



**FEDERATION
COUNCIL**

CREATING OPPORTUNITY CELEBRATING COMMUNITY

THIS IS FUTURE
FEDERATION

2040

COMMUNITY STRATEGIC PLAN

www.federationcouncil.nsw.gov.au



“

Federation Council acknowledges the traditional custodians of the land, the Bpangerang and Wiradjuri people.

As a community, we pay our respects to elders past, present and emerging, and to future generations. We also acknowledge and recognise the strength, resilience and capacity of all Aboriginal people of this Land.

Acknowledgements

The Future Federation 2040 Community Strategic Plan has been developed in partnership with the Federation community & Federation Council.

Council wishes to thank the community members who contributes their time and thoughts throughout the process to inform the strategy.

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Welcome

Welcome to the Future Federation 2040 Community Strategic Plan (CSP): a shared vision that reflects the aspirations and priorities of our Local Government Area (LGA). This plan serves as a roadmap for the next 15 years, guiding Federation's growth, sustainability, and development.

The CSP is built on the foundation of collaboration, and represents the voices of residents from across the Federation region who participated in shaping this vision. Through community engagement, Council has identified the strengths that make our area special, the challenges Council faces, and the priorities Council need to address to ensure a thriving and sustainable future.

The Plan is centred around five pillars: Built Federation, Economic Federation, Natural Federation, Social Federation, and Well-Governed Federation. Each pillar sets out Council's collective aspirations for 2040, and the strategies for achieving them.

Achieving this vision requires a united effort from Federation Council, State and Federal Governments, government agencies, businesses, community groups, and individuals. By aligning our efforts and maintaining a shared commitment to the identified goals, a future can be created where everyone thrives.

Thank you for joining Council in building a brighter future for the Federation region. Let's make this vision a reality—together.

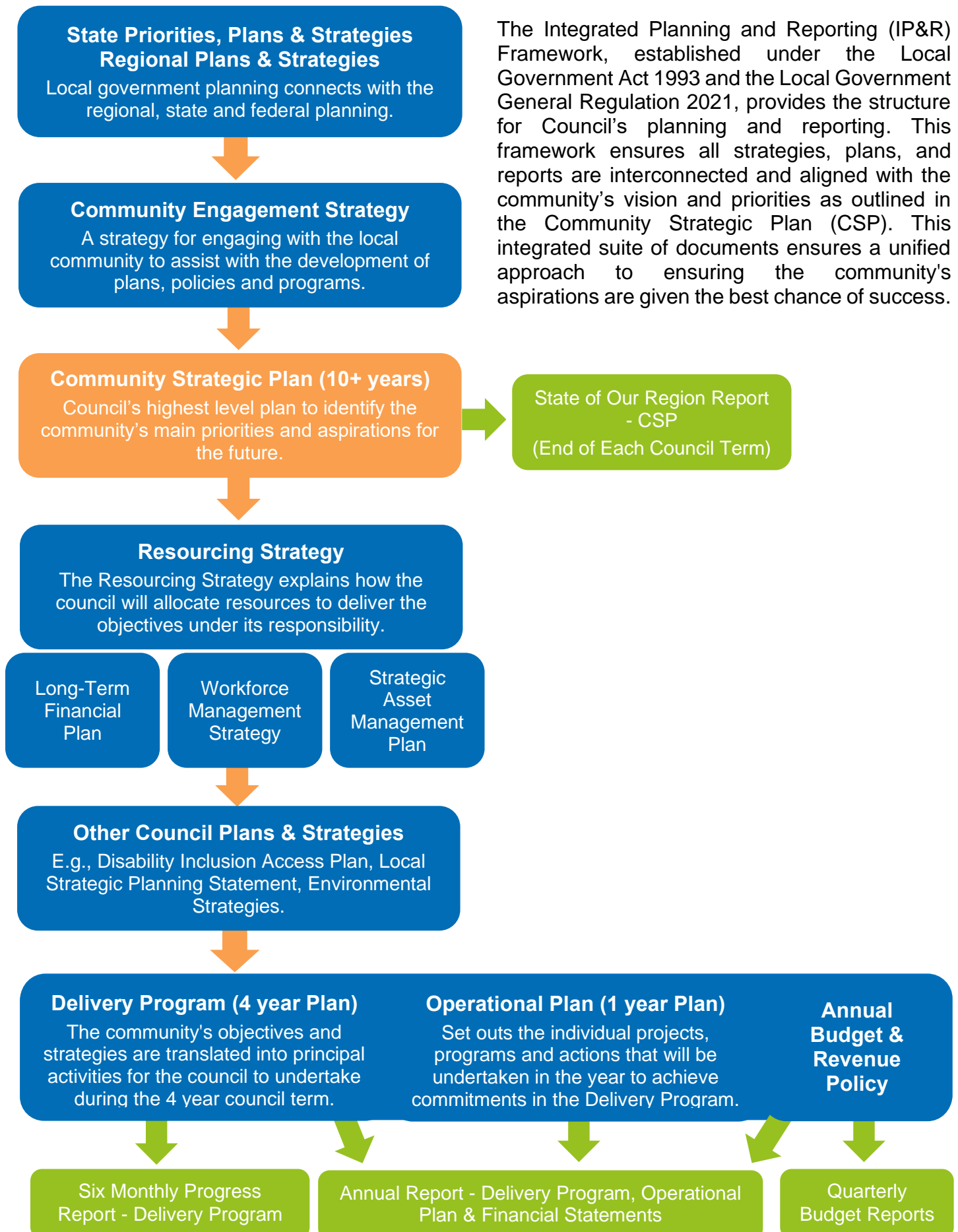
Future Federation 2040 Vision

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.



Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework, established under the Local Government Act 1993 and the Local Government General Regulation 2021, provides the structure for Council's planning and reporting. This framework ensures all strategies, plans, and reports are interconnected and aligned with the community's vision and priorities as outlined in the Community Strategic Plan (CSP). This integrated suite of documents ensures a unified approach to ensuring the community's aspirations are given the best chance of success.



Future Federation 2040 Community Strategic Plan

Based on the community's vision initially developed in 2018 and reviewed in 2022¹, the 2040 CSP reflects the aspirations and priorities of the community to 2040. The purpose of the 2024/25 engagement process was to ensure the plan remains aligned with community needs, and captures any changes including new or emerging threats, challenges or opportunities and priorities. The 2040 CSP provides a clear framework. It fosters collaboration, transparency, and accountability to achieve the community's vision and aspiration over the next 15 years.

The CSP addresses four fundamental questions:

- Where are we now?
- Where do we want to be in the future?
- How will we get there?
- How will we know we've achieved our CSP objectives?

By answering these questions, the CSP identifies the strategies needed to achieve this shared vision, guiding the region's development and supporting its sustainability.

The CSP provides a foundation for Federation Council's decision-making and resource allocation. It ensures Federation Council's actions are based on a sound understanding of the community's aspirations and priorities. Successful implementation requires collective efforts from government agencies, businesses, industry groups, service providers, community organisations and groups, and individuals.

The CSP has been developed with careful consideration of the:

- Social Justice Principles
- Quadruple Bottom Line

¹ Link to 2022 – 2032 Community Strategic Plan
<https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies>

Social Justice Principles

Equity	Access	Participation	Rights
<ul style="list-style-type: none">• Fairness in decision making, and prioritising and allocation of resources, particularly for those in need.	<ul style="list-style-type: none">• All have fair access to services, resources and opportunities to improve their quality of life.	<ul style="list-style-type: none">• Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.	<ul style="list-style-type: none">• All people's rights are recognised and promoted.

This approach ensures the CSP is inclusive, fair, achievable, and representative of the diverse needs of the community.

Quadruple Bottom Line

The social, environmental, economic and civic leadership factors are considered in every aspect of the work.

The Future Federation 2040 CSP is built around the following five pillars, each reflecting the commitment to the social, environmental, economic, and civic leadership factors:

1. Built Federation
2. Economic Federation
3. Natural Federation
4. Social Federation
5. Well - Governed Federation

Links To NSW Government State Priorities

The CSP is designed to align with the latest NSW economic, social, environmental, cultural, transport, and land use strategies. The following table demonstrates how the NSW Government's State priorities are reflected and addressed within the objectives and strategies of the Future Federation 2040 CSP:

NSW Government Priorities	Relevant Future Federation 2040 CSP Objectives & Strategies
Improving housing accessibility and affordability	<p>CSP Objective 1: Our infrastructure enhances the lives of our community. 1.2. Deliver resilient and reliable utility and digital communication infrastructure.</p> <p>CSP Objective 3: We are stewards of the natural environment for future generations. 3.3. Facilitate consistent and appropriate land use planning and development decisions.</p>
Strengthening our education system	<p>CSP Objective 2: Our economy is strong with learning, employment and business opportunities. 2.3. Support rich learning and employment opportunities.</p>
Connecting regional communities through roads and transport	<p>CSP Objective 1: Our infrastructure enhances the lives of our community. 1.1. Provide integrated and active transport infrastructure and networks in and between communities.</p>
Supporting regional economic development	<p>CSP Objective 2: Our economy is strong with learning, employment and business opportunities. 2.1. Diversify industry and thriving businesses.</p>
Supporting the transition to a clean energy future	<p>CSP Objective 3: We are stewards of the natural environment for future generations. 3.2. Respond to our changing environment.</p>
Improving health services	<p>CSP Objective 4: A vibrant and connected community of people leading healthy and fulfilled lives. 4.3. Foster a safe and healthy community.</p>
Investing in local support for families and communities	<p>CSP Objective 4: A vibrant and connected community of people leading healthy and fulfilled lives. 4.2. Embrace and support people of all ages. 4.3. Foster a safe and healthy community</p>
Enhancing essential services	<p>CSP Objective 4: A vibrant and connected community of people leading healthy and fulfilled lives. 4.3. Foster a safe and healthy community.</p>
Relieving cost-of-living pressures	<p>CSP Objective 5: Civic leadership is strong, consultative and responsive to our community's needs. 5.2. Council is responsible and financially sustainable with effective leadership.</p>
Responding to biosecurity threats	<p>CSP Objective 3: We are stewards of the natural environment for future generations. 3.1. Value, protect and enhance our natural environment.</p>

NSW Government Priorities	Relevant Future Federation 2040 CSP Objectives & Strategies
Protecting our environment	CSP Objective 3: We are stewards of the natural environment for future generations. 3.1. Value, protect and enhance our natural environment.
Investing in disaster response and recovery	CSP Objective 3: We are stewards of the natural environment for future generations. 3.2. Respond to our changing environment.
Empowering First Nations communities	CSP Objective 4: A vibrant and connected community of people leading healthy and fulfilled lives. 4.1. Acknowledge our beginnings, celebrate our diversity and culture.

Source: Our Plan for NSW - <https://www.budget.nsw.gov.au/2024-25/budget-papers/overview>

Links To Local, Regional and State Strategies and Plans

The CSP takes into account the influence and alignment of key plans and strategies at local, regional, and state levels:

Local (Council)	Regional	State
Provide: planning and building approvals, local roads, parking, footpaths and transport, waste, stormwater drains, public health amenities, animal management, emergency management, sport and recreation facilities, open spaces such as parks, gardens and playgrounds, libraries, arts and culture, community events.	Provide: regional planning, disaster response and planning, catchment management.	Provide: health and hospitals, education, child care, community services, employment, environmental issues, roads, railways and public transport, public works, agriculture and fishing, industrial relations, sport and recreation, consumer affairs, police, prisons, emergency services.
<ul style="list-style-type: none"> • Ageing Well Strategy 2018 – 2022 https://www.federationcouncil.nsw.gov.au/Community/Seniors/Ageing-Well-Strategy-2018-2022 • Federation Arts & Cultural Strategy 2021 – 2025 https://www.federationcouncil.nsw.gov.au/Living-Here/Arts- Culture/Federation-Arts- 	<ul style="list-style-type: none"> • Murray Regional Tourism's 2024-2027 Strategic Plan https://www.murrayregionaltourism.com.au/wp-content/uploads/sites/2/MRT-Strategic-Plan-July-2024-June-2027.pdf • Murray Regional Economic Development Strategy 2023 Update https://www.nsw.gov.au/sites/default/files/2023-02/Murray-REDS-2023-Update.pdf 	<ul style="list-style-type: none"> • Ageing Well in NSW: Seniors Strategy 2021-2031 https://www.facs.nsw.gov.au/download?file=798429 • Ageing Well in NSW: Seniors Strategy 2021-2031 https://www.facs.nsw.gov.au/download?file=798429 • Climate Change Policy Framework https://www.energy.nsw.gov.au/sites/default/files/2

Local (Council)	Regional	State
<p>and-Culture-Strategy-2021-2025</p> <ul style="list-style-type: none"> • Companion Animal Management Plan https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies • Development Control Plan https://www.federationcouncil.nsw.gov.au/Building-Planning/Zoning-Policies/Development-Control-Plans • Economic Development Strategy https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies • Federation Disability Inclusion and Access Plan https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies • Local Strategic Planning Statement https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies • Waste Management Strategy https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies 	<ul style="list-style-type: none"> • Murray Region Destination Management Plan 2023 https://www.murrayregionaltourism.com.au/wp-content/uploads/sites/2/Murray-Region-Destination-Management-Plan-Final-Published-Plan-1.pdf • Regional Economic Development Strategy https://www.nsw.gov.au/regional-nsw/regional-economic-development-strategies • Riverina Murray Regional Plan https://www.planning.nsw.gov.au/plans-for-your-area/regional-plans/riverina-murray-regional-plan-2041 • Southern Riverina Regional Drought Resilience Plan https://yoursay.murrayriver.nsw.gov.au/draft-southern-riverina-regional-drought-resilience-plan • RAMJO Statement of Strategic Priorities 2022 https://www.ramjo.nsw.gov.au/wp-content/uploads/2022-RAMJO-STATEMENT-OF-STRATEGIC-REGIONAL-PRIORITIES-WEB.pdf • Riverina Murray Regional Plan https://www.planning.nsw.gov.au/plans-for-your-area/regional-plans/riverina-murray-regional-plan-2041 	<p>022-08/nsw-climate-change-policy-framework-160618.pdf</p> <ul style="list-style-type: none"> • Future Health Guiding the Next Decade of Care in NSW 2022 -2032 https://www.health.nsw.gov.au/about/nswhealth/Publications/future-health-report.PDF • Future Energy Strategy: Future Transport 2056 https://www.future.transport.nsw.gov.au/sites/default/files/2022-07/future_energy_strategy.pdf • Future Transport Strategy https://www.future.transport.nsw.gov.au/sites/default/files/2022-09/Future_Transport_Strategy_lowres_2.pdf • NSW Aboriginal Mental Health and Wellbeing Strategy 2020-2025 https://www.health.nsw.gov.au/mentalhealth/resources/Publications/aborig-mh-wellbeing-2020-2025.pdf • NSW Disability Inclusion Plan 2021-2025 https://dcj.nsw.gov.au/documents/community-inclusion/disability-inclusion/nsw-disability-inclusion-plan/nsw-disability-inclusion-plan.pdf • NSW 2026 Road Safety Action Plan https://www.transport.nsw.gov.au/system/files/me

Local (Council)	Regional	State
uncil.nsw.gov.au/Council/Corporate-Planning/Plans-Strategies	plans/riverina-murray-regional-plan-2041	dia/documents/2024/crs_2026_road_safety_action_plan.pdf <ul style="list-style-type: none"> NSW Strategic Plan for Children and Young People 2022-2024 https://522228.fs1.hubspotusercontent-na1.net/hubfs/522228/CFID%20STRAT%20PLAN%20Accessible%20version.pdf NSW Visitor Economy Strategy 2030 https://cdn.sanity.io/files/aycivmy/production/6949eaec32cfe1ac6c5df8fb0b6cd071006ce8bf.pdf/VES%202030v26.pdf NSW 2021 https://www.ipc.nsw.gov.au/sites/default/files/file_manager/NSW2021_WEBVERSION.pdf Staying Ahead: State Infrastructure Strategy 2022-2042 https://www.infrastructure.nsw.gov.au/media/onmb3hy5/state-infrastructure-strategy-2022-2042-full-report.pdf

Partnerships

Some of our key partners, with whom Federation Council work with to share, guide and implement strategies, are listed below:

Local & Regional

- Albury City Council
- Berrigan Shire Council
- Edward River Council
- Indigo Shire Council
- Moira Shire Council
- Murray Regional Tourism
- Murry River Council
- Riverina and Murray Joint Organisation (RAMJO)
- Riverina Water County Council
- Riverina Regional Library
- Wodonga Council

Organisations & Advisory

- Corowa Business Chamber
- Corowa District Landcare Review
- Federation Council Advisory Committees
- Federation Council Section 355 Committees
- Federation Council Youth Council
- Federation Primary Prevention Team
- Murray Darling Association
- Murrumbidgee Primary Health Network
- Office of the Advocate for Children and Young People
- StateCover
- Statewide Mutual
- TAFE NSW

State Governments

- Department of Communities and Justice
- Department of Planning, Housing and Infrastructure
- Department of Primary Industries and Regional Development
- Destination Riverina Murray
- Infrastructure NSW
- Murrumbidgee Local Health District
- NSW Climate and Energy Action
- NSW Environment Protection Authority
- NSW Food Authority
- NSW Health
- Office of Local Government NSW
- Riverina Water
- Transport for NSW

Federal Governments

- Department of Climate Change, Energy, the Environment and Water
- Murray Darling Basin Authority
- Regional Development Australia - Murray

Financial Sustainability

To support our community, Federation Council provides a comprehensive range of services: from roads, bridges, footpaths and other transport infrastructure, to community and library services, events, public spaces and parks, sport and recreation facilities, as well as waste management and water and sewer services. For many years now, Federation Council has been on a financial sustainability journey. Like many NSW Councils, Federation Council must strategically manage its resources to ensure the continued delivery of essential, legislated and non-legislated services and the maintenance of vital infrastructure.

Federation Council has undertaken a number of actions to improve the organisation's financial position; however, the challenge to be financially sustainable continues and Federation Council's responses to this plan will be limited by its financial position. To improve Federation Council's financial position and to provide funds to maintain and renew assets, Federation Council:

- Continues to implement a program of productivity improvements and cost containment strategies.
- Is implementing improvements to asset management practices across all asset classes (moving from a reactive to a proactive approach and undertaking greater prioritisation of works).
- Seeks to maximise other revenue streams, such as income from the saleyards, property holdings, caravan parks and aquatic centres.
- Continues to implement recommendations from the University of Newcastle Independent Review.
- Has applied to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent Special Rate Variation over two years commencing 1 July 2025.

Service Levels

To effectively achieve community aspirations and priorities, understanding the community's desired level of service is crucial. Federation Council plays a vital role in providing essential services and infrastructure. For those services under its direct responsibility, Federation Council will collaborate with the community to establish appropriate service levels, carefully balancing expectations with financial sustainability.

Maintaining this balance between community expectations and financial sustainability is an ongoing challenge. Therefore, Federation Council must align service expectations with available resources and operational feasibility.

The CSP will be monitored and evaluated, with progress reported to the community and Council at the end of each Council term. Specific measures used to track the Council's progress are detailed on page 36.

Review

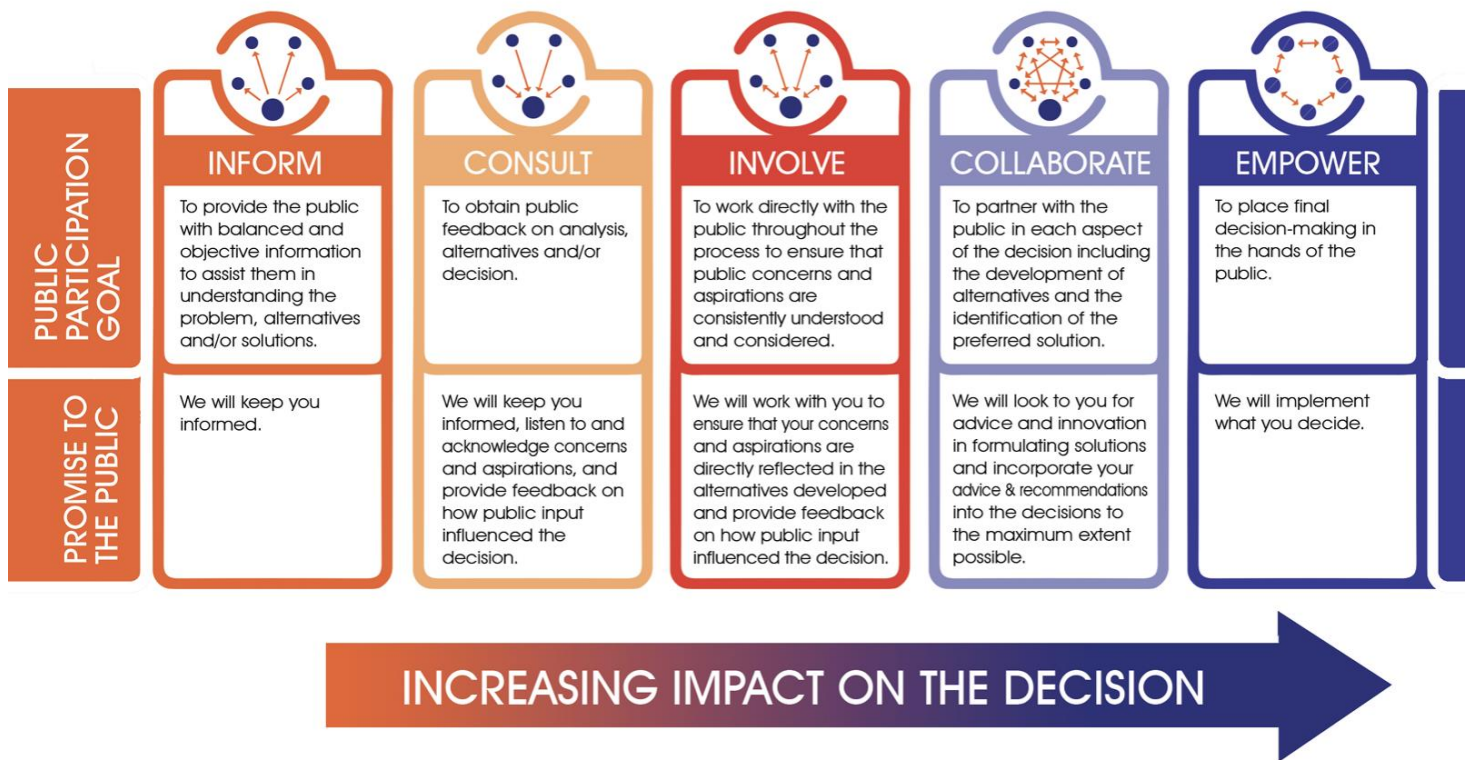
To ensure accountability, transparency and effectiveness, the CSP is reviewed every four years in line with the Council term. This review allows the plan to adapt to changing circumstances and emerging community needs.

Reporting

Council will prepare the State of our Region Report in the year in which an ordinary election of councillors is held. This report outlines the progress against the CSP across the four years. It will be presented to the second meeting of the new Council and it will assist the new council to undertake the required review of the CSP.

Community Engagement

Federation Council undertook an engagement process to ensure the Future Federation 2040 CSP reflected the community's aspirations. This process, was guided by Council's IP&R engagement strategy, inclusive of the IAP2 Spectrum of Public Participation:



The engagement guided the community through important conversations on:

- Where are we now?
- Where do we want to be in the future?
- How will we get there?
- How will we know we've achieved our CSP objectives?

The findings from the community engagement are documented in the Future Federation 2040 Engagement Report² and the Federation Council Community Satisfaction Survey 2024³, and are featured throughout this document.

² Future Federation 2040 Engagement Report

<https://www.federationcouncil.nsw.gov.au/News-Media/Council-presents-Community-Strategic-Plan-Engagement-Report>

³ Federation Council Community Satisfaction Survey 2024

<https://www.federationcouncil.nsw.gov.au/Council/Corporate-Planning/Reporting/Community-Satisfaction-Survey>

Inform

The INFORM level of engagement included:

- Direct mail to all households: 5,625
- Social media reach on Facebook and LinkedIn: 2,963
- Website views: 756
- Community Conversations email newsletter distribution: 530 (330 reads)
- Flyers distributed: 500
- Newspaper advertising in Corowa Free Press and Yarrawonga Chronicle: 4 weeks
- Articles in the Urana & District Community Newsletter and the Howlong Grapevine Community Newsletter

Consult & Involve

The CONSULT & INVOLVE level of engagement included:

- Number of individual survey responses: 196
- Number of telephone survey responses: 201
- Number of people who attended workshops: 13
- Number of people who attended pop-up sessions: 51
- Number of telephone interviews: 8

What We Asked The Community

- How do you feel about the vision in the endorsed CSP?
- What makes your community a great place to live?
- What do you think are the main challenges facing your community?
- What have you seen in another area/shire that you think would work well in your community?
- What is one thing you would like to see achieved in your community in the next ten years?
- What services or projects should be prioritised for the region?

Where Are We Now

The Federation Region

The Federation Council area is located in southern New South Wales, about 560-600 kilometres south-west of the Sydney CBD, 350-400 kilometres south-west of the Canberra CBD, and 300-380 kilometres north of the Melbourne CBD. The Federation Council area is bounded by Narrandera Shire in the north, Lockhart Shire and Greater Hume Shire in the east, the Murray River and the Victorian border in the south, and Berrigan Shire and the Murrumbidgee Council area in the west.

The original inhabitants of the Federation Council area were the Bpngerang and Wiradjuri Aboriginal people. The region includes:

Morundah

81 population
39 dwellings
31 employed

Urana

329 population
157 dwellings
126 employed

Oaklands

304 population
170 dwellings
148 employed

Savernake

67 population
35 dwellings
46 employed

Rennie

31 population
21 dwellings

Mulwala

2,557 population
1,457 dwellings
1,018 employed

Collendina

109 population
43 dwellings
66 employed

Redlands

36 population
18 dwellings

Corowa

5,595 population
2,881 dwellings
2,366 employed



Boree Creek

204 population
106 dwellings
93 employed

Rand

192 population
75 dwellings
80 employed

Daysdale

83 population
54 dwellings
41 employed

Coreen

122 population
48 dwellings
65 employed

Buraja/

Lowesdale
100 population
50 dwellings
38 employed

Balldale

168 population
74 dwellings
59 employed

Hopefield

95 population
41 dwellings
51 employed

Howlong




2,997 population
1,360 dwellings
1,285 employed

With strong agricultural production, particularly in broad-acre cropping and livestock production, as well as increasing tourism linked to the Murray River, and small-scale manufacturing sectors, the Federation region is positioning itself as a key player in regional NSW's growth and development. Its border location provides unique opportunities for cross-state collaboration with Victoria.

Waterways are the lifeblood, with residents and visitors enjoying the natural and recreational values of the Murray River, Lake Mulwala, and Urana Aquatic Centre along with Murray Creeks across the region. The region has a beautiful natural environment boasting national parks, state forests, bushland, wildlife, rural areas, and an open sense of space and freedom.

The Federation region is renowned for quality sporting facilities, hosting an annual calendar of significant football, netball, horse racing, cricket, hockey, rugby, and swimming sports events.

The Federation Community

	People	12,939
Male		50.3%
Female		49.7%
Aboriginal and/or Torres Strait Islander		2.7%
Non-Indigenous		90.8%
Indigenous status not stated		6.9%
Median Age		51
Population aged under 20		21.4%
Population between 20 - 60		40%
Population aged >60		38.6%
Population density per capita/km2		2.3
	Private Dwellings	6,517
Average number of people per household		2.2
Family households		65.8%
Single (or lone) person households		31.9%
Group households		2.4%
Median weekly household income		\$1,187
Median monthly mortgage repayments		\$1,300
Median weekly rent		\$250
Average number of motor vehicles per dwelling		1.9
	Health Conditions (top 5 self-reported)	
Arthritis		14.5%
Asthma		10.4%
Mental health condition (including depression or anxiety)		9.9%
Heart disease (including heart attack or angina)		6.6%
Diabetes (excluding gestational diabetes)		6.5%

**Business by Industry (total registered businesses)****1,361****Top 5 Industries**

Agriculture, Forestry and Fishing	411
Construction	202
Rental, Hiring and Real Estate Services	172
Transport, Postal and Warehousing	90
Accommodation and Food Services	75

**Employment by Industry (total jobs)****6,148****Top 5 Industries**

Manufacturing	1,263
Agriculture, Forestry and Fishing	796
Construction	776
Accommodation and Food Services	670
Health Care and Social Assistance	461

**Urban & Natural Environment**

Total Land Area (ha)	568,492.5
Amount of open public space managed by Council (ha)	327.7
Total length of roads (km)	2,320.1
Total sewerage mains length (km)	191
Number of water connections	5,983
Recycling rate	72.7%
Waste generated per capita (kgs per week)	10.9

Sources:

Your Local Population ABS – OLG Council Report 2023/24 - <https://olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/>

Australia Bureau of Statistics (2021) - <https://www.abs.gov.au/census/find-census-data/community-profiles/2021/LGA12870>

Federation Council Business by Industry (2024) - <https://economy.id.com.au/federation/number-of-businesses-by-industry>

Federation Council Employment by Industry (2022/23) <https://economy.id.com.au/federation/employment-by-industry>

Urban & Natural Environment 2022-23 Data: <https://water.dpie.nsw.gov.au/our-work/local-water-utilities/local-water-utility-performance>

Urban & Natural Environment 2021– 22 Data: <https://www.epa.nsw.gov.au/your-environment/waste/local-council-operations/local-council-waste-and-resource-recovery>

Strengths and Challenges

Strengths

We asked the community ‘What makes your community a great place to live’ to understand what we needed to preserve.

We heard from the community that the strengths that make the region a great place to live are:

1. Natural environment

Murray River, Lake Mulwala, Urana Aquatic Centre, picturesque natural environments, waterways, trees and bushland, spring flowers, open spaces, wildlife.

2. Lifestyle

Affordable, diverse, family friendly, relaxed, safe, size of community, freedom and space.

3. Peace and quiet

Tranquil, space, quietness and serenity were enjoyed during non-holiday periods, and the surrounds and community are peaceful.

4. Community Groups and Volunteers

Community groups, things to do, people getting involved, sporting and social activities.

5. Sense of Community

Supportive nature of the community, especially during difficult times. The community is becoming increasingly diverse as new residents are welcomed. People feel a sense of belonging that comes with residing in a close-knit community with good networks.

6. Local people and spirit

People are generally good, kind, caring and helpful. There is a strong friendly spirit among people, and some inspiring new personalities.

7. Location and convenience

The proximity to Melbourne and other regional centres like Albury, Wodonga, Wangaratta and Yarrawonga, being able to live, work and play in a small radius.

Challenges

To understand the challenges and changes affecting the community, we asked, 'What are the main challenges facing your community?'

We heard from the community that the greatest challenges facing the region are:

1. Road and infrastructure

Road conditions, quality, and maintenance.
Drainage issues in specific areas.
Speed and heavy trucks concerns in town centres.
Lack of footpaths affecting mobility.
Visibility at roundabouts.
Water and sewer infrastructure needed for new housing developments.

2. Ageing population

Need for affordable housing and healthcare services.
Concerns about isolation and lack of engagement for older residents.
Desire to attract younger populations to create a more balanced demographic.
Infrastructure upgrades needed to cater to older residents, such as better mobility and footpath access.

3. Council leadership and financial sustainability

Perceptions of overstaffing and inefficient spending.
Concerns about financial and planning decisions.
Lack of support for community-driven initiatives.
Dissatisfaction with rate increases and budget shortfalls.

4. Cost of living

Rising housing costs, including rent and property prices, and rising rates and insurance premiums.
General cost of living pressures affecting families and individuals, particularly utility, fuel, health and food cost increases.
Increased stress caused by financial strain.

5. Development and land use concerns

Slow or restrictive Council development approval processes.
Balancing development with adequate infrastructure provision.
Concerns about becoming a "holiday town" with increased holiday rentals.
Desire for long-term strategic planning to support sustainable growth.
Hesitation toward growth from some community members.

6. Crime and public safety

Lack of police presence and perceived increases in antisocial behaviour.
Vandalism and behaviour problems among youth.
Safety concerns related to poor lighting and infrastructure.

Where Do We Want To Be In 2040?

To understand the key priorities for the future, we asked the community the following questions:

- What have you seen in another area that would work well in your community?
- What would you like to see achieved in your community in the next ten years?

The community's key priorities for the region, are ranked below in order of importance:

1. Infrastructure

Infrastructure upgrades across roads, drainage, and sewerage systems.

Heavy vehicle bypasses to relieve traffic in main streets.

Streetscape revitalisation to improve town centres.

Enhanced riverfront developments.

2. Housing for all

Affordable housing for young families and downsizers.

Manage holiday rentals to balance accommodation needs.

Address homelessness and housing diversity.

3. Economic growth

Support businesses through grants, education, and reduced red tape.

Increase retail diversity.

Implement economic strategies for job growth.

4. Health services

Improve access to medical and allied health services.

Increase permanent ambulance stations.

Better access to mental health support.

5. Community spirit and events

More events to bring the community together.

Preserve and celebrate our heritage and history.

Develop key regional events and attractions.

Youth facilities and activities to improve social cohesion.

6. Safety and security

Better lighting and safe walkways.

Increase in police presence to reduce crime.

7. Education and training:

Improve secondary education facilities.

Vocational training and support for apprenticeships.

Equitable access to quality education.

8. Environment

Improve tree canopy cover in towns for shade and aesthetic value.

Move towards a decarbonised economy.

Adapt to global warming and climate change.

Better parks, gardens, and recreational spaces.

9. Transport

Public transport services connecting our towns and regional centres.

Connected walking and cycling trails.

Traffic calming and pedestrian crossings.

Based on community feedback, the Future Federation 2040 CSP, includes the following five CSP objectives:

Pillar 1. Built Federation: Our infrastructure enhances the lives of our community.

Pillar 2. Economic Federation: Our economy is strong with learning, employment and business opportunities.

Pillar 3. Natural Federation: We are stewards of the natural environment for future generations.

Pillar 4. Social Federation: A vibrant and connected community of people leading healthy and fulfilled lives.

Pillar 5: Well - Governed Federation: Civic leadership is strong, consultative and responsive to our community's needs.

How To Read The Plan

The Federation 2040 Community Strategic Plan is built upon five pillars:

1. Built Federation
2. Economic Federation
3. Natural Federation
4. Social Federation
5. Well Governed Federation

Each pillar includes:

CSP Objective: This is the outcome the community aspires to achieve in 2040.

CSP Strategies: Explains how the CSP objectives will be achieved.

Sustainable Development Goals: Australia, along with 192 other nations, has committed to the 2030 Sustainable Development Goals. These 17 goals provide a shared framework for peace and prosperity for all, now and into the future:



Each pillar explains:

Where We Want To Be In 2040: The desired future state for the community in 2040, reflecting the outcomes the community aspire to achieve.

How Will We Get There: The strategies for achieving the CSP objectives, key partners and collaborators, and Federation Council's role.

How to Make A Difference: These are ideas on how community members can participate in achieving the community's aspirations for 2040.

Federation Council's role

The CSP outlines Federation Council's role in the delivery of each strategy, using the following terms:

Provide: Delivering services, infrastructure, facilities, programs, and planning while engaging with the community.

Advocate: Representing and amplifying the community's voice to achieve the best possible outcomes.

Monitor: Systematically observing, tracking, and assessing the conditions, activities, and trends within the region to gather information for informed planning, and action.

Collaborate: Building partnerships with the community, businesses, industries, other councils, and government agencies to achieve shared objectives.

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Plan On A Page

The Plan on a Page shows Federation Council's five key pillars, and the specific CSP objective and CSP strategies for each pillar.

	BUILT	ECONOMIC	NATURAL	SOCIAL	WELL-GOVERNED
CSP Objective	Our infrastructure enhances the lives of our community.	Our economy is strong with learning, employment and business opportunities.	We are stewards of the natural environment for future generations.	A vibrant and connected community of people leading healthy and fulfilled lives.	Civic leadership is strong, consultative and responsive to our community's needs.
CSP Strategies	1.1. Provide integrated and active transport infrastructure and networks in and between communities. 1.2. Deliver resilient and reliable utility and digital communication infrastructure. 1.3. Provide quality and welcoming local places and spaces.	2.1. Diversify industry and thriving businesses. 2.2. Support local events and promote tourism experiences that showcase the region. 2.3. Support rich learning and employment opportunities.	3.1. Value, protect and enhance our natural environment. 3.2. Respond to our changing environment. 3.3. Facilitate consistent and appropriate land use planning and development decisions.	4.1. Acknowledge our beginnings, celebrate our diversity and culture. 4.2. Embrace and support people of all ages. 4.3. Foster a safe and healthy community.	5.1. Inform and engage the community in decision making. 5.2. Council is responsible and financially sustainable with effective leadership.

Pillar 1. Built Federation

Where We Want To Be In 2040

CSP Objective: Our infrastructure enhances the lives of our community.

Our region offers a balance of rural charm with urban convenience with welcoming and connected towns, reliable transport, vibrant spaces, and resilient infrastructure. Thoughtful planning creates inviting streets and opportunities for all.

Related Sustainable Development Goals:



The Community Voice:

“We love the river, the parks, and the fantastic sporting complexes—they bring people together.”

“The golf courses, parks, and gardens are some of the best features of our towns.”

“Damaged roads are everywhere—better road lighting and safer conditions are overdue.”

“Water pressure in Howlong is a joke—it needs serious improvement.”



“Reliable public transport to Albury and Corowa would make a world of difference.”

“A new bridge between Mulwala and Yarrawonga would make travel much easier.”

“Upgrade our infrastructure to allow for new residential growth.”

“A boardwalk along the river would make this area so much more inviting.” (Corowa resident)

“We need a more inviting main street to encourage people to stop, not just drive through.” (Howlong resident)

How We'll Get There

CSP Strategies	Lead Agency	Delivery Partners	Council's Role
1.1. Provide integrated and active transport infrastructure and networks between communities in our LGA and links to other areas.	Federation Council – Local/regional roads footpaths and bridges NSW State Government – public transport and state roads	Federal Government NSW State Government Transport providers	Provide Advocate (public transport) Monitor
1.2. Service our community with resilient and reliable utility and digital communication infrastructure.	Federation Council – Sewer Federation Council – Water (south) Riverina Water – Water (north) Telco providers - Digital	Business and industry NSW State Government Water authorities Telco providers	Provide Advocate (communication) Monitor Collaborate
1.3. Provide quality and welcoming local places and spaces.	Federation Council	Commonwealth Government Community groups NSW State Government (Crown Land)	Provide Advocate (funding) Collaborate

How To Make A Difference

Stay informed about infrastructure projects: Participate in community consultations and provide feedback on proposed infrastructure developments.

Report infrastructure issues: Report any problems with utilities or digital connectivity to the relevant authorities.

Contribute to the upkeep of public spaces: Keep public spaces clean and tidy. Report any maintenance issues or concerns.

Get involved in community gardening or beautification projects: Help to enhance the aesthetic appeal of public spaces.

Pillar 2. Economic Federation

Where We Want To Be In 2040

CSP Objective: Our economy is strong with learning, employment and business opportunities.

Our vibrant, resilient economy thrives on our Murray and Murrumbidgee River systems and the interconnected waterways that cross our landscape. With proximity to regional centres, residents and investors are attracted to the natural beauty, affordable living, and rural charm. We're a destination of choice for visitors, offering diverse experiences and events. Plentiful local jobs and sustainable agriculture drive our success, while accessible education ensures a skilled and innovative workforce.

Related Sustainable Development Goals:



The Community Voice:

“We’re close to Albury, Wangaratta, and the rivers—it’s such a convenient and beautiful location.”

“The river and local wineries are incredible—we need to showcase them more.”

“Living here is affordable, and it allows us to enjoy a good quality of life.”



“Not enough is being done to promote economic growth or bring in new industries.”

“Our tourism is far behind other towns on the river—it needs a major overhaul.”

“We need to make the Ballpark camping ground a major attraction—it’s wasted potential.”

“More shops and job diversity will help grow our towns and keep people here.”

How We'll Get There

CSP Strategies	Lead Agency	Delivery Partners	Council's Role
2.1. Diversified industry and thriving businesses.	Business and industry	Business Chambers and Progress Associations Industry Training Providers Murray Regional Tourism (MRT) Destination Riverina Murray (DRM). NSW State Government RAMJO Regional Development Australia (RDA) Murray	Advocate Collaborate
2.2. Support local events and promote tourism experiences that showcase the region.	Business and industry	Destination Riverina Murray (DRM) Murray Regional Tourism (MRT)	Advocate Collaborate
2.3. Support rich learning and employment opportunities.	Business Chambers and Progress Associations NSW Department of Education NSW TAFE Universities Wagga / Albury Wodonga		Advocate Collaborate

How To Make A Difference

Support local businesses: Shop local, dine at local restaurants, and use the services of local businesses whenever possible.

Start or grow a business: Consider starting your own business or exploring opportunities to expand an existing one.

Attend local events: Show your support by attending local festivals, markets, and cultural events.

Provide positive reviews: Share your positive experiences of local businesses and attractions online and through word-of-mouth.

Mentorship and support: Offer guidance and support to young people and those seeking employment.

Pillar 3. Natural Federation

Where We Want To Be In 2040

CSP Objective: We are stewards of the natural environment for future generations.

Our community deeply values our natural environment, embracing sustainability to protect biodiversity and build climate resilience. We're committed to preserving our waterways, parks, and landscapes for future generations. Enjoying access to the Murray River featuring inclusive frontages and recreational amenities, we balance growth with environmental protection and provide affordable housing for all ages.

Related Sustainable Development Goals:



The Community Voice:

“The river is our pride—it’s natural, beautiful, and peaceful.”

“It’s peaceful and quiet here—like living in God’s own country.”

“We need more street trees and parks to help counteract the changing climate.”



“We need to protect our natural environment while adapting to climate change.”

“Stop pouring concrete everywhere—it’s destroying the beauty of our parks.”

“Plant more deciduous trees—they make such a calming difference.”

“There’s lots of holiday rentals and Airbnb’s taking over our community.”

How We'll Get There

CSP Strategies	Lead Agency	Delivery Partners	Council's Role
3.1. Value, protect and enhance our natural environment.	Federation Council State & Federal Government	Community groups Water authorities	Provide Advocate Collaborate
3.2. Respond to our changing environment.	Federation Council Federal & State Government	Community groups Emergency services	Provide Monitor
3.3. Facilitate consistent and appropriate land use planning and development decisions.	Federation Council Department Planning, Housing, and Infrastructure	Community members Developers Housing providers	Provide Advocate Monitor

How To Make A Difference

Reduce your environmental footprint: Conserve water and energy, reduce waste, recycle, and compost. Choose sustainable transportation options like walking, cycling, or public transport.

Connect with nature: Spend time in nature, appreciate its beauty, and learn about local ecosystems.

Prepare for emergencies: Develop a household emergency plan and prepare for potential natural disasters like floods, bushfires, or heatwaves.

Share your views: Provide feedback on planning proposals, express your concerns, and advocate for sustainable development that benefits the community and the environment.

Pillar 4. Social Federation

Where We Want To Be In 2040

CSP Objective: A vibrant and connected community of people leading healthy and fulfilled lives.

Our welcoming, vibrant, and inclusive community celebrates its heritage, supports all ages and abilities, and fosters a safe, caring environment. Community groups and cultural activities connect us, while we adapt to change and nurture the wellbeing of future generations.

Related Sustainable Development Goals:



The Community Voice:

“It’s a friendly community with lots of activities to get involved in.”

“I feel safe here—my kids can ride their bikes and walk the dog without worry.”

“Feels alive. Always something happening in the town.”

“There’s a lack of inclusion for people with disabilities—we need education and awareness programs.”



“Teenagers need more opportunities—indoor facilities or events to keep them involved.”

“If you’re not born and bred in a country town, it’s very hard to settle in.”

“Better celebrate our Aboriginal and settler heritage and culture.”

“We need to attract a younger population to advance this community.”

“We need more street markets and festivals—they bring people together and keep the town alive.”

How We'll Get There

CSP Strategies	Lead Agency	Delivery Partners	Council's Role
4.1. Acknowledge our beginnings, celebrate our diversity and culture.	Federation Council	Community and sporting groups Traditional Owners and First Nations people Artists	Provide Advocate
4.2. Embrace and support people of all ages.	Federation Council	Federal Government NSW Government Community members Community groups	Provide Advocate Collaborate
4.3. Foster a safe and healthy community.	Federation Council NSW State Government	Federal Government NSW Government Health providers Community service providers Emergency services	Provide Collaborate

How To Make A Difference

Support cultural initiatives: Attend cultural events, performances, and exhibitions. Volunteer at cultural organisations or festivals. Donate to or support local artists and cultural groups.

Promote inclusivity: Engage with people from different backgrounds. Learn about different cultures and traditions. Challenge prejudice and discrimination. Support initiatives that promote diversity and inclusion.

Intergenerational activities: Participate in activities that bring together people of different ages, such as mentoring programs, community gardens, or volunteer projects.

Look out for each other: Be a good neighbour. Report suspicious activity. Offer support to those in need.

Promote healthy lifestyles: Participate in physical activity, eat a healthy diet, and avoid harmful substances. Support initiatives that promote mental and physical well-being.

Pillar 5. Well-Governed Federation

Where We Want To Be In 2040

CSP Objective: Civic leadership is strong, consultative and responsive to our community's needs.

Our trustworthy leadership prioritises open communication and community partnerships, ensuring our voices shape regional decisions. Council delivers value through equitable resource allocation a culture of accountability, working together to build a resilient and prosperous future.

Related Sustainable Development Goals: Sustainable cities and communities, Peace, justice and strong institutions, partnerships for the goals



The Community Voice:

“Council funding, when spent well, benefits everyone.”

“We want a council that is ethical and makes decisions for the community, not self-interest.”

“We need council management that reflects the community's values and priorities.”



“Better communication is essential—like newsletters in our mailboxes to keep us informed.”

“The council must prioritise financial sustainability for ratepayers—not just its own budgets.”

“True leadership means listening to the community and acting with accountability.”

“A proactive council that listens and works with the community can make a real difference.”

How We'll Get There

CSP Strategies	Lead Agency	Delivery Partners	Council's Role
5.1. Inform and engage the community in decision making.	Federation Council	NSW Government Community members	Provide Collaborate
5.2. Council is responsible and financially sustainable with effective leadership.	Federation Council	NSW Government Federal Government RDA Murray RAMJO Community members	Provide Collaborate

How To Make A Difference

Active participation: Attend council meetings, public forums, and community consultations. Voice opinions and concerns constructively.

Stay informed: Read council newsletters, reports, and announcements. Follow council activities on social media and local news outlets.

Provide feedback: Respond to surveys, participate in online discussions, and submit feedback through official channels.

Join community groups: Engage with local organisations that advocate for community interests and participate in decision-making processes.

Run for council: Consider running for council to directly influence decision-making and represent community interests.

How Will We Know We've Achieved Our 2040 CSP Objectives?

The following measures provide a community-wide gauge of progress toward the CSP objectives in this plan. These are not only measures of Council's performance, but also indicators of how the region is progressing toward its vision, offering valuable insights for all stakeholders.

CSP Objective: 1. Our infrastructure enhances the lives of our community.				
Measure	Baseline	Desired Trend	2040 Target	Source
Asset Maintenance Ratio (Consolidated)	2023/24 Result: 94.39%	Meet	OLG Benchmark 100%	Federation Council Annual Financial Reports 2024 – 25, 2025 – 26, 2026 – 27, 2027 - 28
Building & Infrastructure Renewal Ratio (Consolidated)	2023/24 Result: 71.92%	Meet	OLG Benchmark 100%	
Infrastructure Backlog Ratio (Consolidated)	2023/24 Result: 17.64%	Meet	OLG Benchmark <2.00%	
Q3 Satisfaction with condition/maintenance of local roads (sealed)	2024 Results – 32% Satisfaction 94% Importance	Increase	>80% Satisfaction	2026 & 2028 Community Satisfaction Survey (ratings total of Somewhat Satisfied – Very Satisfied, 3 -5)
Q3 Satisfaction with sewerage services	2024 Results – 85% Satisfaction 91% Importance	Maintain	>80% Satisfaction	
Q3 Satisfaction with Sporting facilities and grounds	2024 Results – 91% Satisfaction 90% Importance	Maintain	>80% Satisfaction	
Q3 Satisfaction with water supply	2024 Results – 85% Satisfaction 90% Importance	Maintain	>80% Satisfaction	

CSP Objective: 2. Our economy is strong with learning, employment and business opportunities.

Measure	Baseline	Desired Trend	2040 Target	Source
Number of enrolments each year	2024 – Enrolment figure - tbc	Increase	NA	NSW TAFE
Total Registered Businesses in Federation Council Area	2024 – 1,361 total businesses	Increase	NA	Economy ID – Businesses by Industry https://economy.id.com.au/federation/number-of-businesses-by-industry
Number of job located in Federation Council Area	2023 – 6,148 jobs	Increase	NA	Economy ID – Local Employment https://economy.id.com.au/federation/local-jobs
Total unemployed looking for work	2.7% (September 2024)	Decrease	NA	Small Area Labour Markets Quarterly Report https://www.jobsandskills.gov.au/data/small-area-labour-markets#downloads
Q3 Satisfaction with supporting and growing business	2024 Results – 59% Satisfaction 89% Importance	Increase	>80% Satisfaction	2026 & 2028 Community Satisfaction Survey (ratings total of Somewhat Satisfied – Very Satisfied, 3 -5)
Q3 Satisfaction with education	2024 Results – 86% Satisfaction 86% Importance	Maintain	>80% Satisfaction	
Q3 Satisfaction with community events	2024 Results – 75% Satisfaction 83% Importance	Increase	>80% Satisfaction	

CSP Objective: 3. We are stewards of the natural environment for future generations.				
Measure	Baseline	Desired Trend	2040 Target	Source
Total municipal emissions	2022/23 472,000 tCO ₂ e	Decrease	NA	Snapshot Climate https://snapshotclimate.com.au/locality/municipality/australia/new-south-wales/federation/
Q3 Satisfaction with domestic garbage collection	2024 Results – 86% Satisfaction 91% Importance	Maintain	>80% Satisfaction	2026 & 2028 Community Satisfaction Survey (ratings total of Somewhat Satisfied – Very Satisfied, 3 -5)
Q3 Satisfaction with management of development/town planning	2024 Results – 55% Satisfaction 89% Importance	Increase	>80% Satisfaction	
Q3 Satisfaction with protection of natural environment	2024 Results – 78% Satisfaction 85% Importance	Increase	>80% Satisfaction	
Q3 Satisfaction with weed/vegetation control	2024 Results – 69% Satisfaction 79% Importance	Increase	>70% Satisfaction	

CSP Objective: 4. A vibrant and connected community of people leading healthy and fulfilled lives.				
Measure	Baseline	Desired Trend	2040 Target	Source
Index of Relative Socio-economic Disadvantage (IRSED) 2021	2021 Score 969	Increase	NA	Australian Bureau of Statistics Table 2 - Local Government Area (LGA) Index of Relative Socio-economic Disadvantage, 2026 https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/latest-release#index-of-relative-socio-

CSP Objective: 4. A vibrant and connected community of people leading healthy and fulfilled lives.				
Measure	Baseline	Desired Trend	2040 Target	Source
				economic-disadvantage-irsd-
Q3 Satisfaction with healthcare/disability services	2024 Results – 68% Satisfaction 88% Importance	Increase	>80% Satisfaction	2026 & 2028 Community Satisfaction Survey (ratings total of Somewhat Satisfied – Very Satisfied, 3 -5)
Q3 Satisfaction with services for older people	2024 Results – 77% Satisfaction 86% Importance	Increase	>80% Satisfaction	
Q3 Satisfaction with facilities and services for youth	2024 Results – 58% Satisfaction 82% Importance	Increase	>80% Satisfaction	

CSP Objective: 5. Civic leadership is strong, consultative and responsive to our community's needs.				
Measure	Baseline	Desired Trend	2040 Target	Source
Cash Expense Cover Ratio	2023/24 Result: 21.71	Meet	OLG Benchmark > 3 months	Federation Council Annual Financial Reports 2024 – 25, 2025 – 26, 2026 – 27, 2027 - 28
Debt Service Cover Ratio	2023/24 Result: 20.38	Meet	OLG Benchmark > 2	
Debt Service Ratio	2023/24 Result: 2.0	Meet	OLG Benchmark >0 < 20%	
Operating Performance Ratio	2023/24 Result: 16.45% ⁴	Meet	OLG Benchmark > 0%	
Outstanding Rates & Annual Charges	2023/24 Result 8.09%	Meet	OLG Benchmark < 10% Rural/Regional	
Own Source Operating Revenue Ratio	2023/24 Result: 47.62%	Meet	OLG Benchmark > 60%	
Unrestricted Current Ratio	2023/24 Result: 4.16	Meet	OLG Benchmark >1.5	

⁴ The 2023/24 operating performance ratio was inflated due to significant one-off NSW Government funding for roads. Without the additional grant funding, this ratio would have been -6.36%.

CSP Objective: 5. Civic leadership is strong, consultative and responsive to our community's needs.

Measure	Baseline	Desired Trend	2040 Target	Source
Average Residential Rates	2023/24 Result: \$850.95: \$962.75 ⁵	Maintain	Below average residential rates for OLG Group 11	OLG Council Report https://olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/
Satisfaction with the performance of Council across all areas of responsibility	2024 Results – 67% Satisfaction	Increase		2026 & 2028 Community Satisfaction Survey (ratings total of Somewhat Satisfied – Very Satisfied, 3 -5)
Q3 Satisfaction with council communication with the community	2024 Results – 49% Satisfaction 87% Importance	Increase	>80% Satisfaction	
Q3 Satisfaction with consultation with the community	2024 Results – 53% Satisfaction 82% Importance	Increase	>80% Satisfaction	

⁵ Federation Council Average Residential Rate: OLG Group 11 Average Residential Rate

Contact Us

Please contact Federation Council with any enquiries regarding the Future Federation 2040 Community Strategic Plan:

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Version	Date	Details	Council Resolution / Date
V1.0	17 March 2025	Draft for Council endorsement for public exhibition	Resolution # 78/2025FC 25 March 2025
V1.1	02 April 2025	Changes included: <ul style="list-style-type: none">• Amendments to Acknowledgement Page• Removal of infographics from the Community Engagement Section• Total number of pages reduced to 45 (instead of 46) due to removal of infographics	

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COUNCIL**

CREATING OPPORTUNITY CELEBRATING COMMUNITY