

# ATTACHMENTS PROVIDED UNDER SEPARATE COVER

ORDINARY MEETING OF COUNCIL

20 January 2020

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## Report of Development Application

Pursuant to Section 4.15 of the Environmental Planning and Assessment Act 1979

### APPLICATION DETAILS

Application No.:	DA19/0412
Modification No.:	N/A
Council File No.:	D/2019/0412
Date of Lodgement:	12/08/2019
Applicant:	TJ Hinchcliffe & Associates Pty Ltd Po Box 5497 WAGGA WAGGA NSW 2650
Proposal:	Two Lot Subdivision
Description of Modification:	N/A
Development Cost:	\$5000
Assessment Officer:	Amanda Gray
Determination Body:	Delegation
Other Approvals	Nil
Type of Application:	Development Application
Concurrence Required:	No
Referrals:	Internal
Adjoining Owners Notification:	1-17 October 2019
Advertising:	Not required
Owner's Consent Provided:	yes
Location:	Existing property on the eastern side of Hampden Avenue approximately 200 metres to the south of the junction with Old Bomen Road.

### SITE DETAILS

Subject Land:	411 Hampden Ave CARTWRIGHTS HILL NSW 2650 Lot 2 DP 734976
Owner:	EM Furner & JC Furner

### **DESCRIPTION OF DEVELOPMENT**

The proposed development is for residential subdivision to include 2 new residential lots each extending to an area of 1ha. The existing dwelling will be retained on the lot to the front of the site and the second lot will be established to the rear. A new 10 metres wide access driveway will be created along the northern boundary of the subject site to access the rear block.

Each lot will have a separate driveway from Hampden Avenue.

### **SITE AND LOCALITY**

The site is identified as Lot 2 DP734976 and is known as 411 Hampden Avenue. The site extends to an area of approximately 2 hectares and is located on the eastern side of Hampden Avenue approximately 200 metres to the south of the junction with Old Bomen Road.

The site is bound on all sides by similar sized rural residential blocks. Land to the south has been subdivided into two 1ha parcels under DA15/0426. Land to the rear (east) is currently the subject of an application for residential subdivision into 11 lots (DA18/0510).

There is an existing dwelling located to the front (west) of the site with outbuildings to the rear. There is vegetation in the form of tree screening around the existing dwelling and to the northern boundary of the site.

To the north east of the site approximately 1.1kms away is the Bomen Industrial Sewage Treatment Facility (BISTF), due to the local topography the BISTF is not visible from the application site. To the east and north-east of the subject site is the Bomen Industrial Area. Again the topography screens the subject site and proposed lots from the industrial area, the closest industrial operator is Rodney's Transport on Bomen Road which is approximately 1.1 km away 'as the crow flies'.

The subject site falls within the Special Activation Precinct (SAP) investigation area. A SAP is a dedicated area within regional NSW identified as a place where businesses will thrive. Within this area measures are to be introduced to streamline planning frameworks that will allow for development that creates jobs, attracts investors and fuels economic development. The draft master plan for this area is anticipated to be placed on public exhibition in early 2020

### **Easements and Covenants**

The deposited plan identifies a 2 metre wide easement to the north of the site for 'pipeline'.

### **Previous Development Consents**

Nil

**MATTERS FOR CONSIDERATION PURSUANT TO SECTION 4.15(1)**

*For the purpose of determining this development application, the following matters that are of relevance to the development have been taken into consideration pursuant to the provisions of Section 4.15(1) of the Environmental Planning and Assessment Act, 1979.*

**(a)(i) - The provisions of any environmental planning instrument (EPI)  
Wagga Wagga Local Environmental Plan 2010**

Under the provisions of the Wagga Wagga Local Environmental Plan 2010 (WWLEP) the land is zoned as R5 Large Lot Residential.

The R5 Large Lot Residential zoning of this land was gazetted in 2015 after many reports to the Planning Panel regarding the re-zoning of land within the Cartwrights Hill precinct which was a deferred matter after the adoption of the WWLEP in 2010.

The WWLEP 2010 (Amendment No.13) commenced on 17 February 2015 which resulted in the subject site being zoned as R5 Large Lot Residential subject to a minimum lot size of 1ha. At the same time buffer zones were established to both BISTF and the Bomen industrial area by the re-zoning of land as RU6 Transition Zone.

The objectives of the R5 residential zone are as follows:-

- (i) To provide residential housing in a rural setting while preserving, and minimising impacts on, environmentally sensitive locations and scenic quality.
- (ii) To ensure that large residential lots do not hinder the proper and orderly development of urban areas in the future.
- (iii) To ensure that development in the area does not unreasonably increase the demand for public services or public facilities.
- (iv) To minimise conflict between land uses within this zone and land uses within adjoining zones.
- (v) To ensure that the clearing of native vegetation is avoided or minimised as far as is practicable.

The proposed subdivision will allow for the provision of additional housing in a rural setting consistent with the first listed objective.

Notwithstanding the above re-zoning that has occurred it is important that the fourth listed zone objective (*To minimise conflict between land uses within this zone and land uses within adjoining zones*) is considered. Whilst not adjoining, the industrial zone to the east and north-east of the subject site has been declared as a Special Activation Precinct. This precinct will include a freight and logistics port seeking investment, expansion and development of industries within the 1800 ha of land that is zoned as the Bomen Industrial Area. The introduction of additional receptors within close proximity to the industrial area has the potential to result in land use conflicts from industries that may generate noise and/or odour. This is discussed in more detail throughout the report.

There is no native vegetation being removed as part of the subdivision application.

## **Part 2 Permitted or prohibited development Land Use**

Residential Development is permitted with consent in the R5 zone.

## **Part 3 Exempt & Complying Development**

The proposed development is not Exempt or Complying Development. The application is seeking consent.

## **Part 4 Principal development standards**

### **4.1 Minimum subdivision lot size**

- (1) The objectives of this clause are as follows:
- (a) to protect the productive capacity of agricultural land,
  - (b) to maintain viable farm sizes to promote continuing agricultural production,
  - (c) to ensure that rural residential development does not prejudice future urban development,
  - (d) to ensure that subdivision does not unreasonably impact on the natural and environmental values of the area, and will not lead to fragmentation of natural areas.

This clause applies to subdivision of any land shown on the Lot Size Map that requires development consent, the size of any lot resulting from a subdivision of land to which this clause applies is not to be less than the minimum size shown on the Lot Size Map in relation to that land. The minimum lot size identified for the subject site is 1ha. Each of the proposed lots complies with this clause.

The minimum lot size was introduced to this land in 2015 via Amendment No.13 to the WWLEP2010 when the land was re-zoned. The strategic planning approach reflected in the back-zoning of the land from residential to rural residential is consistent with the Industrial Noise Policy preference for land-use controls as a strategy to separate noise-producing industries from sensitive areas, and the minimisation of the number of people potentially exposed to odour and noise impacts.

One of the objectives of this clause is to ensure that rural residential development does not prejudice future urban development. The introduction of additional residential receptors within close proximity to an established industrial area and special activation precinct does raise concerns about the confidence of industries to invest in the area for fear of impacting upon dwellings. An increase in residential receptors may result in onerous requirements upon industry operations at Bomen in the form of site specific planning controls, this will likely undermine the long term viability of the area as an attractive location for enterprise and the creation of local employment opportunities.

Furthermore within the declared Special Activation Precinct it is intended to allow as much development as possible as exempt or complying (in accordance with an approved master plan). Such approvals will be reliant upon certainty that no adverse impacts will occur to residential properties and limiting the number of receptors that can be impacted is an effective way of securing this outcome.



Therefore whilst the minimum lot size is satisfied there are overriding concerns about the impacts of the development on the future development across Bomen which is not consistent with objective (c) listed under this clause.

#### **Part 5 Miscellaneous provisions**

##### **5.16 Subdivision of, or dwellings on, land in certain rural, residential or environment protection zones**

The objective of this clause is to minimise potential land use conflict between existing and proposed development on land in the rural, residential or environment protection zones. When determining applications for the subdivision of land for the purposes of a dwelling, the consent authority must take into account the following matters:-

- (a) the existing uses and approved uses of land in the vicinity of the development,*
- (b) whether or not the development is likely to have a significant impact on land uses that, in the opinion of the consent authority, are likely to be preferred and the predominant land uses in the vicinity of the development,*
- (c) whether or not the development is likely to be incompatible with a use referred to in paragraph (a) or (b),*
- (d) any measures proposed by the applicant to avoid or minimise any incompatibility referred to in paragraph (c).*

As noted throughout the report the development of the Bomen industrial area and the associated Special Activation Precinct is a regional priority and a focus of many strategic documents adopted by Council. Whilst there are approved residential lots within the vicinity of the subject site any additional residential lots within the proximity of Bomen are considered to be incompatible. The development is therefore not consistent with this clause.

#### **Part 6 Urban Release Areas**

The proposal is not within an Urban Release Area.

#### **Part 7 Additional Local Provisions**

##### **7.8 Cartwrights Hill Precinct-odour and noise assessment**

The objective of this clause *is to ensure that any odour and noise impacts from the Bomen industrial area and the Bomen sewage treatment facility are considered in determining the suitability of development within the Cartwrights Hill Precinct.*

The clause states that development consent must not be granted for development on land to which this clause applies unless the consent authority has considered the potential impacts of odour and noise from the Bomen industrial area and the Bomen sewage treatment facility on the development.

A recent odour study has been prepared to examine the potential air impacts from Bomen across the surrounding locality and also specifically on an adjoining development site (42 Old Bomen Road). To assess the likelihood of potential existing and future impacts on the site, air dispersion modelling using the CALPUFF model was used. The model was designed to represent the potential emission sources from within the Bomen industrial area at full capacity when occupied in future, which includes consideration of existing activities such as

the Bomen Industrial Sewage Treatment Facility (BISTF). The modelled emissions do not differentiate between scheduled or non-scheduled activities, but assume that all premises would have in place reasonable odour controls, suitable for operating within an industrial precinct and near a low density or unpopulated area.

The determination of whether an odour is offensive depends on the receiving environment. In the subject scenario odour that may be inoffensive or acceptable within the industrial precinct can become offensive simply due to the receiving area becoming more populated and the context of the receiving environment changing, as would be the case with the proposed residential subdivision.

The modelling predictions identify the subject site as a high risk location where odour and air quality impacts are likely to arise frequently due to emissions from the Bomen Industrial Estate when fully developed. In accordance with the objective of this clause the impact of odour has been considered and is assessed as a high risk zone and therefore not suitable for increased residential development.

The importance of existing industries to the local economy and the future expansion of the industrial estate in accordance with industrial land zoning is highlighted in many different strategic plans and policies. The planned expansion of Bomen has the potential to introduce additional noise generating industries seeking 24 hour operations and freight movements. The introduction of new additional residential receptors will impact on the requirements of industry to comply with both the 'Noise Policy for Industry' intrusive noise levels and where applicable to also comply with the POEO Act to minimise complaints in the context of the EPA's risk-based regulatory approach. The risk of increased noise pollution to the proposed residential receptors is significant given the level of expansion that is planned throughout the Bomen Industrial Estate.

Land to the north of the application site was the subject of an appeal to the Land and Environment Court in *Wilks & anor v Wagga Wagga City Council [2015] NSWLEC 1432*. One of the commissioner's conclusions was "I am satisfied that there are no existing noise or odour impacts on the Land from the BISTF; that there could be no impact of noise or odour on residential development of the Land from the BISTF that would be lawful; and that if the BISTF is to operate at 100% capacity, or to expand, work would be required to ameliorate noise. The evidence is that there are no current plans to expand the BISTF." Since this finding there have been no changes at the plant that would make this conclusion inaccurate, therefore the findings remain applicable to the subject application.

In accordance with clause 7.8 the potential impacts of odour and noise have been considered. Whilst there is no evidence to suggest that the subdivision of land will be adversely affected by the Bomen sewage treatment facility, recent studies commissioned by Council have identified that the subject site will be adversely affected by odour from the Bomen industrial area.

#### 7.9 Primacy of Zone B3 Commercial Core

This clause states that development consent must not be granted to development on any land unless the consent authority is satisfied that the development maintains the primacy of Zone B3 Commercial Core as the principal business, office and retail hub of Wagga Wagga. The proposed residential subdivision is not considered to have any impact upon the primacy of the CBD and therefore this clause is satisfied.

There are no other relevant additional local provisions.

#### **State Environmental Planning Policies**

##### *State Environmental Planning Policy No. 55*

Clause 7 of SEPP 55 requires Council to consider whether land is contaminated prior to granting consent to the carrying out of any development on the land. Should the land be contaminated, Council must be satisfied that the land is suitable in a contaminated state for the proposed use.

The site has a history of residential and agricultural land use, agriculture is one of the land uses identified in the SEPP55 guidelines as potentially contaminating. From inspection onsite there is no indication that the site has previously been occupied by any use that could have led to contamination of the site and the land is not identified on Councils register of contaminated sites.

The land has been zoned as residential for many years and has been the subject of other approved applications for residential subdivision as noted earlier in the report. No further investigation reports are required in support of this application.

**Section 4.15(1)(a)(ii) The provisions of any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Secretary has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved)**

There are a number of state environmental planning policies currently subject to review, including some which have involved consultation and notification. With the exception of the following, none of these are applicable to this application.

#### **Draft State Environmental Planning Policy - Remediation of Land**

The Draft SEPP was placed on exhibition until 31 March 2018. The SEPP will replace SEPP 55. The Explanation of Intended Effects outlines that the key operation framework of SEPP 55 will remain. Changes in the SEPP relate primarily to land undergoing remediation work. Therefore, for a development such as this, little will change between SEPP 55 and the Remediation of Land SEPP.

Whilst there is no draft document yet released, an Explanation of Intended Effect (EIE) has been exhibited regarding the proposed Activation Precincts SEPP. The SEPP is described as a place-based approach to activate strategic locations of State or regional significance that enable economic development and jobs creation. The purpose of the proposed Activation Precincts SEPP is to provide the statutory planning framework for each Special Activation Precinct. The aim of the Activation Precincts SEPP is to support simplified planning processes to streamline development in Special Activation Precincts where it is consistent with an approved Master Plan.

Correspondence received from the Department of Planning notes that the proposal in its current form poses a significant risk to optimising master planning outcomes for the Wagga Wagga Special Activation Precinct.

#### **Section 4.15(1) (a)(iii) - Any development control plan**

##### **Wagga Wagga Development Control Plan 2010**

#### **Section 1 - General**

##### **1.10 Notification of a Development Application**

The development was notified to neighbouring properties between 1 and 17 October 2019.

As a result of the notification two submissions were received.

#### **Section 2 - Controls that Apply to All Development**

##### **2.1 Vehicle access and movements**

The residential lots will be accessed via separate driveways from Hampden Avenue. The existing dwelling will retain the current driveway and a new driveway will be created to the north of the subject site to serve the proposed block to the rear of the site.

##### **2.2 Off-street parking**

The size of the proposed lots will allow for sufficient parking to be provided on each proposed lot and for vehicles to enter and exit in a forward direction.

##### **2.3 Landscaping**

Each of the lots will allow for sufficient landscaping to be provided on site.

##### **2.4 Signs**

No signs are included as part of the application for residential subdivision.

##### **2.5 Safety and security**

The final design of each of the lots will include details of fencing and other security details.

##### **2.6 Erosion and Sediment Control Principles**

Conditions of consent will ensure that appropriate control measures are put in place during any site works.

##### **2.7 Development adjoining open space**

The development does not adjoin any areas of open space.



### **Section 3 - Heritage Conservation**

The subject site is not identified as a heritage item nor is it within a conservation area.

### **Section 4 - Environmental Hazards and Management**

The site is not mapped as being impacted by either flooding or bush fire.

### **Section 5 - Natural Resource and Landscape Management**

The site is not affected by any of the land sensitivity layers on the LEP maps.

### **Section 6 - Villages**

The proposal is for residential subdivision and is not located in a village. Section 6 is not applicable to this development.

### **Section 7 - Subdivision**

The proposal is for residential subdivision, the following controls are applicable to this development.

#### 7.2 Residential and large lot residential subdivision

7.2.1 Topography, views and setting, the lots are generally at the same level and height as the road and neighbouring lots, there are no mature trees being removed to allow for the subdivision and the lots have appropriate access to the road frontage(s).

7.2.2 Design for use and accessibility applies to larger neighbourhood subdivisions with new roads and associated facilities. The controls are not applicable to the two lots that all have proposed road frontage.

7.2.3 Solar access, energy efficiency, size and shape of lots, Control C1, requires the long axis of the block to be orientated east-west. Both lots comply with this control and can therefore be developed with suitable dwelling designs that maximise solar access. The subdivision creates lots that are capable of meeting the development standards set out in Section 9 of the DCP including minimum development area, site cover, landscaped area and private open space. All dwelling applications will also need to comply with BASIX requirements.

7.2.6 Services, Control C1, requires that subdivisions have appropriate arrangements for servicing, the subject site has the ability to be serviced and this will be appropriately conditioned. The existing dwelling has an on-site disposal system the new lot proposes the same.

### **Section 8 - Rural Development**

The proposal is for residential subdivision. Section 8 is not applicable to this development.

**Section 9 - Residential Development**

The proposal is for residential subdivision. Section 9 is not applicable to this development.

**Section 10 - Business Development**

The proposal is for residential subdivision. Section 10 is not applicable to this development.

**Section 11 - Industrial Development**

The proposal is for residential subdivision. Section 11 is not applicable to this development.

**Section 12 - Specific Uses and Developments**

The proposal is for residential subdivision. There are no specific use or development controls applicable to this development.

**Section 13 - Bomen Urban Release Area**

The development is not within the Bomen urban release area but is in close proximity to the area that is covered by the controls in this chapter.

The chapter begins by outlining the following vision:- "for the Bomen Industrial Area to be a high-quality and nationally renowned place for transport and logistics based enterprises, well designed and integrated with existing industry that meets the requirements of a targeted range of businesses and supporting activities to complement and nurture a more sustainable City of Wagga Wagga and Riverina Region."

The zoning of the land within 1.1km of the subject site is IN1 General Industrial which allows for all forms of industry. This would be subject to assessment but the clear intention and vision for the whole area is outlined in this section and reiterates the importance of protecting industrial investment from an increased number of sensitive receptors.

**Section 14 - Boorooma Urban Release Area**

The proposal site is not within the Boorooma urban release area. Section 14 is not applicable to this development.

**Section 15 - Lloyd Urban Release Area**

The development is not within the Lloyd urban release area. Section 15 is not applicable to this development.

**Section 16 - Gobbagombalin Urban Release Area**

The development is not within the Gobbagombalin urban release area. Section 16 is not applicable to this development.

**Section 4.15(1)(a)(iia) - Planning Agreements**

There is no draft or current planning agreement applicable to this application under Section

7.4 of the *Environmental Planning and Assessment Act 1979*.

**Section 4.15(1)(a)(iv) - any matters prescribed by the regulations**

There are no applicable matters prescribed by the regulation.

**Section 733 of the *Local Government Act 1993***

Section 733 of the *Local Government Act 1993* provides that Councils will not incur liability for decisions or omissions concerning flood liable land or land subject to the risk of bushfire. Where required, a risk assessment has been completed and Council will be able to demonstrate that it has acted appropriately in its decision making when defending claims in liability or in circumstances where administrative decisions are challenged.

**Flooding Risk Assessment**

The development has been considered against the relevant provisions of the WWLEP2010 and DCP. A risk assessment is not required as the development is not mapped as being on flood prone land.

**Bush Fire Risk Assessment**

The development has been considered against the relevant provisions of the WWLEP2010 and DCP. A risk assessment is not required as the development is not mapped as being on bushfire prone land.

**(b) - The likely impacts of the development**

**Context and setting**

The subject site is located within Cartwright's Hill a rural residential area located to the north of the city. The Cartwright's Hill settlement consists of both small and large sized residential lots that are generally located to the south of the subject site. There is a pub with associated hotel located to the north of the site on the corner of Hampden Avenue and a caravan park further to the west on Horseshoe Road.

The subject land is open in nature, there is one existing dwelling and associated outbuildings to the west of the block with the remainder being an open paddock. There are other existing dwellings within proximity to the site along both sides of Hampden Avenue and to the rear on East Street.

Approximately 1.1 km to the north-east of the site is the Bomen Industrial Sewage Treatment Facility (BISTF). This is a Council owned and operated facility which operates under the provisions of an EPA Licence. Beyond BISTF further to the north and east is the Bomen Industrial Estate. Neither the BISTF or the Bomen Industrial Estate are clearly visible from the subject site because of existing topography.

Within the direct setting of the site the proposed subdivision is consistent with the surrounding character however when the wider site context is considered which includes the Bomen Industrial Estate and Special Activation precinct with associated expansion plans the context is not appropriate for residential subdivision that increases the number of

sensitive receptors.

### Visual Impact

The site has an open aspect with clear views towards existing residential properties to the east and west. Land to the east rises in gradient to a hill that screens the Bomen Industrial Estate.

Nearby properties will initially be impacted by the presence of construction activity, such development will have a visual impact but the impact is not considered to be significant as the site is utilised for low density rural style living in a comparable character to the surrounding land.

Whilst no residential designs are included as part of this subdivision application it is common for rural residential developments to include significant landscaping to both the individual dwelling and the site boundaries. Landscaping to the boundaries of the subject site will enhance the visual amenity further. Any visual impact whilst apparent is considered to be acceptable.

### Site Design and Internal Design

The subdivision layout proposes 1 additional residential lot across the subject site, resulting in two lots of 1ha in size both accessed from Hampden Avenue.

As there is no master plan for Cartwrights Hill, the proposed layout has been informed by the zoning of land as R5 Large Lot Residential. As part of the R5 zoning a minimum lot size of 1ha has been introduced to the locality to minimise the number of residential receptors that can be developed within proximity to the Bomen Industrial Estate.

Future applications for individual dwellings will be subject to further development applications and assessment. In accordance with the LEP the future design of developments will need to take into account and consider *the potential impacts of odour and noise from the Bomen industrial area and the Bomen sewage treatment facility*. Consideration of such matters may be reflected in building solutions, location and orientation of the dwelling on each site and landscaping details.

### Access, transport and traffic

The subject site has frontage to Hampden Avenue. The existing driveway will be retained and one additional driveway access will be established to the northern boundary of the block. Given the size of the proposed lots there will be ample space available on each residential lot for vehicles to park clear of the road.

The road network serving the subdivision is well connected to the Olympic Highway and Hampden Avenue providing suitable routes in and out of the city. The increased number of vehicle movements that are anticipated by this development can be accommodated within the local road network without the need for any upgrades to nearby intersections.



### Services

As part of the proposed subdivision both lots will be serviced by an on-site sewer system and stormwater will be directed to swale drains. The provision of services from public utility bodies is possible and will be finalised as part of any future subdivision certificate.

### Heritage

The site covered by the development application is not within a heritage conservation area and contains no heritage items. There are no known items of aboriginal heritage on the land that is the subject of the current application.

### Man Made Hazards

There are no man made hazards that affect the development of this site.

### Natural Hazards

The site is not identified as subject to flooding or bush fire.

### Construction

The development of the residential lots may result in construction noise and associated disturbance. Construction work is considered to be of a short term impact. Access to the development site is readily available from the road network and hours of work can be appropriately conditioned.

### Noise and Vibration

The Noise Policy for Industry is the updated guideline against which new noise generating developments including industries are assessed. The document includes recommended amenity noise levels that are based on a combination of specific developments and all background industrial noise sources across a precinct.

When assessing noise impacts there are two components to be considered which are firstly controlling intrusive noise impacts in the short term from individual premises and secondly maintaining general noise level amenity. When assessing noise amenity all industrial noise sources are to be considered. Specifically for the proposed subdivision all existing and proposed noise sources should be considered when assessing the degree of impact upon the new residential lots.

The impact of noise from an existing industry on a proposed new residential area should be made using the recommended amenity noise level for the residential land use, where impacts exceed the amenity noise level, consideration should be given to how these impacts can be avoided or mitigated, such as modifying the location of the proposed residential development, placing screening land uses in-between the proposed residences and existing industry, or ensuring residences are built in a manner that provides acceptable indoor noise amenity.

It is equally important for land-use planning authorities to ensure that existing and proposed industrial developments are considered when making and/or determining land-use planning instruments and residential development applications.

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There are no up to date reports that have assessed the impact of existing and proposed noise impacts from a fully developed Bomen Industrial Area. There are a number of environmental reports that are to be prepared in association with the declared Special Activation Precinct which will include acoustic reports to determine impacts upon the areas surrounding Bomen.

Data used in the 2015 Wilks LEC case focused more on existing noise sources than predicted sources when the precinct was fully developed. The noise experts agreed that some impacts at that time were acceptable but disagreed on others particularly compliance with the noise intrusiveness goals. Without up to date data it is not possible to reliably make any conclusion regarding the impact of noise on the subdivision. However as there were concerns raised in the court case which were based on existing data it can be assumed that additional industries, expansion of existing industries and an expanded 24 hour freight movement hub will all contribute to increased noise and the potential for unacceptable acoustic impacts.

In the court case evidence from 2015 (Wilks & anor v WWCC) it was common ground that the BISTF is required to operate in accordance with its approval, the EIS and the supplementary EIS. In conclusion the Commissioner noted *"that there could be no impact of noise .....from the BISTF that would be lawful; and that if the BISTF is to operate at 100% capacity, or to expand, work would be required to ameliorate noise."*

There is currently no evidence of expansion plans at BISTF and it can therefore be concluded that based on current operations and current available data there are no detrimental acoustic impacts specifically from this facility.

#### **Odour Impacts**

In association with previous planning proposals and expansion of industries there have been a number of studies undertaken to determine the impact of odour from the Bomen Industrial Estate and the BISTF across the area of Cartwright's Hill.

A recent odour study has been prepared to examine the potential air impacts from Bomen across the surrounding locality and also specifically on an adjoining development site (42 Old Bomen Road). To assess the likelihood of potential existing and future impacts on the site, air dispersion modelling using the CALPUFF model was used. The model was designed to represent the potential emission sources from within the Bomen industrial area at full capacity when occupied in future, which includes consideration of existing activities such as the Bomen Industrial Sewage Treatment Facility (BISTF). The model assumes that all premises would have in place reasonable odour controls, suitable for operating within an industrial precinct and near a low density or unpopulated area.

The modelling predictions identify the subject site as a high risk location where odour and air quality impacts are likely to arise frequently due to emissions from the Bomen Industrial Estate when fully developed. An increased number of sensitive receptors increases the likelihood of complaints being made as more residents are exposed to odour impacts. In turn increased complaints can result in demands being made to industries to amend operational practices and jeopardise investments from industries that by their nature will generate odour emissions.

In the court case evidence from 2015 (Wilks & anor v WWCC) for a residential subdivision to the north of the subject site it was concluded that there were no grounds to refuse the application based on odour pollution. Since that date new modelling has occurred and the results of it indicate that odour is likely to have an unacceptable impact across the subject site when the industrial area is fully developed.

### **Social and Economic Impacts**

The proposal would have a positive social impact as additional residential lots are provided in the suburb of Cartwright's Hill. The subdivision of the site into large residential lots will allow for new development of a similar scale and character to existing developments in the area. The additional residence will result in a minimal increase to the population of Cartwright's Hill but with the potential to contribute to the local community.

All new properties within Cartwright's Hill are subject to a notation on zoning certificates explaining that the area is adjacent to an industrial area and a sewage treatment plant and that they might experience odour and noise from time to time. With this in mind the buyers of the proposed lots are purchasing into an area fully aware of the fact that from time to time there may be increased noise or odour from local industry. Notwithstanding this knowledge this does not prevent future residents from complaining about noise and odour impacts from local industries which subsequently impact upon the social enjoyment and residential amenity to be enjoyed by new residents.

The economic impact of the residential subdivision on the Bomen Industrial Area must also be taken into account in terms of potential positive and negative impacts. The proposed subdivision will also have a positive economic impact as investment in the land occurs and with the construction required to complete the new dwellings. The subdivision will however introduce additional residential receptors to Cartwright's Hill which is within proximity to an industrial area that is predicted to expand and within proximity to existing businesses that have committed to additional investment and expansion.

As key employers for the City of Wagga Wagga the impact of residential development on the continued operation of the industries must be carefully considered. Ongoing complaints may result in uneconomical demands being placed upon industries to provide increased costly mitigation measures or not be able to operate at their intended capacity. There is concern that the economic impact upon industries from new residential receptors within Cartwrights Hill is an impact of concern.

### **Cumulative Impacts**

The cumulative impact of allowing additional residential lots on the subject site and other lots within the Cartwrights Hill precinct is an increase in the number of sensitive receptors within close proximity to the Bomen industrial area.

There is significant land zoned for general and light industrial purposes across the Bomen Industrial Estate which is acknowledged as the key employment and investment growth area in Wagga Wagga. This area also includes the proposed RIFL hub and associated developments. Whilst new industries investing in Bomen will be required to comply with separate legislation regarding pollution and licencing requirements (if applicable) it remains the desired location for all new industry to invest and as noted below remains a key objective of many adopted strategic documents.



The details of how the Special Activation Precinct will be developed and managed are not yet finalised however it is clear that the intention is to fast track investment into the area by speeding up planning processes for the benefit of industries and new businesses. Any new receptors within proximity of the precinct are at risk of increasing noise and odour impacts creating undesirable amenity levels.

Each new receptor increases the risk of complaint which is a cumulative impact upon the success of the Bomen industrial precinct that cannot be supported.

The proposed subdivision does not propose any connection to infrastructure rather relying upon on-site sewage systems and run-off of stormwater that whilst consistent with the area is an added impact upon local amenity to be considered.

### **The Principles of Ecologically Sustainable Development**

*The following are principles of ecological sustainability:*

#### **1 The precautionary principle**

*Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.*

*In the application of the precautionary principle, public and private decisions should be guided by:*

- (a) careful evaluation to avoid, wherever practicable, serious or irreversible damage to the environment, and*
- (b) an assessment of the risk-weighted consequences of various options.*

*The principle requires decision-making to give the environment the benefit of the doubt.*

#### **2 Intergenerational equity**

*The present generation should ensure that the health, diversity and productivity of the environment are maintained or enhanced for the benefit of future generations (that is, a partnership among all of the generations that may use or expect to benefit from the nation's resources).*

#### **3 Conservation of biological diversity and ecological integrity**

*Conservation of biological diversity and ecological integrity should be a fundamental consideration.*

#### **4 Improved valuation, pricing and incentive mechanisms**

*Environmental factors should be included in the valuation of assets and services:*

- (a) polluter pays (that is, those who generate pollution and waste should bear the cost of containment, avoidance or abatement), and*
- (b) the users of goods and services should pay prices based on the full cycle costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste, and*
- (c) environmental goals having been established should be pursued in the most cost-effective way by establishing incentive structures, including market mechanisms which enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems.*



The subdivision of the land into lots that present an average size of 1 residential hectare does not result in any irreversible environmental damage. The proposal is consistent with the precautionary principle to the extent that all potential threats to the environment have been identified and assessed. Accordingly the principles of ESD are considered to have been followed.

**(c) - The suitability of the site for the development**

Based on the above assessment of the key impacts of development it is considered that the subject site is not suitable for residential subdivision into 1ha lots. Although the land is zoned for residential purposes with a defined minimum lot size this factor is outweighed by the potential impacts on the development from the Bomen Industrial Area, namely noise and odour. Furthermore the risk to investment into one of the region's most significant industrial precincts from increased sensitive receptors is of significant concern.

The site is also not suitable for increased residential development due to varying levels of public interest. There are a number of strategic planning documents that have been adopted by Council that have all been the subject of extensive public consultation. The adoption of plans and documents that include actions and objectives regarding the ongoing expansion of Bomen, investment into businesses and a growth in rail and freight movement are representative of many local bodies and opinions that should not be jeopardised by the proposed subdivision.

**(d) - any submissions made in accordance with this Act or the Regulations**

**Referrals**

Standard internal referrals within Council have resulted in a number of suggested conditions if the application is approved. These are general subdivision requirements from both engineering and environmental health.

City Strategy

A detailed internal referral response was received from City Strategy, the key areas of objection raised in submission are detailed below:-

1. Inconsistency with the long term vision and investment in Bomen Industrial Area

*The Bomen Industrial Area is a prerequisite for Wagga Wagga's and Regional NSW future economic success and sustainability. Bomen Industrial Area is planned to provide land for economic development and employment growth. Significant investment into infrastructure in the form of new roads have been completed (\$35m) and further works are currently underway to support the expansion of the Bomen Industrial Area.*

*Council has entered into a Public Private Partnership with Visy Logistics to develop and operate the Riverina Intermodal Freight and Logistics Hub with a \$14.5m funding committed for development of the rail master siding, Visy contributing 70,000 tonnes of freight per annum as the underpinning volume for the success of the terminal. To the west of the terminal is a 60ha proposed industrial precinct, which is paramount to the terminal's success and activating the next stage of growth in Bomen. Council currently has a \$30m application to support this development.*

*Additional receptors in Cartwrights Hill may impact on the success of this investment and deter future investment opportunities. Additional receptors in this locality will also have a damaging regional*

*significant impact. Industries need adequate supplies of desirable industrial land protected from encroachment by incompatible uses.*

*These areas should be carefully protected so they can continue to provide employment and opportunity for city residents long into the future. It for this reason a planning proposal is currently being prepared to prevent additional sensitive receptors around Bomen and in particular the Cartwrights Hill location.*

Comment: The strategic importance of the Bomen industrial precinct is noted throughout the assessment report. Many reports and policies adopted by Council prioritise the expansion of Bomen for the benefit of the local and regional economy and this is a critical factor in determining the subject application.

Whilst reference is made in this submission to a new planning proposal this has not yet been presented to Council or the Department of Planning for gateway approval and therefore cannot be relied upon in this assessment.

2. Inconsistency with strategic intent

*Several planning strategies for the future of Wagga Wagga emphasise the importance of Bomen Industrial Area and the requirement to protect this area such as:-*

- ☐ NSW Department of Planning and Environment Riverina Murray Regional Plan 2036
- ☐ Wagga Wagga Spatial Plan 2013/2043
- ☐ Draft Activation Strategy
- ☐ Wagga Wagga Integrated Transport Strategy and Implementation Plan

Comment: A review of the above strategies is included in the public interest section of the report. The importance of Bomen within a regional context is noted throughout the report.

3. Bomen becoming a Special Activation Precinct

*Department of Planning and Environment and Department of Premier and Cabinet are currently in the process to designating Bomen as a Special Activation Precinct. Bomen would become one of two precincts in NSW identified for their strategic merit that will have streamlined planning processes, supported by further government investment and concierge services for developers.*

*Encroachment upon Bomen Enterprise Area by sensitive receptors may result in onerous requirements upon industry operations at Bomen in the form of site-specific planning controls that will undermine the long-term viability of the area as an attractive location for enterprise and the creation of local employment opportunities. Teys highlighted the contribution it makes to the local economy and expressed concern that this should not be jeopardised by additional residential subdivision.*

Comment: The Bomen Special Activation Precinct was confirmed in January 2019 as a 'dedicated area in a regional location identified by the NSW Government to become a thriving business hub.' Specifically to Bomen the area will 'focus on advanced manufacturing, agribusiness, and freight and logistics.' It is noted that any risk to the success of this project, such as increased sensitive receptors within close proximity is unlikely to be supported.

4. Inconsistent with Planning Principle Stockland Development Pty Ltd v Manly Council (2004) NSWLEC 472

*The matters of consideration whilst assessing the Stockland Planning Principle to this application*

are in relation to the Wagga Wagga Integrated Transport Strategy 2040. The integrated transport plan sets the blue print for transport planning across the LGA for the next 25 years. It was developed over a two year period.

A strong principle developed from the Integrated Transport Strategy was the importance of Bomen Enterprise Area as activity hub for transport and industrial activity. Actions from this strategy are to preserve buffers around Bomen to avoid land use conflict.

Since the previous approval under DA 16/0007 (1-101 Old Bomen Road) to the north of the site the following reports have been subject to research and public consultation;

- Riverina Murray Plan 2036 Regional Plan adopted by Minister of Planning.
- Wagga Wagga Integrated Transport Strategy 2040 Adopted
- Draft Activation Strategy 2040 put on public exhibition.

All of these documents encourage the further protection of industrial/employment land in Bomen. These documents would be considered in a judicial process and there is enough precedence for refusal of this application in the NSW LEC.

Comment: The importance of considering other plans and policies that have been adopted by Council is discussed under the public interest section of this report.

#### 5. Noise and Odour

Todoroski Air Sciences has been engaged by Wagga Wagga City Council to undertake a peer review of previous noise and odour assessments for Bomen and Cartwrights Hill. Additional independent assessment advice will also be provided to assist with evaluating the suitability of residential development alongside the existing Bomen Industrial Estate and the possible future industrial development of other areas in the industrial zone.

A preliminary review of previous air quality impact assessments found that it has potential to underestimate the likely separation distance needed to allow the industrial areas to develop without unduly impacting on the proposed new residential areas. Initial modelling indicates that sources of noise and odour would impact land within Cartwright's Hill, therefore allowing additional receptors would not be appropriate.

Comment: The Todoroski report in response to the subdivision application has been discussed earlier in the report and the highlighted impacts are noted as a matter of concern.

#### 6. Public Interest

There have been submissions received objecting to the proposed application. These organisations represent a large portion of the regions work force and regions domestic product.

It is within the public interest to support these industries and allow them to expand and grow to their potential. The Premier has identified Wagga Wagga to reach 100,000 people. It is fundamental that large industries exist to support the population and provide services for the broader region. Further, these industries can only exist in Bomen within the locality and it is important to prevent conflict to ensure the protection of these industries.

Visy Logistics Pty Ltd are part of Visy Group whom are one of the largest private companies in Australia. The commitment they have for Bomen, could transform the city and regional NSW. An open port with direct access to an industrial subdivision is unique to Regional NSW, therefore it would be inappropriate and not within the public interest to jeopardise this through allowing further development in Cartwrights Hill.



Comment: Objections from neighbouring industries and public interest matters are both discussed below.

#### Notification

The application was notified to neighbouring properties between 1 and 17 October 2019 in accordance with the requirements of the VVDCP.

As a result of the notification two submissions were received.

#### Advertising

In accordance with the provisions of the DCP the development was not required to be advertised.

#### Public Submissions and those from public authorities

The grounds of objection received in submissions can be summarised as follow: -

1. *The proposed development undermines the Strategic importance of Bomen as an industrial area of State and Local significance, placing regional employment, growth and economic participation at risk. There are many examples of ongoing investment into this area from companies such as Teys, RMT and the RIFL project all of which could be jeopardised by the proposed development.*

Comment: Continued investment into Bomen is supported by the recent announcement of the Special Activation Precinct which will allow for faster and easier planning decisions and investment in infrastructure. Technical studies are currently being completed to enable the future developments to proceed. As a major NSW Government investment the importance of this precinct is considered a Council priority and any developments that present a risk to the success of the project are unlikely to be supported.

2. *The proposal conflicts with objectives of the Riverina Murray Regional Plan 2036, to promote business activities in Industrial and Commercial Areas.*

Comment: See comments above under point 1.

3. *There are already recommendations not to introduce new receptors into an area that has existing levels of noise and odour that are unacceptable to the Community.*

Comment: Whilst there are no legislative controls in place at this time to prevent additional receptors the legislation does require that the impacts of development are considered and as noted in this report the impacts present a number of concerns.

4. *Any proposed increase to residential intensity nearby to Bomen conflicts with the objectives of the State Government Funded establishment of Bomen as a Special Activation Precinct.*

Comment: See comments above under point 1.

5. *Clause 7.8 of the LEP is written to restrict incompatible land uses near Bomen where industry is a priority.*

Comment: An assessment of the application against the provisions of CI7.8 is included earlier in the report.

6. *The Wagga Wagga Spatial Plan identifies land as far north as Charles Sturt University as being in the vicinity of odour and noise from Bomen and in close proximity to major, strategic transport corridors. The residential subdivision proposed will result in increased conflicts which will multiply over time to the detriment of the industrial estate.*

Comment: The issue of land use conflicts has been addressed throughout the report.

7. *The proposal is not in the public interest as it would place additional pressure on existing businesses within the precinct and places planned future investment at risk. Incompatibility such as that proposed cannot be allowed to proceed, as it will result in undesirable outcomes for both the applicant and industry operators.*

Comment: The public interest arguments associated with this development are examined in greater detail below.

8. *One further submission received did not specifically object to the development but noted that the development shall have no impact upon existing easements, accessways, fence lines, tree removal and dust generation.*

Comment: Any development that occurred on site would be subject to standard conditions of construction with regard to impacts on neighbouring properties.

#### Department of Planning Industry and Environment

Correspondence received with reference to the residential subdivision proposed on land directly to the east of the subject site is equally applicable to the subject application.

The Department believes that the proposal in its current form poses a significant risk to optimising master planning outcomes for the Wagga Wagga Special Activation Precinct and may negatively impact the ability to attract investors and deliver the full potential of the precinct over the 40-year investment cycle.

In the context of the NSW Government's 20 year vision and the long term strategic regional plan for Wagga Wagga, the Department requests that the Council take into consideration the inconsistency between the aspirations of the Wagga Wagga Special Activation Precinct and the proposal for the residential subdivision.

#### Environmental Protection Authority

*New residents normally have an expectation of a relatively odour and noise free environment. Land use conflicts occur when the impacts of off-site air emissions or noise emissions unacceptably affect the health, quality of life or values of other land user types. These conflicts rarely arise in circumstances where appropriate land-use planning, and economically achievable best available technology implemented by industry combine to achieve compatibility between proposed land uses.*

*When considering applications for residential sub-divisions at Cartwrights Hill Council needs to consider not only the potential for adverse impacts from the Bomen Industrial Area on the proposed sub-division, but also the possible impacts any new sub-division will have on the industries within the Bomen Industrial Area and their ability to expand.*

*Odour and noise impacts in residential and other sensitive areas may result from inappropriate land use decisions that may have allowed residential areas to grow around an existing odorous or noisy activity. Once land is developed in this way, the range of control measures available to industry may be limited.*

Comment: The above comments are noted. As highlighted throughout the assessment report the impact of the additional receptors is of significant concern. These impacts are two way with the receptors placing additional requirements upon industries and the impact of noise and odour from the industries on the sensitive receptors.

#### **(e) - the public interest**

The public interest is best served by the consistent application of the requirements of the relevant planning controls and by Council ensuring that any adverse effects on the surrounding area and the environment are avoided.

The proposed subdivision of land for residential purposes within Cartwrights Hill has been the subject of many detailed reports and planning proposals. Over time there has been significant consultation with the local population and adjacent industries and numerous public meetings have been held to ensure that the general community interests have been heard and understood. The current land use zoning and minimum lot size provision within the LEP would not be considered an ideal situation for either landowners or neighbouring industries as the landowners originally sought much greater densities for residential development and the industries wanted less.

Since the current LEP provisions were adopted in 2015 a number of other Council plans and policies have been prepared and adopted. Whilst these documents are not considered as legislation they are of relevance and significance in the determination of the subject application. The key documents are the Riverina Murray Regional Plan 2036, the Wagga Wagga Integrated Transport Strategy and Implementation Plan 2040 and the Community Strategic Plan 2040.

#### Community Strategic Plan

The Community Strategic Plan (CSP) states that 'We are a city with a number of opportunities.' One of the key objectives is that 'We are a Regional Capital' and a leading freight and logistics centre where business investment is encouraged. The CSP recognises the need to foster and support local business, industry and entrepreneurs to make our economy even stronger. The plan commits to financially supporting businesses and providing services and technology to ensure that they excel.

#### Wagga Wagga Integrated Transport Strategy 2040

The Wagga Integrated Transport Strategy (WITS) has six key themes one of which is Freight Transport and Logistics. Under this theme an objective is to 'Prioritise Bomen as a major intermodal destination'. Associated projects and desired outcomes are; to enable Bomen Intermodal Hub and industrial area to become a greater strategic asset for Wagga Wagga, the Riverina - Murray region, and Australia; to preserve Bomen from inappropriate development and to provide a buffer around Bomen to prevent land use conflict.



The Inland Rail project will open up Melbourne and Brisbane ports, and the Bomen Industrial Park supported by the Riverina Intermodal Freight and Logistics (RiFL) Hub will be one of the most important freight and logistic destinations and hubs in Australia. Wagga Wagga City Council must ensure that freight and industrial activity can function efficiently to ensure that investment in the area will lead to continued economic development in the region.

The success of these outcomes will be measured and reviewed and whilst some measures may be dependent on funding it is not appropriate to risk the success of others by increasing sensitive land use receptors adjacent to Bomen.

#### Riverina Murray Regional Plan 2036

Direction 4 of this plan is to 'Promote business activities in industrial and commercial areas.' Reference is specifically made to the fact that ongoing investment and development of the Bomen Business Park will contribute significantly to jobs and economic growth. One of the key actions in this part of the plan is to 'Protect industrial land, including in the regional cities (Bomen, Nexus and Tharbogang) from potential land use conflicts arising from inappropriate and incompatible surrounding land uses.'

Furthermore Direction 17 of this plan is to 'Transform the region into the eastern seaboard's freight and logistics hub' with one of the specific actions being to support the ongoing performance of existing freight and logistics facilities, particularly those in the regional cities of Albury, Wagga Wagga and Griffith.

The importance of protecting the regionally significant industrial area of Bomen is identified in all of these strategic documents and this is a matter of public interest as investment, jobs and livelihoods are all impacted by any incompatible land use developments.

The Strickland planning principle notes the importance of other policy documents that have been adopted following detailed consultation with relevant parties, including the community and the owners of affected land, and reflects outcomes which are within the range of sensible planning options.

In applying this principle it is important to consider the extent, if any, of research and public consultation undertaken during the preparation of the plans, the time during which they have been in force, the extent to which they may have been departed from and the compatibility of the policy with other policies adopted by a council or by any other relevant government agency.

As the documents are all recently adopted there has not been any review to date or analysis of departure from the plans. The key themes and objectives in relation to Bomen are not significantly different to the adopted WVLEP2010 rather the focus is placed more on the importance of Bomen's expansion rather than the protection of residential amenity which clause 7.8 of the LEP relates to.

It is considered that the public interest is compromised by the proposed subdivision to create additional sensitive receptors within close proximity to the Bomen industrial area that has been designated as a Special Activation Precinct. The risk to industry, to investors, to employees and to the amenity of future residents are all matters of public interest that raise concern. This is further reiterated by the correspondence that has been received by the Department of Planning Industry and Environment.

#### Other Legislative Requirements

##### **Section 1.7 of the EPA Act 1979 and Part 7 of the *Biodiversity Conservation Act 2016* (Test for determining whether proposed development or activity likely to significantly affect threatened species or ecological communities, or their habitats)**

On 21<sup>st</sup> November 2017, certain zones of the WWLEP 2010 achieved Biodiversity Certification under the *Biodiversity Conservation Act 2016*, including all Business, Industrial, Residential and Special Infrastructure Zones that were in place at the time of the making of the *Biodiversity Conservation Act 2016*. The subject site falls within an area subject to the Biodiversity Certification Order.

The effect of the Biodiversity Certification, as set out by Section 8.4 of the *Biodiversity Conservation Act 2016* is that:

*An assessment of the likely impact on biodiversity of development on biodiversity certified land is not required for the purposes of Part 4 of the Environmental Planning and Assessment Act 1979.*

*A consent authority, when determining a development application in relation to development on biodiversity certified land under Part 4 of the Environmental Planning and Assessment Act 1979, is not required to take into consideration the likely impact on biodiversity of the development carried out on that land.*

Therefore, no further consideration of these matters is required.

#### **Council Policies**

None relevant

#### **Comments by Council's Officers**

Council's other relevant officers have reviewed the application in accordance with Council's processing procedures. Feedback from internal referrals has been discussed in detail earlier in the report.

#### **Development Contributions - Section 7.11/7.12 Environmental Planning and Assessment Act & Section 64 Local Government Act, 1993 and Section 306 Water Management Act, 2000**

Section 7.11 of the Environmental Planning and Assessment Act 1979 and the Wagga Wagga Local Infrastructure Contribution Plan 2019-2034 enables Council to levy contributions, where anticipated development will or is likely to increase the demand for public facilities. A Section 7.11 contribution will apply to this development that will be put towards the provision of high quality and diverse public facilities to meet the expectations of the residents of the city.

The calculation is calculated using the contribution rate set out in the above plan which is \$10,012 per residential lot.

No CPI is payable as the Plan was adopted in the current financial year (19/20).



Section 64 of the Local Government Act 1993, Section 306 of the Water Management Act 2000 as well as the City of Wagga Wagga's Development Servicing Plan for Stormwater 2007 and/or City of Wagga Wagga Development Servicing Plan for Sewerage 2013 enable Council to levy developer charges based on the increased demands that new development will have on sewer and/or stormwater.

Section 64 (sewer):  $\$3538 \times \frac{115.2}{100.5} = \$4055.50$  per lot

Section 64 (stormwater):  $\$1721 \times \frac{115.2}{87.9} = \$2255.51$  per lot

#### Other Approvals

None required

#### Conclusion

The development has been assessed against all applicable elements of the Environmental Planning and Assessment Act 1979, as amended and can be summarised as follows.

Under the applicable planning instrument (WWLEP2010) the land is zoned as large lot residential. The proposed subdivision is permitted in the residential zone and is consistent with the zone objectives and the minimum lot size.

Under the impacts section of the report matters relating to existing and future noise, odour, visual amenity and context have been discussed. There is anticipated to be significant investment into the Bomen Industrial Park associated with the recent designation of the industrial area as a Special Activation Precinct. Increased noise and odour from industries expanding and investing within Bomen have the potential to impact upon nearby residential properties and any future residential properties.

Whilst the presence of existing residential properties in Cartwrights Hill and surrounding the Bomen area is noted, the introduction of new additional properties (receptors) is not considered to be in the public interest. Increased receptor numbers minimise the ability for industries to expand and increases the likelihood of complaints about noise and odour.

Future expansion of the BISTF or development of industry in the BIA would require consideration of the INP criteria, and may require consideration of ameliorative measures for particular industries in order to meet an acceptable level of noise applying the amenity criterion. Furthermore, the application of land-use controls as demonstrated in this application to minimise the number of residential receptors assists in the separation of noise-producing industries and sensitive areas.

In relation to odour, modelling predictions identify the subject site as a high risk location where odour and air quality impacts are likely to arise frequently due to emissions from the Bomen Industrial Estate when fully developed. An increased number of sensitive receptors increases the likelihood of complaints being made as more residents are exposed to odour impacts.

When reviewing the suitability of the site the location, although the land is zoned for residential purposes with a defined minimum lot size this factor is outweighed by the

potential impacts on the development from the Bomen Industrial Area, namely noise and odour. Furthermore the risk to investment into one of the region's most significant industrial precincts from increased sensitive receptors is of significant concern.

As part of the notification process two public submissions have been received to the development. Internal referrals have resulted in an objection from Council's strategic planning team which was addressed earlier in the report.

The key grounds to the submission focus on the strategic importance of the Bomen industrial Estate which is acknowledged and agreed as very significant within the local economy. However any new developments within the industrial estate will be subject to development approval as well as compliance with environmental regulations and standards. The future requirements that may be placed on new industries within the Industrial Estate, the type and location of which is unknown cannot be relied upon as a reason for refusal. The management of new industries and the application of controls and caveats on future residential receptors is a far more appropriate mechanism of minimising land use conflicts in this locality.

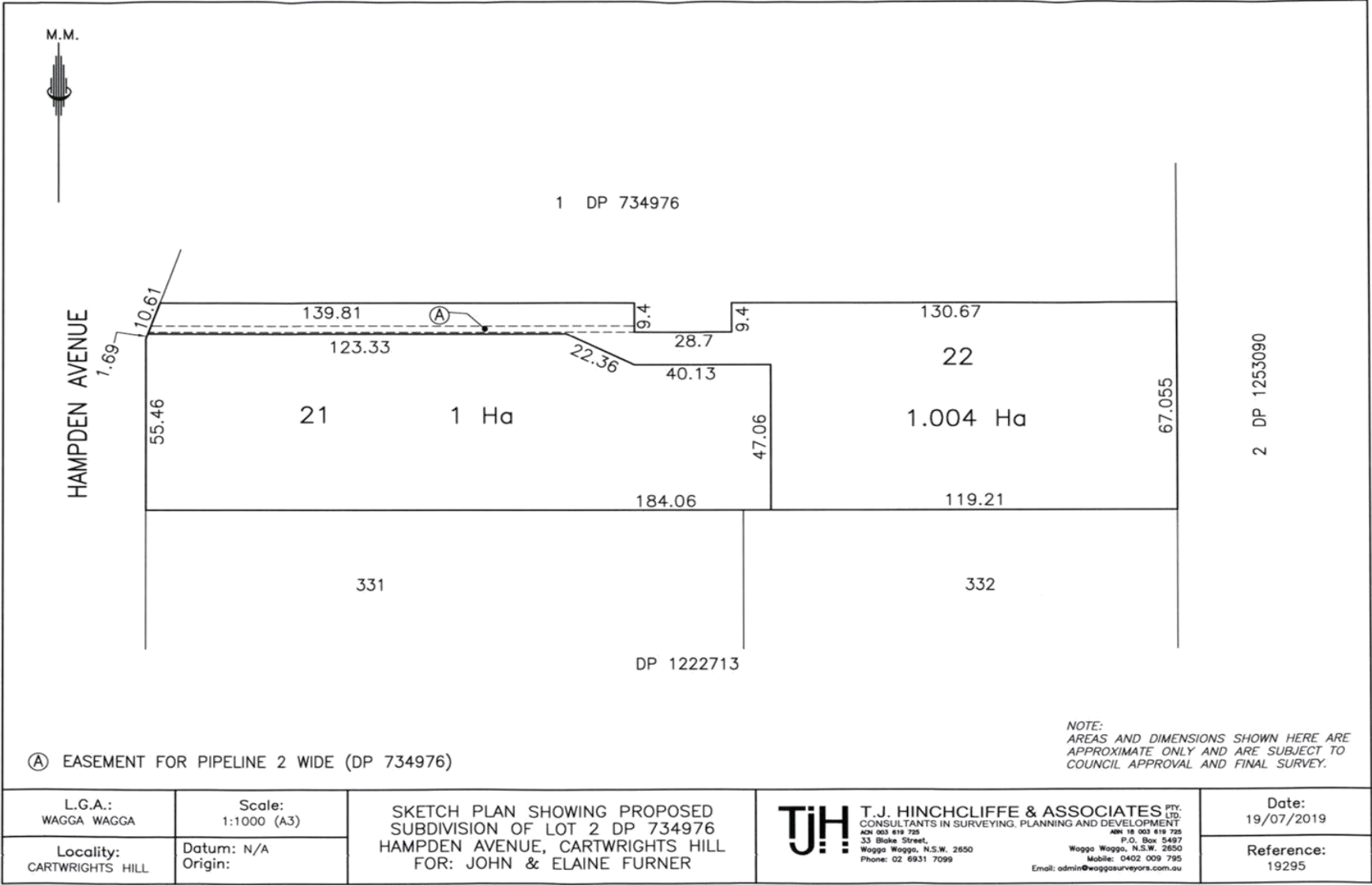
The subdivision of the subject land to create additional residential lots is considered to be inappropriate in terms of the current planning context, associated impacts and public interest.

The assessment has been completed in accordance with the requirements of s4.15 of the Environmental Planning and Assessment Act 1979 and is subsequently recommended for refusal.

#### RECOMMENDATION

It is recommended that DA19/0412 for Two Lot Subdivision be refused, for the following reasons:-

1. The proposal is not consistent with the objectives of the R5 Large Lot Residential zone as nominated in the Land Use Table of the Wagga Wagga Local Environmental Plan 2010 as there is considered to be unacceptable conflicts between land uses within adjoining zones.
2. Having regard to the provisions of Clause 7.8 of the Wagga Wagga Local Environmental Plan 2010 the subject site will be adversely impacted by noise and odour from the Bomen Industrial Estate.
3. The proposed development is not in the public interest as it introduces an increased number of sensitive receptors into an area within close proximity to the Bomen Special Activation Precinct. An increase in residential receptors will impact upon the proposed investment, expansion and development of industries within this precinct.
4. The proposed development is not in the public interest as it is inconsistent with a number of strategic documents and policies that have been subject to public consultation and adoption by Council including the Riverina Murray Regional Plan which seeks to "protect industrial land, including in the regional cities (Bomen, Nexus and Tharbogang) from potential land use conflicts arising from inappropriate and incompatible surrounding land uses.'

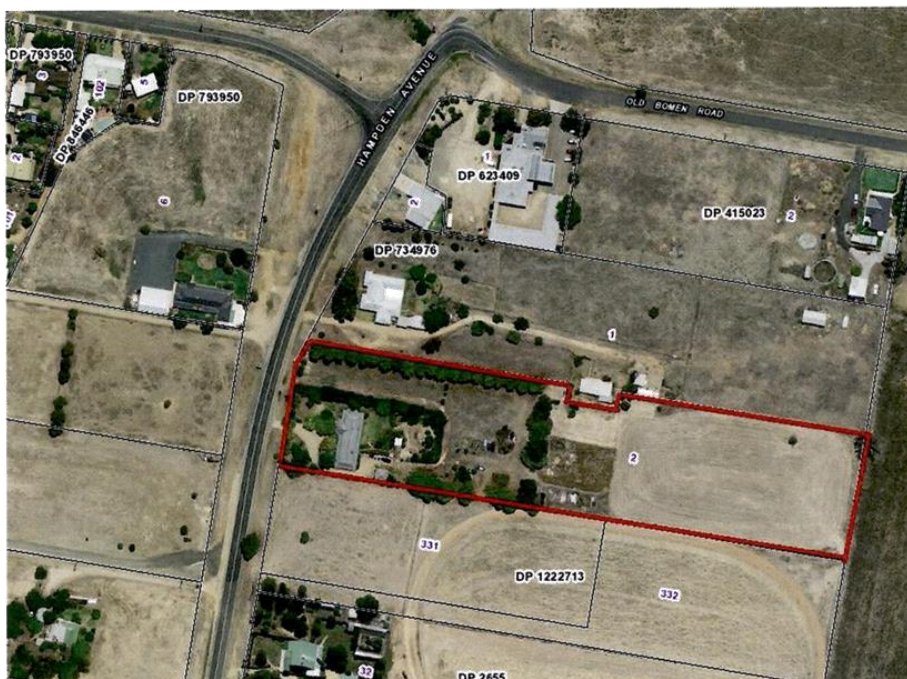


## Statement of Environmental Effects

### Subdivision of 411 Hampden Ave

### Lot 2 DP 734976

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Picture 1: Site Image

#### Description of Development

The development our client intends on undertaking is a subdivision of lot 2 DP 734976 at 411 Hampden Ave, Cartwrights Hill. The subdivision would create two new lots, being proposed lot 21 of approximately 1ha and proposed lot 22 of approximately 1.004ha. Proposed lot 22 would have an access handle of approximately 10m width. The land is bounded on the west by Hampden Ave.

19295

Hampden Ave, Cartwrights Hill



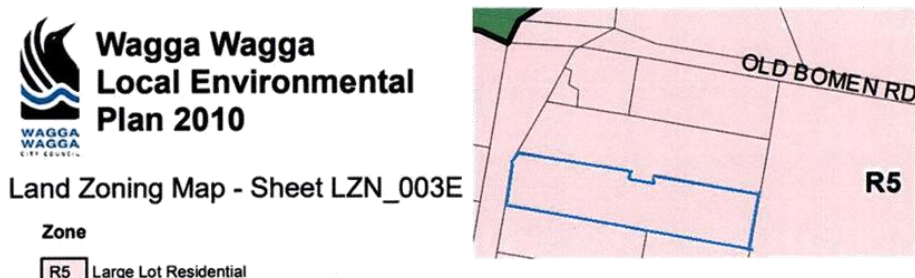
## Description of Site

The proposed subdivision will create two small acreage blocks, the westerly of the two, being proposed lot 21, which currently has a cottage and various small outbuildings on the land. The easterly of the two blocks, being proposed lot 22, is currently vacant, with the land being largely cleared for agricultural use.

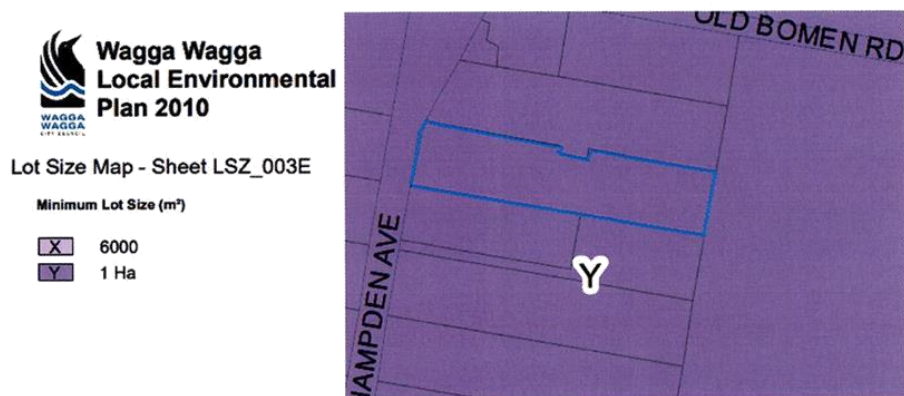
## Planning Controls

The subject land is contained in Council's R5 Large Lot Residential Zone, as shown on picture 2 below.

The subject land is within Council's 1ha minimum lot size zone, as shown in picture 3 below. Each of the lots in this development meets the minimum lot size.



Picture 2: Zoning



Picture 3: Minimum Lot Size

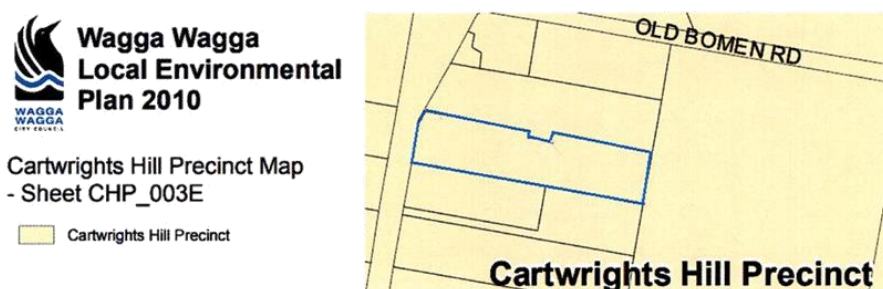
The subject land is part of the 'Cartwrights Hill Precinct Map', as shown on the image below.

19295

Hampden Ave, Cartwrights Hill

The other LEP maps on the NSW legislation website show no affected areas on the subject land. The maps that show no affected part upon the subject land are: 'Heritage Map', 'Terrestrial Biodiversity Map', 'Vulnerable Land Map', 'Water Resource Map', 'Natural Resource Sensitivity – Biodiversity Map', 'Natural Resource Sensitivity – Land Map' and 'Natural Resources Sensitivity – Water Map'.

The NSW Rural Fire Service website shows the land is not bush fire prone.



Picture 4: Cartwrights Hill Precinct Map

### Site Suitability

The subject site is reasonably flat, sloping lightly down towards the street in the west. It has access to all required services for a residential area without mains extensions and is located within an area which has already had this type of subdivision successfully created. There are no apparent heritage matters nor restrictions on the use of land that would deter this type of development.

The lots in the immediate vicinity of the proposed lots are varied in size, with the lots immediately to the south having undergone a similar sized and shaped subdivision.

### Present and Previous Uses

The subject land and immediate surrounding area was intended and has been used as residential land and small acre hobby farming for many years.

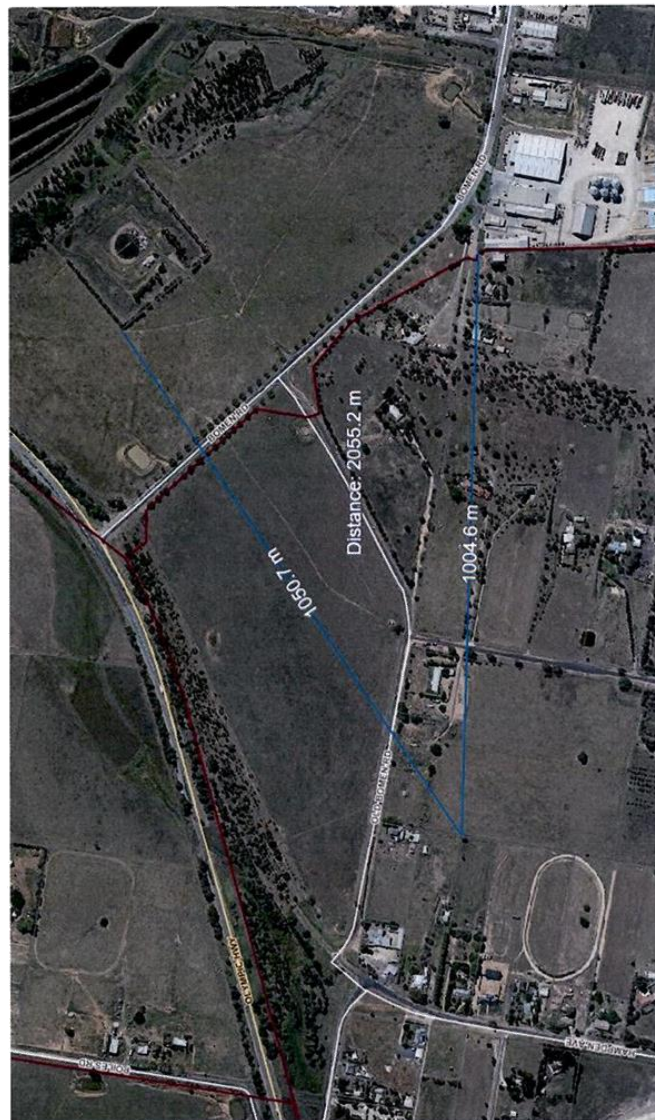
### Air and Noise

This development will not create any significant air or noise pollution.

19295

Hampden Ave, Cartwrights Hill

However, as this development is in Cartwrights Hill we must address the issues associated with the proximity of the development to the Bomen Special Activation Precinct. As per clause 7.8 of the Wagga Wagga LEP2010 as amended, any development in Cartwrights Hill must examine the potential issues that may arise as a result of being nearby the Bomen Sewage Treatment Facility and the Bomen Industrial Area. Please see the image below for distances to these two locations, from the proposed subdivision.



Picture 5: Distances from Development to Bomen Sewage Treatment Facility and Industrial Area

19295

Hampden Ave, Cartwrights Hill



The image is a clipping from the Wagga Wagga City Council Intramaps Geographic Information System and shows that both the Bomen Sewage Treatment Facility and Bomen Industrial Area are approximately, or just over, one kilometre away.



Picture 6: Distance to Top of Hill and 2m Contours

19295

Hampden Ave, Cartwrights Hill

As this development is a kilometre away from the air and noise polluting sources and is over the ridge line from the sewage treatment facility and over the hill from the majority of the industrial area, we believe that there will be minimal, if any, effect on the air and noise of this development.

In addition there has been a very similar subdivision to the one we intend to undertake, adjoining us to the south which is currently lots 331 & 332 DP 1222713. As it is adjoining us the distances and position in relation to the sewage facility and industrial area are very similar.

As such we believe that we have addressed clause 7.8 of the Wagga Wagga LEP2010, as amended, and that this development is permissible for the above mentioned reasons.

### Access

Proposed lot 21 will utilise the existing legal and practical access to and from Hampden Ave, which it has ample frontage to. This access has point connects to a concrete driveway.

Proposed lot 22 is proposed to access Hampden Ave to the west through a 10m wide strip of land running along the shared northern boundary of proposed lot 21.

Hampden Ave is a public bitumen sealed road, maintained by Council.



Picture 7: Existing Access to proposed lot 21

19295

Hampden Ave, Cartwrights Hill



Picture 8: Proposed Access to proposed lot 22

### Services

Proposed lot 21 is already adequately serviced by telecommunications, electricity and water, with a residence having existed there for many years. Sewage on site is via septic tank.

Proposed lot 22 is currently unserviced but has overhead power within the block and close access to other services.

### Applicant Declaration

I/we declare to the best of my/our knowledge and belief, that the particulars stated on this document are correct in every detail and that the information required has been supplied.

I/we acknowledge that the development application may be returned to me/us if information is found to be missing or inadequate.

Name: Luen Ryan

Signed:

Date: 06/08/19

19295

Hampden Ave, Cartwrights Hill

Engineers Dept  
Wagga Wagga City Council  
CNR Morrow & Baylis St  
Wagga Wagga

Re DA 19/0412  
Two Lot Subdivision  
Lot 2 DP 734976  
411 Hampden Ave  
Cartwrights Hill

Copy- TJ Hinchcliffe & Associates

Sir,  
I refer to ( Copy Attached)

I would like to make it clear from the outset that I am committed to ensuring that the proposed redevelopment [REDACTED] intends has zero effect on any encroachments to my property in relation to all essential services and access ways..

Secondly- Any changes to fence lines, tree removal, relocation of essential services and the production of waste material from associated work and any costs attributed are to be met by the proposer in full.

Thirdly- The. proposed driveway be constructed using bitumen as the cover material.  
Anything less than this would create a constant environmental hazard producing dust antigens.

Four- As the redevelopment will have most impact on my property and as I have an intimate understanding of constant variations and potential engineering changes during the course of all proposed redevelopments-I wish to be constantly counselled and advised to any such variants prior to their implementation.

Five- The existing fence line has been consistently damaged by falling trees which are all located on the neighbours property. This fence line under the redevelopment proposal will need to be replaced as part of the redevelopment project and it is suggested a solid fence ( Colorbond) be the material to alleviate wind and dust.

I am also highly aware of the necessity for the proposed to create a redevelopment that strictly stays within the mainframe policy of the EPA and within the boundaries as set by State Development.

Yours Sincerely,







*Teys Australia Southern Pty Ltd,  
trading as Teys Australia Wagga*

17 October 2019

City of Wagga Wagga  
243 Baylis St  
(PO Box 20)  
Wagga Wagga NSW 2650

RE: DA19/0412 FOR TWO LOT RESIDENTIAL SUBDIVISION AT CARTWRIGHTS HILL

Dear Christine,

This correspondence is provided in relation to the proposed two lot subdivision of the site 411 Hampden Ave, Cartwrights Hill NSW 2650.

In close consultation with the NSW Environmental Protection Authority (EPA), Teys Australia (and formerly as Cargill Beef Australia) has made a number of submissions to Council and the JRPP dating back to 2010, regarding other proposed amendments to zoning of the Cartwrights Hill area under the Wagga Wagga LEP. Consistent throughout this period, has been our strong opposition to the introduction of incompatible land uses adjacent to the well-established, and growing Bomen Industrial Estate. This opposition has been based on objective evidence as is referred to in this and prior submissions and a body of independently prepared technical, scientific community and economic data.

Teys object most strongly to the proposed amendment to Wagga Wagga LEP and redevelopment of the Site. Justification of Teys objection is provided in summary below:

- 1. The proposed development undermines the strategic purpose of Bomen as an industrial area of State and Local significance, placing regional employment, growth and economic participation at risk**

Bomen Business Park is already a thriving industrial hub, responsible for major contribution to the regional economy. There continues to be a significant investment into industrial purpose within the Bomen Business Park from both private and Government sources. Some examples are provided below, with each having the effect of growing the footprint and intensity of the Bomen Industrial Area:

- (a) Increased production capacity of the Renewed Metal Technologies (RMT) battery recycling facility in Bomen (owned and operated by Enirgi). Enirgi have identified plans to consolidate and further expand operations to maximize

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Teys Australia Southern Pty Ltd trading as Teys Australia Wagga  
All correspondence to: PO BOX 166 Wagga Wagga NSW 2650 AUSTRALIA  
Phone +61 2 6938 3000 Fax +61 2 6921 7682 Web [www.teysaust.com.au](http://www.teysaust.com.au)  
ACN 084 034 695 ABN 53 084 034 695

- production at this facility in the near future, a move to support Wagga Wagga employment and local economy;
- (b) Continued Development of the Riverina Intermodal Freight and Logistics (RiFL) Hub, an independently operated rail terminal and 95 hectare precinct for bulk, intermodal, agricultural and industrial sites. This major development is actively supported and championed by Wagga Wagga City Council with State Government Support. The City of Wagga Wagga has recognised that improving productivity is critical to the success of the Bomen Business Park. An improved Higher Mass Limit (HML) capable road network, known as the Bomen Enabling Roads project, and the development of the Riverina Intermodal Freight and Logistics (RiFL) Hub which will help facilitate the effective and efficient movement of freight to and from markets in Sydney, Melbourne and in the future, Brisbane. This project is underway and is critical to existing industry in the region and attracting new industry. In addition to its' significance for the local economy and industrial activity it is worth noting that it has the impact of significantly increasing freight movements and frequency within the Bomen area. RiFL is now very much a reality which enables increased industrial activity, as the Council has already entered into a framework agreement with both GWA and Visy; and,
  - (c) A major \$18 Million upgrade of Teys' Wagga Facility, which is currently underway and signifies Teys' commitment to further major investment into our Wagga processing Facility, on the basis of planning security in the well-established Bomen Industrial Estate. Teys is actively developing a growth strategy for the value add (TAFS) activities as this business increases employment stability and both increases and stabilizes the primary processing activity.

All of the above listed industrial activities are located within close proximity to the proposed development.

The significance of the Bomen Business Park as a key Industrial Area was recently recognized in the DRAFT Wagga Wagga City Council Activation Strategy 2040. In this document, the Council has also recognized that strategic planning (including zone restrictions) is integral to the success of the Bomen Industrial Precinct. Teys reinforce commentary made by Council in this document, as it states Bomen will benefit from *'protection of industrial activity from non-compatible uses'* and *'concentration of heavy industry'*.

2. **The proposal conflicts with those specific objectives of the Regional Strategy. Specifically, The Riverina Murray Regional Plan 2036 which identifies a number of key directions to promote and support economic growth including, 'To promote business activities in Industrial and Commercial Areas'**

This direction underpins the purpose of the Regional Plan, to promote more local jobs through a stronger agribusiness sector; expanded advanced and value added manufacturing; diversified energy production; and forestry and tourism.

Agriculture is integral to the success of the economy and a major force in the State. The Riverina Murray makes the largest regional contribution to agricultural production in NSW (\$1.4 billion). The region is positioned well as it offers agricultural productivity and strategic locational advantages which support industrial and value-added manufacturing capabilities.

Against a backdrop of many Australian manufacturers withdrawing, Teys are committed to regional Australia, as supported by continued investment into our facilities. Teys Wagga Wagga is estimated to underpin \$300 million of the region's gross industry value added and support almost 1,900 FTE jobs locally. This equates to 3.5 percent of the gross regional product and 2.9 percent of FTE employment when flow-on effects are taken into account. Teys has established further value adding operation satisfying the definition of value added manufacturing.

Furthermore, capital expenditure made by Teys into the Wagga facility continues to significantly contribute to local industry and employment. Previous and planned future

investment is undermined when incompatible land use and addition of further receptors threaten to compromise Teys success in the areas and communities in which we operate.

3. **Previous work commissioned by the Council and recognized by the NSW EPA has already made recommendation not to introduce new receptors into an area that already has existing levels of noise and odour that are unacceptable to the Community.**

Bomen Industrial Area contains a number of large and potentially noise and odour generating sources, any one of which could cause a noise or odour issue individually. These aspects have been comprehensively evaluated in the documents 'Buffer Zone Impact Assessment' (undertaken by Todoroski Air Sciences, commissioned by the Council) along with the Noise Impact Assessment (prepared by Atkins Acoustics and Associated, also commissioned by the Council).

Overall there is significant potential risk of an odour or noise problem occurring at any one time due to one or more sources. The nature of the industry in the area also means there would be a complex cocktail of odours present at any time, making regulation and enforcement of odour from any individual premises a difficult task. Odour and noise impacts are cumulative and will multiply as industrial activity increases in Bomen.

Introduction of additional receptors is a direct threat to Teys operations. Blatant land use conflicts with a well-established and rapidly expanding industrial area cannot be supported by Teys Australia.

4. **The Council has recognised odour and noise impacts generated by Bomen Industrial Area as an area of concern, and Wagga Wagga Council own LEP 2010 s.7.8 Cartwrights Hill Precinct clause states 'Development consent must not be granted for development on land to which this clause applies unless the consent authority has considered the potential impacts of odour and noise from the Bomen industrial area and the Bomen sewage treatment facility on the development'.**

This is a result of a most recent amendment to the LEP and follows arduous consultation periods between State, Regional and Local Planning authorities. It reflects outcomes of that involvement, whereby a conflict was identified. This revision is outcome based, and intended to restrict incompatible land use nearby to Bomen and specifically prevent conflicting land use where Industry is a priority within Bomen Industrial Area.

5. **Wagga Wagga Spatial Plan 2013-2043 identifies the area as far as North of Charles Sturt University as being 'in vicinity of odour and noise from the Bomen Industrial Sewerage Treatment Facility' and in close proximity to major, strategic transport plans intended to improve outcomes for Industrial and Large Scale Agricultural Operators.**

The Spatial Plan is a long term planning instrument which sets out, and supports, growth of Wagga as an economic and industrial engine. The proposed conflict with residential subdivision will be multiplied over time.

6. **Any proposed increase to residential intensity nearby to Bomen conflicts with objectives of the State Government Funded establishment of Bomen as a Special Activation Precinct.**

The NSW Government is working closely with the Wagga Wagga City Council to draft a master plan to transform approximately 4100ha in Bomen for streamlined Inland Rail, Advanced Manufacturing, Agribusiness and Freight Industry development. Any proposed increase to residential intensity conflicts with this strategic, proposed use.

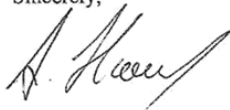
We hold serious concerns for the incompatibility in land use which would result if the proposed

residential subdivision and development of this Site were allowed to proceed. Furthermore, Teys are concerned that the Council's own management plans and strategy do not align with the proposed development of this site. It is noted that this submission is different to previous submissions made, as it includes additional reference to recognition *by Council* that land use conflict exists. Critically for Teys as one of Wagga's largest private employers, it places planned future investment in the Teys Wagga processing facility at risk.

The incompatibility of the proposed use of the Site for residential development, with adjacent and booming Industrial activity and proposed, continued industrial and transport developments is paramount. Incompatibility such as this cannot be allowed to progress as it is not in the public interest. Precedent exists in planning law whereby the NSW Land and Environment Court has specifically recognized public interest as a matter which requires consideration when making a planning determination or developing a planning policy. The proposed use of the site for subdivision and residential development is incompatible with adjacent and priority industry, and, if allowed to proceed, will produce undesirable outcomes for both the applicant and Industry operators.

Not only does the Proposal threaten current businesses within the Bomen Industrial Area, it clearly constrains the future growth of the economic engine of Wagga, limiting the future growth of the city. Teys have actively engaged with other Industrial operators as the Bomen Industrial Area becomes increasingly frustrated by residential and other incompatible land use proposals.

Sincerely,



Stephen Thomson  
General Manager – Operations  
*Teys Australia Pty Ltd*





Suite 2B, 14 Glen Street Eastwood,  
NSW 2122  
Phone: O2 9874 2123  
Fax: O2 9874 2125  
Email: [info@airsciences.com.au](mailto:info@airsciences.com.au)  
Web: [www.airsciences.com.au](http://www.airsciences.com.au)  
ACN: 151 202 765 | ABN: 74 955 076 914

18 April 2019

Adam Wood  
Strategic Town Planner  
Wagga Wagga City Council  
Via email: [Wood.Adam@wagga.nsw.gov.au](mailto:Wood.Adam@wagga.nsw.gov.au)

**RE: Air Quality Study - 42 Old Bomen Road, Wagga Wagga**

Dear Adam,

Todoroski Air Sciences have investigated the potential for air quality impacts to occur upon a proposed development at 42 Old Bomen Road, Wagga Wagga (hereafter referred to as the Project). The focus of this letter report is to consider the potential risk of air quality (odour) impacts due to the existing and likely future emissions sources at the Bomen Industrial Estate (BIE) upon proposed new residences at the Project site.

**Background**

The Project site is located approximately 6.9 kilometres (km) northeast of the Wagga Wagga town centre and less than 1km west of the BIE. The BIE is an existing industrial precinct and consists of a mixture of commercial/industrial operations and includes various operations and facilities with the potential to generate adverse odorous emissions.

It is understood that the Project is proposing to subdivide the land at 42 Bomen Road, Wagga Wagga to allow for additional residential properties. As such there is a need to consider the potential for existing and likely future odour and air quality emissions from the BIE to impact on the Project site.

**Assessment of potential impacts**

To assess the likelihood of potential existing and future impacts on the Project site, air dispersion modelling using the CALPUFF model was used. The model was designed to represent the potential emission sources from within the BIE area at full capacity when occupied in future, which includes consideration of existing activities such as the Bomen Industrial Sewage Treatment Facility (BISTF).

The meteorological simulation data used in the CALPUFF model were developed from available meteorological data for the 2016 calendar year from two surrounding meteorological monitoring sites and included local land use and detailed topographical information.

The CALPUFF model was setup to include a regular grid of modelled sources across the BIE area. The air emission release parameters of the modelled sources represent relatively standard sources associated with

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TODOROSKI AIR SCIENCES | [info@airsciences.com.au](mailto:info@airsciences.com.au) | O2 9874 2123

industrial activities as volume sources. These sources were modelled over the entire year and are assumed to emit air emissions continuously using a unit emission rate.

The modelled emissions are not defined for scheduled or non-scheduled activities, but assume all premises would have in place reasonable odour controls, suitable for operating within an industrial precinct and near a low density or unpopulated area. Whilst scheduled activities must not cause offensive odour beyond its boundary, determining if an odour is offensive depends on the receiving environment. Thus odour that may be inoffensive or acceptable odour in an industrial precinct buffer area, can become offensive simply due to the receiving area becoming more populated and the context of the receiving environment changing, as would be the case for the Project site.

The modelling results are presented in **Figure 1** and show the potential impact as colour shading in terms of the potential risk due to the modelled sources within the BIE. Blue shading indicates acceptable levels of air quality are likely to be achieved, (assuming no especially noxious or polluting activities are carried out nearby in the BIE). **Figure 1** indicates the potential for a high level of risk at the Project site.

#### Summary and conclusions

This report has assessed the potential for odour impacts associated with the proposed development at the Project site.

The modelling predictions indicate that the Project site is in a high risk location where odour and air quality impacts are likely to arise frequently due to emissions from the BIE when fully developed. Due to it being located in a high-risk zone for impact from the BIE, the location of the Project is not considered suitable for increased residential development.

Please feel free to contact us if you would like to clarify any aspect of this report.

Yours faithfully,  
Todoroski Air Sciences



Aleks Todoroski

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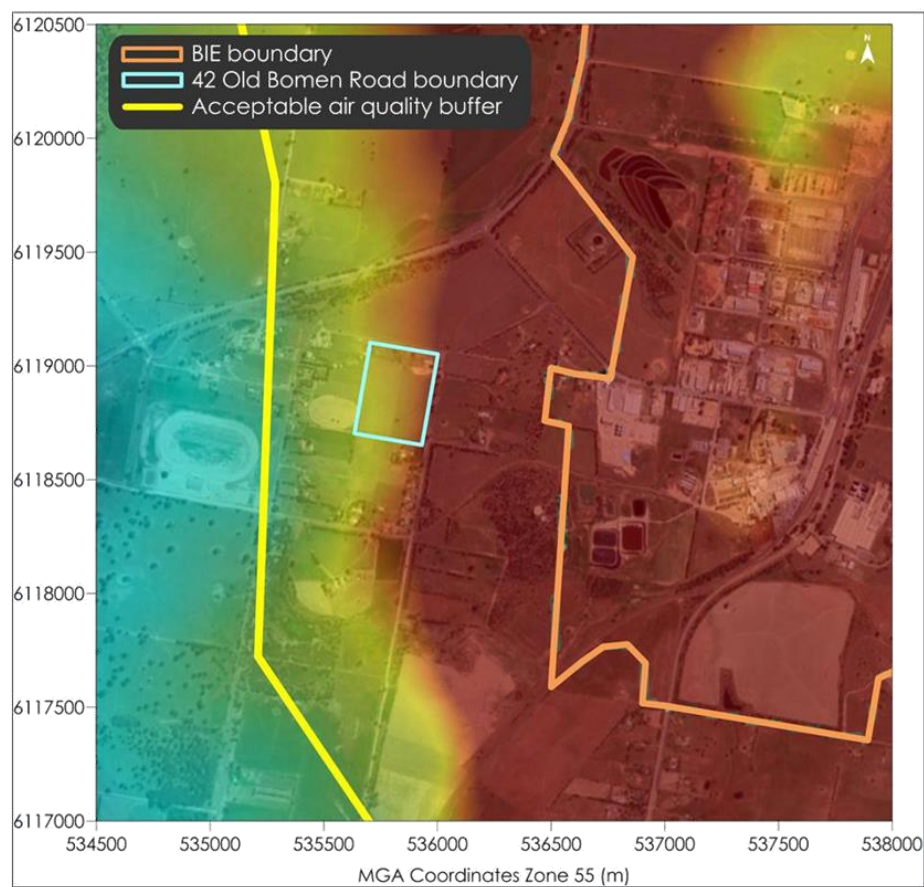


Figure 1: Predicted risk for 42 Old Bomen Road due to air emission sources at the BIE

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Planning,  
Industry &  
Environment

Peter Thompson  
General Manager  
Wagga Wagga City Council  
PO Box 20, Wagga Wagga, NSW 2650

4 December 2019

Dear Mr Thompson *Peter*

**Subject: Proposed 9 Lot Residential Subdivision DA18/0510**

I am writing to you regarding the Wagga Wagga Special Activation Precinct announced by the Deputy Premier in March 2019 and the application to Council DA18/0510 for the development of an 11 Lot Residential Subdivision. The proposed development is located at Bomen within the investigation area for the Wagga Wagga Special Activation Precinct.

Special Activation Precincts are a priority of the NSW Government's 20-year vision for Regional NSW and are intended to provide a place-based solution to economic development and to simplify the planning process, providing certainty and confidence to businesses and the community.

The planning framework for Special Activation Precincts are supported by a new State Environmental Planning Policy (SEPP). The SEPP will require detailed upfront strategic planning and environmental studies are undertaken to inform the Master Plan for each Special Activation Precinct. The draft SEPP will need to be given due consideration in accordance with the Act for all proposed development within Special Activation Precincts.

The Department has significantly progressed the draft master plan for the Wagga Wagga Special Activation Precinct and is well advanced in its engagement with stakeholders and the community. The master planning process for Wagga Wagga Special Activation Precinct will deliver strategic and coordinated land-use within the precinct, including aspiring to the principles of the circular economy and leading Australia in Eco-Industrial design. Specifically, the draft Wagga Wagga Master Plan has identified industrial processing as well as rail freight and logistics land-use opportunities that will attract international investment in leading practice and new technologies.

The Department has reviewed the application for the residential subdivision at 42 Old Bomen Road and has formed the view that the proposed development is not aligned with the aspirations of the Wagga Wagga Special Activation Precinct. The proposal creates conflict between residential dwellings that are sensitive to the current industrial operations within the Special Activation Precinct. The location of the proposal will likely subject future residents' lifestyle to poorer environmental amenity levels, and consequentially, impact the industrial potential and operation of the Precinct.

The Department believes that the proposal in its current form poses a significant risk to optimising master planning outcomes for the Wagga Wagga Special Activation Precinct and may negatively impact the ability to attract investors and deliver the full potential of the precinct over the 40-year investment cycle.

---

320 Pitt Street Sydney 2000 | GPO Box 39 Sydney 2001 | [dpie.nsw.gov.au](mailto:dpie.nsw.gov.au) | 1





Planning,  
Industry &  
Environment

In the context of the NSW Government's 20-year vision and the long-term strategic regional plan for Wagga Wagga, the Department requests that Council take into consideration the inconsistency between the aspirations of the Wagga Wagga Special Activation Precinct and the proposal for the residential subdivision.

If you would like to discuss any of the above, please contact me on (02) 9274 6522 or [anthea.sargeant@planning.nsw.gov.au](mailto:anthea.sargeant@planning.nsw.gov.au)

Yours sincerely

A handwritten signature in black ink that reads "Anthea Sargeant".

**Anthea Sargeant**  
**Executive Director**  
**Compliance, Industry and Key Sites**



Regional Growth NSW  
Development Corporation

6 December 2019

Mr Peter Thompson  
General Manager  
Wagga Wagga City Council  
PO BOX 20  
Wagga Wagga NSW 2650

Dear Mr Thompson

**Wagga Wagga Special Activation Precinct – development applications in proximity to Special Activation Precinct**

The Department of Planning, Industry and Environment (DPIE) is currently preparing an Activation Precincts State Environmental Planning Policy (SEPP) to provide streamlined planning processes for development in Special Activation Precincts. DPIE is also currently undertaking the master planning of the Wagga Wagga Special Activation Precinct, with the investigation area positioned in and around the Bomen Industrial Estate.

Prior to the Activation Precincts SEPP being made, the Wagga Wagga Local Environmental Plan (LEP) 2010 will continue to operate. It is noted that the Wagga Wagga LEP includes a clause that requires odour and noise impacts from the Bomen Industrial Estate to be considered when determining the suitability of development in the Cartwrights Hill Precinct.

The land being investigated for the Wagga Wagga Special Activation Precinct is currently zoned IN1, IN2 and RU1 which allows for a range of land uses. There are currently several development applications lodged in or in proximity to the Wagga Wagga Special Activation Precinct investigation area. These include:

- DA18/0510 – Eleven lot subdivision at 42 Old Bomen Road, Cartwrights Hill,
- DA19/0412 – 2 lot subdivision at 411 Hampden Avenue, and

The Regional Growth NSW Development Corporation (RGDC) will be the entity responsible for delivering and implementing Special Activation Precincts, including the Wagga Wagga SAP. As you are aware, the NSW Government has committed to make a substantial investment in the Wagga Wagga Special Activation Precinct aimed at stimulating economic activity and jobs growth.

Any planning decisions that would potentially limit or constrain the ongoing operation of the Precinct is likely to have a detrimental impact on industry and may jeopardise the Governments' investment. To ensure the successful delivery of the Wagga Wagga Special Activation Precinct, any current or future development applications located within or in proximity to the investigation area should have due consideration for the (draft) master plan and development of the Special Activation Precinct.

Given the risk stated above, the RGDC requests Wagga Wagga City Council take these matters into consideration in the assessment of these development applications to protect the future growth and successful delivery of the Special Activation Precinct. It is considered that any current or future development applications should be consistent with the outcomes of the (draft) master plan and should not compromise the economic development potential and infrastructure investment decision for the Special Activation Precinct.

We also note that DA19/0036 for a waste disposal facility (Riverina Sustainability Centre) is pending. Whilst it is not a residential use that may impact the outcomes or objectives of the Special Activation Precinct, it is a use that should be considered against the (draft) master plan.

Please let me know if you would like to discuss any aspects of this letter.

Yours faithfully



Brendan Nelson RPIA (Fellow)  
Chief Executive Officer

18/12/2019

Peter Thompson  
General Manager  
Wagga City Council  
[Thompson.Peter@wagga.nsw.gov.au](mailto:Thompson.Peter@wagga.nsw.gov.au)

Dear Peter,

**Re: DA19/0412 - 2 LOT SUBDIVISION, CARTWRIGHTS HILL**

Council at its 16 December Ordinary Meeting considered DA19/0412 for a 2 Lot Subdivision at 411 Mampden Avenue, Cartwrights Hill.

It was put that Council:

- a refuse DA19/0412 for a 2 Lot Residential Subdivision at 411 Hampden Avenue, Cartwrights Hill, Lot 83 DP751422 for the reasons outlined in the attached Section 4.15 report
- b refund 100% of the applicable development application fees

The Motion on being put to the meeting was LOST, leaving the Development Application undetermined.


We the undersigned request that the report be resubmitted to Council at the next available Ordinary Meeting of Council so that the Development Application may be determined.

Signed

Cr Kerry Pascoe

 18/12/19

Cr Rod Kendall

 18/12/19

Cr Mayor Greg Conkey OAM

 18/12/19





## Statement of commitment to Aboriginal Australians

Wagga Wagga City Council would like to acknowledge the Traditional Custodians of the Land - Wiradjuri country, and to pay respects to Elders past and present.

Wagga Wagga City Council has a long history and association with the local First Nations Peoples community within the Local Government Area (LGA).

Council values the diversity of our local community and supports reconciliation by working consistently in partnership with the local Wiradjuri and First Nations community, always ensuring that the process is based on respect, trust and a spirit of openness.



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Version Control: December 2019

## Introduction

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The Agency Information Guide is published by Wagga Wagga City Council in accordance with the requirements of the Government Information (Public Access) Act 2009 (GIPA Act).

Enquiries regarding the information within the Agency Information Guide should be directed to the Wagga Wagga City Council Information Management.

Phone: (02) 6926 9217

Fax: (02) 6926 9199

Email: [council@wagga.nsw.gov.au](mailto:council@wagga.nsw.gov.au)

Post: Wagga Wagga City Council, PO Box 20, Wagga Wagga, NSW, 2650

Office Location: 243 Baylis St, Wagga Wagga, NSW, 2650

Business Hours: Monday to Friday, 8.30am to 5pm

### Our mission

Contribute to a vibrant growing community by providing excellence in leadership, and delivery of 'best value' infrastructure and services, supporting quality living in an improving sustainable environment.

### Our vision

To be acclaimed by our community for our passion, professionalism and performance.

### Our values

- Trust
- Respect
- Innovation
- Teamwork



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## What is the Agency Information Guide?

The Agency Information Guide provides the community with the structure and functions of Wagga Wagga City Council and details on how each function affects them. In the guide it identifies what information is publically available to members of the public, how to access government information and how to be involved in Council's decision-making processes.



AGENCY INFORMATION GUIDE 2020

WAGGA WAGGA CITY COUNCIL 5

## About the City of Wagga Wagga

The Local Government Area covers 4,825km<sup>2</sup> and has a population of approximately 65,000. Wagga Wagga is located in the Riverina region of Southern New South Wales, about 450km south west of Sydney and 460km north of Melbourne. Wagga Wagga constitutes both rural and urban areas, with some commercial, industrial and military areas.

The city is located on the lands of the Wiradjuri people, the largest Aboriginal Nation in New South Wales. The name Wiradjuri means 'people of the three rivers' and traditionally these rivers (the Lachlan, the Murrumbidgee and the Macquarie) were the primary source of food for the Wiradjuri people.

The term wagga wagga was used for the developing city on the banks the of the Murrumbidgee River as it was the name of the original settlers farming "run" at the location. Early settlers recorded the Wiradjuri term Wagga as meaning crow. The repetition of the term Wagga was similarly interpreted to mean place of many crows as it was understood that the repetition of a word in the Wiradjuri language meant that it was plural. Hence, to this day the city is associated with the crow.

In more recent times, the term Wagga Wagga has been identified by the Wiradjuri people to be a term in their language which means place of dance, place of celebration. As the Wiradjuri used the term in repetition as Wagga Wagga, it may mean place of many celebrations or place of many dances. The Council and the community look forward to the development of a world wide understanding that we live in a city which has been known as a place of dance and celebration for many 1000's of years.

Wagga Wagga City Council produces an annual report which highlights the programs and achievements for the previous financial year. The items documented throughout the annual report outline the outcomes of the projects and services the community has requested Council deliver, facilitate and plan for, to make Wagga Wagga the type of place in which our community choose to live, work and play in. This report is located on our website at [wagga.nsw.gov.au/annualreport](http://wagga.nsw.gov.au/annualreport).



## Our community

Located on the banks of the Murrumbidgee River in the heart of Wiradjuri Country, Wagga Wagga is the centre of the Riverina area and is the largest inland city in NSW.



### Education & employment

**16.7%**

of our population has a degree or higher

**22%**

of the population earned over \$1500 a week.

**18%**

of households in Wagga Wagga are classified as low income (earn less than \$650 per week)

**15.8%**

Largest industry of employment was health care and social assistance

**5.5%**

Unemployment rate



### Population

**35.2%**

of population under 25

**9.4%**

of our population was born overseas with top 5 countries being United Kingdom, India, New Zealand, Philippines and China

**6%**

of the population coming from countries where English was not their first language

**5.6%**

of the population identify themselves as Indigenous or Torres Strait Islander.

**4.9%**

of the population in 2011 reported needing help in their day-to-day lives due to disability



### Housing

**76.3%**

of homes had internet connection

**33.6%**

of the rental population pays between \$200 and \$300 per week. language

**0.7%**

of dwellings considered to be high density

## Our reporting framework

### Integrated planning and reporting

Integrated Planning and Reporting (IP&R) is the planning and reporting framework the Wagga Wagga City Council uses to work towards achieving the community's vision. Under NSW Government legislation, councils must prepare a number of plans that provide details on how a council intends to deliver works and services in the short and long term. This is based on the community's priorities, which have been identified through consultation and engagement, as well as the resources available to council in delivering these items. The framework ensures councils illustrate their various plans together, to understand how they interact in planning for the future. The framework opens the way for Wagga Wagga City Council and our community to have important discussions about funding priorities, service levels and shaping local identity and to plan in partnership for a more sustainable future. As illustrated, the plans are designed to flow so that the broader objectives in a high level plan are translated into specific targets, actions and measures.





## Code of conduct

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Council has adopted a Code of Conduct (in line with Section 440 of the Local Government Act 1993) that sets out the minimum requirements of conduct for Council officials in carrying out their functions. Councillors, administrators, Wagga Wagga City Council staff members, independent conduct reviewers, members of Council committees including the Conduct Review Committee and delegates of the Council must comply with the applicable provisions of the Council's Code of Conduct in carrying out their functions as Council officials.



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## Organisation structure

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### Current elected members

Councillors are ratepayers and residents within the City of Wagga Wagga who have volunteered their time to provide an avenue for public participation and input on important decisions which affect the local community. Councillors are available for residents to contact to discuss any concerns or issues they may have relevant to the Wagga Wagga City Council.

Wagga Wagga City Council has nine elected members, their details and contact information can be found on the Council website [wagga.nsw.gov.au](http://wagga.nsw.gov.au).

The Mayor is elected every two years along with the Deputy Mayor. The Deputy Mayor however can be elected for the same two-year period or for a shorter term as determined by the Council. The next election will be held in September 2020.



**Councillor Greg Conkey OAM  
(Mayor)**

Councillor Greg Conkey OAM was elected to Council in 2012 and was elected Mayor in September 2017.



**Councillor Dallas Tout  
(Deputy Mayor)**

Councillor Dallas Tout was elected to Council in 2012 and was elected Deputy Mayor 2014 – 2016.



**Councillor Vanessa Keenan**

Councillor Vanessa Keenan was elected to Council in 2016.



**Councillor Paul Funnell**

Councillor Paul Funnell was elected to Council in 2012.



**Councillor Yvonne Braid OAM**

Councillor Braid OAM was elected to Council in 2008, with a tenure as Deputy Mayor in 2012.



**Councillor Rod Kendall**

Councillor Rod Kendall was elected to Council in 2004 and was elected Mayor in 2012 – 2015.



**Councillor Tim Koschel**

Councillor Tim Koschel was elected to Council in 2016.



**Councillor Dan Hayes**

Councillor Dan Hayes was elected to Council in 2016.



**Councillor Kerry Pascoe**

Councillor Kerry Pascoe was elected to Council in 2004 and was elected Mayor 2004 – 2009 and 2011.

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## Council committee structure

Council has no standing committees; however this may change in the future. Council has a number of user group committees comprising of stakeholders, Councillors and staff from the respective facilities/precincts. These groups include:

Committee	Meeting Schedule	Responsible Officer
Airport Advisory Committee	Quarterly	Airport Facility Manager
Annual Grants Panel	Annual	Manager Community Services
Audit, Risk and Improvement Committee	At least four times per year	Chief Audit Executive
Australia Day Committee	Monthly	Manager Community Services
Economic Development Grants Panel	As required	Manager City Strategy
Floodplain Risk Management Advisory Committee	Bi-monthly	Manager Operations
General Manager's Performance Review Committee	Quarterly	Mayor, Manager People and Culture
Honours Committee	As required	General Manager
Loans to Community Organisations Steering Committee	As required	Manager Finance
Local Traffic Committee	Bi-monthly	Manager Operations
Museum of the Riverina Community Committee	Quarterly	Manager Community Services
Major Events, Festivals & Film Sponsorship Advisory Panel	Bi-annually	Manager Community Services
Public Art Panel	Monthly	Manager Community Services
The Sister City Community Committee	As required	Manager Executive Support
Sporting Hall of Fame Panel	As required	Manager City Strategy
Southern Joint Regional Planning Panel	As required	Executive Assistant – Director Commercial

## Organisation and management structure

Wagga Wagga City Council adopted a new organisation structure in 2019. Our structure is currently organised into five sectors with each sector responsible for delivering services to the community.





## Service delivery

The four directorates within Wagga Wagga City Council are responsible for delivering services to the community.

General Manager	Regional Activation Directorate	Community Directorate	Corporate Services Directorate	Commercial Operations Directorate
<ul style="list-style-type: none"> <li>• Audit</li> <li>• Risk</li> <li>• Governance</li> <li>• Corporate Planning</li> <li>• Insurance</li> <li>• Marketing</li> <li>• Public Relations</li> <li>• Graphic Design</li> <li>• Branding</li> <li>• Communications</li> <li>• Web</li> <li>• Executive Support</li> <li>• General Managers Office</li> <li>• Mayors Office</li> <li>• Councillor Services</li> <li>• Recruitment</li> <li>• Workplace Relations</li> <li>• Learning &amp; Development</li> <li>• Work Health &amp; Safety</li> <li>• Riverina Regional Library</li> <li>• Riverina Mobile Library Services</li> <li>• Town Planning</li> <li>• Building Surveying</li> <li>• Plumbing Inspection</li> <li>• Development Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Land Use Strategy</li> <li>• Urban Design</li> <li>• Recreation Planning</li> <li>• Development Contributions</li> <li>• Property Management</li> <li>• Acquisition &amp; Disposal</li> <li>• Riverina Intermodel Freight &amp; Logistics (RIFL) Hub</li> <li>• Bomen Enterprise Area</li> </ul>	<ul style="list-style-type: none"> <li>• Events</li> <li>• Visitor Economy/ Tourism Information Centre</li> <li>• Social Plannin/ Community Development</li> <li>• Wagga Wagga Art Gallery</li> <li>• Cultural Planning &amp; Programs</li> <li>• Museum of the Riverina</li> <li>• Wagga Wagga Civic Theatre</li> <li>• Family Day Care</li> <li>• Wagga Wagga Library</li> <li>• Biodiversity &amp; Natural Resource Management</li> <li>• Environmental Planning &amp; Monitoring</li> <li>• Environmental Education</li> <li>• Ranger Services &amp; Animal Management</li> <li>• Development Compliance</li> <li>• Public Health Education &amp; Compliance</li> <li>• Environmental Compliance</li> <li>• Glenfield Road Animal Shelter (GRAS)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Accounting</li> <li>• Management Accounting</li> <li>• Revenue (Rates, Trade Waste &amp; Water)</li> <li>• Accounts Receivable/ Accounts Payable</li> <li>• Tendering</li> <li>• Evaluations</li> <li>• Contract Administration</li> <li>• Purchasing &amp; Stores</li> <li>• Preferred Supplier Establishment</li> <li>• Fleet &amp; Plant</li> <li>• Information Technology Support Services</li> <li>• Corporate Applications</li> <li>• Geospatial Services</li> <li>• Records</li> <li>• Information Management</li> <li>• Customer Service</li> <li>• Payroll</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management Office (PMO)</li> <li>• Technical &amp; Strategy</li> <li>• Subdivisions</li> <li>• Asset Management</li> <li>• Engineering</li> <li>• Traffic</li> <li>• Sewer</li> <li>• Stormwater</li> <li>• Civil</li> <li>• Design</li> <li>• Operations</li> <li>• Parks and Gardens</li> <li>• Facilities Management/ Maintenance</li> <li>• Condition Assessment/Analysis</li> <li>• Gregadoo Waste Management Centre</li> <li>• Workshop</li> <li>• Wagga Wagga Airport</li> <li>• Livestock Marketing Centre (LMC)</li> <li>• Oasis Regional Aquatic Centre</li> </ul>

## Functions of the Council

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The Local Government Act 1993 highlights the purpose of local government is to provide a system under which councils perform the function and exercise the powers conferred by or under this Act and any other Act for the peace, order and good government of the community. It is the role of the Council to provide governance and leadership for the local community through advocacy, decision making and action. It is essential that Council is accountable to their local communities in the performance of functions and the exercise of powers and the use of resources. Council has functions conferred or imposed upon it by the Local Government Act 1993 which include but are not limited to:

Service Function	<ul style="list-style-type: none"><li>• Providing community health, recreation, education and information services</li><li>• Environmental protection</li><li>• Waste removal &amp; disposal</li><li>• Land and property, industry, tourism development and assistance</li></ul>
Regulatory Functions	<ul style="list-style-type: none"><li>• Approvals</li><li>• Orders</li><li>• Building Certificates</li></ul>
Ancillary Functions	<ul style="list-style-type: none"><li>• Resumption of Land</li><li>• Powers of entry and inspection</li></ul>
Revenue Functions	<ul style="list-style-type: none"><li>• Rates</li><li>• Charges</li><li>• Fees</li><li>• Borrowings</li><li>• Investments</li></ul>
Administrative Functions	<ul style="list-style-type: none"><li>• Employment of Staff</li><li>• Management Plans</li><li>• Financial Reporting</li><li>• Annual Reports</li></ul>
Enforcement Functions	<ul style="list-style-type: none"><li>• Proceedings of breaches of the Act</li><li>• Prosecution of offences</li><li>• Recovery of rates and charges</li></ul>

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## The role of the governing body

The governing body is to consult with the general manager in directing and controlling the affairs of Council. Chapter 9, Section 223 of the Local Government Act 1993 stipulates the role of the governing body is as follows:

- To direct and control the affairs of the council in accordance with this Act,
- To provide effective civic leadership to the local community,
- To ensure as far as possible the financial sustainability of the council,
- To ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of the council,
- To develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
- To determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,
- To keep under review the performance of the council, including service delivery,
- To make decisions necessary for the proper exercise of the council's regulatory functions,
- To determine the processes for appointment of the general manager by the council and to monitor the general manager's performance,
- To determine the senior staff positions within the organisational structure of the council,
- To consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities
- To be responsible for ensuring that the council acts honestly, efficiently and appropriately.

## Administration

As well as the Local Government Act 1993, Council has functions and/or obligations under a number of other related Acts including but not limited to:

- Anti-Discrimination Act, 1977
- Biosecurity Act 2015
- Cemeteries and Crematoria Act, 2013
- Community Land Development Act, 1989
- Companion Animals Act, 1998
- Contaminated Land Management Act, 1997
- Conveyancing Act, 1919
- Copyright Act, 1968
- Crown Lands Act, 1989
- Environmental Planning and Assessment Act, 1979
- Fire Brigades Act, 1989
- Food Act, 2003
- Government Information (Public Access) Act, 2009
- Heritage Act, 1977
- Health Records and Information Privacy Act, 2002
- Impounding Act, 1993
- Interpretation Act, 1987
- Land Acquisitions Just Terms Compensation Act, 1991
- Library Act, 1939
- Local Government Act 1993
- Privacy and Personal Information Protection Act, 1998
- Protection of the Environment Operations Act, 1997
- Public Health Act, 2010
- Public Interest Disclosures Act, 1994
- Real Property Act, 1900
- Recreation Vehicles Act, 1983

- Roads Act, 1993
- Road Transport Act, 2013
- State Emergency Services and Rescues Management Act, 1989
- State Emergency Service Act, 1989
- State Records Act, 1998
- Swimming Pools Act, 1992
- Unclaimed Money Act, 1995
- Valuation of Land Act, 1916
- Waste Avoidance and Resource Recovery Act, 2001
- Work Health and Safety Act, 2011

## Decision-making functions

### The Mayor

The role of the Mayor as stated in Section 226 of the Local Government Act 1993 is as follows:

- To be the leader of the council and a leader in the local community
- To advance community cohesion and promote civic awareness,
- To be the principal member and spokesperson of the governing body, including representing the view of the council as to its local priorities,
- To exercise, in case of necessity, the policy-making functions of the governing body of the council between meetings of council,
- To preside at meetings of council
- To ensure that meetings of council are conducted efficiently, effectively and in accordance with the Local Government Act,
- To ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- To promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- To promote partnerships between the council and key stakeholders,
- To advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,
- In conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- To carry out the civic and ceremonial function of the Mayoral office,
- To represent council on regional organisations and at inter-governmental forums at regional, state and Commonwealth level.
- In consultation with the councillors, to lead performance appraisals of the general manager,
- To exercise any other function of the council that the council determines.

### The General Manager

The General Manager of Wagga Wagga City Council has the following functions according to section 335 of the Local Government Act 1993:

- To conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- To implement, without undue delay, lawful decisions of the Council,
- To advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- To advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to the council,
- To prepare, in consultation with the Mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program,



operational plan and annual report,

- To ensure the Mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- To exercise any of the functions of Council that are delegated by the council to the general manager,
- To appoint staff in accordance with the organisation structure determined under Chapter II of the Local Government Act 1993 and the resources approved by the council,
- To direct and dismiss staff,
- To implement the Council's workforce management strategy,
- Any other functions that are conferred or imposed on the general manager by or under this or any other Act.

## Delegations

Section 377 of the Local Government Act 1993 provides that Council may delegate functions, other than those specified in that Section, to the General Manager or any other person or body (not including another employee of Council). The Council delegates a number of authorities and powers to the Mayor for certain functions to be exercised in a manner consistent with Council's policies and decisions.

As part of the overall running of the Council, Council also delegates a number of powers and functions to the General Manager to ensure the efficient day to day management of Wagga Wagga City Council. Additionally, in accordance with Section 378 of the Act, the General Manager may sub-delegate any of the powers and functions of the General Manager, other than the power of delegation.



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## Public participation

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There are two main ways in which members of the public may participate in policy development and the general activities of Council. These are through representation and personal participation.

### How Council functions affect members of the public

As a service organisation, the majority of activities carried out by Wagga Wagga City Council have an impact on the public.

The following is an outline of how the broad functions of the Council affect the public.

Service Functions affect members of the public as the Council provides services and facilities to the community. These services include human services such as child care, libraries, halls, community centres and recreation facilities. Wagga Wagga City Council also provides services relating to stormwater and sewerage facilities, civil infrastructure, maintenance and construction, environmental protection, waste removal and disposal.

Regulatory Functions allow the Council to regulate developments and buildings to ensure they meet certain requirements affecting the amenity and safety of the community; this includes issuing approvals, orders and building certificates. Members of the public must be aware of, and comply with such regulations.

Ancillary Functions affect only some members of the public. These functions include, for example, the resumption of land or the power for Council to enter a person's land. In these circumstances only the owner of the property would be affected.

Revenue Functions affect the public directly in that revenue from rates and other charges paid by the public is used to fund services and facilities provided to the community.

Administrative Functions do not directly affect the public however they do have an indirect effect on the community through the efficiency and effectiveness of services provided. Administrative functions include employment of staff, development and management plans as well as financial and performance reporting.

Enforcement Functions only affect members of the public when in breach of legislation. This includes but is not limited to matters such as the non-payment of rates and charges, unregistered dogs/cats, environmental planning offences and parking offences.

### Representation

Local Government in Australia is based on the principles of representative democracy. This means that people elect representatives of their local Council to make decisions on their behalf. In New South Wales, local government elections are generally held every four years. The next elections are expected to be held in September 2020.

At each election voters elect nine Councillors for a four year term. All residents of the area who are on the electoral roll are eligible to vote. Property owners who live outside the area and rate paying lessees can also vote, but must register their intention to vote on the non-residential role. Voting is compulsory.

Residents are able to raise issues with, and make representations to the elected Councillors. The Councillors may pursue the matter on the resident's behalf accordingly allowing members of the public to influence the development of policy.

Members of the public are encouraged to discuss local community concerns with their elected representatives.

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## Equity and Respect

We request that you:

- Treat staff with respect
- Provide accurate and complete details relating to your enquiry to enable us to help you
- Call to make an appointment if you have a complex enquiry
- Work with us to solve problems
- Give us feedback on things we do
- Respect community property

## Personal participation

### Committee membership

Members of the public may be involved in Council committees. Council has a number of advisory committees comprising of stakeholders, Councillors and staff (refer to Page 11 for a full list of committees). Council calls for expressions of interest on committees as vacancies become available.

### Address to Councillors

Residents and interested parties can make an application to address Councillors at a Council meeting on matters listed on the agenda of the meeting for which they have an interest:

Make an application to address Councillors at a Council meeting on matters for which they have an interest in that is listed on the agenda of that meeting

You can address, attend or listen to Council meetings in the following ways:

- Public Address Applications
- Written requests
- Petitions
- Live streaming of Council meetings

Agendas and minutes are published on the website and access can also be requested by emailing [council@wagga.nsw.gov.au](mailto:council@wagga.nsw.gov.au).

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## Customer requests and online services

There are a number of avenues available for members of the public to raise complaints or ideas for improvement to Wagga Wagga City Council which include:

- Online Services
- Written and emailed requests
- Face to face at the customer service centre
- Call centre on 1300 292 442
- Web chat

Online Services is a fantastic tool for the community as it allows people to view Council information at the touch of a button. Online Services includes the following features:

- Web chat
- Customer request system and the ability to monitor your requests
- Access to detailed mapping information
- Property information
- Garbage collection information
- Tracking the progress of development applications
- Development quote calculator
- Make a payment
- Lodge applications (Note: not all Council applications are available through this function)

## Public Exhibition

Some documents may be temporarily placed on public exhibition. This gives members of the community a chance to review the documents and make a submission. The submissions are then reviewed by the Council officer and assessed based on their content and impact.

## Complaint handling

Council provides democratic government through its services and facilities for the benefit of our customers who include residents of the Wagga Wagga local government area, local businesses and the many visitors to the area. Customers have the right to expect satisfactory standards of work and good conduct in service delivery. The performance of the Council might, at times, not be to the satisfaction of customers. In those circumstances the Council is committed to ensuring the opportunity is available to express dissatisfaction through an effective complaints management system and that any complaint received through the system is dealt with courteously, investigated fully and acted on within an appropriate time period.

More information on the management of complaints at Council can be found in Council's Complaint Handling Policy, which can be found on [wagga.nsw.gov.au/policies](http://wagga.nsw.gov.au/policies).



## Community consultation

Council also has an online consultation platform, Wagga View. This platform is used to inform the community of current consultations being undertaken and the progress of projects. Community members can register to be informed of upcoming projects and consultation at [waggaview.com.au](http://waggaview.com.au).

Council actively encourages community participation in our governance and decision making processes. Council's approach to community engagement is based on the International Association of Public Participation's (IAP2) Spectrum. The level of engagement is determined by considering the issue, problem or opportunity requiring community engagement, the objectives to be achieved by engaging and the extent that the community can assist Council to make decisions.

Council's Community Engagement Strategy has been developed to guide the ongoing dialogue between Council and the community as we plan for our future. The current Community Engagement Strategy can be viewed on our website:  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/community-engagement](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/community-engagement)

Residents within the community are notified of some future developments taking place within the community. Adjoining neighbours are notified by a letter advising them the plans are available to be viewed at the Council's Customer Service Centre. For larger developments, notifications of the advertising period can be found in the Daily Advertiser.

The notification periods are in place to give residents the chance to submit their comments about the proposed developments.

Council also engages and consults with the community through annual programs and services.



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## Government information (Public Access) Act 2009 (GIPA Act)

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### What is GIPA?

GIPA is short for Government Information Public Access which gives members of the public a legally enforceable right to access government information. The Act ensures that access to government information is restricted only when there is an overriding public interest against releasing that information.

### Documents proactively released

Council releases additional information, not considered mandatory, which may be of interest to the general public. Any proactive release of information must be exercised in an appropriate manner by or with the authority of the Council's principal officer, free of charge (or at the lowest reasonable cost). A list of the documents proactively released by Council can be found on the Wagga Wagga City Council website or by accessing the link provided below.

Wagga Wagga City Council also promotes a disclosure log which provides a list of past formal access applications that may be of interest to members of the public. Past applications are listed in the Disclosure log on the website, and can be accessed from [wagga.nsw.gov.au/gipa](http://wagga.nsw.gov.au/gipa).

### Documents available under the GIPA Act

Under the GIPA Act the following documents are referred to as open access information. Some of this information may already be published on the Wagga Wagga City Council website; other information on this list may require the lodgement of an Informal Access Application. All informal applications containing open access information once finalised are published on the website for easy access by the members of the community.

- Policy Documents
- Register of Contracts
- Annual, financial and auditors' reports, management plans and various codes
- Agendas, business papers and minutes of meetings
- Information contained in certain registers
- Development applications and associated documents, and
- Information concerning approvals, orders and other documents

### Documents not available under the GIPA Act

The GIPA Act (section 14) provides a list of public interest considerations against disclosure. This means information requested that falls into any of the below categories may not be released once the public interest test is applied.

- Law enforcement and security
- Individual rights, judicial processes and natural justice
- Business interests of agencies and other persons
- Environment, culture, economy and general matters
- Secrecy provisions specifically provided in other legislation
- Exempt documents under interstate Freedom of Information legislation

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## How to access our information

There are four ways to access Government Information under GIPA:

- Publicly available information
- Lodging an informal access application,
- Lodging a formal access application or,
- The court may issue Council with a subpoena for information.

### Publicly available Information

Some information is proactively released on the Wagga Wagga City Council website. This may include Council Meeting Minutes, Agendas and Business Papers, Reports, and Property Information. When information regarding a property is required the best place to check is the website before lodging any new Information Requests. Property information which has been sought previously is published on the website.

### Informal Access Applications

An informal application is the avenue generally recommended to members of the public. An informal application is a free service. To apply for this type of application members of the public can complete an application form located on the Council website, where they will need to supply the following information:

- Applicant Name, Address and Contact Information
- Detailed description of the information required
- Owner's consent (if applicable)

### Formal Access Applications

A Formal Access application follows a more official process. Once a formal access application is lodged an acknowledgment letter is sent on commencement and a Notice of Decision at completion of the application. A formal application carries a \$30 fee which is payable at the time of lodgement.

To apply, a Formal Access Application Form needs to be completed, providing the following information:

- Applicant Name, Address and Contact Information
- Proof of Identity (If personal information is requested)
- Detailed Description of the information required
- Reason for lodging the formal request
- Owner's consent (if applicable)
- Consent to provide this information in Council's Disclosure log

### Subpoenas

Subpoenas are served on Council by the Courts to access information held.

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## Fees and charges

GIPA applications may be subject to the following fees and charges in accordance with the Government Information (Public Access) Act 2009. Informal applications and proactively released documents have no associated fees or charges.

Fees and charges	Fee
Formal Access to Information – Government Information Public Access (GIPA) Application Fee. Please note that there may be processing charges (charged at a rate of \$30 per hour).	\$30.00
Formal Access to Information – GIPA Internal Review	\$40.00
Access to Council Information GIPA Informal	Nil

## Notice of Decision

Formal GIPA applications require a Notice of Decision to be sent out once the final decision has been made on the application. The Notice of Decision will be provided by the Information Management Coordinator to the applicant and outlines the types of information that have been provided and how they have been granted access.

If access is refused or only partially granted the 'Notice of Decision' will outline the reasons as to why the applicant has been denied access to all or any of the documents.

## Copyright Disclaimer

Wagga Wagga City Council provides access to information in accordance with the requirements of the GIPA Act, however legal Copyright provisions currently apply. Information held on Council's website is intended for general use only. Information and files may be downloaded, stored in cache, displayed and printed. Content must not be modified, copied, reproduced, or republished without the consent of Wagga Wagga City Council.

Where Council is not the copyright owner of the documents, authority from the document owner may be necessary before Council can release copies of documents to members of the public. An example of this would be property plans and property reports lodged as part of a DA application.

## The Public Interest Test

Providing access to government information is restricted only when there is an overriding public interest against disclosure. Schedule 1 of the GIPA Act lists the conclusive considerations against disclosure. In addition, section 14 of the GIPA Act lists the discretionary considerations against disclosure.



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## Third Party Consultation

In accordance with section 54 of the GIPA Act, Council must consult where the information requested concerns:

- Personal information
- Business interests
- Research that has been carried out
- The affairs of another state or the Commonwealth government

## Disclosure Log

We maintain a disclosure log under section 25 of the GIPA Act which documents the information we release in response to access applications, and that may be of interest to members of the public. Our disclosure log provides a mechanism to further proactively release information to the public. A regular review of our disclosure log provides a valuable opportunity to analyse data collected from across the IPC on requests for information and to identify trends and documents that could be released proactively. This allows us to update our AIG to reflect the released information. Increased disclosure of information from our disclosure log allows citizens greater opportunity to participate in our policy formulation and service delivery, and identifies trends and documents that could be released proactively.



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## GIPA process

### Informal request

The process for an informal request is detailed in Figure 1.

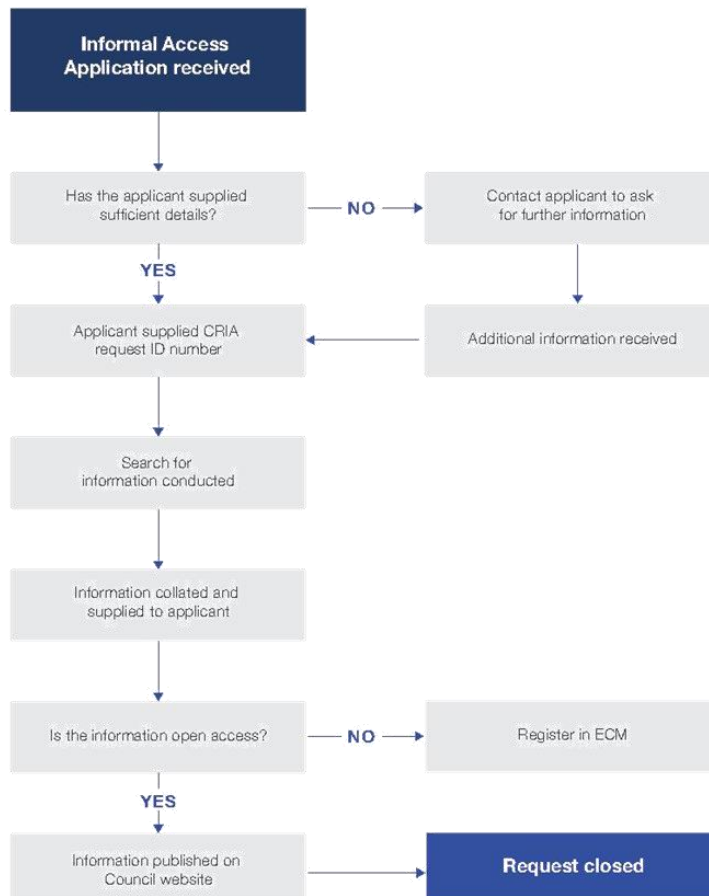


Figure 1: Informal request process.

### Application Forms

Visit [wagga.nsw.gov.au/gipa](http://wagga.nsw.gov.au/gipa) to access our informal and formal request forms.

## Formal request

The process for a formal request is detailed in Figure 2.

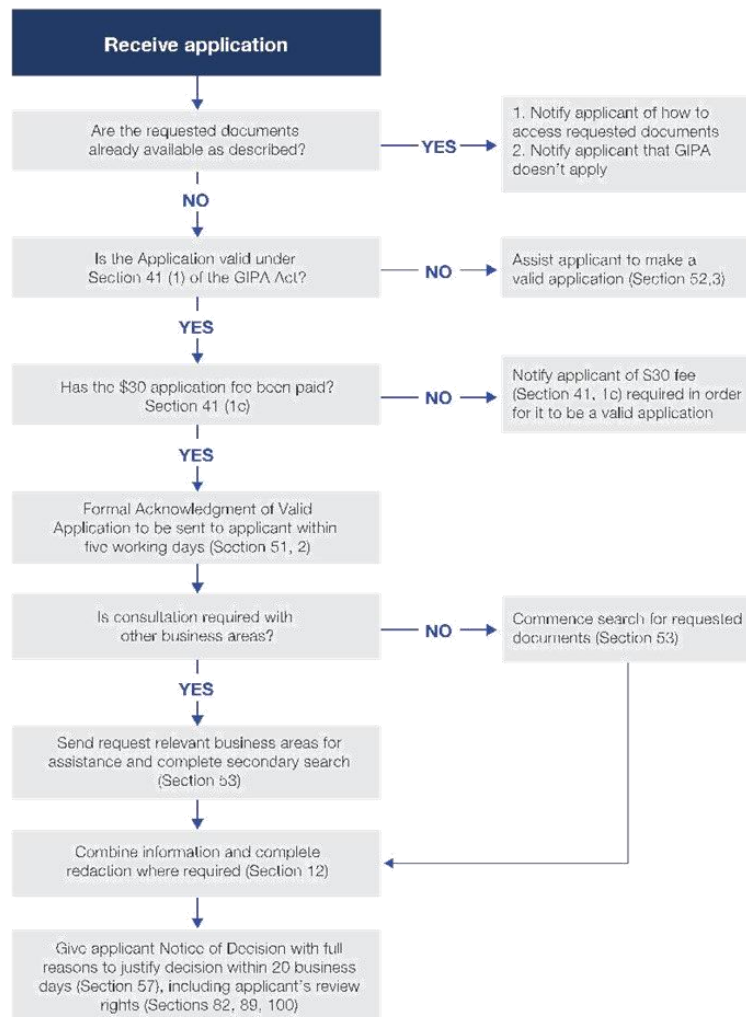


Figure 2: Formal request process.

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## GIPA Review Rights

Applicants have the right to request a review of certain decisions made by Wagga Wagga City Council regarding the release of information under the GIPA Act. When reviewing a decision made under the Act, applicants can seek an internal review, an external review by the Information Commissioner or an external review by the NSW Civil and Administrative Tribunal (NCAT).

An internal review is to be carried out by another staff member on the same level or more senior than the original officer who made the initial decision. The agency must acknowledge the application and determine if it is a valid application within five working days of receipt. The agency must decide the internal review within 20 working days of receipt.

An external review by the Information Commissioner can be sought if the applicant disagrees with any of the decisions made by the Council. If the requesting person is not the applicant, they must seek an internal review before applying for the review by the Information Commissioner. Applicants have 40 working days from being notified of the decision to apply for a review by the Information Commissioner.

The final option for a review is an external review by the NSW Civil and Administrative Tribunal (NCAT). There is no requirement to have the decision reviewed internally or by the Information Commissioner before applying for a review of the decision by NCAT. Applicants have 40 working days from being notified of Council's decision to apply for a NCAT review. However if an applicant has applied for a review by the Information Commissioner prior they have 20 working days to apply to NCAT after receiving the Information Commissioner's determination.

## Useful resources on the Information Privacy Commissioner (IPC) website

[ipc.nsw.gov.au/resources-public](http://ipc.nsw.gov.au/resources-public)





AGENCY INFORMATION GUIDE 2020

WAGGA WAGGA CITY COUNCIL 29



## Contact us

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PO Box 20, Wagga Wagga NSW 2650  
Cnr Baylis and Morrow Streets, Wagga Wagga NSW





## Acknowledgement of Country

Wagga Wagga City Council acknowledges the Traditional Custodians of this land, the Wiradjuri people, and pays respect to Elders, past and present and emerging.

We honour the living heritage of the world's oldest continuous culture, and we celebrate the contemporary creativity of our First Nations communities. We acknowledge the ongoing connection between First Nation communities and this land.

The Wagga Wagga City Council Cultural Plan 2020-30 has been developed in consultation with the local Wiradjuri and First Nations communities, with the aim of building a city that thrives on positive relationships and cultural diversity.

*Aboriginal and Torres Strait Islander Peoples should be aware that this document may contain images and names of people who have passed away.*





## Mayor's Statement

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As Mayor of the City of Wagga Wagga, I am delighted to welcome this new vision for the cultural future of our community, the Wagga Wagga City Council Cultural Plan 2020-30. Culture, the arts and creativity have always been the lifeblood of our city; and as we celebrate the 150th anniversary of our civic foundation in 2020, now is the ideal time to ensure that we have strategies in place to build upon this rich legacy as we embark upon new creative endeavours.

We acknowledge in this Plan the many thousands of years of Wiradjuri culture on these lands, culture that remains strong and rich. We also recognise the ever-increasing diversity of our community, which continues to bring vitality and innovation into every aspect of daily lives. Fundamental to this Plan is our shared desire to protect and promote these heritages that we care for, while at the same time welcoming change and embracing innovation.

The initiatives that are presented in the Wagga Wagga City Council Cultural Plan 2020-30 cover a wide range of fields to meet these goals, from renewing our cultural infrastructure and revitalising our central precinct, to supporting the artists and volunteers whose creativity and commitment is essential to our cultural life. As our city grows over the next decade, and beyond, the recommendations of this Plan will ensure that all of us can participate in any capacity and connect with each other through culture and the arts.

This Plan has been developed with extensive consultation throughout our community; and I would like to thank all of the individuals and organisations who generously contributed their ideas and proposals, and most of all their passion for our city's cultural life. Their participation has been essential in ensuring that this Plan is a true reflection of our community's dedication to the arts and culture, and our common vision for a diverse and inspiring creative future. All of us will have a part to play in fulfilling this vision, and I eagerly look forward to what we can achieve together.



Mayor of the City of Wagga Wagga,  
Councillor Greg Conkey OAM

Cover image: *Lost Lanes 2019. Martin Ollman*

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## Introduction

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The Wagga Wagga City Council Cultural Plan 2020-30 ("this Plan") is a blueprint for a creative city that puts arts and culture at the heart of a thriving, innovative, connected and inclusive community.

Wagga Wagga's future is an exciting one, full of changes and challenges. Our population is set to reach 100,000, while unprecedented investment in industry, agriculture and communications transform our region.

This new growth brings new opportunities: new cultural facilities, a more expansive program of arts and events, and opportunities for a thriving creative sector to spread innovation throughout our community. Digital disruption, growing demands on existing facilities and services, and increasing diversity can all be harnessed to the community's advantage if we are ready for them.

This Plan is for all of us. It responds to our community's expressed needs right now and their hopes for a brighter future. It is intended to benefit residents and visitors, bringing new opportunities for economic development, city vibrancy, personal expression and neighbourhood connectiveness. In this Plan, you'll find projects and programs for every part of our lives:

- the festivals, celebrations and events we attend,
- the galleries, museums, theatres and libraries that we visit and explore,
- the community groups, clubs and societies that educate, entertain and connect us,
- the vibrancy and liveability of our city, including entertainment and live music day and night,
- opportunities for creative workers and businesses, and
- the collections, histories and stories that set our community apart.

This Plan is a vision for a city constantly growing in population, diversity and ambition. It brings together ideas and proposals from thousands of residents, arts and culture groups and creative business people, all gathered through an extensive consultation process. It's a Plan that will channel the efforts of many players – our community arts groups, our libraries, galleries and museums, our education institutions, and more – towards the common goal of making the Wagga Wagga Local Government Area an even better place to live, work and create.

This is an ambitious plan that outlines the role arts and culture can play in realising the community's vision.

---

*"In 2040 Wagga Wagga will be a **thriving, innovative, connected and inclusive** community on the Murrumbidgee. Rich in opportunity, choice, learning and environment, Wagga Wagga is a place where paths cross and people meet."*

Community Strategic Plan 2040 – Wagga View

---

In 2019, in the city's first Reconciliation Action Plan, Wagga Wagga City Council acknowledged the emerging consensus within the Wiradjuri community that the words 'Wagga Wagga', historically interpreted as Place of Many Crows, are better translated as Many Dances or Place of Celebrations.

With its city centre clustered around the Murrumbidgee River and the Wollundry Lagoon 'Wagga Wagga' recalls the enduring purpose of a place used for celebration and exchange by the Wiradjuri nation for thousands of years.

The Wagga Wagga City Council Cultural Plan 2020-30 is a coming together of people, artforms and traditions. It marks a new era for the city where paths cross and people meet – to celebrate, to exchange, and to dance.



## Our guiding principles



### Thriving

A positive, ambitious and growing city that pumps with live music, festivals and night time fun.

Burgeoning opportunities for creative businesses and startups that leverage our proximity to Sydney, Melbourne and Canberra.



### Innovative

Inspired artists, musicians and event creators building audiences and activating spaces while generating a fair income.

Galleries, theatres, museums and libraries that empower local artists, present quality work and contribute to the ongoing renaissance of Wiradjuri language and culture.



### Connected

A city where communities of interest flourish, and cultural energy is harnessed to benefit all.

Deepening connections to land, language and culture in a community where diversity is strength, and everyone contributes.



### Inclusive

A thriving arts ecosystem built upon neighbourhoods where people create, celebrate and learn together.

People of every age and ability making the most of creative spaces that are accessible, available and affordable.

---

## Our Story

### Who we are and where we are going

The Wagga Wagga Local Government Area is currently home to 65,000 people, with rapid growth predicted over the coming decades. In 2018, the NSW Government identified Wagga Wagga as a regional city with the potential to exceed 100,000 by 2038. Over 90% of the population presently live within the urban and suburb and areas of Wagga Wagga, and it is expected further growth will consolidate around the Central Business District, while continuing to expand into areas on the city's outer fringe.

With its strong and diversified economy, its strategic location linking Australia's major cities, and its expanding industrial, education, health and agricultural sectors, Wagga Wagga is well positioned to grow in coming years. Like their counterparts in the major urban centres, Wagga Wagga's residents are increasingly diverse and affluent, all the while enjoying the lifestyle advantages that come from regional living.

- We are a strong and proud First Nations community, with more than 1 in 20 (5.6%) of us identifying as Wiradjuri or First Nations
- We are a city of movement and change – 4 in 10 of us moved here in the past 5 years
- We are a migrant city, with 1 in 10 (9%) of us born overseas – and this proportion is growing
- We are a young population – 1 in 4 (24.3%) of us are under 18, and our median age is 35
- We are also an ageing community – 1 in 5 (20.7%) of us are aged 60 and over
- We are a city with many levels of ability – 1 in 20 (4.9%) of our residents require assistance in their daily lives
- We are a city with strong connections – over 1 in 5 (21.9%) of us carry out volunteer work
- Our city's individual and household incomes are growing – but our unemployment rate is 5.5% and some of us live with significant economic and social disadvantage

Our community embraces the arts and culture throughout the year – and they want more to enjoy! 87% of respondents to surveys for this Plan regularly attend the city's festivals, such as the Fusion Multicultural Street Festival, Lost Lanes and Spring Jam. Festivals are also drivers of economic impact on the city – for example, in 2019 15% of the crowd at Lost Lanes were from outside Wagga Wagga, contributing accommodation and travel income to the local economy.

Council-run cultural facilities including the Wagga Wagga City Library, Wagga Wagga Art Gallery, Wagga Wagga Civic Theatre and Museum of the Riverina consistently receive five-star visitor feedback, while local attendance grows in leaps and bounds every year.

But there is still room for improvement. While 60% of respondents to our Arts and Culture survey felt Wagga Wagga has a vibrant and lively arts and culture scene, a further 35% believe it will need to improve if the city is to attract and retain new residents. And 95% agree that our city will benefit from a growing creative industries sector, fostering innovation in design, communications and technology.



## Strong foundations: Our creative heritage

The Wagga Wagga Local Government Area boasts a thriving sector of volunteer-run arts groups that continue to underpin a vibrant creative ecosystem. The clubs, societies, ensembles and troupes running today collectively represent generations of continuous organisational dedication to creative enterprise. They are engines of cultural output, artist development and intergenerational exchange. For all these reasons, they are critical to our future.

As a regional centre serving a catchment of more than 185,000 people across the Riverina, Wagga Wagga is also home to a high number of cultural institutions that drive cultural output. These include the many facilities of Wagga Wagga City Council, Charles Sturt University, and TAFE NSW's Wagga Wagga campus; the Riverina Conservatorium of Music, Eastern Riverina Arts, Booranga Writers' Centre, and the Riverina Community College; alongside many more.

Celebrating this extraordinary collective heritage of community groups and institutions, this Plan embraces the need to resource existing and emerging groups with easy and fair access to public facilities, and grants that can support their continuing contribution to our community's wellbeing. It acknowledges the essential role that creative institutions play in fostering sustainability and growth in our arts, culture and heritage sectors, and outlines strategies to preserve and promote these incredible assets.

As it grows toward 100,000 people, Wagga Wagga can build on these foundations to become a major regional capital known for the uniqueness and excellence of its artistic and cultural activity.



## Scope and strategic links

The Wagga Wagga City Council Cultural Plan 2020-30 is a Level 2 Strategy for Wagga Wagga City Council, which will provide direction to the organisation's four-year Delivery Program and annual Operational Plan, as prescribed by the NSW Integrated Planning and Reporting (IPR) Framework.

This Plan is informed by the *Community Strategic Plan 2040 – Wagga View* and sits alongside other Level 2 Strategies developed by Council to guide the development of our community, including the *Recreation, Open Space and Community Strategy*, the *Activation Strategy* and *Spatial Plan*, the *Disability Inclusion Action Plan*, and the *Reconciliation Action Plan*.

This Plan is also aligned to key strategies of the NSW and Australian Governments, including the NSW Premier's Priorities and State Priorities, the NSW Arts and Cultural Policy Framework, *Create in NSW*, the *NSW Cultural Infrastructure Plan*, the *NSW Riverina Murray Regional Plan 2036* and *A 20-Year Economic Vision for Regional NSW*.



Figure 1: The Integrated Planning and Reporting Framework. The Cultural Plan is a Level 2 Strategy of Wagga Wagga City Council

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## How we developed this Plan

The Wagga Wagga City Council Cultural Plan 2020-30 has been developed by Wagga Wagga City Council in collaboration with key stakeholders in the arts, culture and heritage sectors, and the broader community. Consultation for the development of this Plan extended across six months, from February to July 2019.

Initial stakeholder engagement was conducted in February-April 2019, through focus group sessions with representatives of key community groups, cultural and education providers, artists and more. During this time Council staff contacted 47 arts and culture groups by telephone and email, inviting submissions from their members. Over 70 meetings and focus groups were held, engaging over 600 people in face to face discussions.

Between May and July 2019, consultation widened to attract more feedback from the community through a range of platforms and approaches. These included:

- An online consultation portal at [waggaview.com.au/culture](http://waggaview.com.au/culture)
- Public forums, a mayoral youth breakfast and presentations at the Australian International Animation Festival and other events.
- Information sessions and focus groups with community stakeholders and cultural group committees
- Face-to-face consultation sessions in the Civic Centre and villages throughout the Local Government Area
- A marketing campaign incorporating broadcast, print and social media
- An audit of cultural facilities and organisations conducted through telephone and email contact

### Consultation Summary



Over 70 focus groups, meetings and public forums, engaging **600+ people** in face-to-face discussion



**844 written submissions and comments** received during the consultation period

### Consultation Reach



Multi-platform marketing campaign with a marketing reach of **140,000+ people**



**1331 people** visited our consultation website [waggaview.com.au/culture](http://waggaview.com.au/culture)

---

## A plan for arts and culture wherever you are

The creative heartbeat of Wagga Wagga reverberates beyond the city's centre. The recommendations that follow are intended to ensure that residents in Wagga Wagga's suburbs, villages and broad rural areas have equal access to quality cultural experiences and services. Through these actions, our community will:

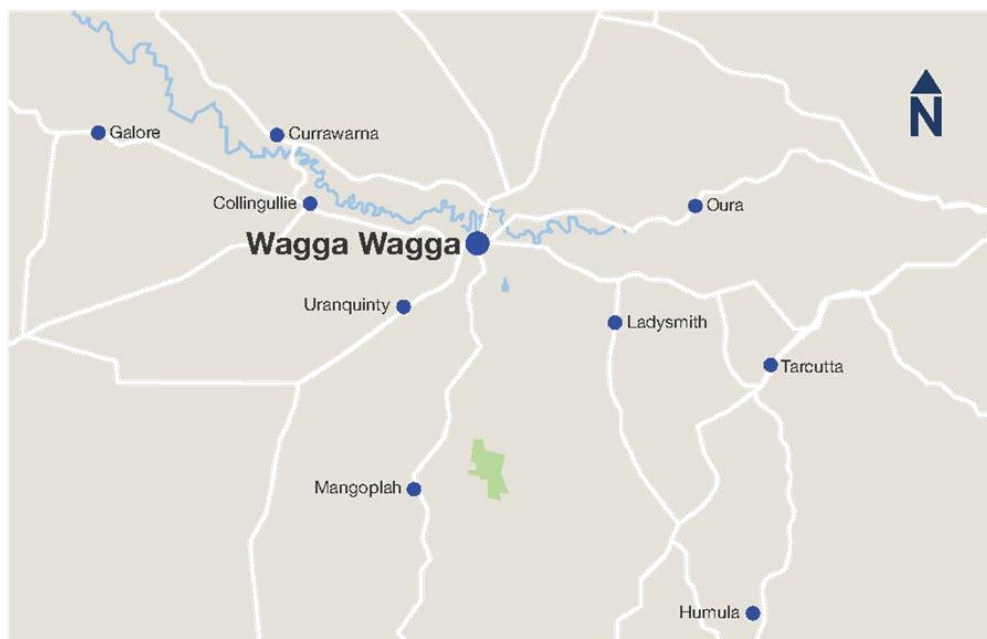
**Invest** in Council programs and infrastructure that serve residents beyond the CBD, including the Botanic Gardens Precinct, suburban community centres, and public spaces in villages

**Implement** new service delivery models through the Wagga Wagga City Library service to improve access across the LGA

**Increase** resourcing to artists, community groups and events through Annual Grants to ensure every community can benefit

**Innovate** outreach programming to villages and rural areas provided by the city's cultural institutions, and

**Improve** booking processes to facilitate easier usage of halls, parks and educational facilities.



Villages of the Wagga Wagga Local Government Area



## What you told us

You are proud of Wagga Wagga's **unmistakeable energy and character**, and know arts and culture are fundamental to retaining our sense of who we are.

You want modern, flexible **arts spaces** where new and existing groups can meet, create and interact with others.

You want to **see increased opening hours** at your Library, Museum and Art Gallery.

You love Wagga Wagga's vibrant calendar of **events and festivals**, and you see these as vital to our city's growth.

You want to see the **renewal of the city's** Library, Civic Theatre, Museum of the Riverina, and the Wagga Wagga Art Gallery.

You dream of a community deepening its connections to **Wiradjuri land, language and culture**.

You want more **live music and night time** entertainment options.

You want the **creative industries** to thrive in Wagga Wagga, and to see **creative usage of empty shopfronts**.

You want venues that can accommodate a **wider variety of performances and audiences**.

You want it to be **easy and affordable to meet, create and hold events** across the city.

---

## How to read this Plan

The recommendations of this plan are split into two sections. Renewing our Cultural Infrastructure lists the major projects that will transform the city over coming decades as it grows. Plan Recommendations lists over forty additional recommendations that can be implemented in the short, medium and long term to support and develop arts, culture and heritage across the Wagga Wagga Local Government Area.

Each item includes information about the partners who will be involved, the timeframe, and the costs and funding status of the project. In compiling this Plan, careful consideration has been given to making recommendations that are achievable, affordable, and effective. Each recommendation includes information about how that recommendation delivers on existing plans and strategies at a local, state and federal government level.

## Who will deliver this plan?

As the city grows and changes, the workforce that delivers arts and cultural services across the Wagga Wagga Local Government Area will also need to evolve and diversify.

Every plan is a product of its context, and this Cultural Plan is no different. The recommendations of this plan attempt to meet the expectations of the community in ways that are cost efficient and, for the most part, can be implemented without the need for major increases in staffing or to the operational budgets of existing facilities and teams. These recommendations align with the organisation's present fiscal and human resource constraints.

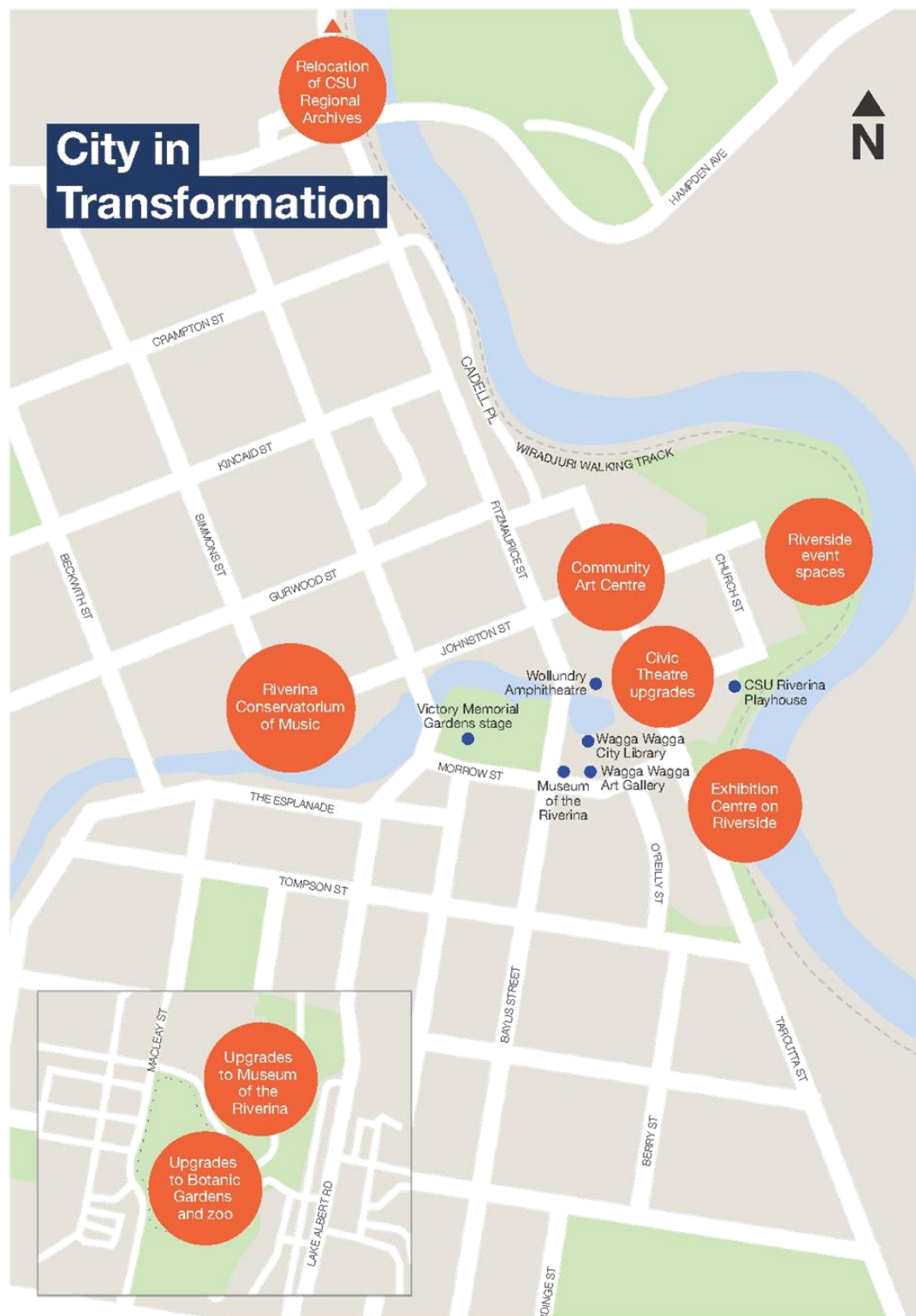
The Plan does identify areas of increasing need that will need to be given additional support as the city grows. These include:

- Provision of increased programming and educational opportunities for young children
- Increasing support for seniors as the population ages
- Supporting Wiradjuri and First Nations arts and cultural development
- Increased need for activation of the city centre, and support for increased usage of parks and community facilities in suburbs and villages.
- Investing in the specialist skills required to seek sponsorships, donations and philanthropic support for Cultural activities in the Local Government Area

Many of these needs have been highlighted in previous council plans and strategies, and these are noted where relevant in the recommendations of this Plan. This Plan will be an important reference during periodical review of Council's workforce, to inform Council's business and budget planning processes, as the Plan responds to identified community needs.

## Plan definitions

The heading you'll see	The information we'll provide
Partners and roles	<p><b>Deliver:</b> direct responsibility for implementation</p> <p><b>Lead:</b> responsible for coordinating implementation</p> <p><b>Partner:</b> shared responsibilities for implementation</p> <p><b>Support:</b> provide material assistance for implementation</p> <p><b>Consult:</b> provide advice and guidance for implementation</p>
Timeframe	<p><b>Underway:</b> initiative has already commenced</p> <p><b>Ongoing:</b> initiative has already commenced and will continue for the duration of this Plan</p> <p><b>1-5 years:</b> initiative intended to commence within the period 2020-2025</p> <p><b>5-10 years:</b> initiative intended to commence within the period 2025-2030</p>
Cost and Funding Status	<p><b>Funded:</b> funding to carry out this initiative has been confirmed in full</p> <p><b>Part funded:</b> funding to carry out this initiative has not been fully confirmed</p> <p><b>Project dependent:</b> this initiative:</p> <ul style="list-style-type: none"> <li>will be scoped within available annual budgets; or</li> <li>is delivered or led by a partner other than Wagga Wagga City Council; or</li> <li>includes multiple projects; or</li> <li>is dependent on the outcome of previous stages, reviews or initiatives</li> </ul> <p><b>Not funded:</b> funding to carry out this initiative has not been confirmed, and it is recommended that funding be sourced through:</p> <ul style="list-style-type: none"> <li><b>GPR:</b> General Purpose Revenue of Wagga Wagga City Council</li> <li><b>External grants:</b> NSW Government, Commonwealth Government, or other funding programs</li> <li><b>Developer contributions:</b> support for local infrastructure through Section 7.11 of the Environmental Planning and Assessment Act (1979)</li> </ul>
Strategic Links	<p><b>Community Strategic Plan Links</b></p> <ul style="list-style-type: none"> <li>All initiatives address various specific Objectives and Outcomes within Wagga View – Our future in focus: Community Strategic Plan 2040 (CSP).</li> <li>All initiatives address the CSP Objective and Outcome: We are proud of where we live and our identity: We are a centre for arts and culture.</li> </ul> <p><b>Other Strategic Links</b></p> <ul style="list-style-type: none"> <li><b>ROSC:</b> Wagga Wagga City Council – Recreation, Open Space and Community Strategy and Implementation Plan</li> <li><b>RAP:</b> Wagga Wagga City Council – Reconciliation Action Plan</li> <li><b>DIAP:</b> Wagga Wagga City Council – Disability Inclusion Action Plan</li> <li><b>CIP:</b> NSW Government – Cultural Infrastructure Plan</li> <li><b>RMRP:</b> NSW Government – Riverina Murray Regional Plan</li> <li><b>RNSW20:</b> NSW Government – A 20 Year Economic Vision for Regional NSW</li> <li><b>BP:</b> NSW Government – Better Placed</li> </ul> <p>Note: All projects or initiatives address the following priorities or objectives:</p> <ul style="list-style-type: none"> <li><b>CIP:</b> 16. Support regional economic and social development; 17. A coordinated approach to local and regional cultural infrastructure planning</li> <li><b>RMRP:</b> 22. Promote the growth of regional cities and towns</li> <li><b>RNSW20:</b> 10. Grow vibrant places to live and work</li> </ul>





## Renewing our cultural infrastructure

---

### Projects to make spaces for arts and culture

Cultural activity, the arts and creative industries have always been key elements in the development of Wagga Wagga as a city and as a community. Their importance will continue to grow, as they support the economic development, precinct activation and core liveability outcomes that will underpin the city's pathway to a population of 100,000 people.

While cultural activity takes place in a variety of spaces and facilities across the Wagga Wagga Local Government Area, at present some of the city's public cultural institutions function out of buildings that were never purpose-built, or that are no longer capable of hosting the best work in the genres they support.

For example, heritage restrictions at the Historic Council Chambers make it difficult for Museum of the Riverina to host contemporary exhibitions in a site with a relatively low ceiling, and where it is not possible to drill holes into the walls and floor. The inflexibility of the Civic Theatre's main performance space all but rule out intimate performances, or theatrical presentations that call for audiences to stand up or sit in different configurations.

---

*Wagga Wagga must prioritise the once in a lifetime renewal  
of some of its key cultural assets.*

---

Renewing our cultural infrastructure outlines the transformational projects that need to be prioritised by Wagga Wagga City Council and the wider community for investment in coming years. As the city grows, we should:

- Construct a Community Arts Centre in the Civic Precinct that can provide spaces that are accessible, available and affordable for existing and emerging creative groups
- Update the Wagga Wagga City Library service to ensure it can meet the needs of a growing community.
- Transform the Wagga Wagga Civic Theatre into a multi-arts centre that can accommodate a broad variety of performance genres and audiences and meet increasing demand for community use.
- Revitalise the Botanic Gardens through the 'Entwine' project, embedding historical interpretation and accessible connections between the gardens and Museum of the Riverina.
- Incorporate large, medium and small event spaces with 'plug and play' capabilities into the renewal of the Riverside precinct.
- Design a contemporary exhibition space that serves residents and attracts visitors as part of plans for the future developments of the Riverside precinct.

Together with the relocation of the Riverina Conservatorium of Music and the Riverina Regional Archives at Charles Sturt University, these are the major projects that will transform the cultural scene in Wagga Wagga in coming decades. Some of these projects will be completed within the ten-year scope of this plan, while for others it will only be the start of that journey. In this section, these major projects are outlined in further detail.

Plan Recommendations contains over forty recommendations that, paired with the major projects here in this section, will fulfil the city's vision for arts, culture and heritage to 2030 and beyond.

This Plan relies on all levels of government to do their part to ensure that residents and visitors to Wagga Wagga can meet, create and enjoy arts and cultural activities in spaces that are purpose-built and contemporary.



Felting Workshop. Image Wagga Wagga City Council

## 1.01 Establish a Community Arts Centre

Wagga Wagga is home to a wide range of community cultural groups dedicated to creative practice in social environments. Many have long histories of achievement and a high profile throughout the community, while others are more recently established but are earning widespread support.

The health and vigour of these organisations is not matched by the facilities within which they operate. Many of these buildings are in poor shape: they no longer meet legislative requirements for health and safety or their members' own needs. At the same time, demand is growing, as new organisations form and existing groups expand and evolve.

A new multi-use community arts centre will enable existing and emerging groups to grow, facilitate better interaction between user groups, and enable one-off and short-term usage to take place on site. With flexible spaces and provision of lock-up storage, the venue will make it possible for multiple user groups to share meeting and spaces, maximising the centre's use by the community.

A central location well served by a variety of transport options and close to the Civic Centre will facilitate and strengthen interaction and collaboration between arts and culture groups and their library, museum, art gallery and theatre. A centrally-located community arts centre will also expand the capability of Wagga Wagga's cultural facilities to program workshops, creative developments and other public programs associated with key exhibitions, partnerships and performances.

The development of the new community arts centre may be led and managed as a cooperative consortium or body corporate of the relevant community groups, to ensure that the project is fully responsive to the needs and abilities of key users. A strong mix of tenancy and hire agreements should make sure that new or temporary groups are also able to make use of this facility and provide opportunities for long-term sustainability through private and commercial partnerships.

The role of Wagga Wagga City Council may include the provision of assistance in the development of this project, support for funding applications to state and federal government programs; or as property manager and ongoing partner with facility users.

### Location: Central Wagga Wagga

#### Partners and Roles

**Lead:** Wagga Wagga City Council

**Partner:** Community arts and cultural organisations

**Support:** NSW and Commonwealth Government funding bodies

<b>Stage 1: Development</b> Consultation, scoping, master-planning and design, source funding	<b>Timeframe</b> 1-5 years	<b>Cost</b> \$150,000	<b>Funding status</b> Not funded (options: GPR, external grants)
<b>Stage 2: Implementation</b> Construction and fit out	<b>Timeframe</b> 5-10 years	<b>Cost</b> To be determined in Stage 1	<b>Funding status</b> Not funded (options: GPR, external grants, developer contributions)

#### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan; Better Placed







## 1.02 Improve the Wagga Wagga City Library service

The Wagga Wagga City Library is the busiest cultural facility in the city, with around 200,000 visitors, and the delivery of 350 programs that see more than 16,000 people participating in Library programs annually. The current Civic Centre location is twenty years old and despite minor refurbishments the current configuration struggles to meet increasing community demand.

With only one meeting room, and a footprint dominated by bookshelves, the library's present configuration fails to meet the present needs of users, and is inadequate to accommodate expected growth. According to State Library NSW benchmarks, the present floorspace of the library is barely half the recommended size required to service Wagga Wagga's current population. To effectively service a population of 100,000 people, the Library would need to expand from its present 1600 square metre facility to more than 4000 square metres of library space.

A review commissioned in 2019 will inform future infrastructure planning and development for the library service, based on quality data and best practice library services. This review will:

- Propose a contemporary best practice library service that considers flexible spaces, technology and collection areas, makers spaces and small room meeting spaces for the community,
- Analyse the current spaces and usage patterns and overlay projections of future use in line with the growth in population and programming requirements,
- Advise on best practice furniture and shelving choices to incorporate universal design principles, and assist all cohorts in the community to use the library as a community hub,
- Recommend workforce planning considerations for future library service provision;
- Review existing signage and access to the library's two entrances,
- Inform a future redesign which provides the community with easy access on both levels without having to navigate stairs and lifts;
- Consider off-site kiosks and other outreach models, giving due consideration to the technological and staffing requirements to service a hub and spoke model across the city, suburbs and villages; and,
- Consider hospitality options available to library spaces

### Location: Wagga Wagga Local Government Area

#### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Partner:** Community organisations, facility users

**Support:** NSW and Commonwealth Government funding bodies

<b>Stage 1</b> Review	<b>Timeframe</b> Underway	<b>Cost</b> Review: \$37,400 Designs: \$48,000	<b>Funding status</b> Funded
<b>Stage 2</b> Implementation	<b>Timeframe</b> 1-5 years	<b>Cost</b> To be determined in Stage 1	<b>Funding status</b> Not funded (options: GPR, external grants, developer contributions)

#### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy and Implementation Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan; Better Placed

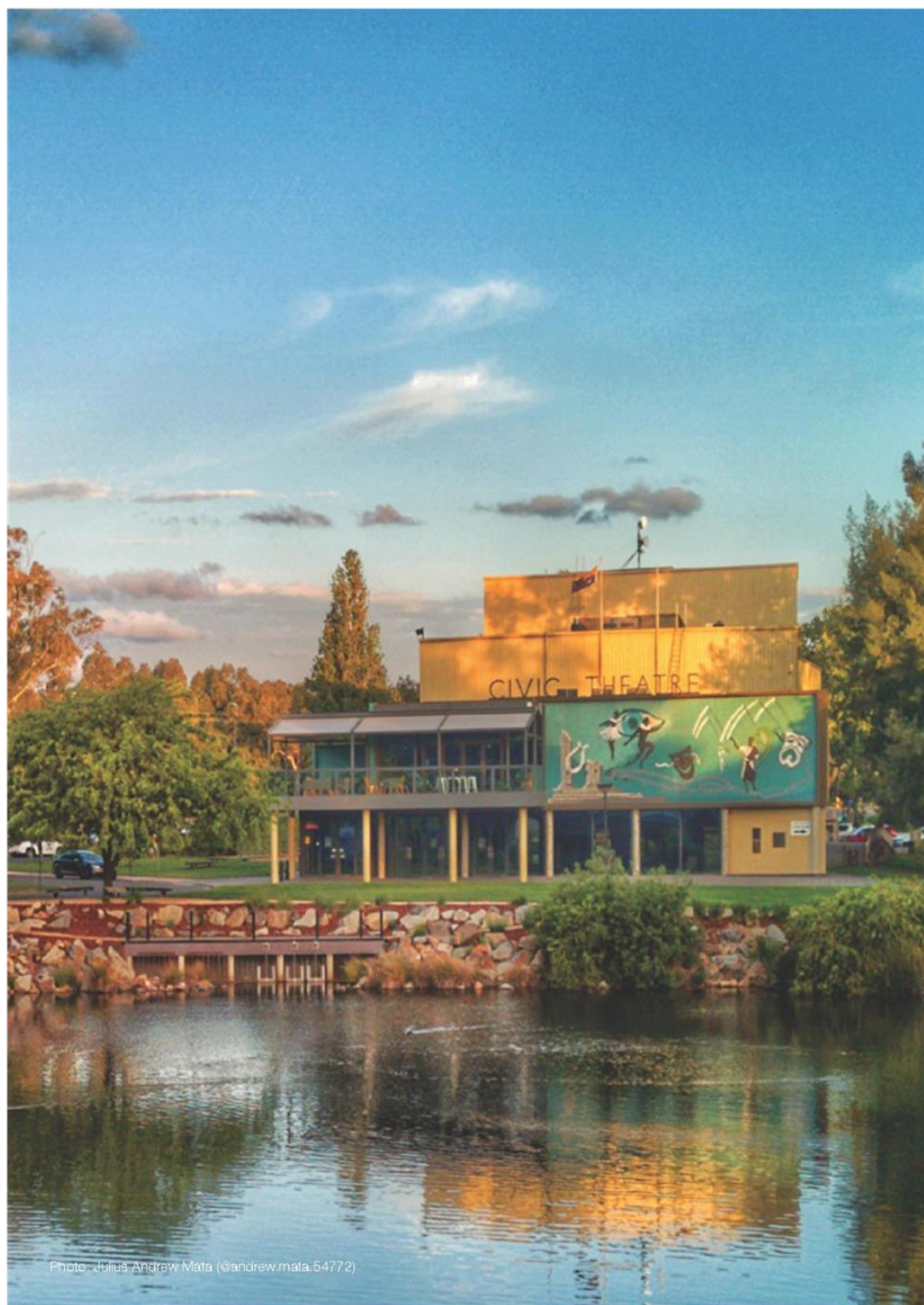


Photo: Julius Andrew Mata (@andrew.mata.54772)

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### 1.03 Expand the Wagga Wagga Civic Theatre

The population of Wagga Wagga has tripled since 1963, while the Wagga Wagga Civic Theatre (built that year) remains virtually unchanged. The 491 seat proscenium arch Theatre services the whole Riverina and beyond and barely keeps up with current demand.

The Theatre's 'one size fits all' design no longer meets the needs of the diverse touring schedules and performance formats it hosts. The singular, inflexible space does not suit the majority of community events and limits the type of performance that can be offered to the city.

Planning must begin for the expansion of the Civic Theatre into a contemporary, multi-venue performing arts centre that is capable of servicing a modern city and its surrounding region.

While the Theatre's main stage, historic façade and Basement Theatre will be maintained, designs will be sought to incorporate two additional configurable performance spaces adjoining the existing foyers of the theatre. This will increase the venue's overall capacity, accommodate diverse programming, and enhance the City's capacity to host conference and festivals.

Converting the Civic Theatre into a multi-venue performing arts centre will activate efficiencies in the provision of technical services, bar and front of house services, providing more attractive and flexible options for theatre users and audiences.

#### Location: Central Wagga Wagga

#### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Partner:** Community organisations, facility users

**Support:** NSW and Commonwealth Government funding bodies

Stage 1	Timeframe	Cost	Funding status
Master-planning and design	1-5 years	\$125,000	Funded
Stage 2	Timeframe	Cost	Funding status
Implementation	1-5 years	To be determined in Stage 1	Not funded (options: GPR, external grants, developer contributions)

#### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan; Better Placed





Museum of the Riverina. Image Matt Beaver



## 1.04 Upgrade Museum of the Riverina, and activate Botanic Gardens Precinct

A major renovation and redevelopment of Museum of the Riverina's Botanic Gardens site commenced in 2019-20 to address longstanding issues in collection storage and access. This upgrade will ensure that the Museum's local history exhibitions are accessible and welcoming, and that the 25,000 objects in the Museum's care are better preserved.

This upgrade is the catalyst for the 'Entwine' renewal program that will connect and activate the Museum and the Botanic Gardens Precinct. The concept of 'Entwine' is centred on connection through the philosophy that 'History loves Botany, and Botany loves History'.

'Entwine' will connect the Museum and the Botanic Gardens through an engaging interpretative trail and the refurbishment of historical gardens and places to further activate the precinct. The proposal will include the installation of low maintenance trails and gardens, upgrading Zoo exhibits that share stories with Museum displays and enhancing historic gardens to provide interest and accommodate events. While the physical connection element is an engaging interpretative trail and the refurbishment of historical gardens and places; accessibility for all is a priority.

A crossing will be installed on Lord Baden Powell Drive, with landscaping and garden designs enhancing the natural connectivity between the museum and gardens.

Museum of the Riverina will deliver programs that work in an interconnected way between the Museum, the Botanic Gardens and the Zoo.

### Location: Botanic Gardens Precinct

#### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Partner:** Community organisations, facility users

**Support:** NSW and Commonwealth Government funding bodies

<b>Stage 1</b> Site redevelopment Museum of the Riverina; Entwine renewal Program	<b>Timeframe</b> Due for completion Spring 2021	<b>Cost</b> Museum: \$3.2 million; Entwine: \$900,000	<b>Funding status</b> Museum: Funded (NSW Regional Cultural Fund, GPR); Entwine: Funded (NSW Regional Growth Environment and Tourism Fund, GPR)
<b>Stage 2a</b> Collection and Exhibition Fit out	<b>Timeframe</b> 1-5 years	<b>Cost</b> \$1.2 million	<b>Funding status</b> Not funded (options: GPR, external grants)
<b>Stage 2b</b> Road upgrades Lord Baden Powell Drive	<b>Timeframe</b> 1-5 years	<b>Cost</b> \$2.6 million	<b>Funding status</b> Not funded (options: GPR, external grants, developer contributions)

#### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan, Better Placed



Event Spaces at Riverside. Image Wagga Wagga City Council

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## 1.05 Establish Riverside Event Spaces

The Riverside Project (Stage 2) is reshaping the area from Wagga Beach to the former St Michael's Oval into a focal point and destination for residents and visitors, and strengthening the connections between the Central Business District, Civic Precinct and the Murrumbidgee River. The concept plans include the provision of large, medium and small 'event ready' spaces to encourage activation across the site.

A large event space will be incorporated into the design so that concerts and festivals for up to 17,000 participants can be accommodated. Council will consult with event and festival producers to ensure the infrastructure (such as stage and loading zones), landscaping and services (such as power and plumbing) installed into the park make it easy and affordable for event and festival producers to coordinate a wide range of events and performances in the Riverside precinct.

The precinct's Central Lawn will accommodate mid-sized events, while the small event green will provide the perfect intimate venue for smaller community events, gigs and weddings, comfortably accommodating 1000 people. The three event spaces are designed to be used separately or combined for major events.

**Location:** Central Wagga Wagga

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Partners:** Community organisations, event industry, facility users

Riverside Redevelopment (Stage 2): Wagga Beach and former St Michael's Oval	Timeframe	Cost	Funding status
	1 - 5 years	\$6.7 million	Funded (GPR, external grants)

### Strategic Links

Riverside Masterplan 2008, Community Strategic Plan; Recreation, Open Space and Community Strategy; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan







## 1.06. Future Vision: Exhibition space and visitor services on the river

For many years, residents of Wagga Wagga have called for the city to turn its 'face' towards its most significant natural asset, the Murrumbidgee River. The junction of the Wollundry Lagoon and the river, adjacent to the Wagga Wagga Civic Centre, is a key site that, if an attractive cultural facility were developed, would act as a stepping stone connecting city and Riverside.

Presently this site is occupied by the Visitor Information Centre, which operates from an ageing asset that is poorly integrated with the Riverside environment and provides poor pedestrian access to the Civic Centre and the Central Business District (CBD).

During the development of this Plan, substantial community feedback was received about the need for:

- a centre to be established alongside the Murrumbidgee River for the sharing and preservation of Wiradjuri and First Nations culture.
- a significant cultural facility to be incorporated into the Riverside (Stage 3), as envisioned in the 2010 Riverside Strategic Masterplan

As Council makes plans for future development of the Riverside precinct, it can meet these identified needs through the provision of an exhibition space that interprets the cultural and environmental heritage of the Riverina, and strengthens the visitor services provided by the city. These functions could be co-located within a standalone facility, or incorporated into a mixed-use development.

An Exhibition Space that provides Visitor Services could house a semi-permanent display interpreting the region's cultural and environmental heritage, including:

- sharing the cultural achievements and environmental custodianship of local Wiradjuri people;
- surveying a dynamic social history that transformed the Wagga Wagga region into a cultural melting pot and a hub for agricultural innovation;
- showcasing the spectacular and fragile ecosystems of the Murrumbidgee River;

This contemporary facility would provide a meeting place for locals and visitors in a prime location to explore the city's major cultural and recreational assets including the Civic Centre, cultural precinct and CBD, the Wiradjuri Walking Track and the Riverside precinct.

Located at a key node on the urban cycleway network, and at the juncture of the Civic Centre and the Riverside Precinct, it would strengthen the city's connection to the Murrumbidgee River.

### Location: Central Wagga Wagga

#### Partners and Roles

**Deliver:** Council

**Partner:** Community organisations, facility users

**Support:** NSW and Commonwealth Government funding bodies

<b>Stage 1: Development</b> Consultation, scoping, concept design, source funding	<b>Timeframe</b> 1-5 years	<b>Cost</b> \$200,000	<b>Funding status</b> Not funded (options: GPR, external grants)
<b>Stage 2: Implementation</b> Construction, landscaping, pedestrian access and associated road works and fit out.	<b>Timeframe</b> 5-10 years	<b>Cost</b> To be determined in Stage 1	<b>Funding status</b> Not funded (options: GPR, external grants, developer contributions)

#### Strategic Links

Riverside Strategic Masterplan, Community Strategic Plan; Recreation, Open Space and Community Strategy; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan; Better Placed



## Plan recommendations

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### Initiatives to unleash our creative community

This Plan is about realising the community's ambitions for Wagga Wagga to grow as a city with an unmistakeable energy and character, pumping with live music, festivals and night time fun. A community with deepening connections to Wiradjuri country and culture, and where diversity brings strength. A place characterised by neighbourhoods where people create, celebrate and learn together.

Our greatest asset in achieving these ambitions is our people, and this part of the Plan contains a host of recommendations aimed at unleashing the community's creative energies right across the local government area.

These recommendations are grouped into a range of themes that capture the core goals raised during consultation for this Plan.



#### **Wiradjuri and First Nations culture**

Milestones in the journey to deepen our connections to Wiradjuri country, language and culture.



#### **Live music, events and public spaces.**

Cranking up the energy of our city, precincts and public spaces across the Local Government Area.



#### **A vibrant city centre**

Creative projects to activate, energise and grow the city.



#### **Neighbourhoods, suburbs and villages**

Fostering creativity and connection wherever you live.



#### **Cultural experiences for everyone**

Creating and presenting quality arts content that broaden and delight our audiences.



#### **Creative Industries and educational opportunity**

Initiatives to train and attract creative entrepreneurs in our city.





Apology Day. Image Wagga Wagga City Council



# Wiradjuri and First Nations culture

## 2.01 Incorporate Wiradjuri art, language and culture into significant new infrastructure and projects

Major infrastructure projects offer unique opportunities to strengthen the connection between the city's built environments and the cultural and historical significance of the sites they inhabit. Just as our city celebrates its settler, military and multicultural heritage in public places, it should ensure that acknowledgement of thousands of years of Wiradjuri heritage and culture is embedded within its public spaces.

When undertaking major projects, Wagga Wagga City Council will seek to incorporate architectural and artist-designed features that enhance the beauty of the built environment while strengthening the community's connections to land, river, language and culture.

### Scope

Pursue opportunities to incorporate Wiradjuri language, culture and art in new projects and in refurbishments and upgrades to existing facilities  
Give consideration to Wiradjuri and First Nations artists and knowledge holders, where appropriate, when undertaking procurement of art and design materials for inclusion in project designs

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Consult:** Wiradjuri and First Nations community and artists

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Riverina Murray Regional Plan; Better Placed

Wiradjuri and First Nations Culture

## 2.02 Commission a significant public artwork within the Riverside precinct that celebrates Wiradjuri heritage and culture

With traditional ceremonial sites, wildlife reserves and fish traps in its immediate vicinity, Wagga Wagga's Riverside precinct is steeped in cultural significance for Wiradjuri people. The ongoing Riverside renewal project is a timely opportunity to acknowledge this significance, and ensure its visibility for residents and visitors.

As a key element in the Riverside Stage 2 renewal of the Wagga Wagga beach through to the former St Michael's Oval, Wagga Wagga City Council will commission a significant public artwork that acknowledges the site's considerable Wiradjuri heritage, and celebrates Wiradjuri history and custodianship.

### Scope

Commission artist services, research and consultation to deliver a significant public artwork within the Riverside Stage 2 project

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Consult:** Wiradjuri and First Nations community and artists

### Timeframe

1-5 years

### Cost

\$50,000

### Funding status

Funded (Public Art Reserve)

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Recreation, Open Space and Community Strategy; Riverside Masterplan



### 2.03 Support the establishment of a Keeping Place for Wiradjuri cultural heritage in Wagga Wagga

The entire Wagga Wagga Local Government Area is situated within the traditional lands of the Wiradjuri nation. Throughout this area, there are countless objects of archaeological and cultural significance that are not presently receiving safe and culturally-appropriate storage and preservation.

The Wagga Wagga Local Aboriginal Lands Council has prioritised the creation of a Keeping Place at its Docker Street location in its 2019-23 Community Land and Business Plan, to address this issue.

Wagga Wagga City Council will support efforts by First Nations people and organisations to provide culturally appropriate storage and care for Wiradjuri artefacts and items of cultural heritage.

#### Scope

Support efforts by Wiradjuri and First Nations people and organisations to provide culturally appropriate storage and care for Wiradjuri artefacts and items of cultural heritage

#### Partners and Roles

**Lead:** Wagga Wagga Local Aboriginal Lands Council; Wiradjuri and First Nations people and organisations

**Support:** Wagga Wagga City Council

#### Timeframe

1-5 years

#### Cost

Project dependent

#### Funding status

Project dependent

#### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Riverina Murray Regional Plan; Cultural Infrastructure Plan

Wiradjuri and First Nations Culture

## 2.04 Present and promote Wiradjuri and First Nations art in cultural facilities

Wagga Wagga's public cultural institutions are significant drivers for the production of arts and cultural activity in the region. They have a responsibility to support the creation and expression of local stories, histories, voices and art practices.

For many years, the Wagga Wagga Art Gallery, Civic Theatre, Museum of the Riverina and Wagga Wagga City Library have commissioned research, exhibitions, performances and programs from Wiradjuri and First Nations artists and companies.

Each facility will commit to continue in proactively scheduling programs, performances and exhibitions that build upon the reclamation of Wiradjuri and First Nations culture and heritage, and seek partnerships with Wiradjuri and First Nations community and artists.

### Scope

Ensure that each facility includes in their planning processes a commitment to commission, develop or enable the presentation and promotion of Wiradjuri and First Nations arts and cultural materials  
Give consideration to local Wiradjuri and First Nations artists in the development of curatorial projects

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Support:** Wiradjuri and First Nations community and artists, touring bodies, national and state arts institutions and organisations

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW



Smoking ceremony in the Wagga Wagga Civic Centre. Image Wagga Wagga City Council



## 2.05 Implement the recommendations of the Reconciliation Action Plan relating to arts and cultural activities

The Wagga Wagga Reconciliation Action Plan 2019-21 (RAP) includes a range of recommendations that pertain to the support of Wiradjuri and First Nations arts and cultural heritage. During the life of this Cultural Plan, the RAP will be renewed multiple times, with new recommendations to drive progress towards reconciliation.

This Cultural Plan acknowledges the RAP and supports the art and culture projects identified by the 2019-21 plan. It is anticipated that over the life of the Cultural Plan, many new recommendations will emerge from future RAPs with implications for arts and culture in Wagga Wagga.

### Scope

Support the recommendations of the Reconciliation Action Plan relating to arts and cultural activities, including:

- Establish a First Nations Arts and Culture Development Officer position at Wagga Wagga City Council
- Undertake programs to record First Nations People's oral histories at Museum of the Riverina and Wagga Wagga City Library
- Investigate opportunities for public art
- Promote opportunities for First Nations creatives to sell art and cultural objects at the Wagga Wagga Visitor Information Centre
- Provide onsite interpretative signage outlining the cultural significance and history of significant Aboriginal places within the Wagga Wagga LGA

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Consult:** Wiradjuri and First Nations community and artists

### Timeframe

1-5 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan

**Wiradjuri and First Nations Culture**

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## 2.06 Support Charles Sturt University and other education institutions to provide public access to Wiradjuri language, culture and heritage

The recovery of First Nations languages offers a tangible way for indigenous and non-indigenous residents to connect with the culture and heritage of traditional custodians of country across Australia. It is an essential step in the process of reconciliation.

Charles Sturt University's (CSU) Wagga Wagga campus is home to the Graduate Certificate in Wiradjuri Language, Culture and Heritage – the only course of its kind in Australia.

Wagga Wagga City Council will support programs and activities by CSU and other educational institutions that share and teach Wiradjuri language, culture and heritage with the general public in the Wagga Wagga Local Government Area.

### Scope

Provide assistance and support (such as venue usage, marketing support, and other activities as required) for the delivery of educational programs and materials to the general public

### Partners and Roles

**Lead:** Charles Sturt University and other educational institutions

**Support:** Wagga Wagga City Council

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Riverina Murray Regional Plan

## 2.07 Support access and use of cultural landscapes for ceremony, public performance and cultural exchange

There are many sites around the Wagga Wagga LGA that hold cultural significance for Wiradjuri people, both public and private. Wagga Wagga City Council currently supports the presentation of events in public places through Annual Grants, Event and Festival Sponsorship or through supporting applications for donation under the Local Government Act. Through these channels, Council can support the usage of public sites for ceremonial and cultural purposes by Wiradjuri and First Nations people.

Council will continue to utilise these opportunities to support Wiradjuri and First Nations people to create cultural events on declared and other significant sites.

### Scope

Facilitate the usage of Council-owned and/or Council-managed declared and significant sites (such as Marrambidya Wetlands) for ceremonial and cultural purposes

### Partners and Roles

**Lead:** Wiradjuri and First Nations community and artists

**Support:** Wagga Wagga City Council

### Timeframe

Ongoing

### Cost

\$0

### Funding status

Not applicable

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Riverina Murray Regional Plan; Recreation, Open Space and Community Strategy



Corroboree Wagga Wagga Ngulagumbilaha. Lisa Saffery

**Wiradjuri and First Nations Culture**

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## 2.08 Commission an updated edition of the Wagga Wagga Wiradjuri Heritage Study

The Wiradjuri Heritage Study, published in 2002, is an important resource collating cultural knowledges and history of the Wiradjuri nation. Since its publication, there has been significant progress in the recovery of cultural knowledge, language and practice, including new insights about stories unique to the Wagga Wagga area.

Many Wiradjuri elders have expressed a desire to see local First Nations artists educated in the traditional modes of practice associated with this area of Wiradjuri country, to support the ongoing recovery and expression of Wiradjuri culture. The inclusion in a revised edition of the Wagga Wagga Wiradjuri Heritage Study of a survey of Wiradjuri traditional and contemporary artistic practices would support this aim.

A new edition of the Wagga Wagga Wiradjuri Heritage Study will incorporate emerging scholarship and support a new generation of cultural activity and respect in the Wagga Wagga region for First Nation culture on Wiradjuri land.

### Scope

Commission an updated edition of the Wagga Wagga Wiradjuri Heritage Study in consultation with local Elders and community. Include a survey of traditional and contemporary Wiradjuri artistic practices specific to the Wagga Wagga area in the project scope.

### Partners and Roles

**Lead:** Wagga Wagga City Council

**Consult:** Wiradjuri and First Nations community and artists

### Timeframe

5-10 Years

### Cost

\$80,000

### Funding status

Not funded (options: GPR, external grants)

### Strategic Links

Community Strategic Plan; Reconciliation Action Plan; Riverina Murray Regional Plan





CULTURAL PLAN 2020-30

WAGGA WAGGA CITY COUNCIL 43



Date Night. Image Jack of Hearts Studio

# Live music, events and public spaces

## 2.09 Facilitate easier and more affordable use of Council facilities and event spaces

Community demand on the many venues and spaces owned and managed by Wagga Wagga City Council for cultural activities has been growing for many years. However, there is room to improve easy access to these facilities, as well as costs or deposits deemed disproportionate to the scale of activity. With an online booking system and improvements to fee tiering, Council can make it easier and more attractive for community and cultural groups and individuals to utilise public spaces, facilities and meeting spaces.

Council will implement a new online booking system to facilitate self-service bookings of parks and facilities, and enable more information to be provided to prospective users about the facilities available for each venue and public space. This system will also have the capability to accommodate Council's tiered fee structure, which is designed to differentiate between large and small events, and community and for-profit usage of public spaces.

### Scope

- Implement an online booking system that enables easy bookings for Council's halls, facilities and public event spaces
- Identify opportunities to improve the tiered fee structure for use of parks and public event spaces
- Actively promote current blanket Development Applications for key event sites, to ensure that compliant events (adhering to maximum crowd size, traffic management specifications, noise controls and other requirements) do not seek unnecessary development approval
- Identify suitable venues for further blanket Development Application status
- Provide information to help event organisers to comply with relevant regulatory and legislative requirements through Council's events staff and website.

### Partners and Roles

Deliver: Wagga Wagga City Council

Consult: Event providers, community groups and facility users

### Timeframe

1-5 years

### Cost

Implementation: \$30,000

Ongoing: \$35,000 p/a (19/20-21/22)

### Funding status

Funded for FY19/20-21/22 (GPR)

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Recreation, Open Space and Community Strategy

Live music, events  
and public spaces

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## 2.10 Increase the capability of parks and open spaces to accommodate community use for cultural activities

As Wagga Wagga's population grows in numbers and diversity every year, Wagga Wagga City Council's ongoing commitment to the improve of Council-owned and Council-managed parks and open spaces must accommodate expansion in the volume and variety of demands for these venues.

Facility upgrades must prioritise the simple and effective use of parks and open spaces by multiple users; and must also extend their capacity to accommodate community gatherings and events to meet the needs of an evolving user base.

### Scope

Continue to upgrade parks and open spaces, identifying opportunities to:

- Increase the capabilities of significant parks and sportsgrounds to accommodate gatherings and events, including the provision of shade, power and amenities
- Ensure these capabilities are broadly distributed across the Local Government Area
- Investigate opportunities to provide on-site storage for regular use by community groups

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Consult:** Community groups and facility users

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy; Better Placed



## 2.11 Support event organisers to develop events across the Local Government Area

Wagga Wagga boasts a vibrant calendar of events and festivals, and many residents see these as vital to the city's liveability and growth. Presently, event coordinators cannot easily access comprehensive site information that would help them determine an ideal site for their event.

In 2019 Wagga Wagga City Council commissioned a pilot survey of five key event spaces in Wagga Wagga, to provide event coordinators with technical drawings and fact sheets that will identify features such as the locations of vehicle access points, power and water. This survey will also provide recommendations for site improvements so that Council can prioritise investments and facilitate better events in the future.

Additional event sites across the Local Government Area should be given similar consideration to ensure that events take place in locations that are appropriate for patron needs, as well as encouraging event producers to consider event sites beyond the city centre.

### Scope

- Develop comprehensive fact sheets and technical drawings of each location to increase the ease with which spaces are selected by event coordinators
- Undertake community and industry stakeholder consultation, to establish gaps in existing event site infrastructure, as well as potential future demand
- Support event organisers by sharing research, developing resources, providing logistical support and facilitating partnerships
- Identify and prioritise key site upgrades

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Support:** Industry and community organisations

### Timeframe

1-5 years

### Cost

**Pilot:** \$22,350

**Additional site audit costs:** Subject to evaluation of pilot, and number of additional sites identified.

### Funding status

**Pilot:** Funded (GPR)

**Additional site audits:** Project dependent.

### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy

Live music, events  
and public spaces

## 2.12 Develop a Live Music and Events Kit for community events in parks and open spaces

Council has received strong feedback from community members wanting to experience more music and events in parks and public spaces throughout the Local Government Area. There is also a strong demand to facilitate all-ages live music events outside of the pubs and clubs, to ensure that young people have opportunities to participate in the music scene, building careers and networks.

Wagga Wagga City Council can develop a Live Music and Events Kit containing the essential PA and lighting gear needed for a small concert in one of the city's park stages, sports fields or amphitheatres. The kit would be made available to a set number of applicants each year, accompanied by a technician who can set up, operate and maintain the equipment.

### Scope

- Assemble and maintain a Live Music and Events Kit comprising PA and lighting equipment required for a community scale event (under 300 people) at a smaller sportsground, amphitheatre or park stage
- Implement a simple application process to access kit and technical support for community-led and open (non-ticketed) events
- Investigate kit and technical support hire opportunities for commercial events

### Partners and Roles

Deliver: Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

Kit: \$12,000

Staffing and vehicle: \$400 per use

### Funding status

Not funded (options: GPR – business case proposed for FY20/21; external grants)

### Strategic Links

Community Strategic Plan



## 2.13 Develop the live music scene in Wagga Wagga in partnership with MusicNSW and other agencies

In 2019 MusicNSW located a Regional Music Officer in Wagga for a 12-month trial. The Regional Music Officer will identify opportunities to support venues, musicians and music industry stakeholders to develop and grow live music, and a stronger night-time economy in Wagga Wagga.

Building on the success of recent programs such as Fitz Live and Plug and Play, Council should continue to seek funding and partnership opportunities with State and Federal agencies, with the goal of supporting the sustainability of a local live music scene.

Council can draw from the expertise and research of agencies such as the Live Music Office to implement sound policy and planning decisions that support night-time vibrancy.

### Scope

- Pursue funding and partnership opportunities to develop a sustainable live performance scene
- Share information and experience from Council programs with the Regional Music Officer to assist in their research
- Note the recommendations of the Regional Music Officer identifying strategic opportunities to assist artist development, venue technology, touring partnerships and other identified areas of opportunity

### Partners and Roles

**Partner:** Wagga Wagga City Council, MusicNSW, Create NSW, music industry stakeholders

### Timeframe

1-5 years

### Cost

\$0

### Funding status

Not applicable

### Strategic Links

Community Strategic Plan

Live music, events  
and public spaces

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## 2.14 Implement programs that develop live music and production skills in the Local Government Area

Australia's music industry is growing rapidly, with revenues from recorded music and live performances showing strong growth. In 2019, the Wagga Wagga Civic Theatre delivered the 'Plug and Play' program, aimed at developing the skills and experiences required to support music creation, production and performance in Wagga Wagga. The program was welcomed by young people and its success has demonstrated local demand, and capacity, for similar initiatives on an ongoing basis.

Council's cultural facilities can provide quality outcomes for young people, while developing the skills base required to sustain a vibrant live music scene, by continuing successful programs and actively seeking opportunities for expansion.

### Scope

- Seek partnership and funding support to continue the 'Plug and Play' program
- Support and develop programs that increase performance and production skills, and that grow the local live music scene

### Partners and Roles

**Lead:** Wagga Wagga City Council

**Partner:** Venues, education providers, MusicNSW

### Timeframe

1-5 years

### Cost

**Plug and Play:** \$35,000 p/a

**Other programs:** project dependent

### Funding status

**Plug and Play:** Not funded (options: GPR, external grants)

**Other programs:** project dependent

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan





CULTURAL PLAN 2020-30

WAGGA WAGGA CITY COUNCIL 51



# A vibrant city centre

## 2.15 Support the relocation of the Riverina Conservatorium of Music into the city centre

In 2018 the NSW Government announced that the Riverina Conservatorium of Music would relocate from the former Charles Sturt University South Campus, to a new site at Simmons Street on the Wollundry Lagoon.

As well as accommodating the Conservatorium's studio and administration spaces, a purpose-built recital hall will be constructed to provide a premier music performance venue in Wagga Wagga.

This move will significantly enhance the amenity of the Civic Centre precinct, adding a new layer of cultural experience to the area as well as offering exciting opportunities for future partnerships between the Conservatorium and other cultural facilities.

### Scope

Support the construction of a new performance facility by the Riverina Conservatorium of Music  
Pursue opportunities for collaboration and partnerships between the Conservatorium and other cultural facilities

### Partners and Roles

Lead: Riverina Conservatorium of Music, NSW Government  
Support: Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

Stage 1: \$10 million  
Stage 2: \$20 million

### Funding status

Stage 1: Funded (NSW Government)  
Stage 2: Part funded (subject to NSW Government approval of business case)

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Recreation, Open Space and Community Strategy; Cultural Infrastructure Plan



## 2.16 Implement 'Renew Wagga' Shopfront Activation program

Global shifts in the retail and service industries are impacting the usage of Wagga Wagga's main streets and central business district (CBD). Long-term businesses can benefit from increased buzz and foot traffic generated by creative usage of vacated shopfronts in their vicinity. At the same time, creative entrepreneurs and artists can seize new opportunities if they are able to access short-term rentals of prime unleased sites.

Council will partner with Eastern Riverina Arts to lead a local pilot of the 'Renew Australia' model. This program works with communities and property owners to access otherwise empty shops, offices, commercial and public buildings and make them available for short-term use by artists, creative projects and community initiatives.

This program will help Wagga Wagga's CBD to remain vibrant and enticing, provide economic outcomes to long term businesses, and provide new opportunities for artists, start-ups and creative industry entrepreneurs.

### Scope

Pilot CBD activation program with membership of Renew Australia, in partnership with Eastern Riverina Arts

### Partners and Roles

**Lead:** Eastern Riverina Arts

**Support:** Wagga Wagga City Council, commercial sector

### Timeframe

1-5 Years

### Cost

**Pilot:** \$4,000 (initial membership and evaluation)

**Ongoing:** to be determined

### Funding status

**Pilot:** Funded (GPR)

**Ongoing:** project dependent

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; Cultural Infrastructure Plan; 20-Year Vision for Regional NSW





## 2.17 Allocate resources to activate the central business district

Events, festivals, markets and other activities in public spaces not only contribute to community wellbeing, safety and cohesion, but can bring economic benefits as well. Increased activity in the CBD on weekends and evenings can assist in the development of a night-time economy and extend the profitable hours of operation for existing businesses.

Increasing the activation of public spaces has been identified as one of the priorities of Council's Recreation, Open Spaces and Community Strategy 2040.

### Scope

Give consideration to the role that events, festivals, markets, public artworks and performances, and support for creative industries can play in strategies for activation, placemaking and development of the night-time economy in the CBD

### Partners and Roles

**Lead:** Wagga Wagga City Council

**Partner:** CBD businesses, event coordinators, artists and creative practitioners

### Timeframe

1-5 years

### Cost

Project dependent

**Staffing:** to be determined through workforce review

### Funding status

Not funded (options: GPR, external grants)

### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy, Riverina Murray Regional Plan; 20-Year Vision for Regional NSW



A vibrant  
city centre

## 2.18 Expand the use of creative lighting installations to increase night-time safety in public spaces

In 2019, The Australia We Want report noted that at least half of Australian women do not feel safe walking alone at night. Recent research has demonstrated that to maximise the perception of safety for people walking at night-time, lighting must provide soft-edged ambience, rather than harsh floodlights with sharp edges.

Festooning and other creative, ambient lighting installations can enhance perceptions of safety and be used to create safe, inviting corridors for passage between key night-time precincts. Wagga Wagga City Council will incorporate these findings in ongoing lighting upgrades and new projects.

### Scope

Investigate opportunities to install festooning and creative lighting installations at key places to assist in night time activation. Ensure new and upgraded lighting installations provide warm, nuanced light to increase perceptions of safety.

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; Better Placed



Tree Installation in Victory Memorial Gardens. Next in Line Films

## 2.19 Facilitate urban growth that protects the city's built heritage

The NSW Government has identified Wagga Wagga's potential to reach 100,000 residents by 2038. Some of this growth will be accommodated in and around some of the established neighbourhoods of the city – through developments on vacant land or the redevelopment of existing sites.

Acknowledging that large parts of the city centre are located within gazetted Heritage Conservation Areas, Council plays an important role to review, plan and consider how urban growth proceeds into the future.

### Scope

- Review and update the Wagga Wagga Heritage Study
- Review Heritage Conservation Area boundaries in consideration of contributory items and zoning objectives
- Review and update local planning provisions to enable appropriate development within Heritage Conservation Areas
- Ensure the commissioning of street art and placemaking activities for sites in Heritage Conservation Areas includes consideration of the city's built heritage

### Partners and Roles

**Lead:** Wagga Wagga City Council

**Partner:** Development and construction industry stakeholders

### Timeframe

5-10 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Spatial Plan; Riverina Murray Regional Plan; Better Placed

A vibrant  
city centre

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## 2.20 Incorporate planning conditions that ensure the co-existence of residential amenity and night-time vibrancy

As Wagga Wagga grows, infill developments in the city centre are necessary to increase the population density and economic viability of the city centre. Council will need to consider how a night time economy can co-exist with residential development.

Council can ensure that new developments are constructed with adequate acoustic insulation features, to ensure that incoming residents are not negatively affected by live music venues and other night-time activities.

### Scope

Incorporate acoustic privacy conditions into development requirements for residential developments in night-time economy areas (such as double glazing external sliding doors and windows to reduce traffic and other low frequency noise intrusion)

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

\$0

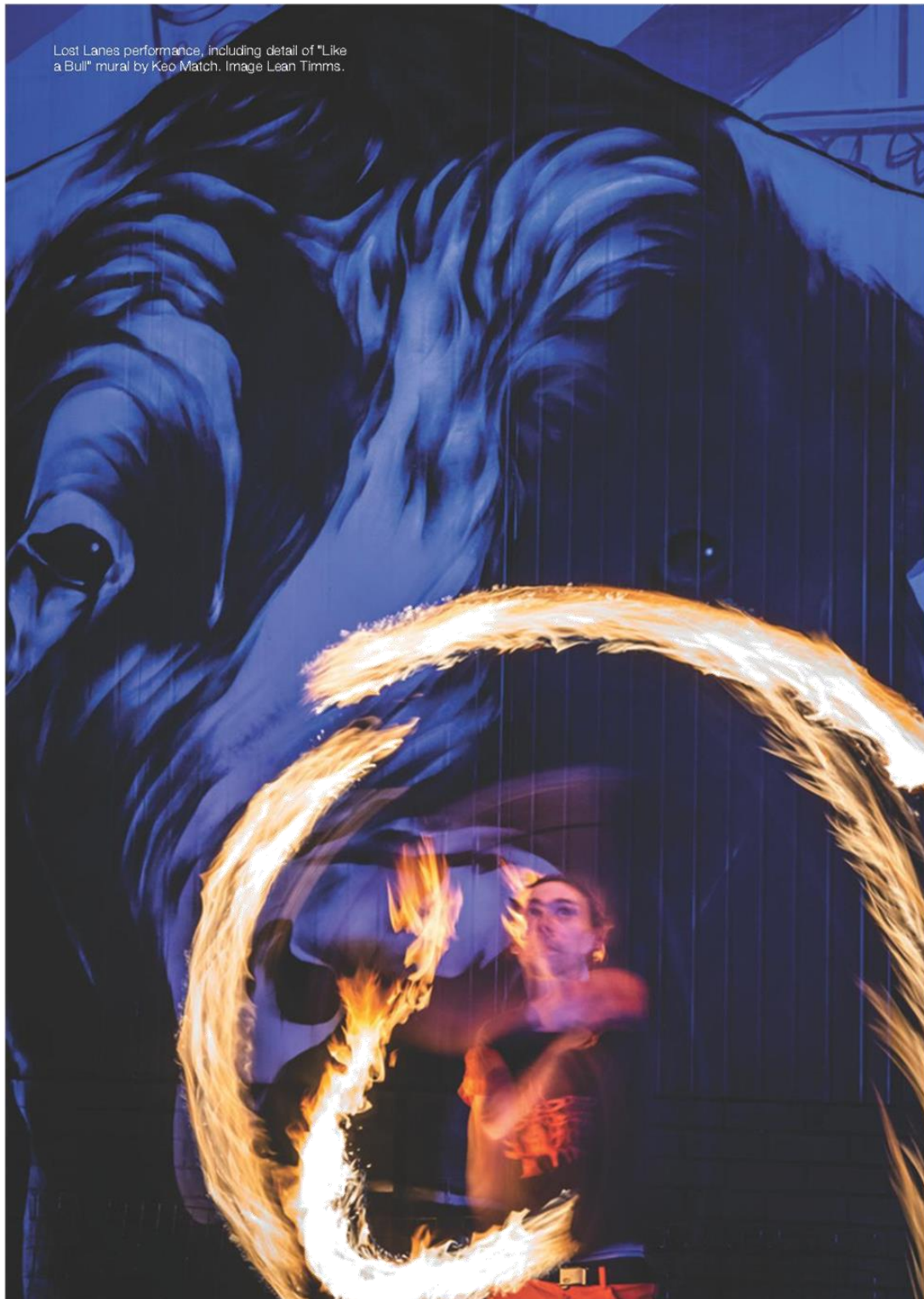
### Funding status

Not applicable

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan; Better Placed









# Neighbourhoods, suburbs and villages

## 2.21 Provide an online platform for the promotion of community activities and events

Wagga Wagga City Council currently uses two mechanisms for the promotion of events and community activities. The 'What's On' calendar at [visitwagga.com](http://visitwagga.com) accommodates Council and community-run events that have tourist appeal and are open to the general public, and is connected through the Australian Tourism Data Warehouse (ATDW) system. Council's Social Planning team coordinates the Community Directory, which provides an avenue for clubs and interest groups to share their contact details.

The ATDW-based calendar does not allow clubs and interest groups to list their meetings and membership events, as it primarily focuses on public events with tourist appeal. This means there is no platform for residents to find out about upcoming book club meetings, night classes and cultural group activities that might be of interest. There is a need for a public events calendar (incorporating a Community Directory of clubs, groups and associations) that makes it easy for residents to connect with the cultural activities already taking place in their community.

In 2019-20, Council has commenced a pilot of an online platform that incorporates an easy-to-use event calendar into the Community Directory. If deemed successful, this platform or an equivalent should be commissioned on an ongoing basis.

### Scope

Pending the outcomes of the 2019-20 pilot:

- Replace the Community Directory with an easy-to-use online platform that enables groups and individuals to list their organisational information and upload events into a filterable event calendar
- Develop an annual dispersed marketing campaign through Council's Media & Communications division encouraging the community to use the platform for listing and finding events and activities

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

**Pilot (2019-20):** \$19,000 (software and servicing)  
**Ongoing:** to be negotiated

### Funding status

**Pilot:** Funded (GPR)  
**Ongoing:** Pilot dependent

### Strategic Links

Community Strategic Plan; Disability Inclusion Action Plan; Recreation, Open Space and Community Strategy; Cultural Infrastructure Plan; Better Placed

Neighbourhoods,  
suburbs and villages

## 2.22 Continue to deliver cultural programming and outreach services across the Local Government Area

Wagga Wagga's cultural facilities (Museum of the Riverina, the Wagga Wagga City Library, the Wagga Wagga Civic Theatre and the Wagga Wagga Art Gallery) have regularly demonstrated that outreach activities, including exhibitions, performances and education programs, can effectively deliver creative experiences to residents outside the city centre.

These facilities should continue to deliver distributed outreach programming to villages, rural areas and suburbs throughout the Local Government Area, including partnerships with local community groups and education providers.

### Scope

- Develop and deliver effective programs to villages and suburbs across the Local Government Area
- Continue to support volunteer-run and community museums through the Museum of the Riverina Regional Museum Officer position
- Investigate opportunities to leverage digital technology in fostering engagement with exhibition and collection content

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan, Recreation, Open Space and Community Strategy, Riverina Murray Regional Plan, 20-Year Vision for Regional NSW





## 2.23 Prioritise the renewal of Council-owned and managed Community Centres

Wagga Wagga City Council owns and manages several community centres including the Senior Citizens Centre, Glenfield Community Centre, Lake Albert Hall and Ashmont Ngurra Youth Hub. Each of these facilities is heavily used by the community, and all require ongoing renewal to meet community expectations.

Where possible, Council should make improvements to these assets that increase utilisation and accommodate a broader range of community usages.

### Scope

Renew community centres by investing in:

- Renewal planning for each facility to assist in the prioritisation of upgrades and fit out improvements.
- Technologies that facilitate increased opening hours or after-hours usage, that increase the sharing of facilities, and that increase the breadth of activities that can take place within the community centres
- Upgrading the capability of Council-owned community centres to accommodate regular and one-off bookings by community groups
- Flexible design opportunities within and around the facilities that increase their capacity to service community usage

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Consult:** Community organisations and users

### Timeframe

1-5 years

### Cost

Allocate \$50,000 per site for upgrades.  
Lake Albert Hall: \$192,000 (ROSC)

### Funding status

Not funded (options: GPR, external grants, developer contributions)

### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy; Better Placed

Neighbourhoods,  
suburbs and villages

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## 2.24 Allocate resources to neighbourhood activation and events

Neighbourhood connectivity is a proven strategy for reducing localised crime and increasing people's belonging and sense of place. Residents in every village, suburb and neighbourhood across the Wagga Wagga Local Government Area want to see their unique places being enjoyed and shared.

While many of Council's events, activation and placemaking activities occur in the city centre, Council can provide assistance to people planning cultural activity in public spaces and community facilities located across the Local Government Area.

Council will continue to fund distributed community activation projects through Annual Grants categories such as 'Community Programs and Projects', 'Events', 'Neighbourhood and Rural Villages' and provide support to people planning to run events and projects.

### Scope

- Continue to fund distributed community activation projects through relevant Annual Grants categories
- Consider indexation of Annual Grant allocations in line with population growth to ensure funding keeps pace with a growing community
- Allocate resources to support the community to activate halls, parks and community facilities across the Local Government Area

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Support:** Community and recreational groups, artists and residents

### Timeframe

Ongoing

### Cost

Annual Grants in the Community Programs and Projects, Events and Neighbourhoods and Rural Villages Categories: \$72,000 p/a  
Staffing: to be determined through workforce review

### Funding status

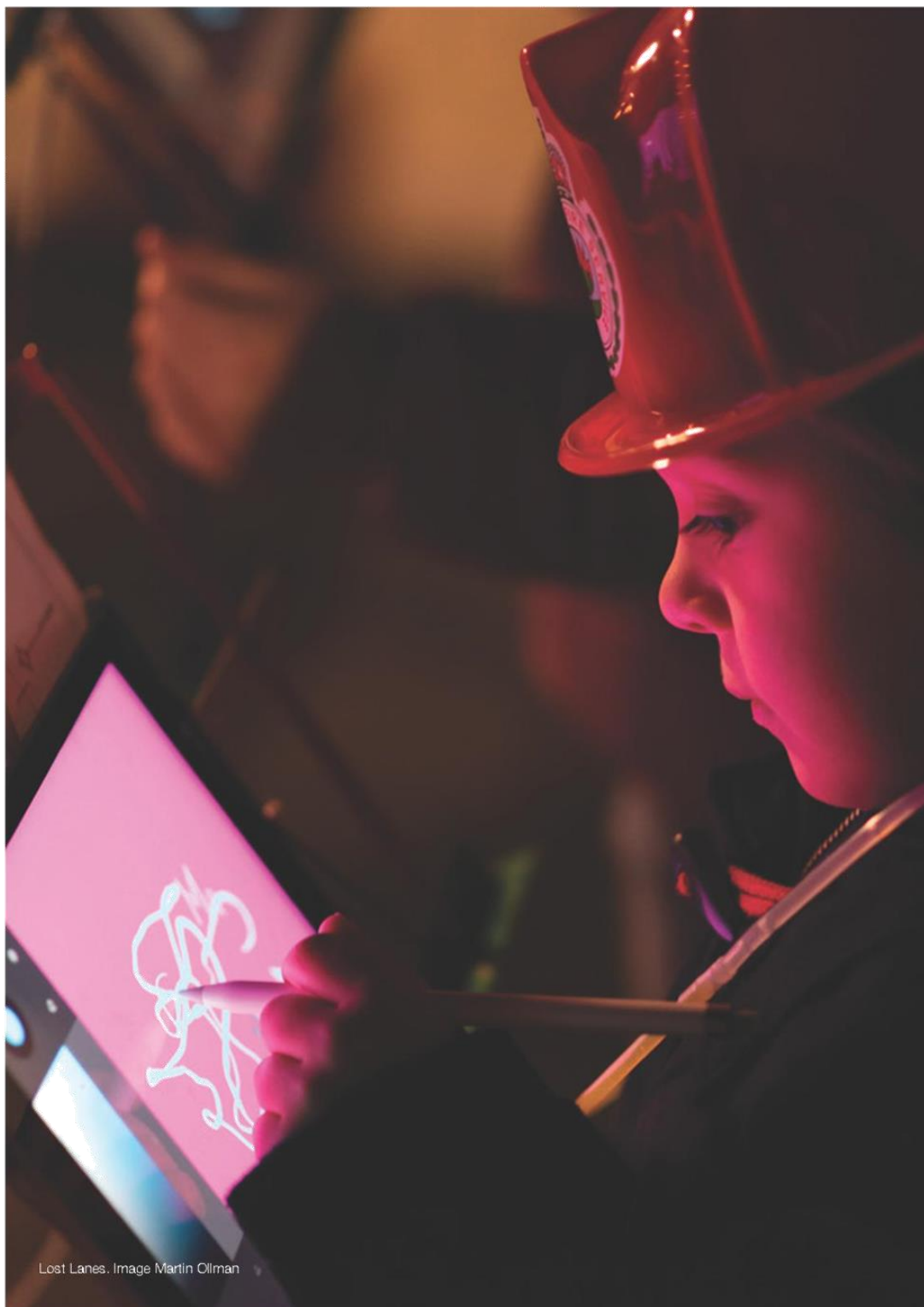
Annual Grants: Funded (GPR)  
Staffing: Not funded (options: GPR, external grants)

### Strategic Links

Community Strategic Plan; Recreation, Open Space and Community Strategy



Cadell Place Mural by Ignacio Querejeta. Image Chloe Smith



Lost Lanes. Image Martin Ollman



# Cultural experiences for everyone

## 2.25 Restructure the Annual Grants Program to encourage growth and sustainability

Wagga Wagga City Council's Annual Grants Program currently allocates \$25,000 to Arts and Culture projects each year, delivering dozens of community-led projects that meet community-identified needs, right across the Local Government Area. However, the Arts and Culture category is consistently over-subscribed with many worthy proposals missing out each year.

Presently, a single Arts and Culture project can be supported for a maximum of three consecutive years. The Annual Grants Program does not require recurrent recipients to work towards financial sustainability, and good projects sometimes conclude after they have received their third consecutive funding.

Council can improve the Annual Grants Program by instigating a 'Sustainability Incubator' category for Arts and Culture projects. This would provide additional support to projects receiving funding in their second and third years, to enable project leaders to prepare the necessary strategic and reporting requirements for State and Federal government grants, or create a business/sponsorship plan to ensure the sustainability of their project. The goal of this 'Sustainability Incubator' category would be to ensure the long-term success and duration of valuable projects. It would also help emerging artists and creative producers to build networks, bring in new income streams, grow their projects, and generate ongoing cultural activity to benefit Wagga Wagga's residents into the future.

Consideration could also be given to proposals built on creative partnerships (whether between individuals, community and cultural groups or arts organisations). In this way, the Annual Grants Program would encourage new collaborations and connections within Wagga Wagga.

This expansion in the capacity of Council's Annual Grants Program to meet the increasingly diverse cultural demands of the community should not be implemented at the expense of the existing support for one-off projects and programs. An increase in budget allocations to arts and cultural activity through the Annual Grants Program will therefore be required.

### Scope

- Increase funding available to Arts and Culture projects to \$40,000 per annum (indexed)
- Introduce 'Sustainability Incubator' category, comprising at least 2 x \$7,500 allocation each year, providing \$7,500 in total for years 2 and 3 of a successful project. 'Sustainability Incubator' recipients will be required to invest at least \$2,500 of their project budget in the development of a strategic or business plan outlining a pathway to sustainability for the project beyond the funding window
- Consider indexation of Annual Grant allocations in line with population growth to ensure funding keeps pace with a growing community

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Consult:** Community arts organisations

### Timeframe

1-5 years

### Cost

\$55,000 p/a:  
\$25,000: current budget  
\$15,000: increase for existing categories  
\$15,000: 'Sustainability Incubator' category

### Funding status

Part funded:  
\$25,000: Funded (GPR)  
\$30,000: Not funded (options: GPR - business case proposed for FY2020-21)

### Strategic Links

Community Strategic Plan

Cultural experiences  
for everyone

## 2.26 Support creative residencies and exchanges

Residency programs can enable significant artists, writers and creatives from outside our region to collaborate with and exchange skills and knowledge with local artists and students, while generating beneficial partnerships between Wagga Wagga and national networks and institutions.

By incorporating the provision of accommodation and working space into a project, residencies can make it affordable for local educational providers and arts groups to leverage the networks and expertise of external artists.

### Scope

- Collaborate with local cultural organisations to promote and expand existing residency programs
- Collaborate with local and regional cultural organisations to pursue opportunities for new residency programs

### Partners and Roles

**Partner:** Wagga Wagga City Council, Booranga Writers Centre, Eastern Riverina Arts, cultural groups and organisations

### Timeframe

5-10 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan, 20-Year Vision for Regional NSW



## 2.27 Support the development and presentation of original local creative work

Wagga Wagga City Council's cultural facilities are more than conduits for the presentation of art developed elsewhere. They play an essential role in generating art that is original, made by artists in our region, and explores local stories and experiences.

As some of the city's key cultural programmers, council's cultural facilities must ensure they develop and program artistic content that serves the broader Local Government Area. By strengthening the practice of creating work locally, Wagga Wagga's cultural facilities can support emerging artists and ensure that residents can enjoy cultural programs that are well-rounded program and responsive to local needs.

### Scope

- Ensure that each facility includes in their planning processes a commitment to commission, develop or enable the presentation and promotion of original local creative work
- Pursue partnerships with local cultural groups and organisations to develop curatorial initiatives supporting and promoting local artists and creative professionals
- Pursue programs to facilitate career and skills development for local artists and creative professionals

### Partners and Roles

**Lead:** Wagga Wagga City Council

**Partner:** Cultural organisations and artists

### Timeframe

1-5 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan, 20-Year Vision for Regional NSW

Cultural experiences  
for everyone

## 2.28 Align public art activities to placemaking and activation objectives

The Wagga Wagga Local Government Area holds a diverse collection of over fifty artworks located in pedestrian zones, roadways, parks and other civic spaces. These include decorative and abstract sculptures, murals, and mosaics, as well as functional pieces that perform as civic furniture (including seating, bike racks and objects of play).

Temporary and event-specific performances and experiences are becoming essential inclusions in event and festival programs, while the work of artists and creatives is increasingly being incorporated into government and private infrastructure builds across the city, blurring the lines between art and urban design.

A refreshed policy and plan for art in public spaces is needed to address these issues. This will ensure that Wagga Wagga City Council can continue to activate and beautify public spaces in line with the expectations of a growing and increasingly diverse community.

### Scope

An updated Public Art Plan should incorporate:

- provisions that encourage and support private investment in public artworks,
- opportunities to complement strategic projects activating underutilised public spaces, supporting economic development and public safety and amenity,
- opportunities to program ephemeral and durational artworks that align with the goals of the Community Strategic Plan,
- a mix of opportunities for artists local and global, factoring opportunities for the mentorship and development of local creatives where possible,
- Street Art programs to combat tagging and beautify urban spaces
- processes for consultation with Wiradjuri and First Nations stakeholders, and commissions to engage and develop local First Nations artists and makers
- a sustainable funding model for the procurement of Public Art through the Public Art Reserve

An updated Public Art Policy should:

- ensure project goals align with the community's vision and priorities, and that community members and councillors are properly consulted at appropriate stages in the development of art projects,
- empower the Public Art Advisory Panel to curate according to agreed priorities and principles,
- diversify the means through which artworks are procured to maximise value for money in art investments,
- empower project managers wishing to work with creative professionals in infrastructure projects, and event managers developing events and festivals, to access expertise and advice from the Public Art Advisory Panel

### Partners and Roles

**Deliver:** Wagga Wagga City Council

#### Timeframe

1-5 years

#### Cost

\$50,000 p/a

#### Funding status

Funded (Public Art Reserve)

### Strategic Links

Community Strategic Plan; Better Placed



## 2.29 Improve public access to Council and cultural facilities in the Civic Precinct

While beautiful and striking, the cluster of civic buildings and cultural facilities that surround the Wollundry Lagoon presents challenges to public access. Visitor feedback consistently reports that users struggle to find the entrances to venues such as the National Art Glass Gallery and the Museum of the Riverina's Historic Council Chambers site.

User difficulties are compounded by the lack of a street-fronted entrance to the Wagga Wagga Art Gallery, and poor accessibility around the lower entrance to the Library.

A comprehensive solution to the challenges of wayfinding for both visitors and residents is required to improve rates of access to the Civic Precinct, and to give greater exposure to activities, events and exhibitions.

### Scope

- Procure precinct-wide wayfinding signage within and around the Civic Precinct, including the Wagga Wagga Civic Centre, the National Art Glass Gallery, Wagga Wagga Civic Theatre and the Senior Citizens centre.
- Receive design recommendations for landscape improvements to maximise access and amenity around the Civic Centre
- Investigate the incorporation of digital mechanisms for promoting events, exhibitions and services around the Civic Precinct and city entrances

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; Recreation, Open Space and Community Strategy; Cultural Infrastructure Plan



Cultural experiences  
for everyone

### 2.30 Implement the recommendations of the Disability Inclusion Action Plan relating to arts and cultural activities

Wagga Wagga City Council's Disability Inclusion Action Plan 2017-2021 (DIAP) aims to improve the lives of residents and visitors with disabilities by developing positive community attitudes and behaviours, creating liveable communities, supporting access to meaningful employment and improving access to services through better systems and processes.

Over the life of this Plan, the DIAP will continue to recommend opportunities for Council to improve services and facilities relating to arts and cultural activity.

#### Scope

- Implement the recommendations of the Disability Inclusion Action Plan pertaining to arts and cultural activities, including:
- Provide front of house staff with skills in the use of technological resources to increase accessibility for people with a disability
- A suite of inclusive programs are offered across the Wagga Wagga City Council's cultural facilities that include targeted programs, shows and exhibitions for people with disabilities
- Undertake an audit of civic centre and key facilities owned by council where accessibility devices e.g. counter loops, are utilised and or required and develop implementation schedule
- Undertake workforce review to address staffing for disability arts in conjunction with review of the DIAP

#### Partners and Roles

**Deliver:** Wagga Wagga City Council

#### Timeframe

1-5 years

#### Cost

Project dependent

#### Funding status

Funded (GPR)

#### Strategic Links

Community Strategic Plan; Disability Inclusion Action Plan



## 2.31 Increase early childhood creative learning programs

Research demonstrates that exposure to cultural experiences during early childhood contributes positively to a child's learning and social development.

Currently, Wagga Wagga City Council's cultural facilities provide creative learning opportunities for children in the primary and secondary education stages; however, programs targeted at early childhood (0-5 years) are less common. Where such programs have been implemented, such as the Wagga Wagga City Library's Baby Bounce, Story Time and Babies Love Books programs, they have been enthusiastically embraced by parents and carers.

To meet the strong community demand for early childhood programs at Council, it will be necessary to invest in early learning experience and skillsets within program teams in Council's cultural facilities. Council can also facilitate productive partnerships with the many independent and community organisations throughout the city dedicated to the care and wellbeing of our children in their early years.

### Scope

- As part of future workforce reviews, incorporate early learning skillsets across cultural services teams
- Develop partnerships with early childhood organisations and enterprises

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Partner:** Early childhood organisations and enterprises

### Timeframe

1-5 years

### Cost

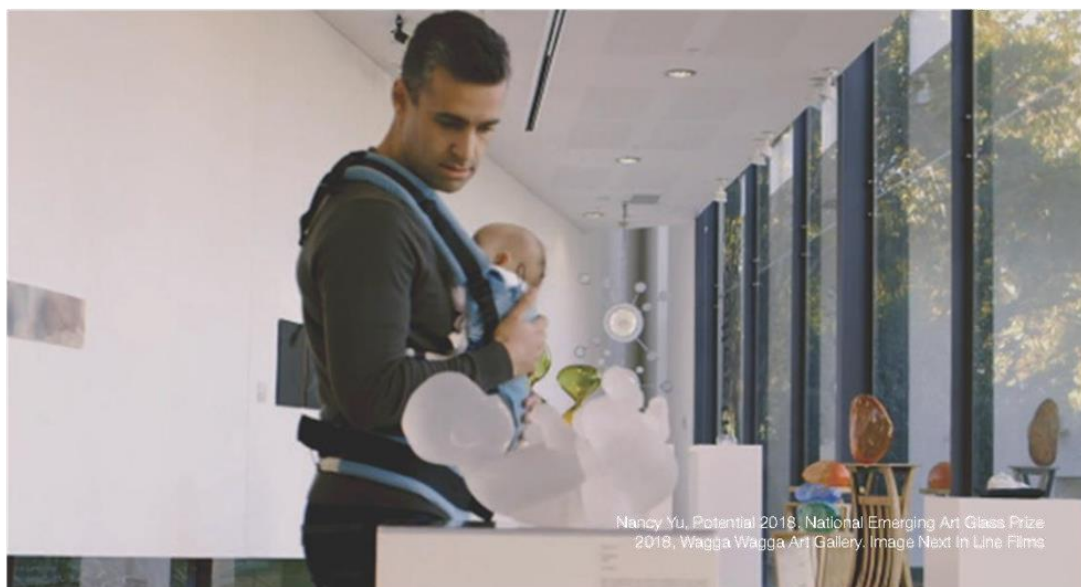
Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Belonging, Being and Becoming



Nancy Yu, Potential 2018, National Emerging Art Glass Prize  
2018, Wagga Wagga Art Gallery. Image Next in Line Films



Cultural experiences  
for everyone

### 2.32 Utilise Council's membership of Eastern Riverina Arts to support local creative activities and partnerships across the region.

In partnership with all 9 councils in its catchment area, Eastern Riverina Arts supports arts and cultural activities within and beyond Wagga Wagga, as the peak body for arts and cultural development in this region and part of the state-wide network of regional arts development organisations. The organisation plays an essential role spearheading community-based arts projects, creating opportunities for local artists and creative professionals and presenting their work to broader audiences.

As the city grows, Eastern Riverina Arts will be even more essential to the sustainability of the local arts and creative industries as a vital conduit for training, development and opportunity. Wagga Wagga City Council through its membership will support further opportunities to develop projects across the region.

#### Scope

- Continue Council's membership of Eastern Riverina Arts
- Participate in projects throughout the Local Government Area and Eastern Riverina region in partnership with Eastern Riverina Arts
- Communicate service delivery gaps and identified needs in community arts practice to Eastern Riverina Arts
- Utilise the services of Eastern Riverina Arts including the Creative Riverina database and professional development opportunities for staff

#### Partners and Roles

**Partner:** Wagga Wagga City Council, Eastern Riverina Arts

#### Timeframe

Ongoing

#### Cost

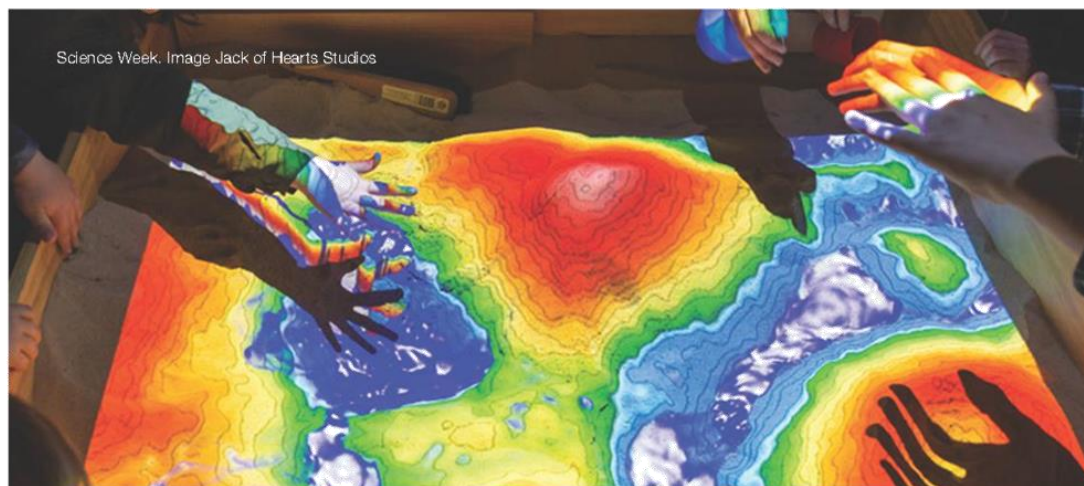
10 year membership cost 2020-30:  
\$289,405 (estimate based on projected population increase)

#### Funding status

Funded (GPR)

#### Strategic Links

Community Strategic Plan





## 2.33 Extend the opening hours of the Wagga Wagga City Library and other cultural facilities

Despite significant community demand, the opening hours of the Wagga Wagga City Library are currently restricted in comparison to sector best practice, with limited evening hours, late Monday opening, and full closure on Sundays. Community feedback has also been received about the opening hours of the Wagga Wagga Art Gallery and Museum of the Riverina.

Wagga Wagga City Council can increase the opening hours of the Library, and review the opening hours of the Wagga Wagga Art Gallery and Museum of the Riverina to ensure the community can access their cultural facilities with ease.

### Scope

- Increase opening hours of the Wagga Wagga City Library to meet community demand
- Review the opening hours of the Museum of the Riverina and Wagga Wagga Art Gallery
- Pursue opportunities for regular 'after hours' night-time utilisation of cultural facilities

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

**Option A:** Extension of operating hours to Sundays and earlier opening Monday morning: \$97,078

**Option B:** Extension of hours as above, with additional afternoon access through the Level 0 lagoon entrance: \$158,796

### Funding status

Not funded (GPR - business case proposed for FY20/21)

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Cultural Infrastructure Plan

Cultural experiences  
for everyone

## 2.34 Undertake a strategic review of the Wagga Wagga Art Gallery

The Wagga Wagga Art Gallery comprises several gallery spaces in the Civic Centre, along with a standalone National Art Glass Gallery space. The Wagga Wagga Art Gallery collects and cares for the National Art Glass Collection, and a nationally-significant print collection, and presents national touring and locally-curated exhibitions.

After 20 years of operation in its present facilities, a number of infrastructure design challenges have been identified, including the needs to:

- increase temperature and humidity controls to meet the touring requirements of major touring exhibitions, and improve the conservation of the permanent collections
- address safety and security issues associated with the loading and unloading of artworks considering the present lack of a loading dock
- mitigate the risks to the collections posed by flooding
- address mobility access including the lack of public accessible toilets on Level 0 of the Civic Centre
- improve general visitor flow throughout the gallery spaces across multiple levels, and in between cultural facilities
- enhance through infrastructure improvements collaborative programming across the cultural facilities (Wagga Wagga City Library, Wagga Wagga Civic Theatre, Museum of the Riverina and Wagga Wagga Art Gallery).
- incorporate technical, environmental and spatial improvements to facilitate contemporary multidisciplinary arts practices

Detailed analysis and designs are required to address these needs, and ensure the city's major cultural destination meets current and future needs.

### Scope

Undertake detailed planning and analysis to address identified needs, and maximise visitor experience, exhibition, collection management and programming outcomes

### Partners and Roles

**Deliver:** Wagga Wagga City Council

#### Stage 1: Development Analysis and planning

**Timeframe**  
1-5 years

**Cost**  
\$50,000

**Funding status**  
Not funded (options: GPR, external grants)

#### Stage 2: Implementation Construction and fit out

**Timeframe**  
1-5 years

**Cost**  
To be determined in Stage 1

**Funding status**  
Not funded (options: GPR, external grants, developer contributions)

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Recreation, Open Space and Community Strategy; Cultural Infrastructure Plan

## 2.35 Publish the cultural collections of Wagga Wagga City Council online to promote public access and research

Wagga Wagga's public cultural facilities hold some of the region's most significant artworks, objects and stories in their collections, and can strengthen the community's heritage, identity and community pride by making these available online.

The Museum of the Riverina's collection of objects, textiles and documents holds more than 25,000 objects, with only a small proportion on public display at any one time. Other collections in Wagga Wagga City Council facilities include the Wagga Wagga Art Gallery collection and the Local Studies Unit at the Wagga Wagga City Library.

By sharing the digitised portions of their collections online, these institutions can make their collections available to the general public around the Local Government Area, across Australia, and worldwide. Each institution can incorporate the digitisation of their collections into their existing collection management practices and progressively increase their online collection.

### Scope

- Procure suitable collection management software to manage and publish the collections of the Museum of the Riverina, the Wagga Wagga Art Gallery and the Wagga Wagga City Library online
- Incorporate digitisation and online publishing into the collection management practices of Museum of the Riverina and the Wagga Wagga Art Gallery
- Collaborate with the NSW Government on state-wide collection digitisation projects

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Cultural Infrastructure Plan, 20-Year Vision for Regional NSW



Cultural experiences  
for everyone

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## 2.36 Coordinate philanthropy, sponsorship and partnerships for Council cultural facilities

While philanthropic contributions are not uncommon in the cultural sector, Wagga Wagga City Council's cultural facilities are almost exclusively funded by Council revenue and government funding alone.

A focus on renewal and upgrades to the city's cultural assets opens the door to new possibilities for philanthropic partnerships to be considered. To fully realise these opportunities, Council should consider creating a specialist position that focuses on cultivating philanthropy, sponsorship and foundation partnerships that can deliver greater benefits to the city. A position of this kind aligns with contemporary best practice in cultural institutions and comparable local government authorities nationwide.

### Scope

- Undertake workforce review to determine capacity for a Partnerships Coordinator position at an appropriate grade
- Identify and promote opportunities for philanthropic and sponsorship partnerships that can improve public infrastructure, enhance programming and expand service delivery across the Local Government Area
- Investigate opportunities for the development of philanthropy and sponsorship through foundations

### Partners and Roles

**Deliver:** Wagga Wagga City Council

**Support:** Community cultural and philanthropic organisations

### Timeframe

1-5 years

### Cost

To be determined through workforce review

### Funding status

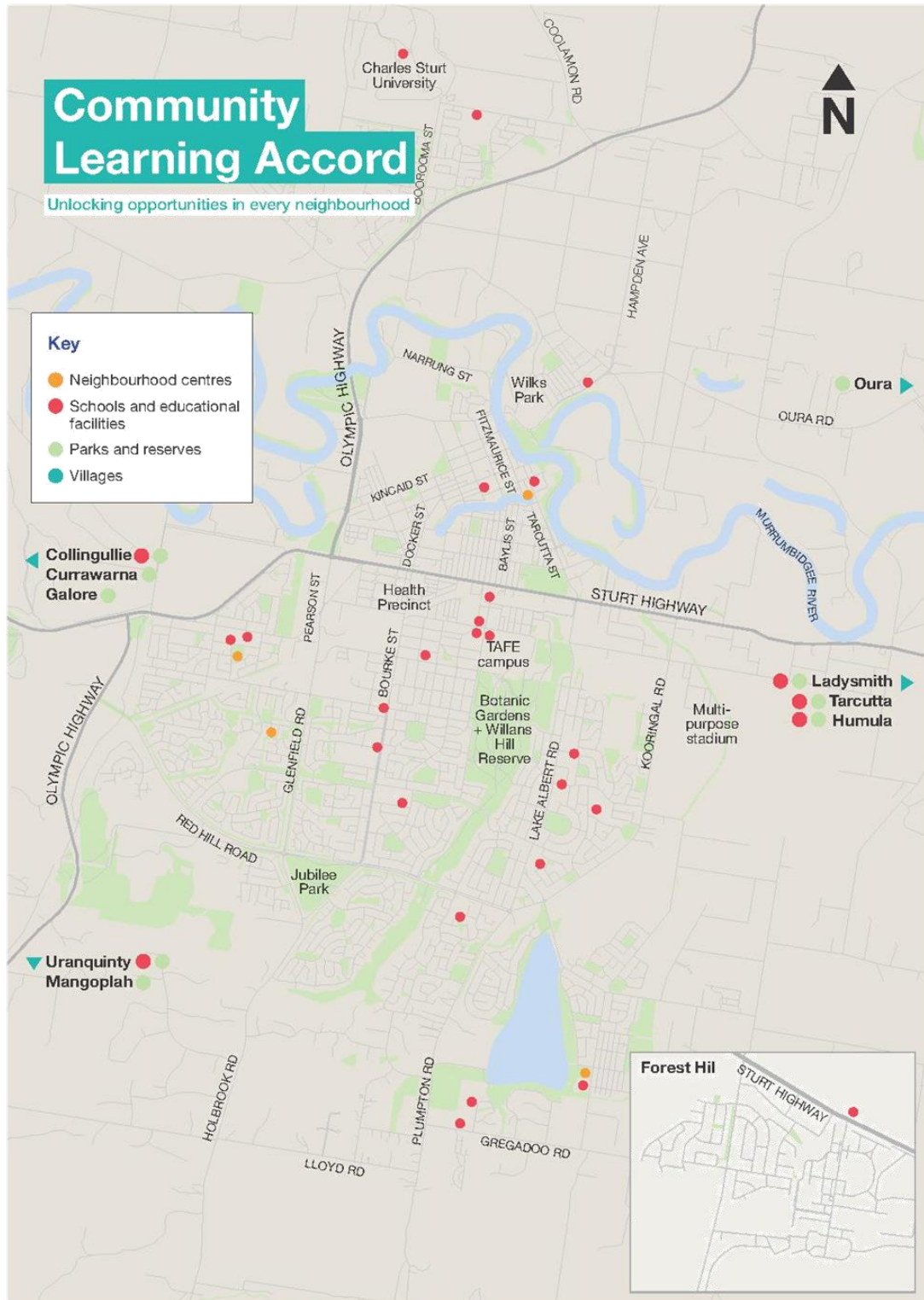
Not funded (options: GPR)

### Strategic Links

Community Strategic Plan; Cultural Infrastructure Plan; Riverina Murray Regional Plan







# Creative industries and educational opportunity

## 2.37 Establish a Community Learning Accord between Wagga Wagga City Council and the city's educational institutions

This Plan identifies a range of upgrades to cultural facilities (see *Renewing our Cultural Infrastructure*), but centralised facilities will not be enough to meet the needs of a growing city. Existing infrastructure needs to be used in smarter ways to ensure that the whole populace is served by cultural activities that enrich and connect every neighbourhood.

Wagga Wagga City Council will seek to establish a Community Learning Accord, as a partnership between Council and local schools and education providers (including TAFE NSW and Charles Sturt University) to facilitate increased community access to facilities in campuses across the local government area.

A partnership of this kind will seek agreement on key objectives, and proactively identify facilities (which may include classrooms and lecture theatres, libraries, exhibitions and performance spaces) which can be made available for usage by the community. A core objective would be the publishing of a directory of available spaces with links to simple and affordable bookings processes and agreements.

Council will also seek to identify opportunities for easier community access to its own stock of facilities across the city, and make available relevant resources (including booking agreements, information directories and staff support) to encourage the community to meet, rehearse, create and share knowledge and culture in facilities across the Local Government Area.

### Scope

- Establish a Community Learning Accord to facilitate easier community access to facilities across the Local Government Area
- Incorporate the key objectives of the Community Learning Accord in future Memoranda of Understanding with Charles Sturt University, TAFE NSW, and other education institutions

### Partners and Roles

**Deliver:** Council, Charles Sturt University, TAFE NSW, other tertiary institutions, NSW Department of Education, schools

**Consult:** Community arts organisations

### Timeframe

1-5 years

### Cost

Priority project identified for Cultural Officer position (GPR)

### Funding status

Funded (GPR)

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan, 20 Year Vision for Regional NSW







## 2.38 Expand opportunities for early career internships and volunteering

The Wagga Wagga City Council cultural facilities (the Museum of the Riverina, Art Gallery, Library and Civic Theatre) currently offer a range of opportunities for emerging creative professionals to develop skills and awareness through volunteering. Prospective volunteers are invited to assist in many areas of activity, including performances and events, exhibition research and installation, collection management, and public engagement programs.

Presently, the majority of these opportunities are promoted through existing partnerships with educational institutions, or generated through inquiry from individuals seeking development. By developing standard position descriptions for volunteer roles and formal internship programs, and regularly promoting these roles, the cultural facilities will build stronger career development pathways for current students and recent graduates in creative industries, as well as enhancing the skills bases of their own workers.

### Scope

- Develop standard position descriptions for volunteer roles across all Council cultural facilities
- Promote available roles through existing communication channels, including Council and facility websites, social media and email newsletter activities
- Engage with education partners to develop formal and ongoing internship programs

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

Project dependent

### Funding status

Wagga Wagga City Council

### Strategic Links

Community Strategic Plan, Riverina Murray Regional Plan

Creative industries and  
educational opportunity

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### 2.39 Strengthen formal partnerships between cultural facilities and education providers

The right partnerships with educational institutions at all levels (primary, secondary, vocational and tertiary) can provide valuable career development for students, while delivering public benefits through project-based learning opportunities.

Cultural institutions can also pursue opportunities for volunteering through education providers to the delivery of services and activities, including regular programming, ongoing operations such as collection digitisation or oral history recording, and one-off projects.

#### Scope

- Establish ongoing partnerships with education providers to deliver public benefit and educational outcomes
- Work with support organisations (such as the Friends of the Wagga Wagga Art Gallery, or Friends of the Wagga Wagga Library) to identify opportunities for students to contribute and network
- Publish volunteering opportunities that align to service delivery outcomes and capabilities through Council's vacancies page
- Work with education providers to ensure job opportunities are shared through student and alumni networks

#### Partners and Roles

Partner: Wagga Wagga City Council, education providers

#### Timeframe

1-5 years

#### Cost

\$0

#### Funding status

Not applicable

#### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan, 20 Year Vision for Regional NSW

## 2.40 Support education providers to locate facilities and activities within the city centre

Regional universities are recognising the benefits of moving facilities and accommodation assets into cities. Investing in city facilities gives students and workers the liveability benefits that come with city living, and makes it easier for universities to connect and promote their work with local industries and communities. Wagga Wagga has recently seen significant investments by Charles Sturt University in the refurbishment of the Riverina Playhouse, and by the NSW Government to relocate the Riverina Conservatorium of Music into the city centre.

With a number of major education providers including Charles Sturt University, Notre Dame University, University of NSW and TAFE NSW investing in Wagga Wagga, Council has a role to promote and plan developments that bring students and workers into the heart of the city.

### Scope

- Assist education providers to identify urban and infill sites for potential education, research, accommodation and student services provision
- Support developments of facilities that provide shared amenity to residents
- Give consideration within relevant strategies (such as the Health Precinct Plans, CBD Masterplan and Activation Strategy) to the incorporation of educational facilities and student services within central urban areas

### Partners and Roles

**Lead:** Education providers

**Support:** Wagga Wagga City Council

### Timeframe

1-5 years

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan, Recreation, Open Space and Community Strategy, 20-Year Vision for Regional NSW

Creative industries and  
educational opportunity

## 2.41. Support education providers to develop Creative Industries in Wagga Wagga

The growth of a thriving Creative Industries sector (including design, film and TV production and advertising), can be enhanced if education providers support the career development of students and graduates, within formal learning structures, by leveraging their resources and networks, and by establishing partnerships with creative professionals throughout the community.

Education providers can foster a connected, innovative and entrepreneurial culture in Wagga Wagga that supports graduates into Creative Industry enterprises locally, and by supporting innovative projects that leverage partnerships.

### Scope

- Assist education providers to connect with and establish Creative Industry enterprises throughout the city
- Support Creative Industry development initiatives and partnerships through the provision of venues, promotion and program assistance

### Partners and Roles

**Partner:** Charles Sturt University, TAFE NSW and other education providers

**Support:** Wagga Wagga City Council

### Timeframe

Ongoing

### Cost

Project dependent

### Funding status

Project dependent

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW



Date Night. Image Wagga Wagga City Council



## 2.42. Advocate for creative industry development opportunities

Creative Industries (such as design, film and TV production and advertising) are increasingly recognised as playing a vital role in the attraction and retention of regional populations. Wagga Wagga is uniquely placed to expand its creative industries sector due to the city's proximity to multiple major cities, its growing population, excellent liveability and diverse economy.

Wagga Wagga City Council can support the further development of the local creative industries sector by advocating for improvements to information and communications technology programs run by State and Federal Governments, and by supporting educational institutions to invest in training and sector development opportunities in our region. This may include calling for funding opportunities for upgrades to the internet speeds in the city and Special Activation precinct, and calling for industry development programs for the Creative Industries in regional cities.

### Scope

- Update Council's Advocacy Register to include Creative Industry development
- Advocate to the State and Federal governments for specific industry support programs, and for the inclusion of Creative Industry development into existing government programs

### Partners and Roles

**Lead:** Wagga Wagga City Council

**Support:** Local creative industries enterprises and entrepreneurs

### Timeframe

1-5 years

### Cost

\$0

### Funding status

Not applicable

### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; 20-Year Vision for Regional NSW; Creative Skills for the Future Economy

Creative industries and  
educational opportunity

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### 2.43 Utilise the Wagga Wagga City Library to support culture and Creative Industry development

In 2019-20, a review has been commissioned to improve the service delivery of the Wagga Wagga City Library. This will provide recommendations to improve the library's service provision, and outline ways the library can support community members to create and collaborate.

With the right mix of spaces, resources and services, the Wagga Wagga City Library can support artists and emerging entrepreneurs, supporting arts and culture, and growing our Creative Industries sector.

#### Scope

In accordance with the recommendations of the Wagga Wagga Library Review, institute improvements to the spaces and resources available to foster meetings, rehearsals and digital content production relevant to Arts, Culture and Creative Industry development

#### Partners and Roles

**Deliver:** Wagga Wagga City Council

#### Timeframe

Ongoing

#### Cost

Project dependent

#### Funding status

Project dependent

#### Strategic Links

Community Strategic Plan; Riverina Murray Regional Plan; Recreation, Open Space and Community Strategy; Cultural Infrastructure Plan

## 2.44 Review and evaluate the Cultural Plan

Regular analysis of actions within this Plan will be conducted to make sure that individual actions, and the overall Plan, remain relevant and responsive to community needs throughout the Plan's duration. A full review of the Plan will be undertaken at its halfway point in 2025, including an updated schedule of actions for 2025-2030, which will ensure that it retains flexibility and currency.

All reporting and review will be informed by consistent evaluation of the success of individual projects or programs, as well as evaluation on community satisfaction with access to cultural activity throughout the Local Government Area, to be carried out by the relevant responsible sections within Wagga Wagga City Council.

### Scope

- Report on progress and achievements to community annually through Council's Integrated Planning and Reporting (IPR) processes
- Report on progress and achievements to Council in 2025, with an updated schedule of actions for 2025-2030

### Partners and Roles

**Deliver:** Wagga Wagga City Council

### Timeframe

Ongoing

### Cost

\$0

### Funding status

Not applicable

### Strategic Links

Community Strategic Plan





Museum of the Riverina. Image Matt Beaver



## Integrated implementation schedule

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
<b>Renewing our cultural infrastructure</b>						
1.01	Establish a Community Arts Centre	<b>Lead:</b> Council <b>Partner:</b> Community arts and cultural organisations <b>Support:</b> NSW and Commonwealth Government funding bodies	<b>Stage 1:</b> 1-5 years <b>Stage 2:</b> 5-10 years	<b>Cost:</b> Stage 1: \$150,000 Stage 2: To be determined in Stage 1 <b>Funding status:</b> Stage 1: Not funded (options: GPR, external grants) Stage 2: Not funded (options: GPR, external grants, developer contributions)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our city and villages   We have a variety of events, festivals and activities <b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We are a hub for activity:</b> We have vibrant precincts <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>ROSC:</b> CNW14. Conduct audit and review of community buildings and consider the feasibility of developing a cultural centre; MP31. Review unused or under utilised built and land assets to determine best future use <b>CIP:</b> passim. <b>BP:</b> passim
1.02	Improve the Wagga Wagga City Library service	<b>Deliver:</b> Council <b>Partners:</b> Community organisations, facility users <b>Support:</b> NSW and Commonwealth Government funding bodies	<b>Stage 1:</b> Underway <b>Stage 2:</b> 1-5 years	<b>Cost:</b> Stage 1: Review: \$37,400 Designs: \$48,000 Stage 2: To be determined in Stage 1 <b>Funding status:</b> Stage 1: Funded Stage 2: Not funded (options: GPR, external grants, developer contributions)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our city and villages   We have a variety of events, festivals and activities <b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We are a hub for activity:</b> We have vibrant precincts <b>We are proud of where we live and our identity:</b> We are a multicultural community <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>ROSC:</b> MP10: Expand and activate the multicultural services at the Wagga Wagga City Library <b>RMRP:</b> 6. Promote the expansion of education and training opportunities <b>RNSW20:</b> 5. Provide clear skills pathways <b>CIP:</b> passim <b>BP:</b> passim
1.03	Expand the Wagga Wagga Civic Theatre	<b>Deliver:</b> Council <b>Partners:</b> Community organisations, facility users <b>Support:</b> NSW and Commonwealth Government funding bodies	<b>Stage 1:</b> 1-5 years <b>Stage 2:</b> 1-5 years	<b>Cost:</b> Stage 1: \$125,000 Stage 2: To be determined in Stage 1 <b>Funding status:</b> Stage 1: Funded Stage 2: Not funded (options: GPR, external grants, developer contributions)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our city and villages   We have a variety of events, festivals and activities <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>ROSC:</b> MP4. Develop a Wagga Wagga Civic Theatre Master Plan <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> passim <b>BP:</b> passim

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
1.04	Upgrade Museum of the Riverina, and activate the Botanic Gardens Precinct	<b>Deliver:</b> Council <b>Partners:</b> Community organisations, facility users <b>Support:</b> NSW and Commonwealth Government funding bodies	<b>Stage 1:</b> Due for completion Spring 2021 <b>Stage 2a:</b> 1-5 years <b>Stage 2b:</b> 1-5 years	<b>Cost:</b> Stage 1: Museum \$3.2 million, Entwine \$900,000 Stage 2a: \$1.2 million Stage 2b: \$2.6 million <b>Funding status:</b> Stage 1: Museum: Funded (NSW Regional Cultural Fund, GPR); Entwine: Funded (NSW Regional Growth Environment and Tourism Fund, GPR) Stage 2a/2b: Not funded (options: GPR, external grants, developer contributions)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our identity:</b> We value our heritage <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting built environment:</b> We look after and maintain our community assets   We create an attractive city	<b>ROSC:</b> MP2. Conduct Botanic Gardens precinct movement study; MP16: Museum of the Riverina – Develop a Master Plan for the Willan's Hill and Historic Council Chambers sites <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> passim <b>BP:</b> passim
1.05	Establish Riverside Event Spaces	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> \$6.7million <b>Funding status:</b> Funded (GPR, external grants)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our identity:</b> We value our heritage <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting built environment:</b> We look after and maintain our community assets   We create an attractive city	<b>Riverside Master Plan</b> <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> passim
1.06	Future Vision: Exhibition Space and Visitor Services on the River	<b>Deliver:</b> Council <b>Partner:</b> Community organisations, facility users <b>Support:</b> NSW and Commonwealth Government	<b>Stage 1:</b> 1-5 years <b>Stage 2:</b> 5-10 years	<b>Cost:</b> Stage 1: \$200,000 Stage 2: To be determined in Stage 1 <b>Funding status:</b> Stage 1: Not funded (options: GPR, external grants) Stage 2: Not funded (options: GPR, external grants, developer contributions)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our city and villages <b>We are a hub for activity:</b> We have vibrant precincts <b>We are proud of where we live and our identity:</b> We value our heritage <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>RAP:</b> 10. Preserve our region's Aboriginal cultural heritage <b>ROSC:</b> MP16: Museum of the Riverina – Develop a Master Plan for the Willan's Hill and Historic Council Chambers sites <b>Riverside Master Plan</b> <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> passim <b>BP:</b> passim

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
<b>Wiradjuri and First Nations Culture</b>						
2.01	Incorporate Wiradjuri art, language and culture into significant new infrastructure projects	<b>Deliver:</b> Council <b>Consult:</b> Wiradjuri and First Nations community and artists	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage <b>Create and maintain a functional, attractive and health promoting built environment:</b> We create an attractive city	<b>RAP:</b> 15. Integrate First Nations objectives into Council strategic plans and policies; 16. Value First Nations consultation on Council programs and projects <b>RMRP:</b> 8: Enhance the economic self-determination of Aboriginal communities <b>BP:</b> 1. Better fit: contextual, local and of its place
2.02	Commission a significant public artwork within the Riverside precinct that celebrates Wiradjuri heritage and culture	<b>Deliver:</b> Council <b>Consult:</b> Wiradjuri and First Nations community and artists	1-5 years	<b>Cost:</b> \$50,000 <b>Funding status:</b> Funded (Public Art Reserve)	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage   We have a strong sense of place <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city	<b>ROSC:</b> MP18. Riverside Wagga – Wagga Wagga Beach Landscape Upgrade Stage 2 <b>RAP:</b> 15. Integrate First Nations objectives into Council strategic plans and policies; 16. Value First Nations consultation on Council programs and projects <b>Riverside Masterplan</b>
2.03	Support the establishment of a Keeping Place for Wiradjuri cultural heritage in Wagga Wagga	<b>Lead:</b> Wagga Wagga Local Aboriginal Lands Council, Wiradjuri and First Nations community <b>Support:</b> Council	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage	<b>RAP:</b> 10. Preserve our region's Aboriginal cultural heritage <b>CIP:</b> 6: Cultural infrastructure supports the economic and social participation of Aboriginal people <b>RMRP:</b> 29: Protect the region's Aboriginal and historic heritage
2.04	Present and promote Wiradjuri and First Nations artists in cultural facilities	<b>Deliver:</b> Council <b>Support:</b> Wiradjuri and First Nations community and artists, touring bodies, national and state arts institutions and organisations	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage	<b>RAP:</b> 7. Recognise First National dates of significance and cultural events; 10. Preserve our region's Aboriginal cultural heritage; 16. Value First Nations consultation on Council programs and projects <b>RMRP:</b> 8: Enhance the economic self-determination of Aboriginal communities <b>RNSW20:</b> 7. Draw in more domestic and international tourists



#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.05	Implement the recommendations of the Reconciliation Action Plan relating to arts and cultural activities	<b>Deliver:</b> Council <b>Consult:</b> Wiradjuri and First Nations community and artists	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage	<b>Reconciliation Action Plan:</b> passim.
2.06	Support Charles Sturt University and other education institutions to provide public access to Wiradjuri language, culture and heritage	<b>Lead:</b> Charles Sturt University and other educational institutions <b>Support:</b> Council	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage <b>We are a centre for education and training:</b> We have a variety of education and training opportunities	<b>RAP:</b> 10. Preserve our region's Aboriginal cultural heritage <b>RMRP:</b> 29. Protect the region's Aboriginal and historic heritage
2.07	Support and encourage use of cultural landscapes for ceremony, public performance and cultural exchange	<b>Lead:</b> Wiradjuri and First Nations community and artists <b>Support:</b> Council	Ongoing	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We are a tourist destination:</b> We promote our city and villages   We have a variety of events, festivals and activities <b>We are proud of where we live and our heritage:</b> We value our heritage   We have a strong sense of place <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness	<b>ROSC:</b> MP28. Develop a Masterplan for future improvements to Marrambidya Wetlands; MP23. Construct a Multisport Cycling Complex at Pomingalarna Reserve <b>RAP:</b> 7. Recognise First National dates of significance and cultural events; 15. Integrate First Nations objectives into Council strategic plans and policies <b>RMRP:</b> 8. Enhance the economic self-determination of Aboriginal communities; 29. Protect the region's Aboriginal and historic heritage
2.08	Commission an updated edition of the Wagga Wagga Wiradjuri Heritage Study	<b>Lead:</b> Council <b>Consult:</b> Wiradjuri and First Nations community and artists	5-10 years	<b>Cost:</b> \$150,000 <b>Funding status:</b> Not funded (options: external grants)	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our heritage:</b> We value our heritage	<b>RAP:</b> 8. Strengthen the community's relationship with the local environment to increase knowledge about local Wiradjuri culture and history; 10. Preserve our region's Aboriginal cultural heritage <b>RMRP:</b> 29. Protect the region's Aboriginal and historic heritage



#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
<b>Live music, events and public spaces</b>						
2.09	Facilitate easier and more affordable use of Council facilities and event spaces	<b>Deliver:</b> Council <b>Consult:</b> Event providers, community groups, facility users	1-5 years	<b>Cost:</b> Implementation: \$30,000 Ongoing: \$35,000 p/a (19/20-21/22) <b>Funding status:</b> Funded for FY19/20-21/22 (GPR)	<b>Wagga Wagga City Council services reflect the needs of the community:</b> The Wagga Wagga City Council has efficient and effective processes <b>We are a regional capital:</b> We attract and support local businesses and industry <b>We are a tourist destination:</b> We promote our cities and villages   We have a variety of events, festivals and activities <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We are proud of where we live and our identity:</b> We have a strong sense of place <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	
2.10	Increase the capability of parks and open spaces to accommodate community use for cultural activities	<b>Deliver:</b> Council <b>Consult:</b> community groups, facility users	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our cities and villages   We have a variety of events, festivals and activities <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We are a family friendly city <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city   We look after and maintain our community assets   We improve the facilities of our places and spaces	<b>ROSC:</b> passim. <b>BP:</b> 5. Better working: functional, efficient and fit for purpose

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.11	Support event organisers to develop events across the Local Government Area	<b>Deliver:</b> Council <b>Support:</b> Industry and community organisations	1-5 years	<b>Cost:</b> <b>Pilot:</b> \$22,350 Additional site audits: Subject to evaluation of pilot, and number of additional sites identified <b>Funding status:</b> Pilot: Funded (GPR) <b>Additional site audits:</b> Project dependent.	<b>We are a tourist destination:</b> We promote our cities and villages   We have a variety of events, festivals and activities <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We are a family friendly city <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city   We look after and maintain our community assets   We improve the facilities of our places and spaces	ROSC: passim.
2.12	Develop a Live Music and Events Kit for community events in parks and open spaces.	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> <b>\$12,000:</b> kit <b>\$400 per use:</b> staffing and vehicle <b>Funding status:</b> Not funded (options: GPR - business case proposed for FY20/21; external grants)	<b>We are a regional capital:</b> We attract and support local businesses and industry <b>We are a tourist destination:</b> We promote our cities and villages   We have a variety of events, festivals and activities <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	
2.13	Develop the live music scene in Wagga Wagga in partnership with MusicNSW and other agencies	<b>Partner:</b> Council, Music NSW, Create NSW, music industry stakeholders	1-5 years	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We are a tourist destination:</b> We promote our cities and villages <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.14	Develop and support programs that increase live music and production skills in the Local Government Area	<b>Lead:</b> Council <b>Partner:</b> Venues, education providers, Music NSW	1-5 years	<b>Cost:</b> <b>Plug and Play:</b> \$35,000 p/a <b>Other programs:</b> project dependent <b>Funding status:</b> Plug and Play: Not funded (options: GPR, external grants) <b>Other programs:</b> project dependent	<b>We are a tourist destination:</b> We promote our cities and villages <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>RMRP:</b> 6. Promote the expansion of education and training opportunities
<b>A vibrant city centre</b>						
2.15	Support the relocation of the Riverina Conservatorium of Music to the City Centre	<b>Lead:</b> Riverina Conservatorium of Music, NSW Government <b>Support:</b> Council	1-5 years	<b>Cost:</b> <b>Stage 1:</b> \$10 million <b>Stage 2:</b> \$20 million <b>Funding status:</b> Stage 1: Funded (NSW Government) <b>Stage 2:</b> Part funded (subject to NSW Government approval of business case)	<b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We are a tourist destination:</b> We have a variety of events, festivals and activities <b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We have opportunities to connect with others:</b> Groups, programs and activities bring us together	<b>ROSC:</b> CNW13. Assist relocation of Conservatorium of Music to the CBD <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> 1. Integrate cultural infrastructure planning with land use and precinct planning
2.16	Implement 'Renew Wagga' Shopfront Activation program	<b>Lead:</b> Eastern Riverina Arts <b>Support:</b> Council, commercial sector	1-5 years	<b>Cost:</b> <b>Pilot:</b> \$4,000 (initial membership and evaluation) <b>Ongoing:</b> to be determined <b>Funding status:</b> Pilot: Funded (GPR) <b>Ongoing:</b> Project dependent	<b>We are a regional capital:</b> We attract and support local businesses and industry <b>There is growing investment in our community:</b> We foster entrepreneurs and start-ups <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city	<b>RMRP:</b> 4. Promote activities in industrial and commercial areas <b>CIP:</b> 1. Integrate cultural infrastructure planning with land use and precinct planning <b>RNSW20:</b> 9. Provide an attractive environment for businesses
2.17	Allocate resources to activation of the CBD	<b>Lead:</b> Council <b>Partner:</b> CBD businesses, event coordinators, artists and creative practitioners	1-5 years	<b>Cost:</b> Project dependent <b>Staffing:</b> to be determined through workforce review <b>Funding status:</b> Not funded (options: GPR, external grants)	<b>We are a regional capital:</b> We attract and support local businesses and industry <b>There is growing investment in our community:</b> We foster entrepreneurs and start-ups <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife	<b>ROSC:</b> CNW3. Identify a strategy position to aid the development of the night-time economy in the CBD <b>RMRP:</b> 4. Promote activities in industrial and commercial areas <b>RNSW20:</b> 9. Provide an attractive environment for businesses
2.18	Expand the use of creative lighting installations to increase night-time safety in public spaces	<b>Deliver:</b> Council	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are safe:</b> We create safe spaces and places <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city	<b>RMRP:</b> 28. Deliver healthy built environments and improved urban design <b>BP:</b> 4. Better for people: safe, comfortable and liveable

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.19	Facilitate urban growth that protects the city's built heritage	<b>Lead:</b> Council <b>Partner:</b> Development and construction industry stakeholders	5-10 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a regional capital:</b> We attract and support local businesses and industry <b>We are a hub for activity:</b> We have vibrant precincts <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We value our heritage   We are a city with the benefit of a country lifestyle <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness <b>We plan for the growth of the city:</b> We have sustainable urban development   We have housing that suits our needs <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city	<b>Spatial Plan:</b> passim. <b>RMRP:</b> 25. Build housing capacity to meet demand; 26. Provide greater housing choice; 28. Deliver healthy built environments and improved urban design <b>RNSW20:</b> 9. Provide an attractive environment for businesses <b>BP:</b> 4. Better fit: contextual, local and of its place
2.20	Incorporate planning conditions that ensure the co-existence of residential amenity and night-time vibrancy	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We are a regional capital:</b> We attract and support local businesses and industry <b>We plan for the growth of the city:</b> We have sustainable urban development   We have housing that suits our needs	<b>RMRP:</b> 4. Promote business activities in industrial and commercial areas; 7. Promote tourism opportunities; 25. Build housing capacity to meet demand; 26. Provide greater housing choice <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> 1. Integrate cultural infrastructure planning with land use and precinct planning <b>BP:</b> 5. Better working: functional, efficient and fit for purpose



#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
<b>Neighbourhoods, suburbs and villages</b>						
2.21	Provide an online platform for the promotion of community activities and events	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> Pilot (2019-20): \$19,000 (software and servicing) Ongoing: to be negotiated <b>Funding status:</b> Pilot: Funded (GPR) Ongoing: Pilot dependent	<b>Wagga Wagga City Council services reflect the needs of the community:</b> The Wagga Wagga City Council has efficient and effective processes <b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We promote our cities and villages <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	
2.22	Continue to provide distributed access to cultural programming through outreach services	<b>Deliver:</b> Council	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our cities and villages <b>We have opportunities to connect with others:</b> Groups, programs and activities bring us together	<b>ROSC:</b> passim <b>RMRP:</b> 7. Promote tourism opportunities; 23. Build resilience in towns and villages <b>RNSW20:</b> 7. Drawn more domestic and international tourists
2.23	Prioritise the renewal of Council-owned and managed Community Centres	<b>Deliver:</b> Council <b>Consult:</b> Community organisations and users	1-5 years	<b>Cost:</b> \$50,000 per site (ROSC: \$192,000 identified for Lake Albert Hall) <b>Funding status:</b> Not funded (options: GPR, external grants)	<b>We are a tourist destination:</b> We have a variety of events, festivals and activities <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We are a family friendly city <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting environment:</b> We look after and maintain our community assets   We improve the facilities of our places and spaces	<b>ROSC:</b> passim. <b>BP:</b> 5. Better working: functional, efficient and fit for purpose

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.24	Allocate staffing resources to neighbourhood activation and events	<b>Deliver:</b> Council <b>Support:</b> Community and recreational groups, artists and residents	Ongoing	<b>Cost:</b> Annual Grants: \$72,000 p/a Staffing: to be determined through workforce review <b>Funding status:</b> Annual Grants: Funded (GPR) Staffing: Not funded (options: GPR, external grants)	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We have a variety of events, festivals and activities <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We are a family friendly city   We are a multicultural community <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>ROSC:</b> MP17. Plan to increase neighbourhood cohesion through localised events
<b>Cultural experiences for everyone</b>						
2.25	Restructure the Annual Grants Program to encourage growth and sustainability	<b>Deliver:</b> Council <b>Consult:</b> Community arts organisations	1-5 years	<b>Cost:</b> \$65,000 p/a (\$25,000 current budget; \$15,000 increase for existing categories; \$15,000 'Sustainability Incubator' category) <b>Funding status:</b> Part funded: \$25,000: Funded (GPR); \$30,000: Not funded (options: GPR – business case proposed for FY2020-21)	<b>We have strong leadership:</b> We have leaders that represent us <b>We are active community members:</b> We recognise we all have a role to play <b>We are a tourist destination:</b> We have a variety of events, festivals and activities <b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We are a family friendly city   We are a multicultural community <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	
2.26	Support creative residencies and exchanges	<b>Partner:</b> Council, Booranga Writers Centre, Eastern Riverina Arts, cultural groups and organisations	5-10 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages   We have a variety of events, festivals and activities <b>We are a centre for education and training:</b> We have a variety of education and training opportunities	<b>RNSW20:</b> 5. Provide clear skills pathways
2.27	Support the development and presentation of original local creative work	<b>Lead:</b> Council <b>Partner:</b> Cultural organisations and artists	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a tourist destination:</b> We promote our city and villages <b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We have employment opportunities:</b> We have career opportunities	<b>RNSW20:</b> 5. Provide clear skills pathways

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.28	Align public art activities to placemaking and activation objectives	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> \$50,000 p/a <b>Funding status:</b> Funded (Public Art Reserve)	<b>We are a tourist destination:</b> We promote our city and villages <b>We are proud of where we live and our identity:</b> We have a strong sense of place <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting environment:</b> We create an attractive city	<b>BP:</b> 1. Better fit: contextual, local and of its place; 7. Better look and feel: engaging, inviting and attractive
2.29	Improve public access to council and cultural facilities in the Civic Precinct	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are safe:</b> We create safe spaces and places <b>We are a tourist destination:</b> We promote our city and villages   We accommodate visitors <b>We are a hub for activity:</b> We have vibrant precincts   We have a vibrant nightlife <b>We are proud of where we live and our identity:</b> We have a strong sense of place   We are a family friendly city <b>We have opportunities to connect with each other:</b> We activate our community spaces to promote connectedness	<b>ROSC:</b> CNW19. Completion of Wollundry Lagoon walking loop <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists
2.30	Implement the recommendations of the Disability Inclusion Action Plan relating to arts and cultural activities	<b>Deliver:</b> Council <b>Consult:</b> People with disability, service providers, community groups	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Funded (GPR)	<b>We have access to health and support services that cater for all our needs:</b> We have services that support us <b>We have opportunities to connect with other:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together <b>Create and maintain a functional, attractive and health promoting environment:</b> We improve the facilities of our places and spaces	<b>Disability Inclusion Action Plan:</b> passim. <b>ROSC:</b> MP1. Conduct accessibility audit on recreation and community facilities <b>CIP:</b> 4. Increase access to cultural infrastructure for all people of NSW <b>BP:</b> 3. Better for community: inclusive, connected and diverse; 4. Better for people: safe, comfortable and liveable
2.31	Increase early childhood creative learning programs	<b>Deliver:</b> Wagga Wagga City Council <b>Partner:</b> Early childhood organisations and enterprises	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We are proud of where we live and our identity:</b> We are a family friendly city	Belonging, Being and Becoming
2.32	Utilise Council's membership of Eastern Riverina Arts to support local creative activities and partnerships across the region	<b>Partner:</b> Wagga Wagga City Council, Eastern Riverina Arts	Ongoing	<b>Cost:</b> \$289,405: 2020-2030 (estimate based on projected population increase) <b>Funding status:</b> Funded (GPR)	<b>We are a regional capital:</b> We attract and support local businesses and industry <b>We are a tourist destination:</b> We have a variety of events, festivals and activities	

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.33	Extend the opening hours of the Wagga Wagga City Library and other cultural facilities	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> Option A: Extension of operating hours to Sundays and earlier opening Monday morning: \$97,078 <b>Option B:</b> Extension of hours as above, with additional afternoon access through the Level 0 lagoon entrance: \$158,796 <b>Funding status:</b> Not funded (GPR – business case proposed for FY20/21)	<b>We are a tourist destination:</b> We have a variety of events, festivals and activities <b>We are a hub for activity:</b> We have a vibrant nightlife <b>We are proud of where we live and our identity:</b> We are a family friendly city <b>We have opportunities to connect with other:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> 4. Increase access to cultural infrastructure for all people of NSW
2.34	Undertake a strategic review of the Wagga Wagga Art Gallery	<b>Deliver:</b> Council	Stage 1: 1-5 years Stage 2: 1-5 years	<b>Cost:</b> \$50,000 <b>Funding status:</b> Stage 1: Not funded (options: GPR, external grants) Stage 2: Not funded (options: GPR, external grants, developer contributions)	<b>We are proud of where we live and our identity:</b> We value our heritage	<b>ROSC:</b> MP21. Develop a Wagga Wagga Art Gallery Masterplan <b>RMRP:</b> 7. Promote tourism opportunities <b>RNSW20:</b> 7. Draw in more domestic and international tourists <b>CIP:</b> 11. Build capacity for planning, funding and delivery of cultural infrastructure
2.35	Publish the cultural collections of Wagga Wagga City Council online to promote public access and research.	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are proud of where we live and our identity:</b> We value our heritage	<b>CIP:</b> 5. Use digital technology to expand reach and meet community demands <b>RNSW20:</b> 6. Boost regional NSW's knowledge economy and excellence in innovation
2.36	Coordinate philanthropy, sponsorship and partnerships for Council cultural facilities	<b>Deliver:</b> Council <b>Support:</b> Community cultural and philanthropic organisations	1-5 years	<b>Cost:</b> To be determined through workforce review <b>Funding status:</b> Not funded (options: GPR)	<b>We have strong leadership:</b> We plan long term <b>We are active community members:</b> We recognise we all have a role to play	<b>RMRP:</b> 6. Promote the expansion of education and training opportunities; 7. Promote tourism opportunities <b>RNSW20:</b> 6. Boost regional NSW's knowledge economy and excellence in innovation; 7. Draw in more domestic and international tourists <b>CIP:</b> 11. Build capacity for planning, funding and delivery of cultural infrastructure



#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
<b>Creative industries and educational opportunity</b>						
2.37	Establish a Community Learning Accord between Wagga Wagga City Council and the city's educational institutions	<b>Partner:</b> Council, Charles Sturt University, TAFE NSW, other tertiary institutions, NSW Department of Education, schools	1-5 years	<b>Cost:</b> Priority project identified for Cultural Officer position (GPR) <b>Funding status:</b> Funded (GPR)	<b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We are proud of where we live and our identity:</b> We have a strong sense of place <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>RNSW20:</b> 5. Provide clear skills pathways; Boost regional NSW's knowledge economy and excellence in innovation; 8. Attract more domestic and international students <b>RMRP:</b> 6. Promote the expansion of education and training opportunities
2.38	Expand opportunities for early career internships and volunteering	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a centre for education and training:</b> We have a variety of education and training opportunities   We have employment opportunities <b>We are proud of where we live and our identity:</b> We have a strong sense of place <b>We have opportunities to connect with others:</b> We activate our community spaces to promote connectedness   Groups, programs and activities bring us together	<b>RMRP:</b> 6. Promote the expansion of education and training opportunities
2.39	Strengthen formal partnerships between cultural facilities and educational providers	<b>Partner:</b> Council, education providers	1-5 years	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We are active community members:</b> We recognise we all have a role to play <b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We have employment opportunities:</b> We have career opportunities <b>We have opportunities to connect with others:</b> Groups, programs and activities bring us together	<b>RNSW20:</b> 5. Provide clear skills pathways; Boost regional NSW's knowledge economy and excellence in innovation; 8. Attract more domestic and international students <b>RMRP:</b> 6. Promote the expansion of education and training opportunities
2.40	Support education providers to locate facilities and activities within the city centre	<b>Lead:</b> Education providers <b>Support:</b> Council	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a centre for education and training:</b> We have a variety of education and training opportunities <b>We are a hub for activity:</b> We have vibrant precincts	<b>RNSW20:</b> 6. Boost regional NSW's knowledge economy and excellence in innovation; 8. Attract more domestic and international students

#	Action	Partners and roles	Timeframe	Cost and funding status	Community Strategic Plan Links	Other strategic links
2.41	Support education providers to develop creative industries in Wagga Wagga	<b>Lead:</b> Charles Sturt University, TAFE NSW and other educational providers <b>Support:</b> Council	Ongoing	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a centre for education and training:</b> We have a variety of education and training opportunities	<b>RMRP:</b> 6. Promote the expansion of education and training opportunities <b>RNSW20:</b> 6. Boost regional NSW's knowledge economy and excellence in innovation; 8. Attract more domestic and international students
2.42	Advocate for Creative Industry development opportunities	<b>Deliver:</b> Council <b>Consult:</b> Local creative industries enterprises and entrepreneurs	1-5 years	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We are a regional capital:</b> We attract and support local businesses and industry   We are enabled by technology <b>There is growing investment in our community:</b> We foster entrepreneurs and start-ups   There is government investment to develop our community <b>We are a centre for education and training:</b> We have a variety of education and training opportunities	<b>RMRP:</b> 4. Promote activities in industrial and commercial areas <b>RNSW20:</b> 5. Provide clear skills pathways; 6. Boost regional NSW's knowledge economy and excellence in innovation; 9. Provide an attractive environment for businesses
2.43	Utilise the Wagga Wagga City Library to support Culture and Creative industry development	<b>Deliver:</b> Council	1-5 years	<b>Cost:</b> Project dependent <b>Funding status:</b> Project dependent	<b>We are a regional capital:</b> We attract and support local businesses and industry <b>There is growing investment in our community:</b> We foster entrepreneurs and start-ups <b>We are proud of where we live and our identity:</b> We are a multicultural community	<b>ROSC:</b> MP10. Expand and activate the multicultural services at Wagga Wagga City Library; MP12. Increase and activate ongoing coordination, program and service delivery for youth in areas of high need <b>RMRP:</b> 6. Promote the expansion of education and training opportunities <b>CIP:</b> 11. Build capacity for planning, funding and delivery of cultural infrastructure
2.44	Review and evaluate the Cultural Plan	<b>Deliver:</b> Council	Ongoing	<b>Cost:</b> \$0 <b>Funding status:</b> Not applicable	<b>We have strong leadership:</b> We are accountable and transparent	

## Appendices

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### Appendix 1: Development and Support

#### Acknowledgements

Council gratefully acknowledges the generosity, advice and knowledge sharing of many Wiradjuri and First Nations Elders and community members throughout the consultation and drafting of this Plan.

We thank all 600 artists, cultural leaders and residents who took part in face to face consultations with us, and to the people who contributed all 844 submissions and comments during the development of this Plan. Thankyou for volunteering the ideas and experiences that shaped this vision to serve our community.

This Plan could not have been made without the vital input and advice of dozens of arts and culture groups, educational providers and cultural organisations that operate within the Wagga Wagga Local Government Area, and many of these groups are listed in Appendix 2.

Council gratefully acknowledges the input provided from many peak bodies and government agencies, and their significant contributions to arts and culture in our region and beyond.

#### References

##### Wagga Wagga City Council Strategies and Planning Documents

- Wagga View – Community Strategic Plan 2040 (2017)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/community-strategic-plan-wagga-view](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/community-strategic-plan-wagga-view)
- Disability Inclusion Action Plan 2017-2021 (2017)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/disability-inclusion-action-plan-2017-2021](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/disability-inclusion-action-plan-2017-2021)
- Reconciliation Action Plan 2021 (2019)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/reconciliation-action-plan-2021](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/reconciliation-action-plan-2021)
- Recreation, Open Spaces and Community Plan 2040 (2017)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/recreation-open-space-and-community-strategy-and-implementation-plan-2040](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/recreation-open-space-and-community-strategy-and-implementation-plan-2040)
- Riverside Wagga Wagga Strategic Masterplan (2009)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/riverside-masterplan](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/riverside-masterplan)
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- Wagga Wagga Integrated Transport Strategy 2040 (2018)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/wagga-wagga-integrated-transport-strategy-2040](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/wagga-wagga-integrated-transport-strategy-2040)
- Wagga Wagga Local Environment Plan 2010 (2010)  
[wagga.nsw.gov.au/city-of-wagga-wagga/planning-dev/plans-policies-and-controls/wagga-wagga-planning-documents](http://wagga.nsw.gov.au/city-of-wagga-wagga/planning-dev/plans-policies-and-controls/wagga-wagga-planning-documents)
- Wiradjuri Heritage Study (2002)  
[wagga.nsw.gov.au/city-of-wagga-wagga/community/community-support/aboriginal-services/wiradjuri-heritage-study](http://wagga.nsw.gov.au/city-of-wagga-wagga/community/community-support/aboriginal-services/wiradjuri-heritage-study)

- Wagga Wagga Community Directory (2019)  
[mycommunitydirectory.com.au/New\\_South\\_Wales/Wagga\\_Wagga](http://mycommunitydirectory.com.au/New_South_Wales/Wagga_Wagga)
- Workforce Plan 2017-2021 (2017)  
[wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/workforce-plan](http://wagga.nsw.gov.au/city-of-wagga-wagga/council/plans-and-reports/planning-for-our-community/workforce-plan)

#### NSW Government Strategies and Planning Documents

- NSW Premier's Priorities (2019)  
[nsw.gov.au/improving-nsw/premiers-priorities](http://nsw.gov.au/improving-nsw/premiers-priorities)
- NSW State Priorities (2015)  
[nsw.gov.au/improving-nsw/projects-and-initiatives](http://nsw.gov.au/improving-nsw/projects-and-initiatives)
- NSW State Infrastructure Strategy 2018-2038 (2018)  
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[planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Riverina-Murray](http://planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Riverina-Murray)
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[riverinamurray.com.au/resources](http://riverinamurray.com.au/resources)
- Create in NSW: The NSW Arts and Cultural Policy Framework (2015)  
[create.nsw.gov.au/arts-in-nsw/create-in-nsw/the-nsw-arts-and-cultural-policy-framework-create-in-nsw](http://create.nsw.gov.au/arts-in-nsw/create-in-nsw/the-nsw-arts-and-cultural-policy-framework-create-in-nsw)
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[create.nsw.gov.au/category/cultural-infrastructure](http://create.nsw.gov.au/category/cultural-infrastructure)
- NSW Aboriginal Arts and Cultural Strategy (2015)  
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- Better Placed: an integrated design policy for the built environment in NSW (2017)  
[governmentarchitect.nsw.gov.au/policies/better-placed](http://governmentarchitect.nsw.gov.au/policies/better-placed)
- The Economic Value of Arts, Screen and Culture to NSW (2016)  
[create.nsw.gov.au/resources/economic-value-of-arts-screen-and-culture-to-nsw-report](http://create.nsw.gov.au/resources/economic-value-of-arts-screen-and-culture-to-nsw-report)
- Culture, Value and Place (Clark, G, Moir, E, Moonen, T, Morrissey, C, Nunly, J: 2018)  
[create.nsw.gov.au/resources/the-value-of-culture-reports](http://create.nsw.gov.au/resources/the-value-of-culture-reports)

#### Australian Government Publications

- Creative Skills for the Future Economy (2019)  
[arts.gov.au/publications/creative-skills-future-economy](http://arts.gov.au/publications/creative-skills-future-economy)
- Stats and Stories: The Impact of the Arts in Regional Australia (2015)  
[regionalarts.com.au/articles/publications](http://regionalarts.com.au/articles/publications)
- Corporate Plan - Department of Infrastructure, Transport, Cities and Regional Development (2019)  
[infrastructure.gov.au/department/about/corporate-plan.aspx](http://infrastructure.gov.au/department/about/corporate-plan.aspx)
- Australia Council for the Arts: Engagement with arts and culture in Riverina (2019)  
[australiacouncil.gov.au/research/electorate-profiles/riverina/#!Riverina](http://australiacouncil.gov.au/research/electorate-profiles/riverina/#!Riverina)

#### Other Resources

- Wagga Wagga City Council Community Profile (2019)  
[profile.id.com.au/wagga-wagga](http://profile.id.com.au/wagga-wagga)
- Cultural Development Network: Cultural Development Planning Framework (2019)  
[culturaldevelopment.net.au](http://culturaldevelopment.net.au)
- Understanding the value of arts & culture: The AHRC Cultural Value Project (Crossick, G & Kaszynska, P: 2016)  
[ahrc.ukri.org/documents/publications/cultural-value-project-final-report](http://ahrc.ukri.org/documents/publications/cultural-value-project-final-report)
- Belonging, Being and Becoming: The Early Years Learning Framework for Australia (2009)  
[education.gov.au/early-years-learning-framework-0](http://education.gov.au/early-years-learning-framework-0)



- 
- Creative Ecologies  
[creativeecologies.net](http://creativeecologies.net)
  - All Culture is Local: A good practice guide to regional cultural mapping and planning from local government (ed. Andersen, L, Malone, M: 2013)  
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  - Creative Placemaking (Markusen, A, Gadwa, A: 2010)  
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  - The Fourth Pillar of Sustainability: Culture's essential role in public planning (Hawkes, J: 2001)  
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  - Creative Riverina (2019)  
[creativeriverina.com](http://creativeriverina.com)
  - Cultural Mapping Toolkit (Creative City Network of Canada: 2010)  
[creativecity.ca/publications.php](http://creativecity.ca/publications.php)
  - Valuing Australia's Creative Industries (Creative Industries Innovation Centre: 2013)  
[sgsep.com.au/projects/australias-creative-industries-valuation](http://sgsep.com.au/projects/australias-creative-industries-valuation)



Fusion Festival - Image Jack of Hearts Studios

## Appendix 2: Cultural facilities and organisations listing

This audit of cultural facilities and organisations was compiled by Wagga Wagga City Council staff during the consultation phase of this Plan.

Don't see your group listed? Please contact Council's Cultural Officer on 1300 292 442 to have your organisation included.

Organisation name	Website	Organisation type	Primary discipline / sector	Secondary discipline/s	Primary function	Secondary function/s
Creative Riverina (Eastern Riverina Arts)	creativeriverina.com	Community	Multiple disciplines		Directory	
Wagga Wagga Community Directory (Wagga Wagga City Council)	mycommunitydirectory.com.au/ New_South_Wales/Wagga_Wagga wagga.nsw.gov.au/city-of-wagga- wagga/community/directory	Government	Multiple disciplines		Directory	
Kurrajong	kurrajong.com.au	Community	Community Services	Visual Arts Craft	Education & Training	
South City Men's Shed	Gumly Gumly Public School, Gumly Gumly NSW 2652	Community	Community Services	Craft	Association	Venue
Wagga Wagga Men's Shed	sites.google.com/site/ menshedwaggawagga/	Community	Community Services	Craft	Association	Venue
Wagga Wagga Women's Shed	facebook.com/wwwshed	Community	Craft	Community Services Multiple disciplines	Association	Venue
River & Wren Market	riverandwrenmarket.com.au	Private	Craft	Visual Arts Design	Venue	
Forum 6 Cinema	wagga.forum6.com.au	Private	Digital & Screen Arts	Theatre Music	Venue	
U3A	waggawagga.u3anet.org.au	Community	Education	Multiple disciplines	Association	
Riverina Community College	rcc.edu.au	Education	Multiple disciplines		Education & Training	Venue Production
Charles Sturt University - School of Communication & Creative Industries	scci.csu.edu.au	Education	Multiple disciplines		Education & Training	
Erin Earth	erinearth.org.au	Community	Education	Visual Arts	Venue	
Wagga Wagga & District Historical Society	wwdhs.org.au	Community	Heritage	Literature	Association	Venue
Wagga Wagga and District Family History Society	waggafamilyhistory.org.au	Community	Heritage	Literature	Association	Education
Charles Sturt University - Regional Archives & University Art Collection	csu.edu.au/research/archives	Education	Heritage	Visual Arts	Collection Management	Research Venue
RAAF Wagga Aviation Heritage Centre	airforce.gov.au	Government	Heritage		Venue	Education
Wagga Wagga Rail Heritage Station Museum & Model Trains	waggarailwaymuseum.com	Community	Heritage		Venue	Collection Management



Organisation name	Website	Organisation type	Primary discipline / sector	Secondary discipline/s	Primary function	Secondary function/s
Wagga Wagga City Council - Museum of the Riverina	<a href="http://museumriverina.com.au">museumriverina.com.au</a>	Government	Heritage	Visual Arts Craft Design Digital & Screen Arts	Venue	Collection Management Production
Wagga Amateur Radio Club	<a href="http://warc.org.au">warc.org.au</a>	Community	Heritage		Association	
Wagga Wagga Veteran and Vintage Motor Club	<a href="http://www.vmcinc.wordpress.com">www.vmcinc.wordpress.com</a>	Community	Heritage		Association	
Society for Creative Anachronism	<a href="http://bordescros.iochac.sca.org">bordescros.iochac.sca.org</a>	Community	Heritage		Association	Production Venue
Booranga Writers Centre	<a href="http://arts-ed.csu.edu.au/booranga">arts-ed.csu.edu.au/booranga</a>	Community	Literature		Association	Venue Creative Services
Charles Sturt University - Library	<a href="http://library.csu.edu.au">library.csu.edu.au</a>	Education	Libraries		Education & Training	Venue Research
TAFE NSW - Library	<a href="http://rit.tafensw.edu.au/library">rit.tafensw.edu.au/library</a>	Education	Libraries		Education & Training	Venue Research
Wagga Wagga City Council - Wagga Wagga City Library	<a href="http://wagga.nsw.gov.au/library">wagga.nsw.gov.au/library</a>	Government	Libraries	Multiple disciplines	Venue	Collection Management Education & Training
Riverina Regional Library	<a href="http://rri.nsw.gov.au">rri.nsw.gov.au</a>	Government	Libraries		Collection Management	Education & Training Production
Collins Booksellers Wagga Wagga	<a href="http://collinsbooks.com.au">collinsbooks.com.au</a>	Private	Literature		Venue	
Gateway Books	<a href="http://gatewaybookshop.com.au">gatewaybookshop.com.au</a>	Private	Literature		Venue	
2AAA FM	<a href="http://2aaa.net">2aaa.net</a>	Community	Media	Music	Promotion	
ABC Riverina	<a href="http://abc.net.au/radio/riverina">abc.net.au/radio/riverina</a>	Government	Media		Promotion	Education & Training
Association of Riverina Cultural Clubs (ARCC)	131 Tarcutta Street, Wagga Wagga NSW 2650 Includes Hand Weavers and Spinners; Wagga Wagga Potters Club; Riverina Games Association; Bonsai Society; CWA Riverina Club; Riverina Woodworks Club; Garden Club; Machine Knitters and the Wilderness Walkers; as well as Alliance Francaise; Antiques Society; Embroiderers Guild; Patchwork and Quilters; Evening CWA; Stamp Club	Community	Multiple disciplines		Association	Venue Production Education & Training
Eastern Riverina Arts	<a href="http://easternriverinaarts.org.au">easternriverinaarts.org.au</a>	Government	Multiple disciplines		Association	Venue Education & Training
Riverina Conservatorium of Music	<a href="http://rivconmusic.nsw.edu.au">rivconmusic.nsw.edu.au</a>	Education	Music		Education & Training	Venue
Music NSW	<a href="http://musicnsw.com/program/regional-music-officers">musicnsw.com/program/regional-music-officers</a>	Government	Music		Creative Services	Research



Organisation name	Website	Organisation type	Primary discipline / sector	Secondary discipline/s	Primary function	Secondary function/s
Wagga Wagga School of Arts Community Theatre (SOACT)	soact.com.au	Community	Theatre	Dance Music	Association	Venue
Riverina Playhouse	csu.edu.au	Education	Theatre	Dance Music	Venue	
Wagga Wagga City Council - Civic Theatre	civictheatre.com.au	Government	Theatre	Dance Music Visual Arts	Venue	Production
Charles Sturt University - University Theatre Ensemble	arts-ed.csu.edu.au/schools/communication-creative-industries/facilities/ute	Education	Theatre		Education & Training	Production Venue
Children's Theatre Workshop	(02) 6921 4678	Private	Theatre		Education & Training	Production
Wagga Wagga Art Society	11 Small Street, Wagga Wagga NSW 2650	Community	Visual Arts	Craft Design	Association	Production
Hands on Weavers	PO Box 5250, Wagga Wagga NSW 2650	Community	Visual Arts	Aboriginal Arts and Culture	Association	Creative Services
Australian Decorative & Fine Arts Society Riverina	adfas.org.au	Community	Visual Arts	Craft Design	Association	Education & Training
TAFE NSW	rit.tafensw.edu.au	Education	Visual Arts	Multiple disciplines	Education & Training	Production
Halfway Printfest	halfwayprintfest.com	Community	Visual Arts	Literature	Creative Services	
Charles Sturt University - HR Gallop Gallery	scci.csu.edu.au/hrgallop	Education	Visual Arts	Craft Design Digital & Screen Arts	Venue	Research
TAFE NSW - Gallery 43	rit.tafensw.edu.au	Education	Visual Arts	Multiple disciplines	Venue	Production Research
Riverina Community College - The Art Factory	riverinacc.edu.au/theartfactory	Education	Visual Arts	Performance	Venue	Production
Riverina Community College - Studio 90	riverinacc.edu.au/studio90	Education	Visual Arts	Multiple disciplines	Venue	Production
Wagga Wagga City Council - Wagga Wagga Art Gallery	wagga.nsw.gov.au/gallery	Government	Visual Arts	Craft Design Digital & Screen Arts	Venue	Collection Management Production
Create Hub Riverina	createhubriverina.com.au	Private	Visual Arts	Music Dance Theatre	Venue	Production
Rabbit Books & Art House Studio	rabbitbooksarthouse.com	Private	Visual Arts	Literature	Venue	Production
Paper Pear	paperpear.com	Private	Visual Arts		Venue	Production
Friends of the Library	wagga.nsw.gov.au/library/about-your-library/friends-of-the-library	Community	Literature		Association	
Friends of the Gallery	fogww.com	Community	Visual Arts		Association	
Multicultural Council	mcwww.org.au	Community	Community Services	Multiple disciplines	Association	Production

Organisation name	Website	Organisation type	Primary discipline / sector	Secondary discipline/s	Primary function	Secondary function/s
Wagga Young Writers Group		Community	Literature		Association	Production
Embroiderers' Guild NSW – Wagga Wagga	embroiderersguildnsw.org.au/ Groups/Group-WaggaWagga	Community	Craft	Design	Association	Production
Summer School for Strings	riverinasummerstrings.com.au	Community	Music		Education & Training	Production
Wagga Picture Frames – Docker Street Gallery	waggapf.com.au	Private	Visual Arts		Venue	Production
PCYC Wagga Wagga	pcycnsw.org.au/wagga-wagga	Community	Multiple disciplines		Venue	
Glenfield Community Centre	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Lake Albert Community Centre	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Senior Citizens Centre	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Ashmont Ngurra Youth Hub	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Currawarna Community Centre	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Collingullie Soldiers' Memorial Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Galore Hall and Progress Association	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Ladysmith Memorial Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Mangoplah Public Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Oura Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Tarcutta Memorial Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Uranquinty Community Centre	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Oberne Community Centre	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	
Humula Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/ booking-a-hall	Government	Multiple disciplines		Venue	

Organisation name	Website	Organisation type	Primary discipline / sector	Secondary discipline/s	Primary function	Secondary function/s
Wagga Wagga Showgrounds	waggashow.com.au	Private	Multiple disciplines		Venue	
Downside Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/booking-a-hall	Government	Multiple disciplines		Venue	
Euberta Public Hall	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/booking-a-hall	Government	Multiple disciplines		Venue	
Apex Park	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/parksreserves	Government	Multiple disciplines		Venue	
Bosley Park	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/parksreserves	Government	Multiple disciplines		Venue	
Collins Park	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/parksreserves	Government	Multiple disciplines		Venue	
Victory Memorial Gardens	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/councilbookings/parksreserves	Government	Multiple disciplines		Venue	
Botanic Gardens and Zoo	wagga.nsw.gov.au/city-of-wagga-wagga/recreation/parks/botanic-gardens	Government	Multiple disciplines		Venue	
Wollundry Amphitheatre	https://civictheatre.com.au/venue-hire/amphitheatre	Government	Multiple disciplines		Venue	

*Disclaimer: Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While Wagga Wagga City Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.*



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2

EVENTS STRATEGY & ACTION PLAN 2020-24 | WAGGA WAGGA CITY COUNCIL

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Photography credit: All images are the intellectual property of Wagga Wagga City Council.

## Acknowledgement of country

Wagga Wagga City Council acknowledges the Traditional Custodians of this land, the Wiradjuri people, and pays respect to Elders both past and present.

Wagga Wagga City Council has a long history and association with local First Nations Peoples communities within the Local Government Area (LGA).

Wagga Wagga City Council values the diversity of the locally community and supports reconciliation by working consistently in partnership with the local Wiradjuri and First Nations community, ensuring the process is based on respect, trust and a spirit of openness.





## Executive summary

The Events Strategy and Action Plan 2020 – 2024 (the strategy) provides a five-year framework and a strategic approach to the development, acquisition and investment in events in the Wagga Wagga Local Government Area. This strategy will position Wagga Wagga as a leading regional events destination that offers a diverse, vibrant and inclusive calendar of events that generate positive economic, cultural, social and environmental outcomes for the city.

The strategy supports the vision for Wagga Wagga in its growth to a city of 100,000 by 2038 and is the first strategy of its kind for Wagga Wagga City Council. It aligns with significant local, regional and state-based strategies and plans such as the NSW Government State-wide Destination Management Plan 2019 and the Riverina Murray Destination Management Plan 2018.

The key goals outlined in this strategy are influenced by the four guiding principles identified in Council's Community Strategic Plan (CSP); thriving, innovative, connected and inclusive. There are three over-arching goals within this document and they are centred around lifestyle and legacy, growing destination reputation and generating economic impact.

The strategy draws on best practice event management from other destinations as well as the aspirations of our local event stakeholders and community. It is designed to be flexible to meet changing market needs, funding opportunities and priorities. It will build on the current successes of the city's calendar of events and will work towards further enhancing the city's reputation as an event friendly destination.



## Vision

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*Wagga Wagga attracts extraordinary event experiences  
that connect people and place,  
creating a positive legacy for the community.*

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## Aspirations

- Events demonstrate our potential as a thriving regional city
- Events tell our story and showcase our community spirit
- Events boost our economy
- Events unite us

## Event strategies and outcomes



### Create lifestyle and legacy benefits

1. Create social and community benefits through enhanced liveability, cultural and social inclusion
2. Create positive legacies for the city through urban renewal and improved accessibility
3. Facilitate the activation of event infrastructure and precincts across the city
4. Advocate for sustainable event management



### Grow destination reputation

1. Build Wagga Wagga's profile as a leading regional events destination for NSW
2. Strengthen investment through events attraction
3. Build the capacity of local event organisers and industry



### Generate economic benefit

1. Increase the economic contribution from key visitor markets
2. Ensure Council's sponsorship funding programs are achieving the maximum return on investment
3. Grow new visitor markets that align to key (new) product/destination initiatives
4. Support the growth of key industry sectors
5. Maintain a high standard of promotion of events to visitors and residents





## Purpose and scope

This strategy has been developed based on desktop research and analysis of best practice models for event attraction, development and growth. Further consultation will be undertaken with event organisers, tourism operators, venue operators, sporting associations and clubs, community service organisations, and our regional tourism body, Destination Riverina Murray to finalise this strategy.

The development of the Wagga Wagga City Council Event Strategy and Action Plan is also informed by Council's vision for the city defined in the Community Strategic Plan and Operational Plan and Delivery Program.

The purpose of this strategy and action plan is to:

1. Build on what is unique about Wagga Wagga's community through the events
2. Co-ordinate an annual calendar of successful and innovative events across the city that align to strategic priorities
3. Identify Council's role in events as:
  - Partner and facilitator
  - Sponsor
  - Creative producer
  - Promoter and supporter
4. Identify economic opportunities that derive from events
5. Build the capacity and support for quality event experiences in the city



## Event characteristics

### What are events?

For the purposes of this strategy an 'event' has the following characteristics:

- Can be one-off, held annually or occur regularly
- Open to the public and/or a specific interest group
- Has a pre-determined beginning and end date/s and time/s
- May be staged in a single venue or at multiple venues
- Can be conducted on a single day, over a number of days or weeks
- Subject matter focuses on one area/activity or a number of areas/activities
- Can be commercial or not-for-profit

### The value of events

Events bring people together, contributing to wellbeing, strengthening cultural identity and harmony and make the city a more vibrant place to live. Events can also be a catalyst for infrastructure improvements and commercial investment. Hosting events builds the profile of Wagga Wagga, promoting the destination to potential visitors, creating business connections and can enhance perceptions of the city and region.

Tourism events are a key driver behind visitation and can be an effective tool in reducing the impacts of seasonality for the tourism industry. Research shows that for 57% of first-time visitors to the region, the event was the main reason for visiting; likewise for 69% of repeat visitors. Source: TRA, Drivers of Regional Tourism 2014.

Some events may be more valued for their economic contribution to the city than for any social benefits and vice versa. For the purposes of this strategy, three main benefit streams associated with events have been defined:

### Lifestyle and Legacy

*Events create lasting social and cultural benefits, utilising existing assets and infrastructure, attracting new investment ensuring positive legacy for the city.*

Events make cities more vibrant and interesting places to live, connecting people and communities, giving them a sense of identity and place. Events also accelerate social development and trigger investment in legacy infrastructure or investment, i.e. upgrade a park to hold events.

These benefits cover a range of impacts, both short-term and long-term:

- Facilitates participation, activation and engagement
- Develops local pride in place
- Inspires and supports emerging creative industries
- Fosters intercultural understanding, building social cohesion and community harmony
- Creates attractiveness and safety in public spaces
- Supports innovation, entrepreneurial energy and capability

### Destination Reputation

*Events grow the city's reputation as an events destination by attracting national media attention, government and stakeholder recognition, and positive word of mouth recommendations, strengthening Wagga Wagga's image as a great place to live, work, invest and visit.*

Hosting events has beneficial impacts on a city's image and can be a cost-effective way of promoting the city's brand to potential visitors, relocators and investors. Having a positive public image for both the destination and Council, assists not only with visitation, but also livability and the possibilities for entrepreneurial innovation.

Benefits include:

- Strengthening the city's reputation and brand as a regional, national and international visitor and events destination
- Assists in creating a positive image of Council among stakeholders and the community

### Economic Benefit

*Events increase the value of the visitor economy through overnight expenditure and the creation of employment opportunities for the local community.*

Tourism events can create economic benefit through overnight stays and visitor expenditure in tourism, hospitality and retail sectors. Event organisers procure local goods and services, contributing to a robust local economy.

Benefits include:

- Driving visitation and economic activity
- Supporting local business involved in the delivery of events



## Strategic context

This strategy has been developed in consideration of and alignment to relevant local, regional and state community and tourism plans. It supports the strategic goals and objectives of the following strategic partners and stakeholders.

State	
NSW Government, Destination NSW & The Regional Conferencing Unit	<ul style="list-style-type: none"> <li>• <b>NSW Government Visitor Economy Industry Action Plan 2030:</b> Strives to achieve \$55 billion in overnight visitor expenditure by 2030.</li> <li>• <b>NSW Government Statewide Destination Management Plan 2019:</b> One of eight strategic objectives outlined in this Plan is to build a sustainable events calendar for NSW.</li> <li>• <b>NSW Food and Wine Tourism Strategy &amp; Action Plan 2018 – 2022:</b> One of five strategies outlined in this Plan is to support the development of sustainable food and wine events and leverage existing events to showcase NSW food &amp; wine.</li> <li>• <b>NSW Regional Conferencing Strategy and Action Plan 2017 – 2021:</b> Aims to build capability, improve NSW's competitive position, stimulate demand and return the business events sector to growth.</li> <li>• <b>NSW Aboriginal Tourism Action Plan 2017 – 2020:</b> One of the four major goals outlined in this Plan is to develop new sustainable market and export-ready Aboriginal cultural events.</li> </ul>
NSW Government Office of Sport	<ul style="list-style-type: none"> <li>• <b>NSW Government Office of Sport Strategic Plan 2018 – 2022:</b> Strives to deliver social and economic benefits for communities.</li> </ul>
Regional Arts NSW	<ul style="list-style-type: none"> <li>• <b>Create in NSW - NSW Arts and Cultural Policy Framework:</b> Supports vibrant arts and cultural activity across NSW.</li> </ul>
Regional	
Destination Riverina Murray	<ul style="list-style-type: none"> <li>• <b>Riverina Murray Destination Management Plan 2018:</b> Identifies hero experiences, priority projects and a need to develop a coordinated approach to festivals and events across the region with a focus on increasing the business event and conference market.</li> </ul> <p>The Riverina Murray Destination Management Plan 2018 (DMP), outlines important features of Wagga Wagga's visitor economy including:</p> <ul style="list-style-type: none"> <li>• A regional airport with daily flights to/from Sydney and Melbourne via Qantaslink and Regional Express;</li> <li>• A large business centre that generates significant mid-week business travel;</li> <li>• A major regional health precinct;</li> <li>• A strong education sector and Charles Sturt University;</li> <li>• The recent gentrification of the CBD and introduction of higher quality food, drink and accommodation options;</li> <li>• Development of new venues to support regional conferencing</li> </ul> <p>The DMP identifies Events and Festivals to be a key strength of the Eastern Riverina in addition to History and Heritage, Sport and Recreation, Rivers and Waterways. To a lesser degree, the DMP deems Business and Conferencing among the Eastern Riverina strengths, noting there's an opportunity to improve product, awareness and profile.</p> <p>The emergence of Arts and Culture, Nature and Parks, Wine, Brewing and Distilling product and experiences has also been highlighted in the DMP. These hero experiences are relevant to this strategy as they provide strategic direction to develop event experiences most likely to achieve Council's broader visitor economy goals and objectives.</p>



## Local

### Wagga Wagga City Council

The development of the strategy is informed by Council's Vision for the City defined in the Community Strategic Plan and Operational Plan and Delivery Program.

- **Wagga View - Community Strategic Plan 2040:** The four guiding principles identified in Council's Community Strategic Plan (CSP); thriving, innovative, connected and inclusive provide the overarching context for the strategy framework and Council's role as facilitator, sponsor, producer and promotor.

This strategy seeks to complement the following Wagga Wagga City Council strategic plans and initiatives:

- **Draft Wagga Wagga Cultural Plan 2020 – 2030**
- **Reconciliation Action Plan 2019-2021**
- **Wagga Wagga Disability Inclusion Action Plan 2017 – 2021**
- **Riverside Wagga Wagga Strategic Master Plan 2010**
- **Recreation, Open Space and Community Strategy and Implementation Plan 2040**





## Wagga Wagga's event landscape

Wagga Wagga boasts a diverse and vibrant calendar of cultural, social business, leisure and sporting events, which drive visitation and generate significant economic, social and environmental outcomes for the region.

The city has the capacity to host large annual events and events such as Gears and Beers, Wagga Gold Cup, Fusion Multicultural Festival and deliver high profile, one-off events such as the 2018 Queen's Baton Relay.

Sports tourism, through the delivery of Council supported events, continues to grow due to strong relationships with national, state and local sporting organisations and promoters. Infrastructure master planning, current sporting infrastructure, proximity to Canberra, along with access to the city via air, rail and road has assisted Council to secure agreements to host annual sporting carnivals such as the multi day NSW Junior State Touch Carnival as well as Canberra Raiders premiership, AFL pre-season and A-League matches.

The city is considered an affordable option for state sports organisations seeking a host city for their annual sporting carnivals. In conjunction with major events, annual sporting carnivals help fill accommodation in off-peak periods as well as generating awareness of our city and building our hosting capacity over time.

New festivals and events including Lost Lanes and the Wagga Wagga Mardi Gras add depth to the city's events offering, providing opportunities to showcase Wagga Wagga to new markets and encourage travel to the region.

## Events snapshot 2018/19

Eight major tourism events were hosted in our city during 2018/19, with over 50,000 attendees, generating an estimated economic impact of \$10.5M and 30,000 visitor nights. These events included NSW Junior Touch Carnival, NRL – Canberra Raiders, Wagga Mardi Gras, Wagga Gold Cup/Town Plate, Wagga Swap Meet, Gears and Beers, Stone the Crows and the National Skeet Championships.

March and October represent peak event months and August, January and November are typically the low season for tourism and events.



### Council events & contributions

**25,000+**

attendees attracted to five Council-led events in 2018/19 - Lost Lanes, Spring Jam, Fusion, Australia Day, Wagga Wagga Comedy Festival

**\$18,020**

funded by Council to nine community events through the 2018/19 Annual Grants Program Events Category

**\$174,468**

worth of fees waived across 62 events

**\$40,000**

provided to NSW Field Hockey State Championships, Bowls NSW Inter-Zone Competition, ACT Brumbies Super 7s, Swimming NSW Regional meet and Championship League Basketball 3x3 through the Sports Attraction budget

**\$74,980**

awarded to Gears and Beers, Stone the Crows, Gammacon, ReAqua Renewables in Agriculture Conference, Cork and Fork Festival, Wagga Mardi Gras, Food I Am – Let's Eat and the Wagga Swap Meet through Council's Major Events, Festivals and Films Sponsorship program



### Event promotion

**560+**

events were promoted throughout the year on the Visit Wagga website

**50,000+**

What's On guides published and distributed

**5000+**

Wagga Events Facebook grew to over 5000 followers, 75% female with an average age of 25-34 years



### Event Capacity

**1800**

rooms with a capacity of 4,000 bed nights in commercial accommodation (excluding short term holiday rentals)

**25**

dedicated conference and event venues

**16**

outdoor bookable event spaces

**30**

sporting facilities, 8 State level, 2 national level

## Who delivers events in Wagga Wagga?

*The success of any event is dependent on the collaboration and partnership of the many people involved.*

### Council

In addition to the delivery of large Council led community events, Council delivers an annual schedule of community, cultural, environmental, sporting and recreation events and public programs. Some of these include, but not limited to, Fresh (combined Seniors and Youth), NAIDOC Week and Science Festival.

Council also provide logistical support to a range of smaller community run events from fundraisers through to sports tourism events.

Each year, Council supports local initiated events through the Annual Grants Program and tourism events through the Major Events, Festivals and Films Sponsorship program in addition to fee waiver support through Section 356 donations. In doing so, Council strives to support an increase in the city's destination profile (brand awareness), economic impact, venue activation and community participation.

### Council financial contributions to event organisers

In 2018/19 Council provided \$174,468 in fee waivers and Section 365 Donations across 62 events.

Contribution type	Amount
Fees Waivers/Sponsorships	174,468
Annual Grants Program (events only across all categories)	42,167
Road Closures	23,834
Major Events Sponsorship	74,980
<b>Total</b>	<b>315,448</b>

Council makes available dedicated open spaces, sporting grounds, Council buildings and halls for event organisers. Maintenance costs on these facilities is partly offset through booking fees. For a list of responsibilities by Council refer to Appendix 1.

Council's role	Responsibilities
<b>Sponsor</b>	<ul style="list-style-type: none"><li>• Coordinate funding programs that supports project outcomes against the program objectives</li><li>• Assist applicants to prepare competitive funding applications and achieve outcomes relevant to the program objectives</li><li>• Provide logistical advice to event producers to develop and deliver an event</li><li>• Provide cash and in-kind support to grant recipients and sponsors</li></ul>
<b>Partner and Facilitator</b>	<ul style="list-style-type: none"><li>• Provide advice, guidance and assessments for events held in public spaces, in line with the regulatory environment to ensure compliance for safe and successful events</li><li>• Facilitating partnerships</li><li>• Approval and regulatory support</li><li>• Provide and maintain places, spaces, and venues to hold events</li><li>• Provide access to event planning resources and other opportunities that help build capacity and enhance event sustainability</li><li>• Provide administrative support for event applications and bookings</li></ul>
<b>Creative Producer and Attractor</b>	<ul style="list-style-type: none"><li>• Create, develop and present events such as festivals, ceremonies, commemorations etc.</li><li>• Attract, bid and sustain events that align to the city's strategic plans, destination positioning, and infrastructure aims</li></ul>
<b>Promoter and Supporter</b>	<ul style="list-style-type: none"><li>• Curate the quarterly events calendar to showcase the diversity and quality of festivals and events held in the city</li><li>• Provide opportunities for industry development i.e. workshops, training, other</li></ul>

## Community groups

Not-for-profit organisations deliver a significant number of events with a smaller portion of events run by Council and industry.

There are large community service organisations well-resourced to deliver community events. Examples of these events include Carols in the Park, Wollundry Saturday Markets, Riverina Truck Show and Kids Convoy.

Types of community groups include:

- Community service organisations
- Schools
- Fundraising committees
- Faith groups
- Landcare groups
- Cultural and social groups

The high proportion of events run by these groups are reliant upon community volunteers who in some cases have limited professional event experience which then relies on Council resources to support their events.



## Sporting and recreation groups

Sporting clubs and associations are well resourced to deliver sporting events due to their dedicated organising committee structures and membership bases. Sports event tourism assists in filling the event calendar and accommodation during low periods. Major sporting fixtures generate brand awareness of our city and provide social benefit for the community and clubs involved.

The types of sporting groups delivering sporting events in Wagga Wagga include:

- Local clubs and associations
- Professional elite clubs and competitions
- Local, regional and national fixtures/competitions

Council's role in the delivery of sporting and recreation events can be facilitation, event attraction and delivery, promotion, venue provision and asset maintenance.

## Business and Commercial Sector

Business and commercial events draw visitors from beyond the region and are often managed by professional event organisers. Business events represent high yield per delegate spend and create mid-week bookings in venues and accommodation creating benefit for local business.

The types of groups/individuals delivering business/commercial events are:

- Event planners
- Local businesses
- Business Chambers, Business Enterprise Centres
- Education and health



## Key trends in the event sector

Desk research has been undertaken to determine current trends in the event sector. The trends identified highlight the need for event organisers within the city to evolve to meet these consumer trends and attract repeat visitation and new attendees.

These trends include:

### Increased competition and event 'sameness'

With the increase in the number of events locally and more broadly across Australia event attendees are experiencing similar performers, experiences as well as food options and formulaic programming. Increased competition leads to event saturation particularly when events have a level of 'sameness' and as a result of this 'sameness' visitors are likely focus on seeking unique, personalised and local experiences and expect authenticity including interaction with locals.

#### Opportunity:

Encourage unique, experimental, bespoke events and promote 'live like a local' experiences/hidden spots and VIP experiences to event attendees to encourage length of stay.

Support event organisers to take risks and be experimental with event programming.

### Sports tourism

Participation sports events offer strong niche appeal, with participants willing to travel to attend an event according to Tourism Australia's *Tourism Investment in Regional Australia Second Half 2019*. In regional locations, participation sports, for adults and school children, provide a key motivator for visitation throughout the year and therefore the value to the overall visitor economy should not be underestimated.

According to this report, mass participation events are also growing in popularity. Examples include Tough Mudder, which is reportedly the largest adventure race brand in the world, as well as marathons, triathlons and other sporting participation carnivals.

#### Opportunity:

Increase junior sport and recreation fixtures to grow sports tourism through sport and event attraction funding.

### Food culture

The growth of demand for quality food, coffee and paddock-to-plate experiences has grown dramatically in the past decade. Audiences are expecting quality food experiences at events with diverse and fresh food options.

#### Opportunity:

There is opportunity for events to add value and differentiate by providing quality food experiences highlighting regionally distinct products sourced locally.

### Hybrid Events

According to Eventbrite, 'hybrid events help broaden your appeal to new audiences and increase buzz with one-of-a-kind experiences'. Hybridization of events creates a broader range of relevant/complementary experiences which extends the experience for event attendees, benefiting the community and increasing overnight stays. Hybrid events allow organisers to draw more attendees by finding activities and entertainment that match the audience's interests and demographics.

An example is the Biketoberfest, delivered by the Daytona Beach Convention and Visitors Bureau, which started a scenic motorcycle rally and is now a four-day celebration of events and local business including live

music, a swap meet, and the "ROAR" Motorcycles for Women event. There are also dozens of food and drink choices at venues throughout the city.

**Opportunity:**

There is opportunity for to cluster events that have audience commonality to extend the experience.

## **Environmental Awareness**

With an increasing environmental consciousness, the community is expecting sustainable elements incorporated into all events to decrease their own, and their community's environmental footprint.

According to a report published by Skift in partnership with InterContinental Group Hotels, 'The Sustainable Future of Meetings and Events', companies looking for low carbon footprint impacts are choosing venues close to their audiences with minimal waste generation, this is now seen as a key part of their Corporate Social Responsibility programs.

**Opportunity:**

Elements for consideration include responsible consumption through the sourcing of local goods and services, minimising waste through the encouragement of BYO containers and cups, the provision of well signed and maintained bin infrastructure for the separation of waste, and alternatives for single-use plastic. There is also an opportunity to reinforce the recycling/waste community message to event attendees.

In addition, there is opportunity to target small corporate conferencing aligning to key areas of expertise/growth eg. Agriculture, health

## SWOT analysis



### Strengths

- Largest inland city in NSW – accessible via air, rail and road
- Range and quality of event infrastructure available
- Hub for regional sporting events and activity
- Event clustering in Spring and Autumn – creates excitement and engagement
- Strong sense of community and appetite for varied events on each week
- Envious regional lifestyle
- Council's commitment to master planning infrastructure development
- The city is considered an affordable host option for state sports organisations
- Promotion through social media, Council websites and traditional media
- A growing portfolio of quality events



### Weaknesses

- Poor pre-booking culture by the public (last minute purchase of tickets)
- Low brand recognition of Wagga Wagga as a destination
- Community events dominate the calendar event mix
- Inadequate event staff resourcing within Council
- Limited collaboration in industry i.e. event organisers/tourism operators
- Perception of distance for event visitation
- No Council event attraction fund outside of sport
- Many events competing for limited funding with many ad hoc enquiries coming in from event organisers for last minute support
- Managing event environmental impact
- Public transport – to/from events
- Neighbourhood/village activation
- Co-ordination of Council bookings process
- Events sponsored through Council do not always recognise Council's sponsorship to the same level as a commercial sponsor for the same value
- High costs of contracted traffic and waste management services
- Strong dependency on local government to fund and deliver events compared to other regional cities
- Weak major events portfolio





### Opportunities

- State government funding of regional tourism and events
- Population growth of city
- Creation of destination festival (organic approach)
- Decrease seasonality by developing a balanced calendar of sporting, arts/culture and leisure events
- Cluster events that have audience commonality – can share promotional strategies
- Enabling infrastructure in the pipeline i.e. Pomingalarna Multi-Purpose Cycling, Riverside Precinct
- Add value to existing events through bundling/packaging particularly around VIP personalised experiences to extend visitation and yield
- Capitalise on the community's growing appetite for experimentation and innovation in events and not deliver an event 'because that's what we have always done'
- Development of new event/product experiences that are unique to the city adding a complementary experience for visitors, particularly in food
- Streamline Council processes for bookings/approvals
- Increase junior sport and recreation fixtures (Sports Tourism)
- Upgrading venue infrastructure for state-wide and national competitions
- Small corporate conferencing aligned to key industries eg. Agri, health
- Proximity to Canberra



### Threats

- Sustainability of major events - event profitability and fatigue
- Environmental and sustainability practices
- Accommodation capacity and price gauging as well as range of accommodation offering to suit market segments
- Conflicting demands of parks and outdoor facilities
- Inundation of events in October and March due to favourable weather conditions
- Calendar crowding – competing events of the same type/audience
- Significant competition from other regional cities - high quality venues in nearby Albury-Wodonga and Canberra
- Growing event support demand on Council for many small events – skill gaps
- Event sameness

## Gap analysis

During the development of the strategy gaps in the current operation of events within Council were identified:

### Currently achieving

- Event organiser facilitation
- Event promotion
- Annual grants
- Curation and delivery of a suite of innovative council events
- Event risk management
- Post event evaluations
- Blanket DAs for key venues

### Gaps identified

- Non sport event attraction and bid development funding and resourcing
- Event administration support
- Year-round balanced calendar of events – including national sporting events balanced with cultural/social
- Packaging events – accommodation, attractions/experiences
- Document review/updates to toolkits, planning guide
- Formalised mentoring/skills development of external event organisers
- Systems to support events across the organisation – from event applications and approvals through to Customer Relationship Management
- Event support capacity within Council – increasing event facilitation, bookings, event management support
- Event infrastructure - venues not designed with events in mind, ongoing consultation needed when upgrades occurring eg. 3 phase power, lighting, pathways, parking, waste
- Managing out of round funding requests
- Support for established/flagship events

### Risk/impact

- Results in missed opportunities and lack of engagement with major events
- Current staff continue to be over committed resulting in WHS risk to the organization including fatigue management
- Potential for poor investment decisions as not well resourced, diminishing our reputation as a regional event destination
- Council seen as unsupportive of events in city as cannot adequately support them
- Potential regulatory failures due to inadequate processes/systems



Image: Beardy McBeard (Marcus Enno)



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## Challenges and opportunities

### Establishing a destination event

Many cities have an event that provides long lasting destination awareness. These events have typically grown organically and are relevant to the city's culture, aspiration and assets. Wagga Wagga's event calendar has a substantial amount of community legacy events, run by community groups that require renewal to remain relevant to the changing community needs.

The consultation and desk research supports a destination event that is relevant and organically grown and builds on the city's sport infrastructure and nature based assets. This does not have to be a single event but a program of complementary events to capture attention and increase tourism yield eg. cycling. A program of cycling events has been suggested building on the development of the new multi-purpose cycling facility, Active Travel and Riverside infrastructure as well as the success of Gears and Beers with the intention of increasing overnight stays over several weeks in late winter/early spring.

### Events and accommodation

The occupancy rate of accommodation in the CBD is relatively high, averaging 75% in 2018/19. This was largely driven by business, leisure travel and the emergence of increased travel due to the spike in infrastructure development in the city. The city can accommodate over 5,100 visitors through commercial and private properties. Commercial accommodation properties within the city account for 4,000 bed nights and this is supplemented by 226 private short-term holiday rental properties (October 2019) listed on platforms such as Airbnb and HomeAway. This adds an additional 1130 beds to the city's accommodation stock with Airbnb currently representing approximately 20% of available beds.

Accommodation capacity is considered a bottleneck in the growth prospects of tourism and events in the city. Wagga Wagga will see two new hotel investments in the near future and a potential third, adding 280 beds.

When the city is at capacity with visitors, the Visitor Information Centre maintains a property register with accommodation operators outside of the local government area. Council is currently investigating other accommodation options through the University and also the camping opportunities through private operators at certain events, where the camping area would be co-located to the event site.

### Streamlined events processes and systems

Blanket Development Applications exist for main event venues to streamline processes for event organisers. This allows event organisers to book sites without lodging Development Applications where the proposed event meets the consent conditions. Council has invested in a digital platform that enables event organisers to book spaces online. This will address the current fragmentation of booking process experienced by user groups.

### Adequate resourcing

Council's events team is relatively small, with one dedicated full time Events Officer supplemented by casual staff under supervision from the Visitor Economy and Events Co-ordinator. There is one Strategic Recreation Officer responsible for strategic planning and infrastructure for sports and recreation who is currently absorbing the delivery of sporting and recreation tourism events.

In order to develop and deliver an annual event schedule across the city additional workforce resourcing and operational program budgets will be required.

The delivery of the Council run events program will require additional resourcing if it is to maintain the level and standard of events currently delivered. Work Health and Safety including fatigue management is an identified risk. External events have increased and the ability for staff to liaise with community to provide advice, support and facilitation is at capacity due to inadequate staffing, noting a large proportion of events are run after hours and on weekends.



## Funding and sponsorship

In line with the development of this document an initial review of the Major Events, Festivals and Films Policy and guidelines and Annual Grants funding has been undertaken. This is to ensure alignment with this strategy to include incubator funding for emerging events, a flagship category, changes to the assessment criteria across community and tourism events, in addition to changed funding thresholds.

### Major Events, Festivals and Films Sponsorship

Council's Major Events, Festivals and Films Sponsorship program supports major events, across commercial and not-for-profit sectors. The current program encourages applications twice per year with sponsorship of up to \$25,000 available for a maximum of three years.

The review has recommended the following categories within the Major Events, Festivals and Films Sponsorship Policy and guidelines:

Category	Description
<b>Incubator Events</b> (previously Tier 1)	<ul style="list-style-type: none"><li>A new major tourism event in its first or second year of development – funding range \$3,000 to \$10,000.</li><li>Assessed according to the KPI's on page 30 of the draft Strategy.</li><li>Where and how the cash support is allocated will be specified in the sponsorship agreement.</li></ul>
<b>Developing Events</b> (previously Tier 2)	<ul style="list-style-type: none"><li>Supports major tourism events that have been running for more than 2 consecutive years and meet the funding criteria.</li><li>Funding range: Up to \$20,000.</li><li>Assessed according to the KPI's on page 30 of the draft Strategy.</li><li>Where and how the cash support is allocated will be specified in the sponsorship agreement</li></ul>
<b>Flagship Events</b> (new category)	<ul style="list-style-type: none"><li>Supports events that have already received the maximum allowable funding through the Major Events, Festivals and Films Sponsorship and can present a comprehensive strategy for future growth and development of its tourism potential.</li><li>The funding range is \$10,000 to \$20,000 and this sponsorship is triennial in nature to support the continued growth of the event into new visitor markets.</li><li>Any support would be evaluated annually through a sponsorship acquittal with an option for additional multi-year support.</li></ul>
<b>Out of Round Requests</b> (new category)	<ul style="list-style-type: none"><li>Supports new or unplanned opportunities that have missed the Major Events, Festivals and Films funding windows.</li><li>Restriction: maximum one per event over the event's lifecycle to a maximum of \$15,000 pending funds available in the Major Events, Festivals and Films budget.</li><li>Applicants must complete an application form responding to questions aligning to funding criteria.</li></ul>

### Annual Grants

Community grants play an important role in the development and support of local events. The current 2019/20 Annual Grants Program administered by Council supports local/community events with grants between \$500 - \$3,000 to a maximum of 3 years with a total pool of \$18,000 available.

This strategy recommends the following:

- The total funding pool is increased from \$18,000 to \$50,000 by 2021/22.
- Up to \$7,500 funding is available per event for a maximum of 3 years with option for 3-year support package for events that demonstrate well defined objectives, growth and broad appeal.
- Funding can be allocated to any event expense with the exception of salaries, major capital items, Council bonds.

## Our event vision and aspirations

The benefits of an improved events portfolio extend well beyond the immediate social and economic impacts - the bigger picture is a vibrant city that is a highly desirable place to live, work and invest.

The following vision statement encapsulates this ambition:

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*Wagga Wagga attracts extraordinary event experiences  
that connect people and place,  
creating a positive legacy for the community.*

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### Mission

Given the link between social wellbeing and long-term economic growth, the city needs to strike a balance between events that result in increased economic activity and events that make the city a more exciting and attractive place to live. The following mission statement has been developed to address this:

*To position Wagga Wagga as a leading regional events destination in NSW by offering a diverse, vibrant and inclusive calendar of events that generate positive economic, social and environmental outcomes for the city.*

### Aspirations

- **Thriving:** Events demonstrate our potential as a thriving regional city
- **Innovative:** Quality events boost our economy
- **Connected:** Events unite us
- **Inclusive:** Events tell our story and showcase our community spirit

The following goals and outcomes will be integral to achieving the vision and aspirations outlined in this strategy:

#### Create lifestyle and legacy benefits

Events create lasting social and cultural benefits, utilising existing assets and infrastructure, attracting new investment and ensuring a positive legacy for the city.

#### Grow destination reputation

Events grow the city's reputation by attracting positive media attention and word of mouth recommendations that strengthens Wagga Wagga's image as a great place to live, work, invest and visit.

#### Increase economic impact

Events increase the value of the visitor economy through overnight expenditure and the creation of employment opportunities for the local community.

## The events portfolio

A shift in focus is needed from growing the number of events to building a balanced portfolio of events that can be fully leveraged.

### Categories

Events are categorised based on scale (large to small), reach (national to local) as defined below:

Event category	Description / positioning	Attributes	Examples	Funding
<b>Destination Event (1 pa)</b>	Positions Wagga Wagga as an attractive event destination showcasing attributes, appeals to new visitor markets, developing an affinity with the destination over time.  This festival attracts significant overnight visitation and delivers long term benefits to the destination.	<ul style="list-style-type: none"> <li>Generates destination awareness with potential to attract significant long-term tourism and economic benefits, and may deliver social value for local audiences</li> <li>Draws visitors from across Australia</li> <li>Managed locally by a professional event organiser, volunteer committee or Council</li> <li>Recurring</li> <li>May be an umbrella to multiple smaller events</li> <li>Can be supported by Government funding</li> <li>Activates key infrastructure</li> <li>Offers new experiences</li> <li>Require an 18+ month lead time</li> </ul>	A series of cycling events in late winter/early spring promoted under the one banner	NEW GPR \$100k 2020/21 annual + collaboration with existing events eg Gears and Beers
<b>Major Tourism Events (10-15 pa)</b>	Events that attract significant attendee numbers and/or overnight visitation and/or enhance the profile of Wagga Wagga as a regional events destination.  These are externally run events.	<ul style="list-style-type: none"> <li>Draw visitors from outside the region</li> <li>Attract significant tourism and economic benefits</li> <li>May be one-off or recurring</li> <li>Rely on Government funding and corporate sponsorship</li> <li>Often managed by one or more paid staff members</li> <li>Require 12+ months lead time</li> </ul>	Wagga Gold Cup, Wagga Mardi Gras, Wagga Swap Meet, Stone the Crows, Gammacon	Up to \$20,000 investment per event through the Major Events budget  Events that have already received the maximum allowable funding through the Major Events, Festivals and Films Sponsorship and can present a comprehensive strategy for future growth and development of its tourism potential may be eligible for a 3 year Flagship Event support option.  OR New GPR Event Attraction budget for one off events (may be part of a circuit and not

Event category	Description / positioning	Attributes	Examples	Funding
				exclusive to the city, managed by external promoters)  Year 1 2020/21 - \$15K (funded through the Major Events Sponsorship budget carryover) Year 2 2021/22 \$30K ongoing.
<b>Niche Business Events</b> (3 - 5 events pa)	Business Events which include corporate and government meetings, incentive travel reward programs, association conventions, exhibitions and expos	<ul style="list-style-type: none"> <li>• Draws visitors from beyond the region</li> <li>• Usually managed by paid staff</li> <li>• Business events represent a higher yield per delegate spend.</li> <li>• Mid-week inflows to venues and businesses - which means that local industry and businesses have greater opportunity to benefit from the event tourism industry</li> <li>• Typically subject to a bidding process</li> </ul>	Australian Agronomy Conference Trade shows Workshops	As described above in Major Tourism Events, refer to Event Attraction budget.
<b>Sports Tourism Events</b>  <b>Active Sports Tourism Carnivals</b> (10)	There are two categories of sport events:  1. Active Sport Tourism – travel to a destination to participate in a sporting event, generating economic benefit, destination awareness and repeat visitation.	<ul style="list-style-type: none"> <li>• Active Sports Tourism</li> <li>• 2-night minimum stay (Carnivals)</li> <li>• Supports the local economy during low periods, filling accommodation room nights and providing consistent business to restaurants, retailers and local attractions</li> <li>• Draw visitors from across NSW</li> <li>• Generate awareness of the destination and help build hosting capacity over time</li> </ul>	NSW Junior State Touch Carnival, Hockey Masters, Netball Masters, National Skeet Championships	New GPR 2020/21 +\$20k Over 4 years to \$100k + in kind support with traffic management + operations.
<b>Marquee Sports Events</b> (1-2)	2. Marquee Sports Events are elite sporting fixtures, not specifically linked to a destination with social, community benefit, destination awareness and legacy benefits.	<ul style="list-style-type: none"> <li>• Supports new infrastructure</li> <li>• Marquee Sporting Events</li> <li>• Generates significant media coverage and raises destination awareness</li> <li>• Social and community benefit</li> <li>• Typically subject to a bidding process</li> <li>• Draw visitors from across NSW</li> </ul>	AFL, AFLW, NRL, A-League, W-League	Specific budget requests through Council reports.



Event category	Description / positioning	Attributes	Examples	Funding
		<ul style="list-style-type: none"> <li>Generate awareness of the destination and help build hosting capacity over time</li> <li>Supports new infrastructure</li> </ul>		
<b>Community Events (Unlimited)</b>	Events that foster community pride and generate social, cultural and/or environmental benefits within the community	<ul style="list-style-type: none"> <li>Foster community pride and deliver social, cultural value for local audiences</li> <li>Maybe one off or recurring</li> <li>Generally attract attendance numbers from 200 – 5,000</li> <li>Platform for community to be showcased</li> <li>May generate economic benefit to event suppliers and food vendors</li> <li>Rely on support from Wagga Wagga City Council and sponsors</li> <li>Shorter lead times</li> </ul>	Riverina Truck Show and Kids Convoy, Carols in the Park, Pink Stumps	<p>Up to \$7,500 investment through Annual Grants budget (increased from \$3,000)</p> <p>Year 1 2020/21 \$45K (funded through the Major Events Sponsorship budget carryover of \$25K).</p> <p>Year 2 2021/22 \$50K (new GPR \$30K ongoing).</p> <p>Events demonstrating growth and broad community appeal may apply for funding beyond the initial 3 year support.</p>
<b>Council Events and Festivals</b>	Events that are delivered by Council to meet Council's CSP priorities	<ul style="list-style-type: none"> <li>Foster community pride and deliver social, cultural value for local audiences</li> <li>Maybe one off or recurring</li> <li>Platform for community to be showcased</li> <li>May generate economic benefit to event suppliers and food vendors</li> </ul>	<p>Australia Day, Fresh, Citizenship Ceremonies, Fusion, Spring Jam, Wagga Comedy Festival, Lost Lanes and New Year's Eve.</p> <p>Includes Council's annual schedule of community, cultural, environmental, sporting and recreation events and public programs including Fresh (combined Seniors and Youth), NAIDOC Week and Science Week.</p>	<p>GPR/Operational budgets, project dependent</p> <p>+external project funding</p>

## Determining our priorities

The following KPIs will be used in evaluating events to attract and fund to assist in building Wagga Wagga's events portfolio with a clear difference between community benefit and tourism event assessment:

Category	Lifestyle and Legacy	City reputation and appeal	Economic Impact
Destination Event	<ul style="list-style-type: none"> <li>Activates existing and/or enables new infrastructure</li> <li>Create new experiences</li> </ul>	<ul style="list-style-type: none"> <li>Media reach: Regional to international</li> <li>Repeat visitation</li> <li>The fit with destination positioning</li> </ul>	<ul style="list-style-type: none"> <li>Overnight visitation: min 2 to 3 nights</li> <li>Visitor numbers: 5000+</li> <li>Visitor spend</li> <li>Time of year: shoulder</li> <li>ROI: 20:1</li> </ul>
Major Tourism Events – <b>Incubator Events</b> (events in their first or second year)	<ul style="list-style-type: none"> <li>Activates key infrastructure</li> <li>Local pride</li> <li>New experiences</li> <li>Balanced event portfolio</li> <li>Build capability</li> </ul>	<ul style="list-style-type: none"> <li>Media reach and value: Regional/National</li> <li>Repeat visitation</li> <li>Offers new and distinctive experiences that activate brand positioning</li> </ul>	<ul style="list-style-type: none"> <li>Overnight visitation: min 2 nights</li> <li>Visitor numbers: 1000+ (or smaller, niche event with national media reach)</li> <li>Time of year: not defined</li> <li>ROI: 10:1 (Visitor nights x average visitor spend/amount sponsored)</li> <li>Cost per visitor: Total sponsorship value/Total visitors</li> </ul>
Major Tourism Events – <b>Developing Events</b> (events that have been running for more than 2 consecutive years)	<ul style="list-style-type: none"> <li>Activates key infrastructure</li> <li>Local pride</li> <li>New experiences</li> <li>Balanced event portfolio</li> <li>Build capability</li> </ul>	<ul style="list-style-type: none"> <li>Media reach and value: National</li> <li>Repeat visitation</li> <li>Offers new and distinctive experiences that activate brand positioning</li> </ul>	<ul style="list-style-type: none"> <li>Overnight visitation: min 2 nights</li> <li>Visitor numbers: 1000 - 3000+ (or smaller, niche event with national media reach)</li> <li>Visitor spend</li> <li>Time of year: shoulder</li> <li>ROI: 15:1 (Visitor nights x average visitor spend/amount sponsored)</li> <li>Cost per visitor: Total sponsorship value/Total visitors</li> </ul>
Active Sports Tourism Carnivals and Marquee Events - <b>Active Sports Tourism</b>	<ul style="list-style-type: none"> <li>Activates existing and/or enables new infrastructure</li> <li>Builds capability, supports local sporting organisations</li> </ul>	<ul style="list-style-type: none"> <li>Introduces first time visitors to the city</li> <li>Media reach and value: Local to regional</li> </ul>	<ul style="list-style-type: none"> <li>Overnight visitation: min 2+ nights</li> <li>Visitor numbers: 400+</li> <li>Time of year: low/mid-week</li> <li>ROI: 20:1 (Visitor nights x average visitor spend/amount sponsored)</li> <li>Cost per visitor: Total sponsorship value/Total visitors</li> </ul>
Active Sports Tourism Carnivals and Marquee Events - <b>Marquee Events</b>	<ul style="list-style-type: none"> <li>Activates existing and/or enables new infrastructure</li> <li>Multi-year contracts</li> <li>Local community attendance</li> </ul>	<ul style="list-style-type: none"> <li>Attendance numbers: 5,000+ (or highest level of competition available)</li> <li>Media reach and value: Local to national</li> </ul>	<ul style="list-style-type: none"> <li>Daytrip visitation – variable depending on the event</li> <li>Overnight visitation: min 1 night</li> </ul>

Category	Lifestyle and Legacy	City reputation and appeal	Economic Impact
	<ul style="list-style-type: none"> <li>Builds capability, supports local sporting organisations.</li> </ul>		
Community Events	<ul style="list-style-type: none"> <li>Community participation at the event</li> <li>Engagement of local community groups</li> </ul>	<ul style="list-style-type: none"> <li>Attendance numbers: 200-8,000</li> <li>Local stories in the media</li> </ul>	Small visitor numbers, ROI – not measured.
Niche Business	<ul style="list-style-type: none"> <li>Use of local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Media reach: Regional to national</li> <li>Growth in key industry sectors</li> </ul>	<ul style="list-style-type: none"> <li>Overnight visitation: min 2 to 3 nights</li> <li>Time of year: low/mid-week</li> <li>ROI: 15:1</li> </ul>



## 2020 – 2024 Draft Action Plan

The Action Plan outlines the actions that will achieve the key strategies set out in this document. It is based on the three overarching goals, and includes timeframes, the lead role and Key Performance Indicators (KPIs).

### Strategic Goal 1 – Create lifestyle and legacy benefits

Strategies	Actions	Timeframe	Lead	Measure
<b>1.1 Create social and community benefits through enhanced livability, cultural and social inclusion</b>	Review the Annual Grants Program to ensure additional support is provided to the broad range of community groups and organisations that deliver events that celebrate and promote social inclusion, neighbourhood and village activation, night-time economy and participation. <ul style="list-style-type: none"> <li>- Increase the Annual Grant Events Budget to \$50,000</li> <li>- Increase the maximum threshold off support to \$7,500</li> <li>- Align assessment criteria to this strategy</li> </ul>	June 2021	Manager Community Services	Increase Annual Grants budget for Events from \$20K in 2019/20 to \$50K by 2021/22.
	Ensure all major events start with Welcome to Country.	June 2020	Manager Community Services	Inclusion at major events.
	Engage First Nations Peoples and businesses as suppliers to events.	Ongoing	Manager Community Services	Suppliers engaged.
	Aim for all major Council events to include First Nations artists/performers to add value to the event experience and connect people with place.	Ongoing	Manager Community Services	Artists/performers engaged.
	Continue to build and renew Council's annual program of events to ensure alignment to the CSP	Ongoing	Manager Community Services	Maintaining a responsive program of events.
<b>1.2 Facilitate the activation of event infrastructure and precincts across the city</b>	Undertake a gap analysis to identify potential areas for infrastructure investment i.e. lighting or power upgrades, installation of seating, staging or shade infrastructure, permanent toilet facilities	In progress	Manager Community Services	Analysis completed June 2020 with recommendations.
	Undertake an audit of public event infrastructure and precincts. Make the database available for internal use and public access via the events website.	Short term	Manager Community Services	Database available by 30 June 2020.



Strategies	Actions	Timeframe	Lead	Measure
	Attract events such as food festivals, live music performances, outdoor theatre, cinema and recreational activities to the Wagga Riverside Precinct	Short term	Manager Community Services	Develop a Prospectus and factsheet and secure two events six months prior to Riverside's opening.
	Plan for event infrastructure within all parks, spaces and in master planning developments.	Ongoing	Manager City Strategy	Increased usage of neighbourhood and village open spaces increase in transport options to events, upgrade of parks to host events.
<b>1.3 Encourage event creativity and innovation</b>	Develop and partner with unique/bespoke events that support creativity, innovation and active/healthy living through Annual Grants	Short term	Manager Community Services	Increase in funding and event mix through Annual Grants by 2020/21.
<b>1.4 Advocate for sustainable event management</b>	Identify opportunities to integrate 'ISO 20121: Sustainable Events' into Council's suite of events and encourage the use of this standard by independent event organisers within the local government area.	Ongoing	Manager Community Services	Development of standard for event organisers by December 2020.
	Establish guidelines and targets for improving the sustainable management of local events i.e. number of events with source separation, percentage of local goods and services.	Long term	Manager Community Services	Number of events with source separation, percentage of local goods and services by 2025.



## Strategic Goal 2 – Grow destination reputation

Strategies	Actions	Timeframe	Lead	Measure
<b>2.1 Build Wagga Wagga's profile as a leading regional events destination for NSW</b>	Promote the growth of one of Wagga Wagga's major events into a Signature/ Destination suite of events for the LGA aligned to the city's growing reputation of Wagga Wagga as a regional cycling/ mountain-biking destination featuring the Gears and Beers Festival, Pomingalama Multisport Cycling Complex etc.	Medium to long term	Manager City Strategy and Manager Community Services	Develop and build a late winter/early spring cycling destination program from 2021.
	Encourage and maintain a balanced calendar of events that are unique to the destination, showcase the city's competitive advantage and increase local pride including events that: <ul style="list-style-type: none"> <li>• Encompass elements of local history and heritage</li> <li>• Celebrate the arts and cultural community</li> <li>• Leverage local sporting infrastructure and recreational facilities</li> <li>• Feature local wine, brewing and distilling product/experiences.</li> </ul>	Short to medium term	Manager Community Services	3-4 major tourism events supported per year from 2021.
<b>2.2 Strengthening investment through events attraction</b>	Increase the sporting event attraction annual budget and establish a non-sport event attraction budget for sport/leisure/ business events that align to this strategy. Ensure appropriate procurements delegations to allow for direct negotiation with event promoters.	Short to medium term	Manager City Strategy and Manager Community Services	Budgets are increased/established from 2020/21. Alignment of delegations.
	Work with sporting promoters to confirm a program of regional sporting events and carnivals, and marquee sporting events.	Short to medium term	Manager City Strategy	Attract at least one premier sporting event, and an additional 10 regional sporting events/ carnivals to the city each year.
	Develop a network of targeted non sport event owners/ promoters, professional conference organisers, tour managers, other and offer to host them in the city.	Short term/ongoing	Manager Community Services	December 2020.
<b>2.3 Build the capacity of local event organisers and industry</b>	Review and update the Events Guide, templates and forms available on the events website, and launch the latest suite of resources available	Short term/ongoing	Manager Community Services	Documents available June 2020.

Strategies	Actions	Timeframe	Lead	Measure
	Develop professional development workshops to encourage the development of value add event experiences eg. Behind the scenes, VIP areas to meet the changing market needs.	Short to medium term (June 2020)	Manager Community Services	Number of workshops
	Develop and maintain a two-year event calendar on the website, to support forward planning by local businesses and the community.	Short term/ongoing	Manager Community Services	Calendar online by February 2020





### Strategic Goal 3 – Increase economic impact

Strategies	Actions	Timeframe	Lead	Measure
3.1 Ensure Council event sponsorship is achieving the maximum return on investment	Review and amend Major Events, Festivals and Films Sponsorship Policy and Guidelines to ensure they align with this Strategy. To include: <ul style="list-style-type: none"> <li>• Incubator, Developing and Flagship categories.</li> <li>• Out of round funding requests</li> <li>• Align assessment framework to this strategy</li> </ul>	Short term	Manager Community Services	Amended Policy and Guidelines endorsed May 2020.
	Develop best practice procedures, tools and templates for all successful funding applicants to use when measuring the outcomes of their event so the data supplied to Council is fit for purpose and to support Councillor decision making	Short term	Manager Community Services	Assets available prior to the closure of the first funding round in 2020.
3.2 Grow new visitor markets that align to key (new) product/destination initiatives to increase economic contribution	Work with the Wagga Tourism Partners and industry to develop new and existing food and beverage related events focused on arts and culture.	Short to medium term	Manager Community Services	Support the development of one new event by December 2021.
	Review Blanket Development Applications across the city to include new event camping considerations	Short term	Manager Community Services	December 2021.
	Increase length of stay through packaged experiences. Provide event organisers, tourism operators and local businesses with regular advice to ensure they're leveraging local events – packaging, collaboration, promotion eg. dining, retail, cooking.	Ongoing	Manager Community Services	Incorporate into industry e-Newsletter from the first quarter of 2020/21.
3.5 Maintain a high standard of promotion of events to visitors and residents	Through What's On, Visit Wagga – website work	Ongoing	Manager Community Services	Number of What's On publications distributed. Website usage.
	Review the Visit Wagga events page to improve usability	Short term	Manager Community Services	Recommendation by December 2020.

**Note:**

All budget requests detailed in this strategy are subject to Council approval as part of Council's Long Term Financial Planning processes.



## Appendices

### Council's event roles and responsibilities

The curation, funding and approval of events within Wagga Wagga City Council is an all of Council responsibility.

Team within the Community and Regional Activation Directorates take a lead role in the coordination, delivery, funding, promotion and support of events and provide strategic and operational advice to external event providers and other Council departments as required.



Responsibilities for each directorate as they currently stand are as follows:

#### Community Services and Environment

- Delivery of Council's Events Program – Australia Day, Fresh, Lost Lanes, Spring Jam, Fusion
- Support of the community New Year's Eve event
- Development and application of event policies and procedures
- Tourism promotion and development
- Business event attraction
- Daily customer enquiries on event and logistical management
- Event promotion through Visit Wagga and Civic Theatre
- Community grants funding administration
- Delivery of accessibility events
- Attracting and bidding for marquee events
- Venue Management of the Wagga Civic Theatre, Wagga Wagga Art Gallery, Wagga Wagga City Library and Museum of the Riverina
- Advertising and Media Management
- Social media campaigns
- Occupational Health and Safety
- Risk assessment advice
- Food Health approvals

#### Regional Activation

- Attracting and bidding for sport events
- Co-ordination of the delivery of marquee sporting events
- Strategic development of infrastructure

#### Governance

- Insurance Approvals

#### Planning

- Development Application approvals
- Places of Public Entertainment and Temporary Structure approvals
- Liquor Licensing Advice and Approvals for external events
- Street trading and commercial activity approvals
- Permit approval under Local Laws

#### Commercial Operations

- Booking and management of Community Halls, sporting venues and spaces
- Traffic Management Planning
- Emergency Management Planning and support
- Waste Management
- Venue preparation including horticulture services
- Road closures on local roads
- Event support through plant, equipment and labour
- Venue inspections
- Building and services maintenance



## Contact us

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