



Draft Community Strategic Plan

2040

Acknowledgement of Country

Wagga Wagga City Council gulbali-yanhi ngurambang-gu Wiradjuri-gu walumaldhaany-galang. nganha bala mayiny Wiradjuri. yindyamali-yanhi mudyiganggalang-bu balumbambal-bu balugirbam-bu yindyamali-yanhi bagaraygan nguarambang-gawali-i yandu muran.

wigi wagga wagga-dha ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu buyaa-bu giilaang-galam-bu. ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu dhaagun-giyalam-bu bila-galang-giyalam-bu. gulbali-yanhi Wiradjui-mayiny ngurambangguwal-bu bala yarruwala-bu waluwin-bu walabangan-bu dhirrangan-bu.

Wagga Wagga City Council acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and future and extends our respect to all First Nations Peoples in Wagga Wagga.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri and First Nations communities.

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Introduction

Community vision, principles and priorities

Our vision for the future

“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”

Our guiding principles

To ensure that we achieve the community vision in the future, it is necessary that we start embedding elements of that vision into today’s planning. Four key words have been chosen by the community to be used as guiding principles in planning for our future.

Thriving

Growth
Development
Success
Liveability
Healthy
Sustainable
Strong economy

Innovative

Creative
New ideas and thinking
Entrepreneurial leading
Efficient and effective
Creating best practice

Connected

Feeling part of a community
Relationships
Communication technology
Place and space integration
Heritage
Networking

Inclusive

Including everyone
Accessibility
All cultures and backgrounds
Friendly
Inviting
Equal opportunity
Fair
Welcoming

Our community

About Wagga Wagga

Wagga Wagga is a vibrant and growing city surrounded by small and welcoming communities, nestled in the heart of the Riverina on the banks of the Murrumbidgee River. It has been home to First Nations peoples for over 40,000 years and lies within the heart of the Southern Wiradjuri Country (Ngurambang).

The largest city in inland New South Wales, Wagga Wagga encompasses a total land area of 4826 sq km and is situated about 450 kilometres south-west of Sydney and 460 kilometres north-east of Melbourne, making it highly accessible to travellers and businesses from both cities.

The Wagga Wagga area offers a unique quality of life that is unparalleled in its combination of natural beauty, housing affordability, diverse employment opportunities and wide offering of community infrastructure, services and lifestyle activities. With a population of approximately 66,400 residents, Wagga Wagga with its supporting rural communities is simultaneously a thriving and cosmopolitan area and a relaxed lifestyle choice that supports a highly diverse and dynamic economy.

Most of the population live within the urban and suburban areas of the city, but many residents also enjoy the village lifestyle of Collingullie, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Tarcutta and Uranquinty, with each providing its own unique country lifestyle.

Without the reliance on a single sector, the city itself can maintain growth and prosperity. Wagga Wagga has a total labour force of approximately 34,155 people, with an unemployment rate of 2.2% in the 2021 December quarter – well under the state and national averages.

Wagga Wagga offers a diverse range of traditional and contemporary cultural experiences with art galleries, museums, theatres and performance spaces. Alongside a thriving arts community, festivals and events are held in the city each year, ranging from community to large-scale visitor attraction events. The city streets blend heritage buildings, public artworks, sculptures and gardens, providing a perfect environment for people to explore the vast range of shops, award-winning restaurants, microbreweries, authentic pubs and cafes.

Wagga Wagga is a city of tourism and enjoys over one million visitors annually who come to explore everything we have to offer. Wagga Wagga boasts an active community, with sport and recreation a central part of our lifestyle. From water sports at Lake Albert, walking and biking through our natural areas like Riverside and the Wiradjuri Trail, or enjoying the more formal sporting codes and disciplines on offer, our city's high-quality facilities cater for it all.

Wagga Wagga's surrounding rural communities support a relaxed lifestyle of horse-riding, camping, fishing, and other recreational pursuits.

Having four distinct seasons, a warm community and wealth of character make Wagga Wagga an ideal destination for residents and visitors all year round.

Council is responsible for the Wagga Wagga Local Government Area (LGA) which includes the city of Wagga and surrounding villages: Tarcutta, Ladysmith, Mangoplah, Uranquinty, Collingullie, Oura, Humula, Currawarna and Galore. When this Plan refers to 'Wagga Wagga' and 'our community' it refers to the collective Wagga Wagga LGA and community.



Our villages

Collingullie

Location: 22km north-west of Wagga Wagga on the Sturt Highway.

Population: 221

Collingullie is a derivation of the Wiradjuri *Galing-galing* from Galing (Water) duplicated to mean 'a bit like water' or 'wettish'. Galing-galing is the name of the Wiradjuri clan, the wet-plains people of the southern Murrumbidgee plains around the now Collingullie area.

Currawarna

Location: 30km north-west of Wagga Wagga, north of the Murrumbidgee River.

Population: 189

Currawarna, originally Currawananna, is a derivation from the Wiradjuri Garraa wanha-nha from Garraa (Pine Tree, and, resin for spears) and wanha-nha (throw now). It is a place known for its good materials for spear making, and for games associated with it.

Galore

Location: 53km west of Wagga Wagga

Population: 95

Galore is a colonial place name that is located at what Wiradjuri know as Ngarridyu. Arajoel near here is a derivation of the Wiradjuri *Ngarridyu*. Ngarridyu is the yam of the plains, probably murrnong and the name indicates this would have been a major area for Wiradjuri farming and food production alongside the significant fish trap network that was located just north of Galore at Buuri warra-nha (now Berembed Weir).

Humula

Location: 54km south-east of Wagga Wagga

Population: 124

Humula is located on the lands of the Kyeamba-Kyeamba from *Gaambany-gaambany* a clan of the Wiradjuri Nation, the White headband people. It is located just North of *Marranggaal-dhuray* the place of carved red gums on Wiradjuri *Yarra-yarra* clan country, the Red-gum people.

Ladysmith

Location: 19km east of Wagga Wagga

Population: 352

Ladysmith is located near *Guwabadhu* and *Dambu-I-bang*. Gregadoo from Guwabadhu (Top-knot Pigeon) and Tamboolba from Dambu-I-bang (Late at night). The location of late at night and Book Book from bug-bug (the Boobook owl) tells an important story, the Bug-bug here are another clan of Wiradjuri Nation.

Mangoplah

Location: 31km south of Wagga Wagga

Population: 309

Mangoplah is often referred to in history books as Koori's singing but is probably a derivation from a larger sentence where the whole was not recorded. The best I can provide is that it likely contains something like *Mayiny-gu babi-ya*. The name is Mayiny (people) with the suffix -gu (to, towards, for or ownership) form the 'mango' with babi-ya (sing!) forming the plah but dropping on of the 'ba'. The remnant that is left is telling people to sing. It is a piece of language reclamation still to be done.

Oura

Location: 15km east of Wagga Wagga, north of the Murrumbidgee River

Population: 219

Oura in recent articles say white cockatoo, but older articles refer to it as Emu... possibly from Nguruwiny, but language revitalisation is a long process. Near Oura is an important site, Murrawolga Station which is a derivation of the Wiradjuri *Murrawalga-rra* (be on your way to tramp now) and would be an important stopping spot with higher-ground to assess a river crossing to Borambola.

Tarcutta

Location: 38km east of Wagga Wagga

Population: 446

Tarcutta is a derivation of the Wiradjuri *Dha-gulaa* from Dha- (Done with the mouth) and Gulaa (Native Millet). It describes the winnowing technique for separating seeds from the chaff.

Uranquinty

Location: 14km south of Wagga Wagga

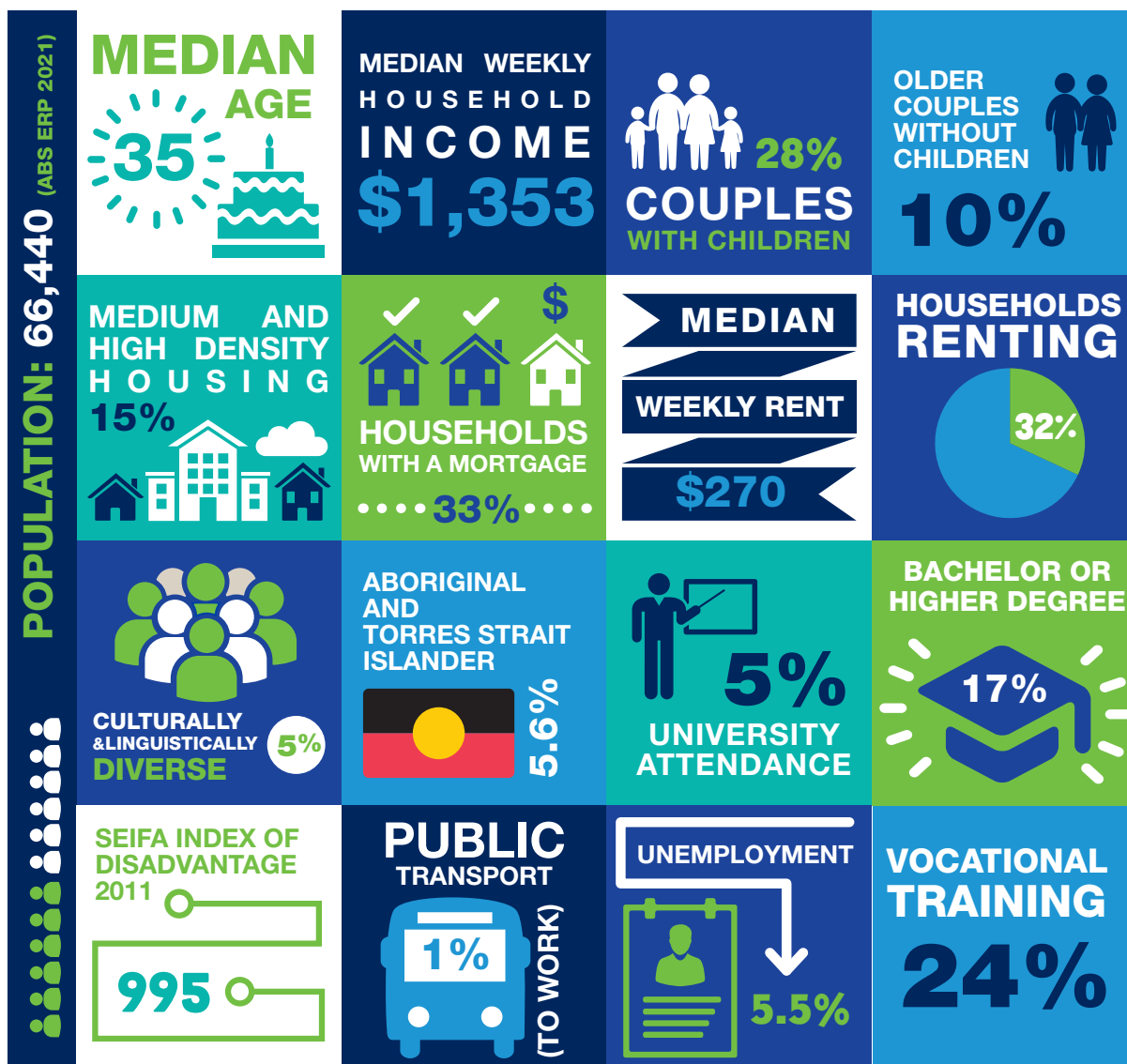
Population: 909

Uranquinty is a derivation of the Wiradjuri *Yurung guwindi* from Yurung (Rain) and Guwindi (plenty). Uranquinty is on the lands of the Galing-galing clan of the Wiradjuri Nation.



Wiradjuri village name translations supplied in consultation with Wiradjuri Elders and Charles Sturt University.

Community snapshot



Source: 2016 Census Data, Community Profile.ID

The Plan

About this plan

The Community Strategic Plan 2040 is an aspirational look to the future of Wagga Wagga and its surrounding rural communities. The plan is based on the aspirations, knowledge and values expressed by our community. It reflects our shared community vision for the future, the strategies we'll undertake to achieve it and the outcomes that will show us we have achieved our goals.

The Community Strategic Plan sits at the highest level of Council's planning hierarchy and guides all other Council strategies and plans as shown in our planning and reporting framework diagram (refer p13).

This revised Plan, that you are now reading, aligns with local, regional and state priorities and plans and has been prepared with regard to the social justice principles of access, equity, participation and rights, and addresses social, environmental, economic and governance matters. Preparation for this Plan has been informed by changes to Wagga Wagga since the previous 'Community Strategic Plan 2040 – Wagga View' was endorsed by Council on behalf of our community in 2017.

The objectives of this Plan cover more than an aspirational future expressed by the community in 2017. Council's supporting strategies and plans also recognise that some areas within Wagga Wagga have high levels of identified disadvantage. Consideration has been given to ensure Council's advocacy, strategic planning, reporting and overall program delivery continue to work towards decreasing social and community disadvantage across our local government area, so that the future of Wagga Wagga is a positive one for all residents.

Our partners

Council takes a lead role in initiating and developing this Plan on behalf of our community, however, responsibility for achieving our long-term goals rests with everyone. Partnerships with other levels of government, along with businesses, industry groups, other organisations, key stakeholders, and our residents will be crucial to achieving our goals.

Many of the issues and concerns facing Wagga Wagga will require concerted and coordinated actions by State and Federal Government and key stakeholders. This Plan is our opportunity to put strategies in place to manage the elements of growth that Council and our community can influence.

Council is committed to advocating and facilitating change on behalf of the community, however in some areas delivering on strategies is largely the responsibility of other levels of government. We will use our capacity as a Council to continue to advocate on behalf of our community in the areas of health, education, transport, public housing, and environmental protection for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community.

Council's role

It is Council's role to deliver and report against the objectives of this Plan, undertake resource planning, and ensure the community's big picture ambitions become operational realities.

Key to Council's role is understanding our community's desired level of service and demand for key facilities and programs. The desired level of service is the balance between the service provided, the level of service the community expect and what the community is prepared to pay for.

Our community's desired level of service informs key strategies in this Plan and actions within subsequent plans. Council's role in the delivery of services, programs and projects are outlined in Council's four-year Delivery Program and annual Operational Plans.

In the delivery of this Plan Council acts as a:

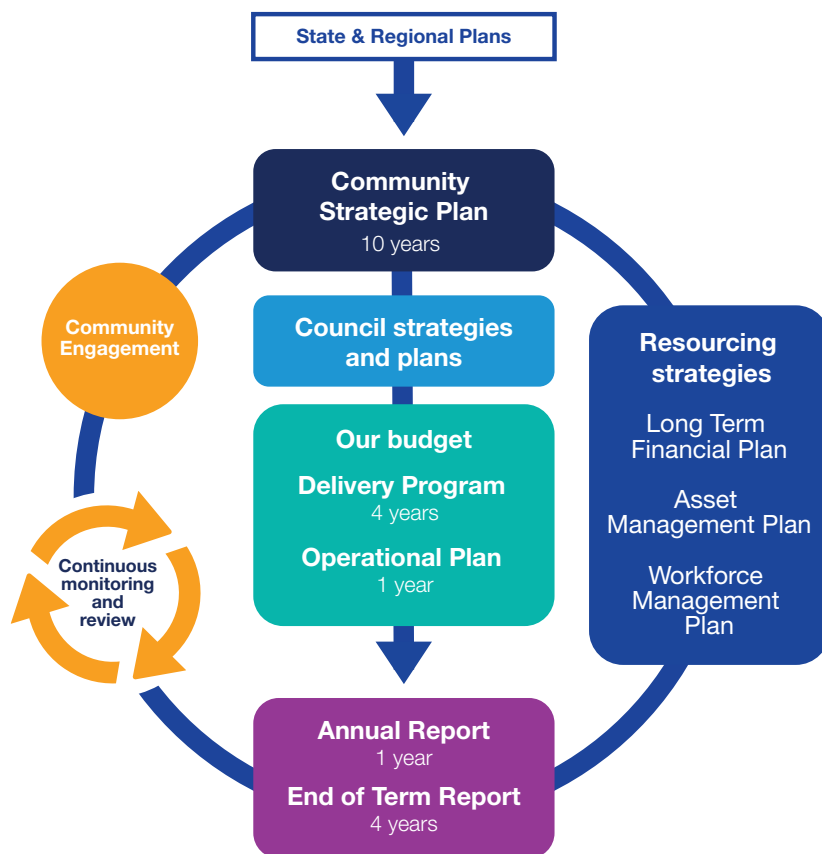
- **Provider** – we provide a range of infrastructure, services, facilities and programs to meet the needs of the community
- **Leader** – we identify key community issues and mobilise both local and external stakeholders to respond where appropriate. We plan and provide direction through policy and practices
- **Collaborator** – we support and partner with the community, private and government organisations to deliver tangible benefits to the community
- **Planner** – we use our professional expertise to undertake research, provide information, and in consultation with community stakeholders, develop and evaluate ways to resolve identified issues. We will undertake this work from a whole of community perspective.
- **Capacity builder** - we work with community groups and agencies to meet local needs. We mentor and/or assist community groups to obtain the necessary resources through partnerships with other agencies.
- **Advocate** - we give a voice to the community by advocating to achieve benefits and best possible outcomes for Wagga Wagga LGA and our community.

Our planning and reporting framework

The Integrated Planning and Reporting framework helps Council discuss funding priorities and service levels with our community, including how these shape our local identity and how we can work together to create a more sustainable future.

Under NSW Government legislation, councils must prepare a number of plans detailing how they intend to deliver works and services in the short and long term.

These plans are based on the community's priorities, identified in this Plan, and present a balanced approach to planning that considers how our resources can be used to deliver community outcomes.



How to read this plan

The following information helps to explain the headings used in this Plan.

Strategic direction

These are our five focus areas for achieving our community's vision for the future and provide the structure for this Plan.

Objective

These are our community's long-term priorities and aspirations and contribute to achieving our community's vision for the future.

Strategy

These guide the four-year activities and plans that Council will undertake that contribute to achieving our long-term objectives, and ultimately our community's vision for the future.

Our partners

Collaboration and partnerships are crucial to achieving our long-term goals. This Plan identifies some of our key partners in delivery, however, the list is not exhaustive.

Measure/s

The performance measures are sourced from a range of data sets (such as the biennial Community Satisfaction Survey, Australian Bureau of Statistics or other reliable statistics) that can be used to quantify progress. These measures provide a framework for Council to measure and report on progress in implementing this Plan.

Strategic direction



Community leadership and collaboration

- Accountability
- Transparency
- Representations
- Strategy
- Participation
- Informed decision making
- Governance
- Communication
- Engagement
- Active community members



Safe and healthy community

- Safe places and spaces
- Perception of safety
- Emergency response
- Public health
- Safe behaviours
- Healthy lifestyle
- Recreation
- Sports
- Access to healthy food
- Health and support services



Growing economy

- Diversity of our industry
- Encouragement of innovation and entrepreneurial
- Enabled by technology
- Small business
- Freight and logistics hub
- Tourism
- Active hubs
- Retail options



Community place and identify

- Connection to place
- Family friendly
- City of good sports
- Multicultural community
- Arts and cultural centre
- A city with a country lifestyle
- Defence presence
- Opportunities to connect



The environment

- Planning for a growing city
- Protecting and enhance our natural environment
- Sustainability
- Facility improvements
- Housing options
- Maintaining our built environment



Community leadership and collaboration



Objective: Wagga Wagga has strong community leadership and a shared vision for the future

Measures

- Community satisfaction with confidence in elected Council is increasing
- Community satisfaction with opportunities to engage with Councillors is increasing
- Community satisfaction with long term planning for Wagga Wagga is increasing
- The proportion of people who agree 'my local government is able to help our community face challenges' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Our leaders represent our community	<ul style="list-style-type: none">• Provider• Leader• Collaborator• Advocate	<ul style="list-style-type: none">• Wiradjuri and First Nations Communities• Community leaders, groups and members• State and Federal Government Members of Parliament, departments, agencies and organisations
Plan long term for the future of Wagga Wagga	<ul style="list-style-type: none">• Provider• Leader• Collaborator• Planner• Advocate	<ul style="list-style-type: none">• Community leaders, groups and members• Wiradjuri and First Nations Communities• State and Federal Government Members of Parliament, departments, agencies and organisations• Neighbouring councils and Joint Organisations• Chambers of commerce• Businesses and industry groups

Objective: Our community is informed and actively engaged in decision making and problem-solving to shape the future of Wagga Wagga

Measures

- Community satisfaction with provision of Council information to the community is increasing
- Community satisfaction with input to Council decision-making is increasing
- Community satisfaction with Council's communication is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Communicate with our community	<ul style="list-style-type: none"> • Provider • Leader • Collaborator 	<ul style="list-style-type: none"> • Community leaders, groups and members • State and Federal Government Members of Parliament, departments, agencies and organisations
Ensure our community feels heard and understood	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Advocate 	<ul style="list-style-type: none"> • Community leaders, groups and members • State and Federal Government Members of Parliament, departments, agencies and organisations

Objective: Wagga Wagga City Council leads through engaged civic governance and is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service

Measures

- Community satisfaction with Council's performance is increasing
- Community satisfaction with their contact with Council is increasing
- Community satisfaction with Council's financial management is increasing
- The proportion of people who rated access to local government services as 'good' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Ensure transparency and accountability	<ul style="list-style-type: none"> • Provider • Leader 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations
Provide professional, innovative, accessible and efficient service delivery	<ul style="list-style-type: none"> • Provider • Leader 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Contracted service providers
Be easily accessible to all members of our community	<ul style="list-style-type: none"> • Provider • Leader 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations



Safe and healthy community



Objective: Our community feel safe

Measures

- Community satisfaction with flood protection and preparedness is increasing
- Community satisfaction with street lighting is increasing
- The proportion of people who agree 'I feel safe in public places' is increasing
- The proportion of people who agree 'I feel safe in my home' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Create safe spaces and places	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Community leaders, groups and members • Service providers
Promote safety and safe behaviours	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members • Business and industry groups • Service providers
Be responsive to emergencies	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members • Business and industry groups • Service providers
Monitor and enforce public safety	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations

Objective: Our community embraces healthier lifestyle choices and practices

Measures

- Community satisfaction with sportsgrounds and sporting facilities is increasing
- Community satisfaction with our cycle network is increasing
- The proportion of people who agree 'Wagga Wagga has a variety of leisure and recreation options' is increasing
- Adults sports participation figures is increasing
- Youth sports participation figures is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Promote access and participation for all sections of the community to a full range of sports and recreational activities	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Community leaders, groups and members • Sporting organisations and groups • Service providers

Objective: Our community has access to health and support services that cater for all of our needs

Measures

- The proportion of people who rated access to general health services as 'good' is increasing
- The proportion of people who rated access to mental health services as 'good' is increasing
- The proportion of people who recorded a 'high' Personal Wellbeing Index score (above 80) is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Support and continue to develop services to improve and promote community health and wellbeing	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Community leaders, groups and members • Wiradjuri and First Nations Communities • Business and industry groups • Creative industries and groups • Sporting organisations and groups • Service providers



Growing economy

Objective: Wagga Wagga is a thriving, innovative and connected regional capital city

Measures

- Community satisfaction with availability of car parking is increasing
- Community satisfaction with maintaining local roads is increasing
- Community satisfaction with traffic flow/congestion is increasing
- Community satisfaction with maintaining footpaths is increasing
- The proportion of people who indicated having access to good quality public transport is increasing
- The proportion of people who rated access to high speed, reliable internet as 'good' is increasing
- The proportion of people who rated access to mobile phone reception as 'good' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Improve, maintain and renew transport networks and building infrastructure to provide safe, affordable, efficient, and reliable transport connections for our community	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Service providers
Establish and grow Wagga Wagga serving as world class freight and logistics hub to the region and beyond	<ul style="list-style-type: none"> • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Chambers of commerce • Business and industry groups • Service providers
Recognise the future opportunities for Wagga Wagga will be gained by continued investment to strengthen our digital literacy and infrastructure, connecting our community, industry and services to new exciting opportunities now and in the future	<ul style="list-style-type: none"> • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Business and industry groups • Service providers

Objective: Wagga Wagga is an attractive location for people to live, work and invest

Measures

- Estimated resident population is increasing
- Unemployment rate is decreasing
- Number of local businesses is increasing
- The city's Gross Regional Product (GRP) is increasing
- The proportion of people who agree 'living costs are affordable here' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Encourage and support investment to develop Wagga Wagga	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Neighbouring councils and Joint Organisations • Chambers of commerce • Community leaders, groups and members • Business and industry groups • Creative industries and groups • Sporting organisations and groups • Service providers • Education and training providers
Attract and support local businesses, industry, and employment opportunities	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Neighbouring councils and Joint Organisations • Chambers of commerce • Community leaders, groups and members • Business and industry groups • Creative industries and groups • Service providers • Education and training providers

Objective: Wagga Wagga is an attractive tourist destination

Measures

- Value added by tourism industry to the local economy direct and indirect is increasing
- Community satisfaction with festival and event programs is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Facilitate planning and development of visitor-related facilities and services	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Chambers of commerce • Business and industry groups • Service providers
Accommodate and provide support to visitors	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Business and industry groups • Service providers
Provide a variety of events, festivals, and activities	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Neighbouring councils and Joint Organisations • Community groups • Wiradjuri and First Nations Communities • Business and industry groups • Creative industries and groups • Sporting organisations and groups

Objective: Wagga Wagga is a centre for education and training

Measures

- The highest level of secondary schooling completed per level of schooling is increasing
- The proportion of people who rated quality of local schools 'access as good' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Support and promote quality and choice in education and vocation pathways	<ul style="list-style-type: none">• Leader• Collaborator• Planner• Advocate	<ul style="list-style-type: none">• State and Federal Government Members of Parliament, departments, agencies and organisations• Non-government organisations• Chambers of commerce• Community leaders, groups and members• Wiradjuri and First Nations Communities• Business and industry groups• Creative industries and groups• Education and training providers

Objective: Wagga Wagga is a hub for activity

Measures

- The proportion of people who agree 'Wagga Wagga has a vibrant nightlife' is increasing
- The proportion of people who agree 'Wagga Wagga has a variety of entertainment options' is increasing
- The proportion of people who agree 'Wagga Wagga has a wide variety of retail options' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Facilitate the development of vibrant precincts	<ul style="list-style-type: none">• Provider• Leader• Collaborator• Planner• Capacity builder• Advocate	<ul style="list-style-type: none">• State and Federal Government Members of Parliament, departments, agencies and organisations• Wiradjuri and First Nations Communities• Business and industry groups• Creative industries and groups



Community place and identity



Objective: Our community feel welcome, included and connected

Measures

- Community satisfaction with feeling part of the community is increasing
- The proportion of people who agree 'there's good community spirit around here' is increasing
- The proportion of people who agree 'I feel part of my community' is increasing
- The proportion of people who agree 'I feel welcome here' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Activate community spaces to promote connectedness	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Community leaders, groups and members • Business and industry groups • Creative industries and groups • Sporting organisations and groups
Provide programs and activities to bring us together	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members • Wiradjuri and First Nations Communities • Business and industry groups • Creative industries and groups • Sporting organisations and groups • Service providers • Education and training providers

Objective: Our community are proud of where we live and our identity

Measures

- Community satisfaction with Council cultural facilities is increasing
- Community satisfaction with promoting pride in the community is increasing
- Community satisfaction with enhancing of heritage buildings and programs is increasing
- The proportion of people who agree 'my community is a great place to live' is increasing
- The proportion of the community who 'speaks a language other than English at home' is increasing
- The proportion of people who agree 'I am able to participate in arts and cultural related activities' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Promote a strong sense of place	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • Community leaders, groups and members • Wiradjuri and First Nations Communities • State and Federal Government Members of Parliament, departments, agencies and organisations
Value our heritage	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members • Wiradjuri and First Nations Communities • Business and industry groups • Creative industries and groups
Provide services that contribute to Wagga Wagga being family friendly	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Business and industry groups • Creative industries and groups • Sporting organisations and groups • Service providers • Education and training providers
Acknowledge and celebrate the contribution that people from culturally and linguistically diverse backgrounds make to our community	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Community leaders, groups and members

Strategy	Council's role	Our partners
Provide services and facilities that make Wagga Wagga a centre for arts and culture	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Wiradjuri and First Nations Communities • Business and industry groups • Creative industries and groups
Support ongoing growth and investment of the Defence bases located in Wagga Wagga	<ul style="list-style-type: none"> • Collaborator • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations
Support and acknowledge the importance of Wiradjuri and First Nations people, culture, and place in our community	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • Wiradjuri and First Nations Communities • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members
Support and grow strong and resilient village and neighbourhood communities	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members • Business and industry groups • Service providers • Education and training providers





The environment

Objective: Future growth and development of Wagga Wagga is planned for in a sustainable manner

Measures

- Number of hectares of open space meets Recreation, Open Space and Community Spaces requirements
- Percentage of households where mortgage repayments are 30% of household income or less is maintained / increased
- Percentage of households where rent payments are 30% of household income or less is maintained / increased
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Ensure sustainable urban development	<ul style="list-style-type: none">• Provider• Leader• Collaborator• Planner• Advocate	<ul style="list-style-type: none">• State and Federal Government Members of Parliament, departments, agencies and organisations• Neighbouring councils and Joint Organisations• Business and industry groups
Provide for a diversity of housing that meets our needs	<ul style="list-style-type: none">• Collaborator• Planner• Advocate	<ul style="list-style-type: none">• State and Federal Government Members of Parliament, departments, agencies and organisations• Business and industry groups

Objective: Our natural areas are protected and enhanced

Measures

- Number of hectares of protected natural vegetation is increasing
- Community satisfaction with protecting the natural environment is increasing
- The proportion of people who rated 'environmental degradation in general' as no/low problem is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Preserve and improve our natural assets	<ul style="list-style-type: none">• Provider• Leader• Collaborator• Planner• Capacity builder• Advocate	<ul style="list-style-type: none">• Wiradjuri and First Nations Communities• Community leaders, groups and members• State and Federal Government Members of Parliament, departments, agencies and organisations• Non-government organisations• Neighbouring councils and Joint Organisations

Objective: Our built environment is functional, attractive and health promoting

Measures

- Community satisfaction with the appearance of Wagga Wagga is increasing
- Community satisfaction with reserves and open spaces is increasing
- Community satisfaction with community buildings / halls is increasing
- Community satisfaction with parks and playgrounds is increasing
- Number of closure/high alert days for Lake Albert is decreasing
- Number of days considered as having unhealthy air quality is decreasing
- Number of trees planted
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Look after and maintain community assets	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members
Create an attractive city	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Community leaders, groups and members • Business and industry groups • Service providers
Improve the facilities of our spaces and places	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Community leaders, groups and members • Business and industry groups • Service providers

Objective: Wagga Wagga is sustainable, liveable, and resilient to the impacts of climate change

Measures

- Corporate emissions are decreasing
- Community emissions are decreasing
- Community satisfaction with environmental education programs is increasing
- Community satisfaction with waste and recycling services is increasing
- Number of participants in environmental days
- Reduction of waste going into landfill
- Kg of kerbside recycling per capita
- Tonnes of organics composted
- Per capita water usage
- Council's Delivery Program and Operational Plan performance results

Strategy	Council's role	Our partners
Educate and engage our community in sustainability	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Wiradjuri and First Nations Communities • Community leaders, groups and members
Work towards net zero emissions for Council by 2040	<ul style="list-style-type: none"> • Provider • Leader • Collaborator 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Contracted service providers
Support and empower our community to reach 50% reduction in emissions compared to 2005 levels by 2030 and to achieve Net Zero Emissions by 2050	<ul style="list-style-type: none"> • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • Community leaders, groups and members • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Neighbouring councils and Joint Organisations • Business and industry groups • Service providers
Adapt to our changing climate	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • Community leaders, groups and members • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Neighbouring councils and Joint Organisations • Business and industry groups
Minimise our impact on the environment	<ul style="list-style-type: none"> • Provider • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • Community leaders, groups and members • State and Federal Government Members of Parliament, departments, agencies and organisations • Non-government organisations • Neighbouring councils and Joint Organisations • Business and industry groups • Service providers

Strategy	Council's role	Our partners
Transition towards a circular economy through more sustainable resource use	<ul style="list-style-type: none"> • Leader • Collaborator • Planner • Capacity builder • Advocate 	<ul style="list-style-type: none"> • State and Federal Government Members of Parliament, departments, agencies and organisations • Neighbouring councils and Joint Organisations • Business and industry groups • Service providers



Appendix

Community Engagement

The creation of the 'Community Strategic Plan 2040 – Wagga View' throughout 2016 & 2017 was one of the largest community consultations ever undertaken by Council. The process resulted in more than 3000 contributions from individuals and groups across the Wagga Wagga LGA informing the community vision and the development of the strategic themes, objectives, and strategies.

Preparation for the revised plan that you are now reading has been informed by direct consultation, communication with, and feedback received from our community and key stakeholders during the past five years throughout the development of Council's adopted high-level Strategies and Plans.

Council is committed to ensuring this plan continues to reflect our community's current priorities and aspirations for the future of Wagga Wagga.

Many voices

Council will always strive to make sure we listen to all perspectives in our community by:

- using a wide range of communication methods to reach the widest cross-section of residents
- engaging with targeted community groups
- accommodating participants' needs so that no individual or group is excluded from contributing

How can you participate?

Participation can be as easy as providing feedback on plans or proposals, participating in surveys, or attending workshops or public meetings. Members of the community can attend Council Meetings in person, or watch live on Facebook.

To learn more about engagement opportunities community members are encouraged to subscribe to Council News online or follow Council's various social media pages. Information about participation opportunities will be advertised in Council's weekly news publication as well as promoted through social media.

Projects and engagement can be found at connect.wagga.nsw.gov.au or community members can always contact Council via 1300 292 442 to ask questions or lodge requests.

Resourcing this plan

To support the Community Strategic Plan effectively, councils are required to develop Resourcing Strategies. Resourcing Strategies identify the money, assets and people required by Council to deliver on our commitments as outlined in this Plan. Resourcing Strategies are reviewed annually to ensure they align with the diverse range of services, programs and projects identified in Council's four-year Delivery Program and annual Operational Plans.

Resourcing Strategies consist of three key components:

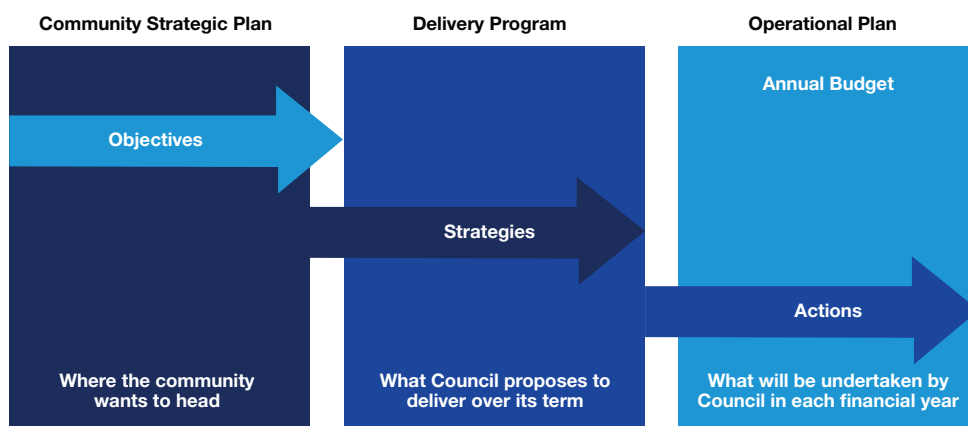
- Asset Management Strategy and Plans
- Long Term Financial Plan
- Workforce Management Strategy

The Asset Management Strategy and Plans cover a 10-year period. It includes what Council needs to do to improve Council's asset management and project resources. The strategy identifies the critical assets under Council's responsibility and outlines risk management strategies for these assets. It also contains long-term projections of asset maintenance, renewal and replacement costs.

The Long-term Financial Plan covers a 10-year period and outlines the financial implications of delivering on Council's responsibilities contained in the CSP. The purpose of the plan is to ensure that Council is a financially viable, adequately funded and sustainable organisation to meet community expectations of service levels.

The Workforce Management Strategy covers a 4-year period. It helps make sure there is the right staffing to handle the changes and challenges Council will face to meet the current and future service and operational needs of the Wagga Wagga LGA.

How the plans relate to each other



The Community Strategic Plan identifies the objectives that the community wants to head towards over the next 10+ years and also sets out the strategies on how to get there. The Community Strategic Plan sits at the highest level of Council's planning hierarchy and guides all other Council strategies and plans.

The Delivery Program picks up these strategies and then links them to the principal activities Council will undertake for the period of the Delivery Program (usually four years). These activities guide the actions (services, programs and projects) that will be undertaken by Council each financial year to bring us closer to our shared community vision and goals as identified in the Community Strategic Plan.

The Operational Plan outlines the actions (services, programs and projects) that Council will undertake each financial year that contribute to achieving the commitments of the Delivery Program and Community Strategic Plan. It identifies the annual budget required to deliver the actions and the responsible service area within Council who will oversee and report on the actions.

Monitoring our performance

Monitoring and reporting progress and performance results is an important part of Council's ongoing operations and decision-making, clearly identifying where resources need to be allocated to ensure best possible outcomes are reached for our community.

In addition to measuring the outputs of the services, programs and projects delivered by Council each financial year through Council's Delivery Program and annual Operational Plans (what we did), we will also measure the effectiveness of our strategies and plans through outcomes (what we've achieved). This ensures that Council's long-term planning is consistent with the current and future needs of our community.

You will be able to see our actual performance against the objectives of this Plan through Council's six-monthly Performance Reports, Annual Reports and the State of our City Report (formally referred to as End of Term Report) available at wagga.nsw.gov.au

Supporting strategies and plans

Achieving the vision set out by our community in this Plan requires a commitment to action. Council has already prepared and commenced delivery of several significant community strategies and plans which support the key objectives of this Plan to guide Wagga Wagga's growth and change. These strategies and plans were developed following extensive consultation with our community and reflect our community's priorities and goals for the future.

Council's supporting strategies and plans include:

- Active Travel Plan 2016
- Advocacy Plan
- Biodiversity Strategy: Maldhangilanha 2020-2030
- Cultural Plan 2020-2030
- Disability Inclusion Action Plan 2017-2021 (soon to be renamed the All Abilities Action Plan)
- Reconciliation Action Plan 2021
- Recreation, Open Space and Community Strategy and Implementation Plan 2040
- Wagga Wagga Crime Prevention Plan 2021 (soon to be renamed Wagga Wagga Crime Safety Action Plan)
- Wagga Wagga Integrated Transport Strategy 2040
- Wagga Wagga Local Strategic Planning Statement
- Council's Resourcing Strategy
- Delivery Program and annual Operational Plans

Alignment with state and regional plans

NSW Premiers Priorities

- A strong economy
- Highest quality education
- Well connected communities with quality local environments
- Breaking the cycle of disadvantage
- Putting customers at the centre of everything we do

Riverina Murray Regional Plan 2036

A growing and diverse economy

- Establish an environment conducive to entrepreneurship and start-up businesses, with the aim of inspiring innovation and advances in technology
- Facilitate a greater share of the national freight activity by improving and developing the city's road, rail and air connections to Australia's major cities and seaports
- Support industrial land development, including at Bomen Business Park in Wagga Wagga

Efficient transport and infrastructure networks

- Establish an environment conducive to entrepreneurship and start-up businesses, with the aim of inspiring innovation and advances in technology
- Facilitate a greater share of the national freight activity by improving and developing the city's road, rail and air connections to Australia's major cities and seaports
- Support industrial land development, including at Bomen Business Park in Wagga Wagga

A healthy environment with pristine waterways

- Contribute to a sustainable environment for future generations through proactive waste management and responsible sustainable practices

Strong, connected and healthy communities

- Support the delivery of residential release areas in the council's proposed local plan review and increase the range of housing options in existing urban areas
- Support the establishment of health precincts around Wagga Wagga Rural Referral Hospital

Community Strategic Plan Strategic Directions

Growing economy

Objectives

- Wagga Wagga is a thriving, innovative and connected regional capital city
- Wagga Wagga is an attractive location for people to live, work and invest
- Wagga Wagga is an attractive tourist destination
- Wagga Wagga is a centre for education and training
- Wagga Wagga is a hub for activity

The environment

Objectives

- Future growth and development of Wagga Wagga is planned for in a sustainable manner
- Our natural areas are protected and enhanced
- Our built environment is functional, attractive and health promoting
- Wagga Wagga is sustainable, liveable and resilient to the impacts of climate change

Community place and identity

Objectives

- Our community are proud of where we live and our identity
- Our community feel welcome, included and connected

Safe and healthy community

Objectives

- Our community feel safe
- Our community embraces healthier lifestyle choices and practices
- Our community has access to health and support services that cater for all of our needs

Community leadership and collaboration

Objectives

- Wagga Wagga has strong community leadership and a shared vision for the future
- Our community are informed and actively engaged in decision making and problem-solving to shape the future of Wagga Wagga
- Wagga Wagga City Council leads through engaged civic governance and is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.



Contact us



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wagga.nsw.gov.au



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council@wagga.nsw.gov.au



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