the environment in order to retain the existing small town atmosphere and local charm.

Other issues for the future include improving urban design in town centres, simplifying development approvals, and preserving agricultural land, heritage buildings and the existing low density residential character.

### Strategies

**18.** Provide infrastructure and services to meet the ranging needs of residents in our towns, villages and rural areas

**19.** Advocate for decision makers to provide social services that meet the needs of all our community including families, children, youth and the aged

**20.** Encourage and support local identity, heritage and character in our towns, villages and rural areas

### Progress Measures

> Increased overall satisfaction with the delivery of Council services and facilities measured by the Community Survey

> Increase in Index of Relative Socio-Economic Disadvantage (ABS)

> Increase in number of services available in Local Service Networks

> Adoption of character statements and village development strategies for each of the Shire's villages

> Continued high proportion of people who feel the local landscape and surrounds are getting better as measured by the Regional Wellbeing Survey

> Increased satisfaction with planning for town centres and villages (atmosphere, look and feel) as measured in the Community Survey



# Outcome 5

## CONNECTED COMMUNITIES

**Goal 9:** We have opportunities to work, learn and socialise through the provision of affordable public transport and telecommunications services

**Goal 10:** We have a network of good quality roads, foot paths and cycleways connecting communities throughout the Shire and beyond





# Outcome 5

## Connected Communities

**Goal 9:** We have opportunities to work, learn and socialise through the provision of affordable public transport and telecommunications services

### Through our community engagement we learnt that:

We like our central location, air and road links to Melbourne, Canberra and Sydney. Some of us like the feeling of seclusion that the distance from regional centres provides, but many feel disadvantaged and isolated which is compounded by the lack of public transport and problems with telecommunications.

The lack of public transport within the Shire also adversely impacts us, making it hard for many people to travel to work, access education and engage in social opportunities. In the future we would like our towns and villages to be better connected with each other and places outside the Shire through an affordable, efficient public transport network, full mobile phone coverage and fast internet services.



### Strategies

21. Advocate for relevant parties to develop better public transport options that are convenient, easily accessible and affordable

22. Collaborate with relevant parties to grow the passenger numbers and freight capacity of Merimbula Airport, Port of Eden and the East West freight corridor

23. Advocate for decision makers to improve the availability of high speed broadband internet and mobile phone coverage

### Progress Measures

> Increase in percentage of people who use public transport to travel to work on Census day (ABS)

> Increase in passenger numbers through Merimbula Airport  
> East West freight corridor delivered as a Regional and State priority

> High speed internet and mobile phone services are available to all residents



# Outcome 5

## Connected Communities

**Goal 10: We have a network of good quality roads, foot paths and cycleways connecting communities throughout the Shire and beyond**

### Through our community engagement we learnt that:

We are challenged by the condition of our paved and gravel roads, seasonal parking availability, lack of footpaths and in our urban areas, and the lack of footpaths and cycleways connecting our communities.

In the future we would like the road network within the Shire to be better maintained, road connections to other regional centres to be upgraded, car parking in our towns and villages to be better designed and more plentiful, and highway traffic slowed down in our villages. We would like our Central Business Districts to be more 'pedestrian friendly' and physically accessible, and our urban areas to have more footpaths. We would also like a network of well-maintained shared footpaths and cycleways linking communities throughout the Shire.

### Strategies

**24.** Improve connectivity between, and physical accessibility within, our towns and villages

### Progress Measures

- > Construction of infrastructure including coastal walks and trails, Bega to Tathra cycleway, Tathra Headland walk, Spencer Park to Merimbula Wharf trail, Cuttagee to Wallaga Lake coastal walk and whale watching lookouts
- > Increase in satisfaction with construction and maintenance of footpaths and provision of cycleways as measured in the Community Survey
- > Increase in satisfaction with construction and maintenance of sealed and unsealed roads and provision of car parking in town centres as measured in the Community Survey

**25.** Advocate for decision makers to provide better road, sea and air connections to areas outside the Shire

- > East - West road connectivity to the Hume Highway improved through upgrades to the Snowy Mountains Highway and Imlay Road.<sup>11</sup>
- > Upgrade of road linking the Port of Eden to the Princes Highway via Imlay Street
- > East Coast High-speed Rail Corridor and Canberra to Eden Port rail link progressed as National and State priorities

11. NSW Department of Industry - South East and Tablelands Infrastructure Project Index #20



# Outcome 6

## STRONG, CONSULTATIVE LEADERSHIP

Goal 11: We are an informed and engaged community with a transparent, consultative and responsive Council

Goal 12: Our Council is financially sustainable and services and facilities meet community need





# Outcome 6

## Strong, Consultative Leadership

**Goal 11: We are an informed and engaged community with a transparent, consultative and responsive Council**

### Through our community engagement we learnt that:

We want to play a part in creating our futures. We would like Council to listen to our ideas and opinions and include us in decision-making processes through meaningful engagement. We would also like Council to communicate information about what Council is doing or intends to do more effectively, and be more transparent and open about decisions that are made. We are challenged by Council’s approach, decision-making processes and focus, and the way that Council consults and communicates with us.

The high levels of participation in surveys and engagement activities that were used to inform this Plan demonstrate that our community cares about the future of the Shire and is ready to collaborate with Council to make the Shire a great place. We have a strong desire for Council to take a stronger leadership role, to allow greater community involvement in decision-making and be more responsive to community needs .<sup>12</sup>



### Strategies

**26.** Lead, govern, regulate in an ethical, equitable, transparent and accountable way

### Progress Measures

- > No adverse findings in relation to internal conduct process or fewer referrals by other agencies
- > Increased satisfaction with strong local leadership and Council's ability to make good decisions as measured in the Community Survey
- > Increased overall satisfaction with Council's decision making as measured in the Community Survey
- > Increased overall satisfaction with Bega Valley Shire Council as an organisation as measured in the Community Survey

**27.** Inform our community about things that affect their daily lives using relevant and varied communication channels

- > Increased satisfaction with informing the community of Council decisions, activities and services as measured in the Community Survey

**28.** Consistently engage and consult across the whole community to ensure that a diversity of voices are heard and that feedback is captured and considered for decision-making and advocating purposes

- > Increased satisfaction with enabling the community to be involved in local decisions as measured in the Community Survey
- > Increased satisfaction with planning for the future of the Shire as measured in the Community Survey
- > Increase in positive feelings relating to 'having a say' and being heard as measured in the Regional Wellbeing Survey

12. IRIS Research '2016 Community Survey' [www.begavalley.nsw.gov.au](http://www.begavalley.nsw.gov.au)



# Outcome 6

## Strong, Consultative Leadership

**Goal 12: Our Council is financially sustainable and services and facilities meet community need**

### Through our community engagement we learnt that:

Many of us are challenged by paying rates and we have a wide range of ideas about how we think Council funds should be distributed and what Council's focus should be. In the future we would like Council to provide a wide range of services and facilities but also to be financially sustainable and to get better value for money for our rates.

### Long Term Financial Challenges of the Bega Valley Shire Council:

The Bega Valley Shire Council faces many challenges that require strong financial leadership and political conviction if we are to continue to remain financially sustainable while meeting the needs and wants of our community and ensuring the appropriate management and replacement of our ageing infrastructure.

## Strategies

29. Optimise value for money and deliver responsible and ethical spending and efficient service delivery across all of Council's services

30. Provide friendly, effective and knowledgeable guidance when responding to enquiries and in day to day contact with our community

## Progress Measures

- > Continue to meet relevant financial sustainability ratios
- > Increased overall satisfaction with the delivery of Council services and facilities as measured in the Community Survey
- > Delivery of the goals and objectives of the Memorandum of Understanding with Eurobodalla Shire Council as a member of the legislated Joint Organisations

- > Increased satisfaction with Council's responsiveness to community requests as measured in the Community Survey

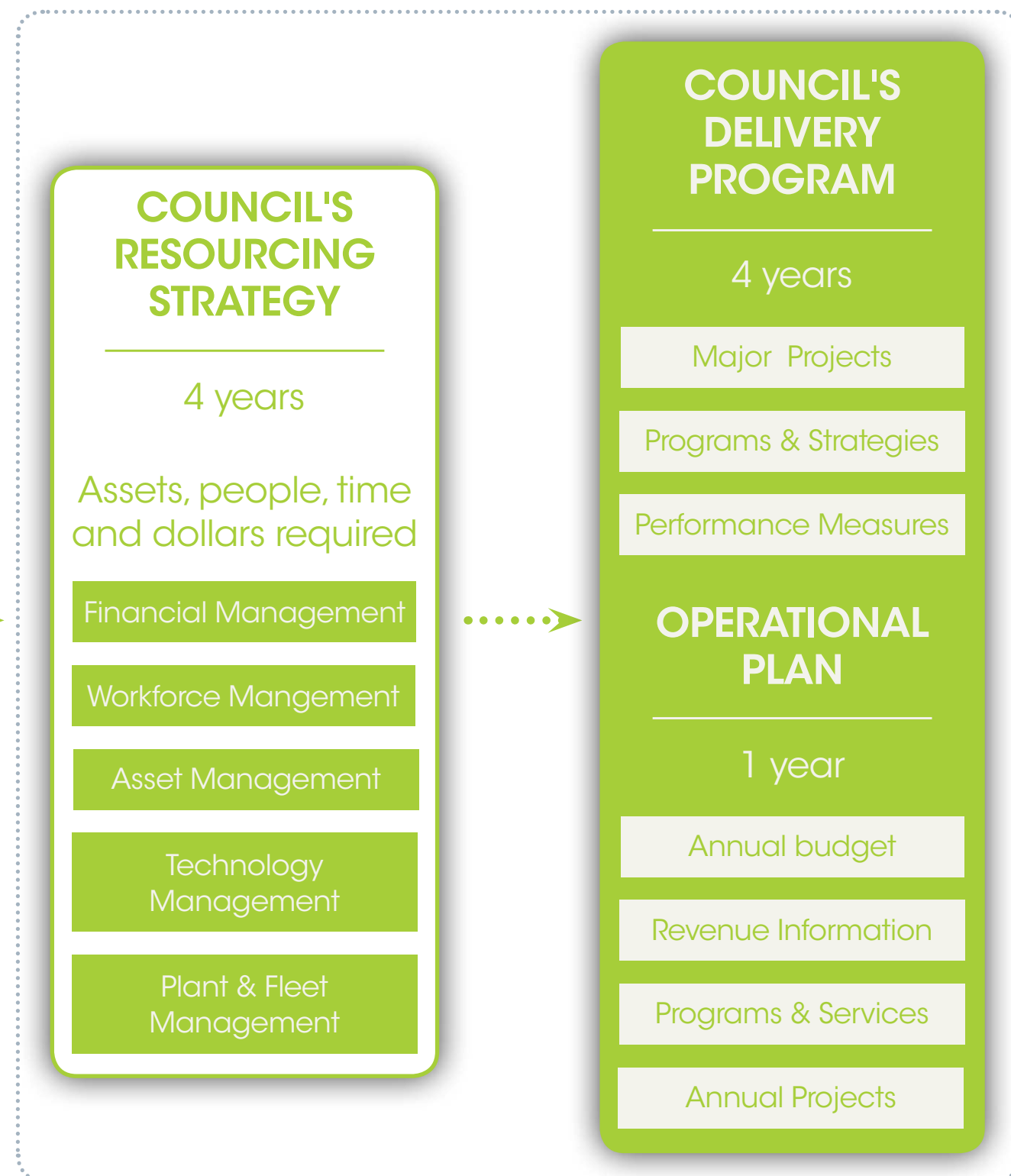


# PUTTING THE PLAN INTO ACTION

BEGA VALLEY COMMUNITY STRATEGIC PLAN 2040



## COUNCIL'S ROLE 2017 - 2021







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