

CANBERRA REGION JOINT ORGANISATION

Statement of Strategic Priorities

2022-2026

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Statement of Strategic Regional Priorities

The Canberra Region Joint Organisation (CRJO) is committed to supporting our members meet their strategic goals over the next 20 years. We are proud to present our aspirations in pursuit of these goals that we believe will make real, long-lasting change. The community is at the heart of everything we do and helping to provide an inclusive, resilient, sustainable, and prosperous region remains our top priority.

Over the last few years our region has endured devastating fires, floods, droughts, and a pandemic, highlighting the crucial need to help communities better plan and prepare for such events, and presents us with a unique opportunity to work together to share experiences and find long-term solutions.

Over the next four years our focus will also be on addressing some of the key challenges regarding environmental protection, the economy and critical infrastructure by taking action and championing change to create a better future.

Who We Are

In 2017, amendments to the NSW *Local Government Act 1993* were passed to enable Joint Organisations to be established. Joint Organisations are local government entities with legal powers established by proclamation designed to bring regional and rural councils together for better regional outcomes. The CRJO was proclaimed a corporate entity within the NSW Local Government Act on 1 July 2018.

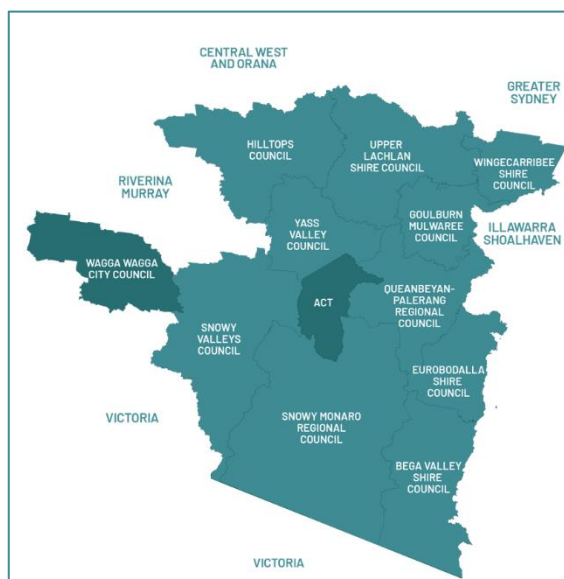
The Canberra Region is a unique and diverse geographic region which stretches from the South-West Slopes, through the Sydney-Canberra Corridor across the Eurobodalla down to the Sapphire Coast and then up to the Snowy Mountains. The CRJO consists of 11 member councils, the ACT Government, and the Canberra Airport.

The total population of the CRJO region, including the ACT, exceeds 800,000 with a total area of 92,000km² and a gross regional product (GRP) of \$9.82 billion.

Our Region and Members

The CRJO region is located in South-Eastern NSW and surrounds the ACT. The region is predominantly rural with major towns being Batemans Bay, Bega, Bowral, Cooma, Crookwell, Gunning, Goulburn, Mittagong, Moruya, Moss Vale, Narooma, Queanbeyan, Tumut, Yass and Young. It also includes many smaller townships and villages and growing residential and rural-residential areas, particularly close to Canberra and along the coast.

The region has a very diverse topology stretching from the coastal areas in the east to the alps in the southwest and across the tablelands in the west.



What We Do

The CRJO provides a forum for councils, State agencies and other stakeholders to work together at a regional level to identify shared priorities, delivering important regional projects and better outcomes for communities.

The CRJO's core objectives include:

1. Establishing strategic regional priorities and developing plans for delivering these priorities.
2. Providing leadership and advocating for making real change in our communities.
3. Identifying opportunities for intergovernmental cooperation and become one voice on matters relating to the region.

The CRJO is committed to taking action and strongly advocating for the best outcomes on behalf of our members and their communities. We are 'out of the box' thought leaders with intimate knowledge and passion for our region.

What's Important to Us

The Community Strategic Plans 2042 (CSP's) of our member councils sends an overwhelming message about what is important right across the region. Recurring themes throughout the Community Strategic Plans include:

<p style="text-align: center;">Our Community</p> <p>Liveability, wellbeing, and inclusion. We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.</p>	<ol style="list-style-type: none"> 1. Our health and wellbeing are supported by equitable access to services. 2. We have a vibrant, inclusive, and creative community life. 3. Our community is connected, safe and proud. 4. We celebrate our diverse cultural identity and heritage. 5. Community resilience is an important focus going forward as the frequency of natural disasters occurs.
<p style="text-align: center;">Our Environment</p> <p>We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.</p>	<ol style="list-style-type: none"> 1. Our natural environment is maintained, protected, and enhanced in line with community expectations. 2. We support and adopt environmental sustainability practices. 3. We have a robust planning framework that considers our rural character and natural landscapes. 4. We will reflect the importance of traditional custodians of our lands in our decision making.
<p style="text-align: center;">Our Economy</p> <p>We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.</p>	<ol style="list-style-type: none"> 1. Our location attracts business and industry to our region, boosting our local economy and jobs. 2. The local and regional tourism offering is expanded, increasing visitation to the region. 3. Our local established and emerging businesses are supported to thrive. 4. Our community can access affordable local housing, education, training, and employment options.
<p style="text-align: center;">Our Infrastructure</p> <p>Our community is well serviced and connected to built, social and communications infrastructure.</p>	<ol style="list-style-type: none"> 1. We have transport links that connect towns within the region and increase access to significant centres, 2. We are proud of our liveable and accessible local places and spaces. 3. Our existing community infrastructure is maintained, and we plan for and support the development of infrastructure that meets community need. 4. Water, waste, and sewerage services meet the needs of our community 5. Our telecommunications infrastructure is sound and supports access for business, industry, services, and the community. 6. We have a unique opportunity through the Canberra Airport and Port of Eden to connect us to the world.
<p style="text-align: center;">Our Civic leadership</p> <p>Our leaders operate ethically and implement good governance</p>	<ol style="list-style-type: none"> 1. CRJO is an effective, responsible, and innovative organisation. 2. CRJO is a financially sustainable organisation that can meet community needs. 3. Our community is informed and engaged in decision making.

These themes provide the framework for establishing our strategic priorities over the next four years.

Our Community

Helping Communities get back on their feet

Where do we want to be?	How do we get there?
<p>1.1 Develop tools and resources to help communities get back on their feet</p>	<p>1.1.1 Ongoing engagement with those communities prone to natural disasters to identify risks and opportunities that will aid better planning and preparedness.</p> <p>1.1.2 Based on the data collected, develop tools and resources that are easily understood and accessible to the community.</p> <p>1.1.3 Identify programs of work that can be undertaken to help communities be better prepared and facilitate the smooth execution of the disaster recovery plans across the region.</p> <p>1.1.4 Work with councils to communicate and embed the plans and processes into its day-to-day operations.</p>
<p>1.2 Become the driver of sound emergency waste management policy</p>	<p>1.2.1 Work with member councils to develop an emergency waste management policy to ensure the correct disposal of materials after a natural disaster.</p> <p>1.2.2 Develop tools and resources for Councils to implement as part of their emergency management practices.</p>
<p>1.3 Utilise future grant funding to provide assistance, resources, and programs to regional communities in need</p>	<p>1.3.1 Identify other funding opportunities to help support communities to plan, protect and recover from emergencies and natural disaster events.</p>

Our Environment

Protecting our environment for the next generation

Where do we want to be?	How do we get there?
<p>2.1 At the forefront of waste management planning</p>	<p>2.1.1 Implement the Waste Management Strategy that provides clear guidance for member councils to reduce waste generation and improve recycling and resource recovery.</p> <p>2.1.2 Identify key programs of work that will contribute to meeting the Waste and Sustainability Materials Strategic (WaSM) targets and Key Performance Indicators set out in the Waste Management Strategy.</p> <p>2.1.3 Gain support from and actively advocate to other levels of Government to ensure the region can successfully adopt a best practice waste management model.</p>
<p>2.2 Continuing our commitment to waste education and awareness</p>	<p>2.2.1 Identify opportunities for our younger generations to raise awareness and promote lifestyle choices that will protect the environment.</p> <p>2.2.2 Provide educational resources for households and industry regarding waste management best practices.</p>
<p>2.3 Supporting our Councils in protecting the environment through the delivery of regional waste programs, the collection of better data and by providing specialised resources</p>	<p>2.3.1 Continue the delivery of the Contaminated Lands Program to implement processes that will help identify contaminated lands and maintain adequate records.</p> <p>2.3.2 Provide support and resources to Councils during their transition to meet the Food Organics and Garden Organics (FOGO) legislation by 2030.</p>
<p>2.4 Championing a circular economy</p>	<p>2.4.1 Undertake a Circular Economy review to understand what materials are consumed and disposed of throughout the region to help inform better environmentally friendly practices.</p> <p>2.4.2 Leveraging from the Circular Economy review to identify gaps in regional waste and recycling infrastructure and help determine a strategy to address those gaps.</p>
<p>2.5 Net Zero Emissions</p>	<p>2.5.1 Work with State Government to promote/recommend zero emissions actions and practices in this region.</p>

Our Economy

Creating a sustainable and prosperous economy

Where do we want to be?	How do we get there?
3.1 Creating economic growth and job opportunities	<p>3.1.1 Engage with all levels of Government to develop new industry opportunities and promote investment in the region.</p> <p>3.1.2 Harbour relationships with community groups who are actively addressing regional workforce issues to leverage progress made in rebuilding the economy after several years of natural disasters and the pandemic.</p>
3.2 Support local initiatives to boost tourism throughout the region	<p>3.2.1 Work closely with other agencies such as Visit Canberra and Destination Southern NSW to raise the profile of the Canberra region as a tourist destination of choice with a distinct shared identity.</p> <p>3.2.2 Support councils in finding innovative ways to increase visitor numbers and encourage visitors to stay longer.</p>
3.3 Continue the implementation of the Canberra Region Economic Development Strategy	3.3.1 Identify key opportunities to implement the Canberra Region Economic Development Strategy.

Our Infrastructure

Helping build a better future

Where do we want to be?	How do we get there?
4.1 Support the delivery of transformative and region enhancing infrastructure	<p>4.1.1 Review and update the infrastructure priority prospectus.</p> <p>4.1.2 Advocate for regional infrastructure priorities using prospects documents.</p> <p>4.1.3 Develop a regional critical infrastructure betterment prospectus to support a more resilient region.</p>
4.2 Reliable freight and transport linkages that connect the communities of the Southeast	<p>4.2.1 Advocate for East-West freight linkages.</p> <p>4.2.2 Participate in regional transport and freight planning forums.</p>
4.3 A comprehensive telecommunications network and application of emerging smart technologies	<p>4.3.1 Advocate for elimination of telecommunications blackspots and for telecommunication infrastructure improvements to deliver reliable services.</p> <p>4.3.2 Seek opportunities to support members to develop and embrace smart technology programs and infrastructure.</p>

Our Civic Leadership

A strong voice for the South-East

Where do we want to be?	How do we get there?
5.1 Ensure the long-term financial sustainability of the Canberra Region JO	<p>5.1.1 Build on current policies and processes to establish a high standard of transparency and accountability.</p> <p>5.1.2 Make sound financial decisions in line with our risk management framework with stringent financial discipline.</p> <p>5.1.3 Implement clear lines of communication and reporting to our Board, our stakeholders and the wider community.</p>
5.2 Create opportunities for regional councils and stakeholders to work together to achieve a common goal	<p>5.2.1 Participate in key forums including Regional Leadership Executive, Destination Networks, Joint Organisation Network and Forum, and with the NSW Cross Border Commissioner and OLG.</p> <p>5.2.2 Collaborate with ACT Government in delivering priorities identified in the Canberra Region Economic Development Strategy and the priorities in the Memorandum of Understanding between CRJO and ACT Government.</p> <p>5.2.3 Coordinate active networks within member councils and communities to share learning, skills, and resources.</p> <p>5.2.4 Continue to build strategic relationships with other local community groups and associations.</p>
5.3 Identify initiatives that can deliver better value to our members	<p>5.3.1 Explore opportunities to create regional procurement processes to reduce the administrative burden on member councils and increase purchasing power across the region.</p> <p>5.3.2 Implement a shared internal audit function that will streamline key audit functions and utilise a consistent, best practice model to participating councils.</p> <p>5.3.3 Continually assess operational pain points within member councils to identify other opportunities for regional collaboration and shared services.</p>

Key Stakeholders

Government

- ACT Government
- Federal Government
- NSW Government and Agencies
- Member Councils
- Associate Members
- Council Staff
- Other Joint Organisations

Non-Government

- Affiliate Members – The Canberra Airport
- Snowy Hydro
- Industry Associations
- Local and regional businesses
- Local communities
- Regional cities NSW