



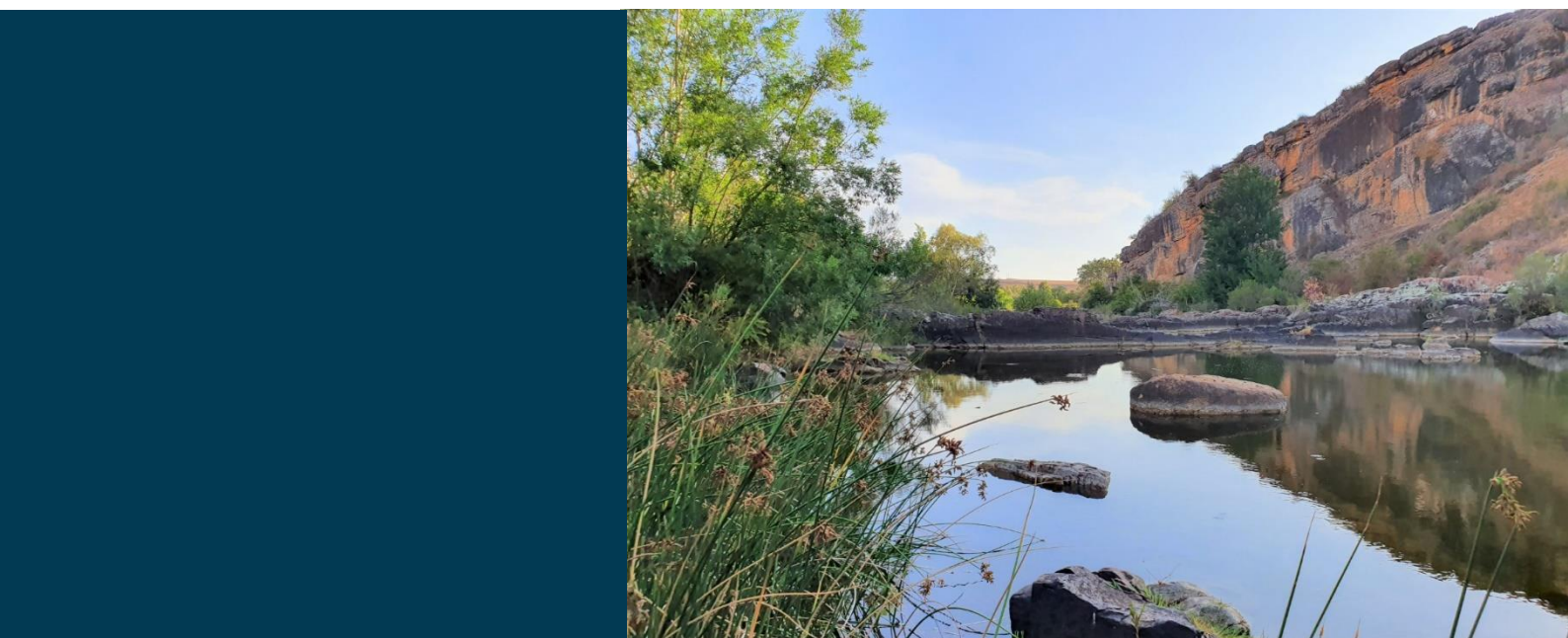
CANBERRA REGION
JOINT ORGANISATION

Statement of Strategic Priorities
2024-2028



CONTENTS

		Page
01	Statement of Strategic Priorities	3
02	Our vision	4
03	About CRJO	5
04	Our priorities	8
05	Taking action	14



01 STATEMENT OF STRATEGIC PRIORITIES

The Canberra Region Joint Organisation (CRJO) is a group of 11 councils that have united to deliver our shared vision. We are a diverse, inclusive, and connected region.

We collaborate and work together to share experiences, build capacity and find long-term solutions. As a region, we will use our collective voice to advocate for change to deliver positive outcomes.

Over the next four years, we will support our member councils through strong civic leadership and address some key challenges regarding environmental protection, the economy and critical infrastructure. This will be achieved by taking clear action and delivering outcomes.



Diverse. Connected. Inclusive.

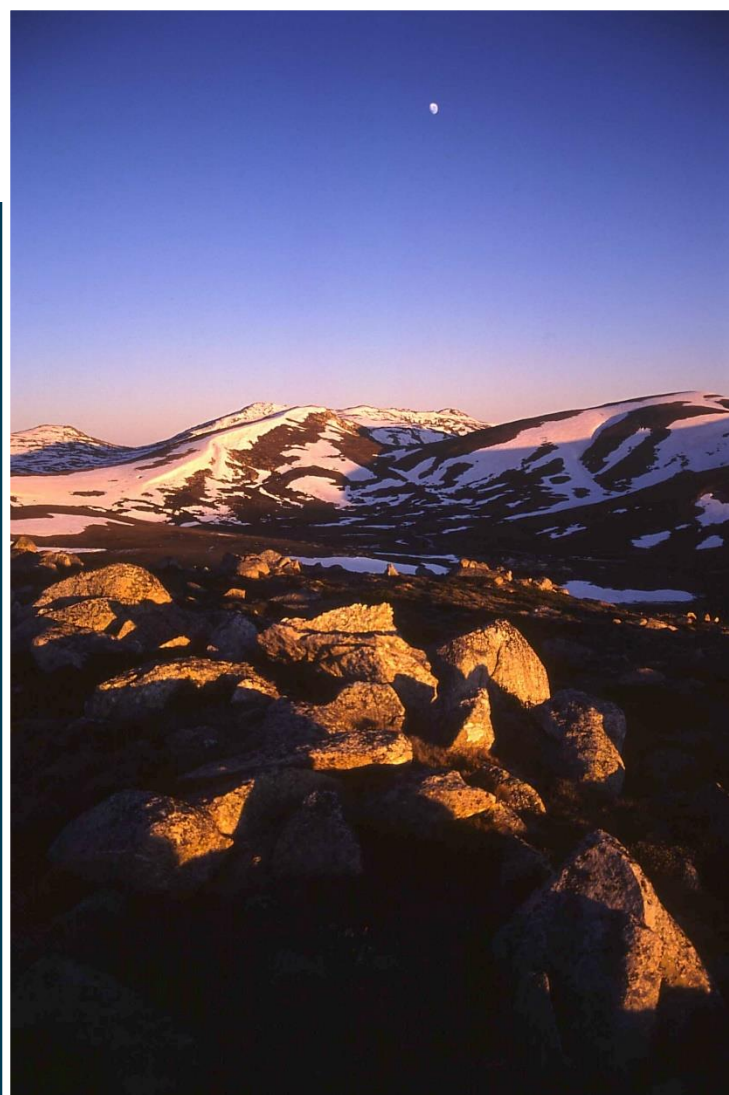
The vision of the Canberra Region Joint Organisation, 'Diverse, Inclusive, Connected,' embodies the unique identity of the Canberra region and sets it apart as a dynamic and forward-thinking region.

This vision captures the essence of the region's diverse landscape, which spans from the picturesque south-west slopes to the majestic Snowy Mountains and the vibrant coastal stretches of the Sapphire Coast. It reflects our commitment to embracing and celebrating the rich cultural tapestry and heritage that define our communities.

'Connected' not only refers to our robust physical and digital infrastructure that links towns and cities but also to the strong sense of community and collaboration that underpins our approach to regional development.

The inclusiveness aspect of our vision underscores our dedication to ensuring that every individual and community, regardless of background, has equal access to opportunities and a voice in shaping the region's future.

Together, these elements create a distinct identity for the Canberra Region, one that is grounded in respect for our natural and cultural heritage and driven by a collective spirit to innovate and prosper.



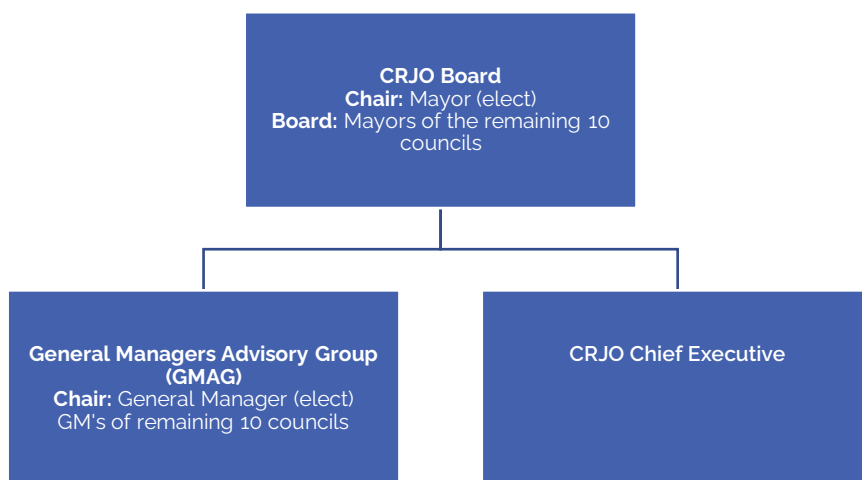
03 ABOUT CRJO

Who we are

The Canberra Region Joint Organisation (CRJO) consists of 11 member councils including Bega Valley Shire Council, Eurobodalla Shire Council, Goulburn Mulwaree Council, Hilltops Council, Queanbeyan-Palerang Regional Council, Snowy Monaro Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Wagga Wagga City Council, Wingecarribee Shire Council and Yass Valley Council alongside the Australian Capital Territory (ACT) Government and the Canberra Airport.



The total population of the CRJO region, including the ACT exceeds 800,000 with a total area of 63,000km² and a gross regional product (GRP) of \$16.23 billion.



What we do

The CRJO allows our members, State agencies and other stakeholders to work together at a regional level to identify shared priorities, delivering important regional projects and better community outcomes.

The CRJO's core objectives include:

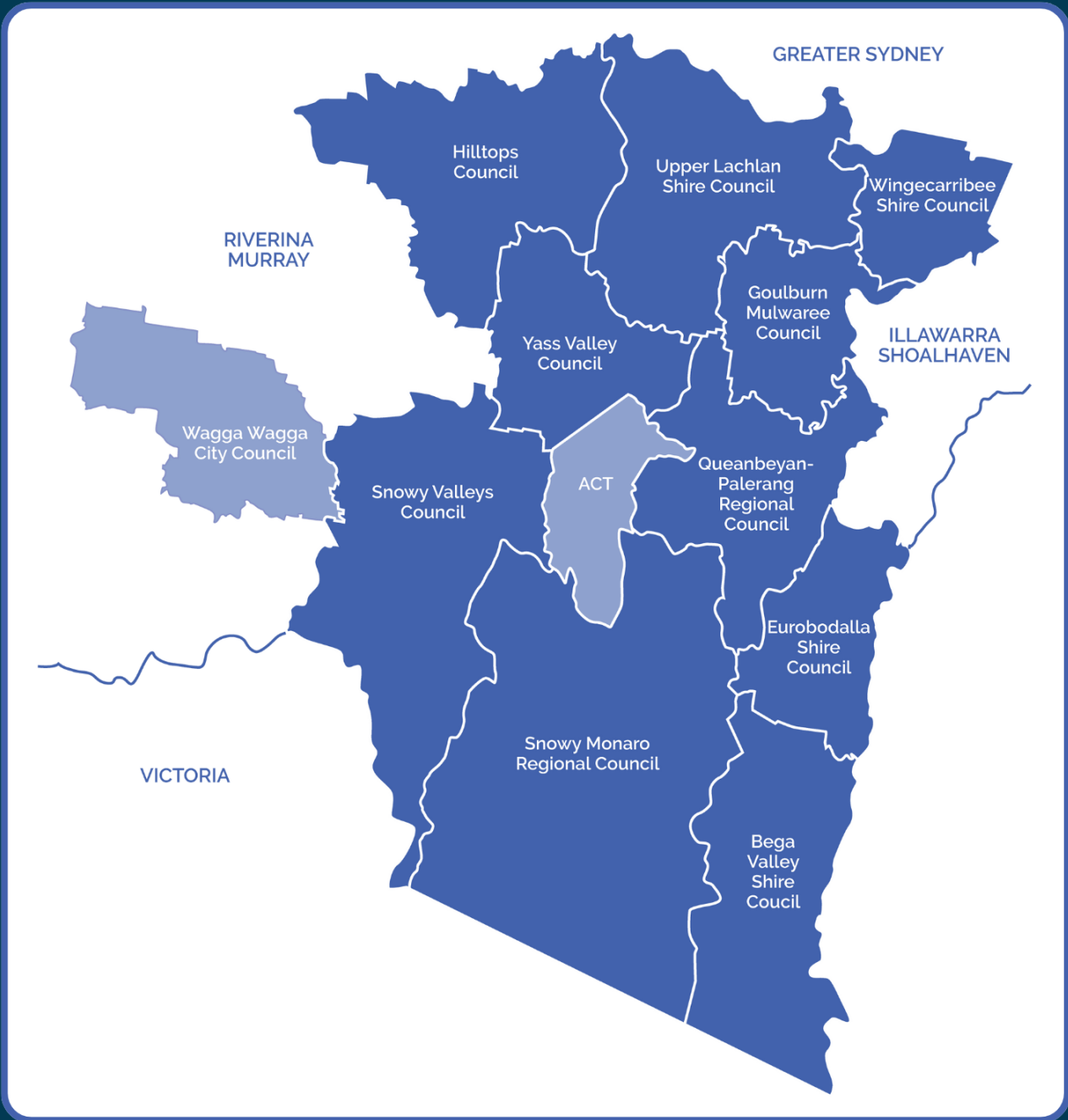
- Establishing strategic regional priorities and developing plans for delivering these priorities.
- Providing leadership and advocating for making real change in our communities.
- Identifying opportunities for intergovernmental cooperation and become one voice on matters relating to the region.

Our region

The Canberra Region is situated in south-eastern New South Wales and envelops the ACT. The region extends from the picturesque south-west slopes, through the dynamic Sydney-Canberra Corridor, across the scenic Eurobodalla, down to the vibrant Sapphire Coast, and up into the majestic Snowy Mountains.

Characterised by its unique and diverse geography, the Canberra Region boasts a predominantly rural landscape. The region also encompasses a mosaic of smaller townships and villages, alongside expanding residential and rural residential areas, especially near Canberra and the coastal regions.

The topography of the region is remarkably varied, spanning from the coastal plains to the alpine areas in the southwest, and across the rolling tablelands in the west. This diverse landscape defines the region's natural beauty and shapes its community and way of life.



11
Member councils

68,149 km²
Area

815,418*
Population
(2022 ERP)
ACT 453,890
CRJO LGAs 361,528

10.3%
of total NSW
population

\$16.23B
GRP
2.45% of the Gross
State Product

31,302
Local businesses

127,525
Local jobs

2
Special activation
precincts

\$4.69B
Visitor economy
(end 2019)

16,000
Daily commutes
into ACT

Source: Canberra Region .id Profile website, ABS Census, Canberra Region Economic Development Strategy
* All population figures are 2022 ERP, except for Snowy Valleys Council (2021 ERP), and ACT (2021 URP), Profile ID.

What's important to our member councils

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

Our community Liveability, wellbeing, and inclusion. We are a network of vibrant, inclusive and diverse communities that value our rural lifestyle.	<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.
Our environment We appreciate our range of rural landscapes and habitats and are stewards of the natural environment for future generations.	<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. Our robust planning framework considers our rural character and natural landscapes.4. We will reflect the importance of traditional custodians of our lands in our decision-making.
Our economy We have a strong regional economy experiencing sustainable growth, which provides for a diverse range of employment opportunities.	<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.
Our infrastructure Our community is well serviced and connected to built, social and communications infrastructure.	<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 needs.4. Water, waste, and sewerage services meet the needs of our community5. Our telecommunications infrastructure is sound and supports business, industry, services, and community access.6. We have a unique opportunity through the Canberra Airport and Port of Eden to connect us to the world.
Our civic leadership Our leaders operate ethically and implement good governance	<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.

04 OUR PRIORITIES

Our priorities are framed within the themes that resonate deeply with our communities as identified in Community Strategic Plans. These priorities for the CRJO articulate how we will make our contribution towards what matters to the community.

Our strategic priorities focus on:

- enhancing the liveability and inclusiveness of our communities,
- protecting and nurturing our natural environment,
- fostering a robust and diverse economy,
- developing resilient and modern infrastructure, and
- upholding strong civic leadership.

In pursuit of these priorities, we will implement action plans and commit to working collaboratively with our member councils, government agencies, and stakeholders.



Our community

Where do we want for our region?	What is the role of CRJO?
1.1. Quality and affordable housing is available and in good supply.	1.1.1. Lobby for State and Federal government investment and legislation that delivers in affordable housing initiatives.
	1.1.2. Coordinate the efforts of local planning regulations to increase affordable housing development.
	1.1.3. Collaborate with developers, not-for-profits, and other stakeholders to facilitate affordable housing development.
	1.1.4. Understand the regional housing needs, identify innovative housing models and share best practice.
1.2. Health services are accessible for all.	1.2.1. Support local health districts to develop service and infrastructure plans that meet regional needs.
	1.2.2. Lobby State and Federal government for better health services in their region. This includes advocating for more funding, improved infrastructure, and increased staffing to address the primary, tertiary and aged care gap.
	1.2.3. Advocate for the increase to the number and skills of healthcare professionals in the region through training initiatives or incentives to attract health workers.
	1.2.4. Work together to increase the chance of securing grants or other financial support for health projects.
1.3. Communities are supported to address cost of living pressures	1.3.1. Advocate to State and Federal governments for policies and funding that directly reduce the cost of living, such as subsidies for utilities, public transport, or health care.
	1.3.2. Identify and share programs that encourage local government and residents to buy locally to stimulate the local economy and reduce costs.
1.4. Resilient communities	1.4.1. Ongoing engagement with those communities prone to natural disasters to identify risks and opportunities that will aid better planning and preparedness.
	1.4.2. Based on the data collected, develop tools and resources that are easily understood and accessible to the community.
	1.4.3. 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.
	1.4.4. Work with councils to communicate and embed the plans and processes into its day-to-day operations.

Key delivery partners

Government	Non-government
<p>Federal Government: Department of Social Services, Treasury, Department of Infrastructure, Transport, Regional Development, and Communications, Department of Health, Department of Education, Skills, and Employment, Emergency Management Australia,</p> <p>State Government (NSW): NSW Department of Planning and Environment, NSW Department of Communities and Justice, NSW Land and Housing Corporation, NSW Ministry of Health, NSW Treasury, Resilience NSW, NSW Rural Fire Service, NSW State Emergency Service,</p> <p>ACT Government</p> <p>Local Government: All member councils.</p>	<p>Housing and development: Affordable housing advocacy groups, Developers, Not-for-profit housing organisations, Community housing providers, Investors, Urban planning experts,</p> <p>Health and community services: Health service providers, Community health organisations, Health advocacy groups, Universities, Medical colleges, Professional health associations</p> <p>Economic and business sector: Local business chambers, Economic development boards, Consumer advocacy groups, Economic policy think tanks, and Philanthropic foundations.</p> <p>Education and research: Academic institutions,</p> <p>Emergency management: Local emergency services, Environmental groups, NGOs in disaster relief and management, and Technology companies.</p>

Our environment

Where do we want for our region?	What is the role of CRJO?
2.1. Best practice waste management.	2.1.1 Review and implement the Waste Management Strategy to reduce waste generation and improve recycling and resource recovery.
2.2. Our natural environment is protected.	2.2.1 Implement strategies to protect native flora and fauna, including controlling invasive species and supporting native species. 2.2.2 Support initiatives and programs to promote healthy water ways and enhance catchment and water quality. 2.2.3 Implement strategies to protect our built heritage. 2.2.4 Enhance climate action in the region, including increasing resilience to natural hazards and protecting diverse environmental assets.
2.3. Net Zero Emissions	2.3.1 Work with stakeholders to promote/recommend zero emissions actions and practices in this region. 2.3.2 Develop and support net zero programs and actions within the region in alignment with government expectations and targets.

Key delivery partners

Government	Non-government
<p>Federal Government: Department of Agriculture, Water and the Environment, Department of Industry, Science, Energy, and Resources,</p> <p>State Government (NSW): NSW Environment Protection Authority (EPA), NSW Department of Planning, Industry and Environment, NSW Office of Environment and Heritage,</p> <p>ACT Government: ACT Environment, Planning and Sustainable Development Directorate, ACT Heritage Council, Transport Canberra and City Services (for waste management).</p> <p>Local Government: All member councils.</p>	<p>Environmental and conservation groups: Local conservation groups and NGOs focused on environmental protection, Wildlife conservation organisations, Landcare groups.</p> <p>Industry and business: Waste management and recycling companies, Businesses and industry groups committed to sustainability and zero emissions goals, and Renewable energy providers.</p> <p>Academic and research institutions: Universities and research institutes, Think tanks and policy research organisations.</p> <p>Community and advocacy groups: Local community groups and advocacy organisations.</p> <p>Climate action groups and networks: Indigenous groups, Land councils.</p> <p>Water management and quality: Catchment management authorities, Water utility companies, and groups focused on waterway health and quality.</p>

Our economy

Where do we want for our region?	What is the role of CRJO?
3.1. The Canberra Region Economic Development Strategy – A Prospectus for Collaboration (CREDS) fully implemented.	3.1.1. Support existing and emerging industries in the region.
	3.1.2. Promote the skills and innovation required to secure the region's long-term success.
	3.1.3. Develop a visitor economy, in partnership with stakeholders, on a regional level.
	3.1.4. Work with the State Government to leverage regional economic development strategies for local businesses.
3.2. Championing a circular economy	3.2.1. Work as a region to support Circular Economy industries.
	3.2.2. Develop and promote a regional circular economy strategy that identifies gaps in regional waste and recycling infrastructure, with the aim advocate for investment to address those gaps.

Key delivery partners

Government	Non-government
<p>State Government (NSW): NSW Department of Industry, NSW Treasury, NSW Department of Planning, Industry, and Environment, Destination NSW (for tourism and visitor economy), NSW Trade & Investment.</p> <p>Federal Government: Department of Industry, Science, Energy, and Resources, Department of Infrastructure, Transport, Regional Development, and Communications (for tourism and regional development), Australian Trade and Investment Commission (Austrade).</p> <p>ACT Government: Chief Minister, Treasury and Economic Development Directorate, Visit Canberra (for tourism and visitor economy), ACT Environment, Planning, and Sustainable Development Directorate.</p> <p>Local Government: All member councils.</p>	<p>Industry and business sector: Business chambers and industry associations, Industry clusters and innovation hubs, Local businesses and entrepreneurs, and Major employers.</p> <p>Tourism and hospitality sector: Local tourism and hospitality businesses, Regional tourism organisations, Destination marketing organisations, Cultural and heritage sites, and tourism attraction operators.</p> <p>Academic and training institutions: Local universities and TAFEs, Vocational training providers, and Research institutions.</p> <p>Circular economy and sustainability: Environmental NGOs and advocacy groups focusing on sustainable development, Circular economy initiatives and networks, Waste management and recycling companies, Sustainability consultants and think tanks.</p> <p>Community and economic development groups: Local economic development agencies, Community development organisations, social enterprises and cooperative groups.</p>

Our infrastructure

Where do we want for our region?	What is the role of CRJO?
4.1. Reliable and safe water supply.	4.1.1. Develop and support regional water management strategies, focusing on sustainable water use, allocation and conservation, considering future growth.
	4.1.2. Work together to find efficiencies in the development and renewal of water and sewer infrastructure, including treatment plants and distribution systems, to maintain efficiency and sustainability.
4.2. Strategic freight and transport linkages that connect the communities and support industry.	4.2.1. Advocate for the implementation and supporting funding for the South East Tablelands Regional Transport Strategy, including East-West freight linkages.
	4.2.2. Participate in regional transport and freight planning forums.
	4.2.3. Take a regional approach to improving infrastructure, including for electric vehicles.
	4.2.4. Advocate for delivery of the improved Canberra to Sydney rail network catering for fast trains.
4.3. A comprehensive telecommunications network and smart technologies.	4.3.1. Advocate for telecommunication infrastructure improvements to deliver reliable services and eliminate telecommunications blackspots.
	4.3.2. Seek opportunities to support members to develop and embrace smart technology programs and infrastructure.
4.4. Transformative and region-enhancing infrastructure.	4.4.1. Review and update the CRJO Infrastructure Priority Prospectus.
	4.4.2. Advocate for regional enabling infrastructure.
	4.4.3. Develop a Regional Critical Infrastructure Betterment Prospectus to support a more resilient region.
	4.4.4. Advocate for the NSW Government to develop integrated regional infrastructure growth plans that adequately address growth pressures.

Key delivery partners

Government	Non-government
<p>State Government (NSW): NSW Department of Planning, Industry, and Environment (for water and environmental management), Transport for NSW (for transport and freight strategies), NSW Department of Regional NSW (for regional infrastructure and development), NSW Water Directorate (for water management and infrastructure).</p> <p>Federal Government: Department of Infrastructure, Transport, Regional Development, and Communications (for transport, infrastructure, and telecommunications), Department of Agriculture, Water, and the Environment (for water management).</p> <p>ACT Government: ACT Environment, Planning, and Sustainable Development Directorate, Transport Canberra (for regional transport planning).</p> <p>Local Government: All member councils.</p>	<p>Water management and conservation: Water utility companies and authorities, Environmental NGOs, Water industry bodies, and Research institutions.</p> <p>Transport and infrastructure: Regional and local transport operators, Freight and logistics companies, and Infrastructure development firms.</p> <p>Telecommunications and technology: Telecommunications service providers, Technology and smart infrastructure companies, Industry bodies for telecommunications, Digital inclusion and connectivity advocacy groups.</p> <p>Regional planning and development: Regional development authorities, Chambers of Commerce and industry associations.</p> <p>Community and advocacy groups: Community-based organisations, Advocacy groups for sustainable infrastructure and environmental protection, Academic institutions and think tanks.</p> <p>Electric vehicle infrastructure: Electric vehicle manufacturers and service providers, Renewable energy companies and consultants, and Sustainable transport advocacy groups.</p>

Our civic leadership

Where do we want for our region?	What is the role of CRJO?
5.1. Long-term financial sustainability of CRJO.	5.1.1. Ensure CRJO policies and processes demonstrate a high level of transparency and accountability.
	5.1.2. Develop and maintain Risk Management Framework with a clearly identified risk appetite.
	5.1.3. Ensure decisions are in line with the CRJO core objectives risk management framework and underpinned by sound business cases ensuring stringent financial discipline.
	5.1.4. Implement clear lines of communication and reporting to our Board, our stakeholders, and the wider community.
5.2. Opportunities for regional councils and stakeholders to work together to achieve a common goal.	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.
	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.
	5.2.3. Coordinate active networks within member councils to share learning, skills, and resources to build capacity.
5.3. Initiatives that can deliver better value to our members.	5.3.1. Explore opportunities to create regional procurement opportunities.
	5.3.2. Continue to provide training and opportunities to build member councils capacity.
	5.3.3. Work with members Council's to assess operational pain points and identify other opportunities for regional collaboration and shared services.
	5.3.4. Develop and implement an Advocacy Strategy to advance the Statement of Strategic Priorities.

Key delivery partners

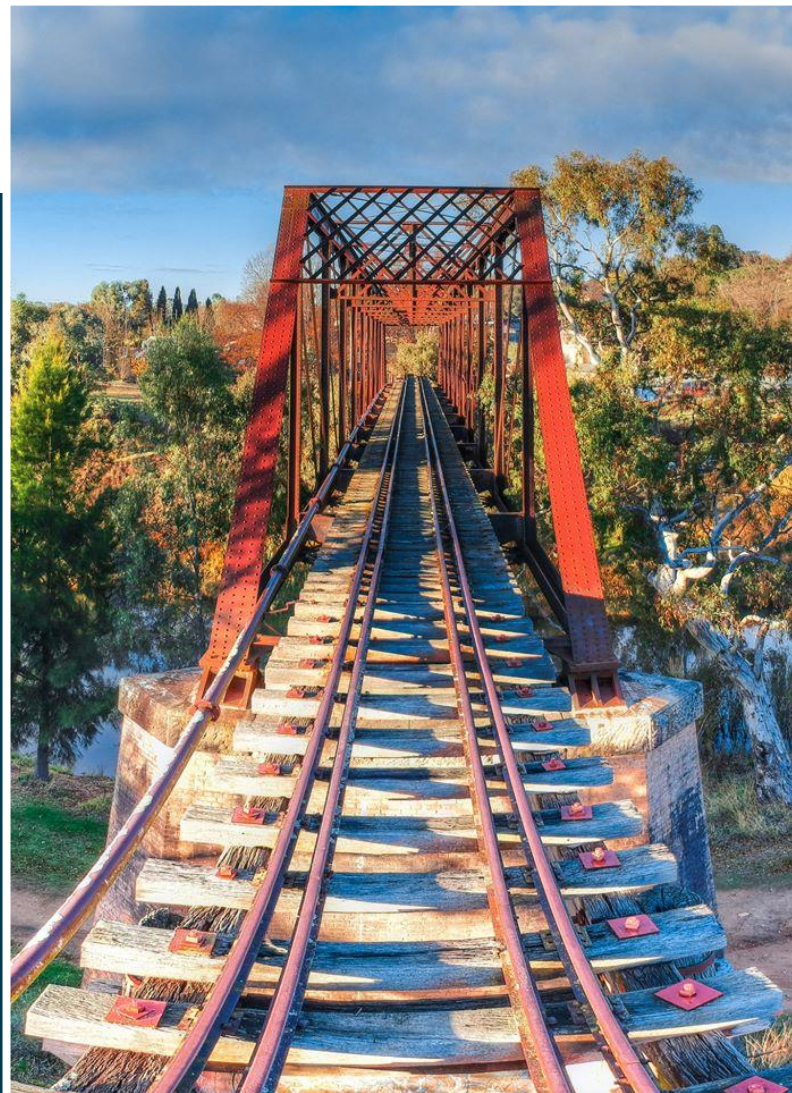
Government	Non-government
<p>Federal Government: Relevant federal departments for regional development and cross-government collaboration</p> <p>State Government (NSW): NSW Office of Local Government, NSW Cross Border Commissioner, NSW Department of Premier and Cabinet.</p> <p>ACT Government: Various departments relevant to the Canberra Region Economic Development Strategy, ACT Chief Minister, Treasury, and Economic Development Directorate</p> <p>Local Government: All member councils.</p>	<p>Professional and regulatory bodies: Auditing and financial bodies, Industry associations/networks.</p> <p>Educational and training institutions: Universities/vocational training providers, Professional development and training organisations.</p> <p>Regional and economic development networks: Regional Leadership Executive, Destination Networks, Joint Organisation Network and Forum, Economic development agencies.</p> <p>Communication and public relations: Media and public relations agencies, Community engagement specialists, Digital communication platforms and service providers.</p> <p>Procurement and resource sharing: Suppliers and service providers for regional procurement.</p> <p>Advocacy and policy groups: Advocacy groups, Policy think tanks and research institutions.</p>

05 TAKING ACTION

In pursuit of these priorities, we will implement targeted action plans and commit to collaborating with our stakeholders. CRJO will transform our strategic vision into practical steps, marked by effective collaboration and a results-focused approach.

The CRJO Chief Executive will be accountable for developing Annual Action Plans. These plans will be presented for approval to the CRJO Board annually. To ensure ongoing oversight and transparency, the Chief Executive will also be responsible for providing comprehensive reports on the progress of these plans. These reports will be delivered quarterly to the General Managers Advisory Group (GMAG), offering an opportunity for regular review and input from key stakeholders. Additionally, a more extensive review and report will be presented to the CRJO Board every six months. This reporting schedule is designed to maintain a rhythm of evaluation and adjustment, ensuring that our actions remain aligned with our strategic objectives and are responsive to the evolving needs of the Canberra region.

Engagement with our member councils is paramount, keeping them informed and involved throughout this journey. By upholding high governance standards and maintaining open communication, CRJO is dedicated to bringing about tangible and positive changes, making the Canberra region more diverse, inclusive, and connected.





CANBERRA REGION
JOINT ORGANISATION

