

COOLAMON SHIRE COUNCIL
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COOLAMON SHIRE 2040

OUR COMMUNITY'S VISION FOR THE FUTURE



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Acknowledgement of Country

Council acknowledges the traditional owners of the land where we live, work and meet – the Wiradjuri. Council pays its respects to Wiradjuri Elders both past and present and extends that respect to all Aboriginal and Torres Strait Islander people who are part of Coolamon Shire.

Message from Council

We are excited to present Coolamon Shire 2040: Our community's vision for the future and we look forward to working in partnership with our residents, community and sporting organisations, local businesses, and other levels of government and their agencies, to deliver this vision.

More than 650 individuals and organisations have contributed to the development of Coolamon Shire 2040, sharing what they love the most about their community, what are the biggest challenges and things they would like to change about their community and what is their vision and priorities for the future.

We know that by working together we can achieve great outcomes for our community and encourage every member of the Coolamon Shire community to read this plan, and identify how you can be involved in helping to achieve the community's vision and priorities.



Councillors: Back (L-R) Colin McKinnon, Wayne Lewis, Bronwyn Hatty, Kathy Maslin, Bruce Hutcheon, Jeremy Crocker.

Front (L-R) Alan White, David McCann, Garth Perkin

Executive Summary

Coolamon Shire 2040 represents our community’s vision for the future. It has been prepared to reflect the hopes and aspirations, knowledge, and values of our community, gathered through our Community Conversation in March 2022.

Coolamon Shire 2040 identifies not only our community’s vision for the future, but what we will focus upon to achieve this vision, how we will know we are making progress, and how our community will work together to deliver this vision.

Our vision for the future

In 2040, Coolamon Shire will be home to thriving rural communities with access to services and facilities that support community life. We will learn, live, work and play in a vibrant, safe, and inclusive community, proud of our history and confidently responding to growth and change.

Our values

- Equity and fairness*
Future focused
Sustainability
Capacity building and participation
- Positive*
Collaboration
Civic and community leadership



Our Themes

<i>Community Life</i>	<i>Environment & Sustainability</i>	<i>Economic Prosperity</i>
<ul style="list-style-type: none">• <i>Health and wellbeing</i>• <i>Engaged communities</i>• <i>Participation</i>• <i>Inclusive communities</i>• <i>Access to services</i>• <i>Safety</i>• <i>Accessible for all</i>• <i>Community facilities</i>• <i>It's easy to move around</i>	<ul style="list-style-type: none">• <i>Future generations</i>• <i>Environmental custodianship</i>• <i>Nurturing natural assets</i>• <i>Balance growth & rural lifestyles</i>• <i>Heritage</i>• <i>Sustainable development</i>• <i>Parks and open space</i>• <i>Climate change</i>• <i>Waste and recycling</i>• <i>Food and energy</i>	<ul style="list-style-type: none">• <i>Growth and development</i>• <i>Building on our strengths</i>• <i>Housing choices</i>• <i>Local employment</i>• <i>Vibrant town centres</i>• <i>Visitor economy</i>• <i>Infrastructure and services</i>• <i>Transport</i>

Council's Leadership Role

While Coolamon Shire 2040 is the community's plan, Council has a key role in implementing the Plan and will continue to position itself to make informed decisions, to ensure good governance and to deliver sustainable outcomes. As an organisation Council will focus upon good governance, civic leadership, regional collaboration, financial sustainability, community engagement, asset management, advocacy and partnering, and being responsive to community needs.

Introduction

Coolamon Shire 2040 outlines the 20 year vision for our community and what we will focus upon to achieve this vision. The Plan is informed and shaped by our community, who have shared their aspirations, ideas and values through extensive engagement and consultation.

Responsibility for achieving our vision is shared by the whole of the Coolamon Shire community including our residents, Council, businesses, community organisations and agencies, regional organisations, and other levels of government. It is by working together we will be able to achieve our aspirations for our community.

The Plan has been prepared to meet the requirements of the NSW Local Government Act 1993 Integrated Planning and Reporting Framework for NSW Councils. This Framework supports Councils to prepare an integrated set of strategic plans and documents establishing future priorities, identifying resourcing needs, committing to community engagement, and supporting the delivery of operational programs and plans.

Coolamon Shire 2040 (Community Strategic Plan) is the highest-level plan, and all other Council plans are required to integrate with it. Regular reporting and communication to government and the community is required about progress we make in achieving the community's vision.

Coolamon Shire 2040 captures the hopes and aspirations, knowledge, and values of our community. The Plan includes:

- Our long-term vision that we are all working towards.
- An emphasis on collaboration and partnerships.
- The principles and themes that guide and inform the Plan.
- Strategies that we will work together to achieve to realise our vision.

How the plan was developed

Coolamon Shire 2040 has been prepared through an extensive program of consultation and engagement with the community and stakeholder organisations, and key background research including:

- A review of relevant Council, regional and State Government documents and their influence upon this planning project.

- A review of the existing Community Strategic Plan.
- A review of key demographic and health data to understand the needs of the community.
- Examining the particular characteristics of each of the 6 towns and villages across Coolamon Shire.

Consultation and engagement occurred with the broader community, children and young people, stakeholder organisations and agencies, community leaders, Councillors and Council staff. Combined, the background research and engagement provide a strong basis for understanding the Coolamon Shire community, how well it is supported, and future needs and aspirations.

Policy and Planning Context

Coolamon Shire 2040 is influenced by State, regional and Council priorities and directions.

- NSW State Government priorities have a strong focus upon the interaction between social, economic, and environmental dimensions.
- The Riverina Region has a well-developed planning framework with a strong economic and infrastructure focus:
 - Councils have a high level of input into regional planning.
 - The pre-eminent role of Wagga Wagga as the ‘regional centre’ is acknowledged.
 - The importance of transport from a freight and public transport perspective is emphasised.
 - Specific initiatives in Coolamon Shire are included in regional planning such as the equine precinct at Coolamon Showgrounds, upgrade to Coolamon Sewerage treatment plant, investments in the visitor economy, and enabling further residential and industrial development in Coolamon.
- Council also has a well-developed planning framework that is informed by and consistent with regional themes and aspirations.
 - Council’s planning processes are built upon community involvement and input with the Community Engagement Strategy outlining Council’s commitment to maintaining an ongoing interactive relationship between Council and the community.
 - Infrastructure planning (including roads and community buildings), settlement planning, service planning, heritage planning, and tourism planning are just some examples of what is addressed through Council’s planning framework.
 - The importance of agricultural production to the regional and Shire economy is emphasised.

Coolamon Shire¹

Coolamon Shire is a vibrant rural community that includes the three larger towns of Coolamon, Ganmain and Ardlethan, and the smaller villages of Marrar, Matong and Beckom. The Shire's population of 4,350 is predominantly based in the towns and villages, with around 800 people living in rural locations in the district or hinterland surrounding settlements. The Shire is located in the Riverina region and covers an area of 2,494 square kilometres. Major transport routes pass through the Shire including the Newell Highway, Burley Griffin way and Canola Way. Rail lines, the Junee - Griffith line and Temora – Griffith line, run east west through the Shire.

Coolamon Shire is one of the richest agricultural and pastoral districts in the Riverina with many supporting businesses based in the towns. Our community is welcoming and close knit, proud of their past and confident about the future. Residents living in the south of the Shire enjoy easy access to the regional centres of Wagga Wagga, Junee and Narrandera and those in the north are close to Griffith and Temora. Community members typically access services and facilities in a regional centre, town or village that meets their particular needs. The proximity to Wagga Wagga and the facilities and services on offer mean towns and villages in the south are experiencing residential growth.

The community enjoys access to quality schools and sporting facilities, and town centres are a source of pride in their presentation and appearance and heritage streetscapes. Coolamon Shire is popular with visitors. Popular destinations include shops selling antique wares and coffee shops.



¹ Coolamon Shire Council, November 2021, Coolamon Shire Settlement Strategy 2040

Our Towns and Villages²

Ardlethan	Location: 63 km northwest of Coolamon and 68km west of Temora Population estimate: 450 Ardlethan is located at the junction of Burley Griffin Way and the Newell highway. Ardlethan is best described as a rural town with an attractive town centre comprising shops, town park, bowling club, museum and men's shed. The community enjoys good access to services in Griffith and Temora and is seen as the northern gateway to the Shire.
Beckom	Location: 11km east of Ardlethan and 57km west of Temora Population estimate: 60 Beckom is a small rural village. It provides a focal point for community activity via its churches, and community halls. The Temora – Griffith rail corridor runs through the village where the village previously played a role as a rail head for grain harvesting. The intermittently used grain silos remain the tallest built structures in the landscape. The village centre comprises a town park, active community hall, and Hotel.
Coolamon	Location: 42km northwest of Wagga Wagga Population estimate: 2,200 Coolamon is the main rural service centre for the surrounding agricultural community and smaller villages. It is the principal centre for services and facilities within the Shire including health services, schools, and sporting facilities. Coolamon is located close to Wagga Wagga which facilitates strong linkages to education and health services and employment opportunities.
Ganmain	Location: 15km west of Coolamon Population estimate: 500 The main town entrance from the east brings visitors through the Ganmain State Forest which is a significant natural feature. Ganmain is a rural town that was historically based on the sheaf hay industry but continues to support the surrounding agricultural community by providing a focal point for community activity via its schools, churches, community hall, and vibrant retail precinct. The town also has a rural transaction centre allowing local people to do banking, access the internet and obtain counselling and other services.

² Coolamon Shire Council, November 2021, Coolamon Shire Settlement Strategy 2040

Marrar	<p>Location: 16km east of Coolamon and 29km west of Junee Population estimate: 250</p> <p>Marrar is a small rural village and provides a focal point for social and community activity via its school, churches, and sports ground. It is the closest residential land to Wagga Wagga and enjoys easy access to the jobs and opportunities of the Wagga Wagga Industrial Estate at Bowmen. The Junee – Griffith rail corridor provides the northern boundary of the settlement. Like other villages in the Shire, Marrar is a rail head for grain harvesting and there is a large local bulk grain export industry which relies on rail access to enable efficient movement of grain to seaports along the eastern seaboard.</p>
Matong	<p>Location: 12km west of Ganmain and 27km west of Coolamon Population estimate: 60</p> <p>Matong is a small rural village and provides a focal point for social and community activity via its town park, school, churches and sports ground. The Junee – Griffith rail corridor provides the northern boundary of the settlement, and like other villages in the Shire, is a rail head for grain harvesting.</p>
Rural Communities	<p>Location: Rural hinterland of Coolamon Shire Population estimate: 800</p> <p>Outside the towns and villages, rural communities are dispersed right across the Shire. Property sizes vary, with the area supporting some of the largest and most productive farming enterprises in the Riverina. Property aggregation has resulted in a historical decline in the rural population. However, their productivity and infrastructure needs continue to be important to their business operations and the local and regional economy. Community members typically relate to the town, village or regional centre closest to them as travel distances are a major consideration, along with the services on offer and social connections they may have.</p>



Our Community – A snapshot³

Growing population 4,312 in 2021 4,612 by 2041	Median age 45.2 years	30% of the community receive government support
Population growth concentrated in Coolamon 15.8% growth	65 years or older population increasing	25% of households are low-income households
Small population declines in all other towns and villages	0 – 19-year-old population declining	Higher levels of need in Ardlethan and Ganmain
Hospitalisations from Coolamon Shire are high	73.5% of households have access to the internet at home	15% of the community born overseas
21.5% of people have a disability	14.7% of people aged 15 years or older are primary carers	3.2% of the population identify as Aboriginal or Torres Strait Islander

³Coolamon Shire Council, November 2021, Coolamon Shire Settlement Strategy 2040

ABS, Region summary: Coolamon (A), [Coolamon \(A\) | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#)

Profile.id, Wagga Wagga City Council, Community Profile. Accessed 27 April 2022: <http://profile.id.com.au/wagga-wagga>

Murrumbidgee Local health District, [Population Data and Health Statistics - MLHD \(nsw.gov.au\)](#)

What does this mean for the Coolamon community?

- A growing population will **increase demand for services and facilities**, particularly in the Coolamon township where population growth is expected to be concentrated. The rate and extent of growth will determine how significant the increased demand is, but with existing community concerns about limited access to core services such as health and aged care, it is clear population growth will place further pressure upon services already experiencing high demand.
- The demand for programs, services, and spaces to support **older members of the community** will be particularly important if the community continues to age as forecast. Initiatives which help to reduce social isolation will be particularly important.
- Programs, services, facilities, and spaces to support **families, children and young people** will remain important, and if the community's aspiration to be an attractive place for families to live is to be achieved, these will become more critical.
- Recognising the **different needs of each of the towns and villages** in Coolamon Shire is important, particularly where levels of disadvantage are higher. Additional supports, services, and facilities may be needed in these communities.
- A **significant portion of the community is impacted by disability** either because they have a disability themselves or because they are a carer. Increasing the accessibility of spaces and places and the capacity of the community to be inclusive of all community members, must be a high priority.



How we engaged with our community

Engagement tool	Number
A community survey available online and in hard copy in key locations throughout the towns and villages of Coolamon Shire.	120 surveys completed
Community drop-in sessions in the towns and villages throughout Coolamon Shire.	14 sessions held - 130 people engaged
Community workshops in the towns and villages throughout Coolamon Shire.	6 workshops held - 26 people participated
An activity sheet for primary and secondary children .	7 schools - 333 children / teenagers
Interviews with community leaders .	16 community leaders
Interviews with health and disability agencies .	7 agencies (7 people)
A workshop with Councillors and Council's Executive Team .	9 Councillors & 5 staff
A workshop with Council staff .	8 staff
Total people engaged	654 people
% of the total population	15.2%
Total organisations engaged	24 agencies

What we asked our community about

- What do you love the most or consider to be the strengths of your community?
- What type of community do you want to live in, in 2040?
- What big ideas do you have for your community?
- What needs to change or be improved to achieve the vision you have for your community and / or to deliver your big idea?
- How important different aspects of the community's health and wellbeing are, and what are the biggest challenges to improving health and wellbeing in your community?
- Are there factors which create barriers for people in accessing services and facilities, moving around the community and participating in community life?
- What should be the priorities for the next 10 years to meet the health and wellbeing, environment, and economic needs of your community.

What our community told us

Strengths and what we love

- **The rural lifestyle** including the quietness, the rural community values, the sense of being close to nature, that it is clean and has lots of space
- **The sense of community and belonging** including how community members support each other, and the way people are made to feel welcome, connected, and like they belong.

Challenges

- **The ageing profile of the community** which is placing increasing demand upon health and aged care services and increasing the number of people who are vulnerable and living alone.
- **The limited access to key services**, particularly health services, but also retail, dining, outside school hours care, digital communication services.

	<ul style="list-style-type: none"> • The lack of community and public transport, especially for older adults, people with a disability and young people. • The shortage of local employment opportunities. • Managing population growth and maintaining the characteristics and rural lifestyle of our towns and villages.
Vision, big ideas and priorities	<ul style="list-style-type: none"> • We are proud of our past and confident about the future. • Improved access to health services and infrastructure. • Public places and spaces are accessible for everyone. • Providing more or improving existing community facilities. • We are inclusive, caring and welcoming of all community members. • We have the services and facilities we need to support a growing population and attract people to our community, particularly families. • Local opportunities to participate in social, recreation, arts and cultural programs, activities and events are thriving for all community members. • We are responsive to the needs of our older people in our community. • We support local businesses, grow the visitor economy and create more local employment opportunities • We actively pursue environmental and sustainability initiatives. • Addressing transport needs to make it easier for everyone to access services and facilities and to move safely around their community. • Improved recognition of the presence and contribution of people with a disability to their communities. • Improving the safety and maintenance of road infrastructure.

Governance and leadership

Coolamon Shire 2040 is the community's plan for the future. While it is not Council's Plan, Council has a key role in supporting our communities and working closely with local and regional stakeholders and partners, and State and Federal Governments to implement the Plan. The Local Government Act requires Councils to support a Community Strategic Planning process and to incorporate it into their operations. This section sets out ***how Council will support implementation of Coolamon Shire 2040 and ensure the long-term sustainability of the Shire.***

A sustainable and well governed Council

Underpinning implementation of Coolamon Shire 2040 is the need for Council to be in the best position it can be, to make informed decisions, ensure good governance, and deliver sustainable outcomes. The following themes and accountabilities underpin Council's role in implementing Coolamon Shire 2040.

Good governance	Council will promote and adhere to the principles of good governance and will champion transparency, participation, and accountability.
Civic leadership	Council will initiate community capacity building programs, promoting inclusion and opportunities for all.
Regional focus	Council will collaborate with partners to represent the region, attract investment, and celebrate successes.
Financial sustainability	The financial sustainability of Council is paramount in sustaining future asset management and provision of services and facilities to meet community needs.
Community engagement	Council will ensure genuine engagement on major issues and changes that will affect communities.
Asset management	Council will plan for and manage community infrastructure in a proactive and sustainable way.
Advocacy and partnering	Partnerships and collaborative decision making will underpin all that Council does. With partners, Council will actively advocate on issues of importance to our communities.
Responsive	Council is committed to providing responsive, high quality, and innovative services and infrastructure.

Council's role

Council's role in implementing Coolamon Shire 2040 is varied and will depend upon the issue, opportunity, outcome, or strategy. In some instances, Council may have one clear role while in others, Council may have multiple roles. These roles include being a leader, a planner, an advocate, a provider, and a capacity builder.

Leader	Council will provide leadership on issues and challenges in our community and seek to provide directions and promote solutions.
Planner	Council will take a long-term view in identifying and responding to the needs and aspirations of our community.
Advocate	Council will represent our community and its aspirations to partners and stakeholders, seeking to facilitate positive outcomes for the community.
Provider	Council will provide infrastructure, services, and facilities in response to community needs.
Capacity builder	Council will support our community and seek opportunities to broker new relationships, inspire confidence about the future and nurture emerging leaders.

Resourcing Coolamon Shire 2040

As required by the Local Government Act, the Community Strategic Plan (Coolamon Shire 2040) must be incorporated into Council's operations. This means it must be integrated with other plans and documents that will support the implementation of Coolamon Shire 2040 strategies and the community's vision. Key plans and documents which will support Coolamon Shire 2040 are:

- **The Delivery Plan** is a fixed term 4 year plan that aligns with the Council electoral cycle. The Plan sets out actions that respond to Council's priorities and strategic objectives, identifies major projects and priorities, and demonstrates how services and activities will deliver on the Community Strategic Plan objectives. There must be a clear link between the Community Strategic Plan, Delivery Program and Operational Plan.
- **The Operational Plan** is prepared each year and is Council's action plan. The Plan identifies the projects, programs and activities that Council will undertake during the year to achieve the commitments in the Delivery Program. Plans must contain detailed annual budgets and include performance targets and measures.
- **The Asset Management Strategy** covers a 10-year period and includes what Council needs to do to improve Council's asset management and project resources. The strategy identifies the assets under Council's responsibility and risk management strategies for these assets. It also contains projections for long term asset maintenance, renewal and replacement costs.
- **The Long-term Financial Plan** covers a 10-year period and outlines the financial implications of delivering on Council's responsibilities contained in the Community Strategic Plan (Coolamon Shire 2040). The purpose of the plan is to ensure that Council is financially viable and sustainable and appropriately funded to meet community expectations and other obligations of service levels. Financial sustainability requires Council to consider the long- and short-term effects of Council's operations.
- **The Workforce Management Strategy** covers a 4-year period. It helps make sure there is the right level of staffing resources to handle the changes and challenges Council will face to meet the current and future service needs of the Shire.



Understanding the plan

Coolamon Shire 2040 is built around the following elements:

Community vision	The overall vision developed by the community for our Shire in 2040.
Values	These underpin the decisions we make and the way we work together to achieve our community's vision.
Themes	The key areas we will focus upon to deliver on the vision. They add depth to the community vision and highlight key directions.
Outcomes	The priorities and aspirations that contribute to achieving our community's vision for the future.
Strategies	These strategies will guide initiatives and actions that will contribute to achieving the desired long-term outcomes.
Lead/partners	This identifies where energy and accountability is for each of the strategies. Council and the community will work in partnership and collaborate with others to achieve the strategies.
Performance measures	These measures are a means of tracking progress and will support reporting on implementation of the plan.

Combined these elements they answer the questions:

- Where are we now?, Where do we want to be in the future?, How will we get there?, How will we know when we have arrived?

Our Plan for the Future

Environment and
Sustainability

Community Life

Economic
Prosperity

Our Communities 2040

Vision

In 2040 Coolamon Shire will be home to thriving rural communities with access to services and facilities that support community life. We will learn, live, work and play in a vibrant, safe, and inclusive community, proud of our history and confidently responding to growth and change.

Our vision will be achieved through implementing strategies based upon the three core themes.

Our values

Coolamon Shire 2040 is underpinned by the following values. These values will guide the decisions we make and the way we work together to achieve our community's vision.

Equity and fairness	Ensuring that all members of the community have equal access to opportunities to participate in community life.
Future focused	A long-term view is applied when responding to the issues and opportunities facing our community.
Sustainability	A commitment to strive for social, economic, and environmental sustainability for the benefit of future generations.
Capacity building and participation	Strengthening the capacity of the community to participate in community life, and in decision making about local issues.
Positive	An optimistic outlook that seeks creative responses to challenges and confidence to realise opportunities in our own way.
Collaboration	An acknowledgment that great outcomes can be achieved when communities, business and government work together to pursue shared outcomes.
Civic and community leadership	Communities thrive when community members are actively engaged, and institutions are open to new approaches.

Themes

The community's vision and supporting themes describe what our community wants our Shire to look and feel like in the future, for the people that learn, live, work, play and visit here. The themes were identified as being important for the future of our communities and are what we will be working to achieve in partnership our community.

1. Community life

The health and wellbeing of our community is vital. We will work together to continue building strong and engaged communities where diversity, participation, and healthy lifestyles are encouraged and valued. Our proud and tight knit communities will be supported, safe and inclusive especially for families, children, young people, older persons, and people with a disability.

Our community will have access to quality and timely health and community services and education opportunities, which reflect our rural location and community needs.

Our community infrastructure and public places and spaces will be accessible and support all community members to participate in sporting, cultural and community activities. Moving around our community will be supported through access to a variety of transport options including public and community transport, footpath, and trail networks. We will seek to inspire, engage, and connect our community knowing that working in collaboration we can achieve more and deliver better outcomes.

2. Environment and sustainability

As a sustainable community we will make decisions today that allow us to hand the Shire to future generations in a better condition than it is in now. Our focus will be on thoughtful environmental custodianship as we responsibly meet our future food, energy, and waste needs. Significant vegetation and habitat areas including roadsides, State Forests and Crown Land are linked to our passion for the Riverina, and provide valuable recreation opportunities and ecological diversity. We will pursue endeavours that care for and nurture these natural assets.

We will strive to balance the desire for population growth with retaining the rural lifestyle and heritage characteristics of our community. Future planning will focus on meeting the housing and services needs of our current and future community in a sustainable way. Diverse housing, quality water supply, parks and open space, waste management, recycling and climate change initiatives will be a focus.

3. Economic prosperity

Key to our future is our ability to grow a diverse and viable economy attracting investment, creating local jobs, and taking advantage of our existing strengths. By building on our strengths in agriculture and supporting our town centres, we will embrace and develop new ideas and approaches, to create an economy with opportunities for all.

We will focus on retaining existing local employment options and in attracting new and diverse opportunities, particularly for young people and families. We know local employment options, along with quality services and facilities, and housing choices will attract new people to our communities.

The visitor economy will be important in creating employment opportunities, as we leverage the potential of our heritage, natural environment, vibrant town centres, and proximity to regional centres. We will support the development of tourism and leverage the potential of our history and environment to promote our communities through regional tourism.

We want safe, connected transport infrastructure and services, and will advocate for broader road and rail transport improvements to enable our communities to access services and opportunities. We know how important transport networks are in supporting our farmers and in facilitating efficient delivery to markets.



Outcomes, strategies and measures

1. Community life

Outcome 1.1: Improving community health and wellbeing.		
Strategies		Lead (in bold)/partners
1.1.1	Advocate for improved access to the right health services and supports for our community, with a focus upon GPs, mental health services, older adults, and people with a disability.	MLHD / Council / Community
1.1.2	Promote the health and lifestyle benefits of being physically active and healthy eating.	MLHD / Schools / Community and sporting organisations / Council
1.1.3	Implement community education programs to promote the prevention of family violence.	Federal Govt. / State Govt / MLHD / Council / GPs
1.1.4	Partner with the community to facilitate activities which strengthen community connectedness.	Community organisations / Council / Service Clubs / Schools
1.1.5	Encourage cycling and walking through the development and promotion of tracks and paths and improving pedestrian safety in town centres.	Council / Community / Community organisations
1.1.6	Promote community safety through community education initiatives.	NSW Police / Council / State Govt. / Community organisations
Outcome 1.2: An inclusive community with opportunities and services for all members of our community.		
1.2.1	Actively involve the community in planning for community facilities, sport and recreation, parks, and open space.	Council / Community / Sporting organisations
1.2.2	Provide access to facilities, services, activities, and information to support families, children, young people, older adults and people with a disability.	Council / State Govt. / Building owners / Community organisations
1.2.3	Provide a footpath network in towns to improve walkable access to schools, town centres, and transport nodes.	Council
1.2.4	Advocate for appropriate accommodation for our aging population.	Federal Govt. / State Govt / MLHD /

		Council / Community organisations
1.2.5	Advocate for improvements to public transport services.	Council / Community / Community organisations
1.2.6	Provide innovative and enhanced library services and programs that encourage lifelong learning.	Council
Outcome 1.3: Community facilities that encourage community participation.		
1.3.1	Support and promote arts, artists, and cultural development in local communities.	Council / State Govt. / Community organisations
1.3.2	Provide accessible community meeting spaces in our towns and villages to support community activity.	Council / Community organisations
1.3.3	Provide quality sport and recreation facilities across the Shire.	Council / State Govt / Community and sporting organisations
1.3.4	Support sporting clubs and community groups in seeking grant funding for capital projects and programs.	Community and sporting organisations / Council
1.3.5	Improve the accessibility of local swimming pools and deliver an increased range of facilities.	Council
1.3.6	Improve access to informal recreation equipment across the Shire such as skateparks, exercise equipment, basketball half courts and playgrounds.	Council / Community and sporting organisations
1.3.7	Support local schools as places of learning and community activity hubs.	Schools / Community / Council
Outcome 1.4: Community capacity building and connectedness.		
1.4.1	Promote and support the role of volunteers in our community.	Council / Community organisations
1.4.2	Support the activities of Committees of Management and Advance Committees.	Council / Community
1.4.3	Enable our residents to be active participants in their community.	Council / Community / Community organisations

How we will know when we have arrived

Measure	
1.	Improved access to health services particularly GPs, mental health services, and health services for older adults and people with a disability.
2.	Support for local schools to remain viable and respond to community needs.
3.	Community engagement activities undertaken to reflect community needs.
4.	Support for participation in arts and cultural activities.
5.	Support for participation in organised sport activities.
6.	Community access to existing local swimming pools maintained and improvements made.
7.	Amount of grant funding received by community and sporting organisations.
8.	Support for organised community events to increase attendance and visitation.
9.	Increase in perceptions of community safety
10.	Footpath network regularly inspected, maintained and reviewed.
11.	Progress in implementing Coolamon Shire 2040 as evidenced in Community Satisfaction Survey.



2. Environment and sustainability

Outcome 2.1: Planning for a sustainable future.		
Strategies		Lead (in bold)/partners
2.1.1	Support planning activities so that future community needs for infrastructure and services, including water supply and major transport, can be met.	Council / Goldenfields Water / Community / Landowners / REROC / RIVJO
2.1.2	Actively participate in regional organisations REROC and RIVJO, to enable effective planning, advocacy and coordination.	Council / REROC / RIVJO
2.1.3	Preserve, promote, and celebrate local history and heritage including heritage streetscapes and buildings.	Council / Property owners / Community / Community organisations
2.1.4	Support the community to adapt to our changing climate.	Community / Community organisations / Council
2.1.5	Improve the availability and diversity of housing in the Shire in response to a growing population and changing community needs.	Landowners / Developers / NGO's / Council / Community organisations / Community and health agencies / REROC / RIVJO
2.1.6	Encourage and facilitate high quality planning and urban design outcomes and sustainable design principles.	Council / Landowners
2.1.7	Advocate for funding to support the upgrade and expansion of the Coolamon Waste Water Treatment Plant.	Council / State Government / REROC / RIVJO
2.1.8	Support the community to reduce waste, re-use, recycle and correctly dispose of household rubbish and compost.	Council / Community / Community organisations / Service clubs
Outcome 2.2: Environment projects that protect and nurture our special natural and heritage assets.		
2.2.1	Protect natural landscapes, native vegetation and roadside vegetation to enhance biodiversity and support wildlife corridors.	State Govt. / Council / Community organisations / Landowners

2.2.2	Support community based environmental and land management activities.	Landcare / NGO's / Council / Community organisations
2.2.3	Enhance the greening of towns through street tree planting in residential areas.	Council
2.2.4	Support the community and landowners to eradicate weeds and invasive plant species on private property through education and community programs.	Landowners / State Govt. / Community organisations / Council
2.2.5	Support the planning and management of Crown Land, State Forests and other publicly owned land in the Shire.	State Govt. / Council / Crown Land Managers
Outcome 2.3: Accessible and welcoming neighbourhoods		
2.3.1	Continue to create vibrant and attractive town centres that promote civic pride, bring people together and encourage visitation.	Council / Local businesses / Volunteers / Sporting organisations
2.3.2	Continue to upgrade parks and open space in towns and ensure all residential areas in towns and villages enjoy access to local parks.	Council

How we will know when we have arrived

Measure	
1.	Active management of natural and heritage assets.
2.	Support for the increase in availability and diversity of housing.
3.	Support for community members involved in environmental activities.
4.	Reduction in amount of waste to landfill.
5.	Increase in level of re-use and recycling.
6.	Regular maintenance activities for parks and open space.
7.	Tree planting activities in streets and other publicly owned land in towns.
8.	Progress in implementing Coolamon Shire 2040 as evidenced in Community Satisfaction Survey.

3. Economic prosperity

Outcome 3.1: Provide enabling infrastructure to support our diverse economy.		
Strategies		Lead/partners
3.1.1	Maintain the local road network to provide safe driving conditions and support the transport of goods and equipment.	Council / State Govt. / Local businesses / Adjoining landowners
3.1.2	Advocate for funding to improve the road network.	State Govt. / Council / Community
3.1.3	Advocate to the Federal and State Governments to address performance improvements to internet access and mobile phone blackspots.	Business community / Community organisations / Community / Council
Outcome 3.2: Active promotion of the visitor economy and what the Shire has to offer.		
3.2.1	Actively participate in regional visitor economy planning and promotion including promoting the “Visit Coolamon Shire”.	Tourism businesses / Council
3.2.2	Advocate for and expand infrastructure to support visitors such as town parks and accommodation.	Council / Tourism businesses
3.2.4	Provide leadership to tourism businesses through advocacy, marketing, and information provision.	Council / RDA / Tourism Businesses
3.2.5	Attract more tourism operators and entertainment to the area, offering a diverse range of products and experiences that support and enhance our visitor economy.	Business community / RDA / Eastern Riverina Arts / Council
Outcome 3.3: Strong local businesses providing local employment opportunities and contributing to local prosperity.		
3.3.1	Facilitate the formation of a local business network to pursue initiatives such as promoting businesses in town centres, encouraging development of co-working spaces, strategies to reduce the vacant shop fronts and create visitor appeal, and supporting the establishment and expansion of innovative, creative and sustainable businesses.	Council / Local businesses
3.3.2	Identify opportunities, programs and funding to maintain and or enhance farming productivity and support the retention of our farming population.	Farming community / State Government / Council
3.3.3	Advocate on reductions to red tape involved in agricultural enterprises and open access to new markets.	Farming community / State Govt. / Council

3.3.4	Foster and build partnerships with local tertiary institutions to align courses with local industry needs.	Council / Tertiary institutions / Business community
3.3.5	Implement a local jobs campaign to promote employment opportunities and encourage local businesses to employ apprentices.	Local Businesses / Council
3.3.6	Introduce a program to incentivise local businesses to hire and mentor people of all ages and abilities to work within the area.	Local businesses / Community organisations / Council

How we will know when we have arrived

Measure	
1.	Ongoing review of Council's assets to ensure they are appropriate and adequate for the needs of a growing community.
2.	Annual infrastructure maintenance programs in place.
3.	Provision of maintenance and upgrade programs to local and regional roads and review of Roads Policy.
4.	Support for improved and more equitable telecommunications coverage across the Shire.
5.	Support for and maintain a wide and diverse economic base that reflects the Shire's growth.
6.	Support for investment in the Shire's visitor economy.
7.	Progress in implementing Coolamon Shire 2040 as evidenced in Community Satisfaction Survey.



How Coolamon Shire 2040 will be implemented

Council initiated the community planning process on behalf of our community, but responsibility for achieving our aspirations rests with everyone. This means that our residents, community and sporting organisations, local businesses, and other levels of government and their agencies all need to work in partnership to achieve our goals.

Council’s strategic planning, reporting, service delivery and advocacy will support implementation of Coolamon Shire 2040. Council is committed to advocating and facilitating change on behalf of the community with Coolamon Shire 2040 providing the roadmap for the future.

Working together and getting involved

Coolamon Shire 2040 sets the future direction for our community, inspiring us all to work together to achieve our community’s vision and create an exciting future for our Shire. By working together we can achieve great outcomes for our community. This is how you can participate in achieving our community’s vision.

Our residents	<ul style="list-style-type: none">• Make yourself aware of Coolamon Shire 2040 and what it means for you.• Join a group, club, or activity.• Participate in consultation activities conducted by Council or other bodies.• Know your neighbours and help them out.• Volunteer with a community group, emergency service organisation, community support service or one of Council’s advisory committees.
Our community and sporting organisations	<ul style="list-style-type: none">• Make sure your organisation is aware of Coolamon Shire 2040 and what it means for your organisation.• Deliver inclusive programs and activities that respond to our diverse community.• Participate in consultation activities conducted by Council or other bodies.• Be proactive in communicating with the community and Council about activities, challenges and opportunities.

	<ul style="list-style-type: none"> • Actively seek out grant funding opportunities and other supports • Pursue partnerships with other organisations.
Our local businesses	<ul style="list-style-type: none"> • Make sure your business is aware of Coolamon Shire 2040 and what it means for your business. • Participate in consultation activities conducted by Council or other bodies. • Collaborate and develop partnerships with complementary businesses. • Plan for the future and pursue sustainable and innovative approaches. • Share your future plans with Council and the community.
Federal and State Government (Local MPs and Regional representatives)	<ul style="list-style-type: none"> • Be aware of the themes and directions in Coolamon Shire 2040 and the role that Federal and State Government Departments and Agencies can play in working with other partners. • Facilitate and support strategic planning and engagement at the regional level. • Support requests for investment in infrastructure and services, eg. NBN, mobile phone blackspots, education, transport, health services, sporting facilities, policing, and emergency services.
Coolamon Shire Council	<ul style="list-style-type: none"> • Actively promote Coolamon Shire 2040 and make it widely available in a variety of forms. • Make sure Council's strategic planning, reporting, service delivery and advocacy activities are informed by Coolamon Shire 2040. • Work with partners to identify and shape projects and initiatives to deliver on the strategies in Coolamon Shire 2040. • Regularly report on behalf of the community on progress in implementing Coolamon Shire 2040. • Actively pursue grant funding to support implementation of Coolamon Shire 2040.

Reporting our Progress

It is important that we monitor our progress in implementing Coolamon Shire 2040. On behalf of the community Council will regularly report back to the community on what the community, partners and Council have achieved and how, together, we are progressing our vision.

Regular reporting will include:

Operational Plan Review	Council reports every 3 months on the progress achieved in implementing the actions identified in the Operational Plan.
Delivery Program Review	Council reports every 6 months on progress achieved in implementing the Community Strategic Plan strategies (Coolamon Shire 2040), scheduled in the Delivery Program.
Annual Report	This report to the community is prepared each year and reports on operations for the prior 12 months.
End of Term Report	This report to the community is prepared by the outgoing Council at the end of their term, to report on the effectiveness in implementing the Community Strategic Plan (Coolamon Shire 2040).

Coolamon Shire 2040 will be reviewed periodically to ensure that it continues to reflect our community’s vision and aspirations for the future, and you are encouraged to stay involved on our journey.

