

Wagga Wagga

2050

Community Strategic Plan

DRAFT

Acknowledgement of Country

Wagga Wagga City Council yali gulbali-yanhi ngurambang Wiradyuri.

Walumaldhaany-galang bala mayiny Wiradyuri.

Yindyamali-yanhi mudyiganggalang-bu balumbambal-bu balugirbam-bu.

Yindyamali-yanhi bagaraygan ngurambang-guwal-i yandu murunwigi
Wagga Wagga-dha.

Ngianhi gulbali-bu yindyamali-bu guwiinyguliyalagu buyaa-bu giilaang-
galam-bu.

Ngianhi gulbali-bu yindyamali-bu guwiinyguliyalagu dhaagun-bu bila-
galam-bu nganha Wiradyuri-giyalang bala burrambin-bu nurrnurra-bu.

Gulbali-yanhi Wiradyuri mayiny bagaraygan-guwal-bu bala yarruwala-bu
waluwin-bu walanbam-bu dhirrangal-bu.

Wagga Wagga City Council acknowledges the traditional custodians of the land, the Wiradjuri/Wiradyuri 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/Wiradyuri and First Nations Communities.



Contents

Introduction	4
Our vision	4
Strategic focus areas	6
How our plan fits together	8
About our community	11
Where we are	12
Our community profile	14
Village life	16
City infrastructure	18
Engaging with the community	20
What we heard – community engagement	22
Art competition entries	24
Stages of engagement	27
Words from the community	29
What people want to see in the future	31
Our commitments	32
Council’s role in the delivery of Wagga Wagga 2050	36
The strategy	38
Vibrant	38
Growing	44
Sustainable.....	50
Regional Leadership	54
Appendix	58

Version: 5 February 2025

Cover image: Festival of W 2024, Stephanie Hunter.

Introduction





Our vision: Wagga Wagga - a vibrant, growing and sustainable regional city.

Wagga Wagga 2050, Community Strategic Plan (CSP) provides the direction and guidance for our community moving forward.

It has been developed through strong collaboration with the community within the Local Government Area, including Wagga Wagga, our nine villages, and surrounding farmland which is encompassed by the plan.

Wagga Wagga 2050 is designed to reflect the community's aspirations, and to ensure the outcomes are mapped in alignment with state, federal and, where appropriate, international policy directions and wellbeing frameworks.

The conversations within our community were an important part of informing the development of the strategies and to identify what we would like to see for our future Wagga Wagga.

The importance of Wagga Wagga being a vibrant, growing, and sustainable community and a regional leader was a message that came through strongly as part of the engagement and have subsequently informed the vision.

As part of planning for the future, it is important to retain what we love and value about Wagga Wagga and our villages, while embracing change and opportunities as our region continues to grow.

Wagga Wagga is on the cusp of several substantial Infrastructure projects for our region at the time of writing the plan and it will be important to ensure a positive legacy is generated from these initiatives.

At the same time, our community, like others throughout New South Wales and Australia, is struggling with the cost-of-living crisis and access to housing. The focus on cost-of-living and housing is emerging not only from the engagement conducted by Council, but through other independent surveys from not-for-profit organisations and local members of parliament.

As a community we are in desperate need of revitalisation of several key pieces of infrastructure and services to ensure that living in regional Australia does not become a barrier for access to essential services, instead, our community can play a key role in the future prosperity of Australia.

Finally, in Wagga Wagga we are proud of our cultural heritage, our natural environment and connection to place on the banks of the Murrumbidgee River. We have a welcoming and inclusive community, and we envision a community where we celebrate our strengths and capitalise on opportunities to create a bright future for generations to come.

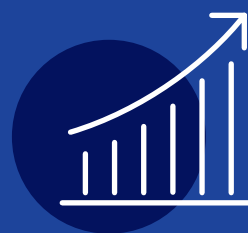
Strategic focus areas

Aspirations and priorities from the community have informed the development of the community vision and four focus areas of vibrant, growing, sustainable and regional leader.



Vibrant

Wagga Wagga is a vibrant place to live, work and visit. We foster a thriving cultural, social, and recreational scene, where creativity, diversity and our rich cultural heritage are valued, and people feel safe and secure within our community.



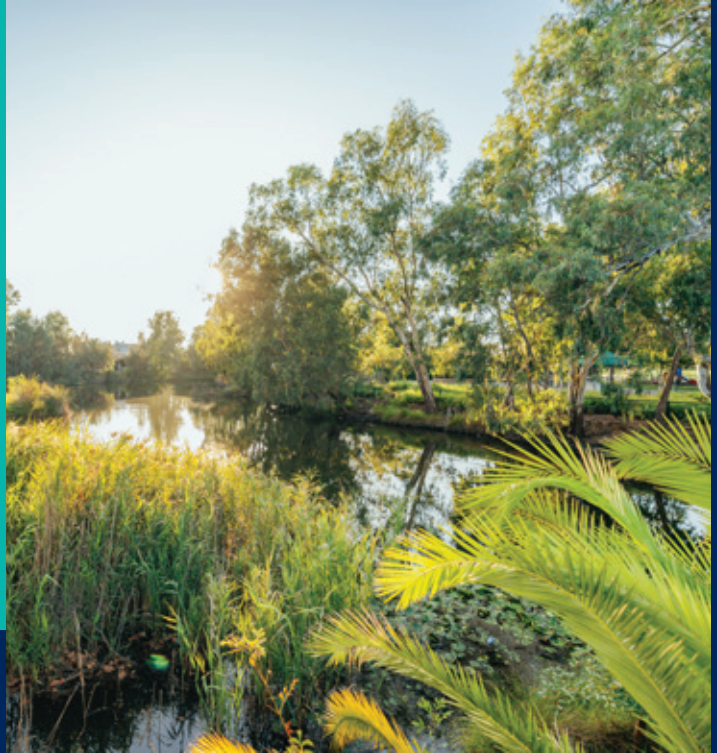
Growing

Wagga Wagga is a progressive regional city with a strong economic future for our local government area and wider region. Wagga Wagga is the Southern Regional Capital of NSW.



Sustainable

We plan for future generations with a focus on sustainability. We protect the environment and embrace best practice as we move towards net zero emissions for the Community and Council.



Regional Leader

Wagga Wagga is a regional leader. We lead by example and set the standard for innovation, collaboration and resilience to drive progress. Our approach is underpinned by good governance and planning.



How our plan fits together

Wagga Wagga City Council is committed to the principles of integrated planning and reporting (IP&R) and this framework guides council in bringing plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations.

Community is at the heart of the IP&R framework, engagement is critical to understand the community's vision for the future and priorities to feed into key elements of the framework.

Integrated Planning and Reporting

The Integrated Planning and Reporting (IP&R) framework forms part of the Local Government Act 1993. It was introduced in 2009 and has transformed the way councils in NSW develop, document and report on plans for the future of their communities.





Community Strategic Plan (CSP) – Wagga Wagga 2050

Wagga Wagga 2050, Community Strategic Plan (CSP), identifies the community's vision for the future, long-term outcomes, and strategies to get there and how Council will measure progress.

Wagga Wagga 2050 must address 4 key questions:

1. Where are we now?
2. Where do we want to be in a minimum of 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

Delivery Program

The Delivery Program is a four-year plan which outlines Council's commitment to achieving the outcomes and strategies of the CSP. The four-year plan aligns with the elected Councillors four-year term and describes the elected council's commitment to deliver against the CSP over those four years.

Operational Plan

The Operational Plan sits within the Delivery Program and identifies annual projects and activities to deliver against the Delivery Program outcomes. It includes council's annual budget and Statement of Revenue Policy.

Resourcing Strategy

The Resourcing Strategy articulates the resources required to deliver the outcomes from the Community Strategic Plan, Delivery Program and Operational Plan.

The resourcing strategy includes:

- The Long-Term Financial Plan
- Workforce Management Plan
- Asset Management Plan

Reporting to our community

Reporting on the Community Strategic Plan, Delivery Program and Operational Plan is achieved through the following reporting mechanisms:

- Performance Reports – reported every 6 months
- Annual Report – delivered every 12 months
- State of the City Report – every 4 years, at the end of the Council term.

Measurement

The Office of Local Government (OLG) handbook notes that every strategy, activity and action across the entire suite of IP&R documents is to be allocated a measure to determine its success.

Indicators and performance measures enable us to report at each plan level.

For the CSP, community indicators are used to track trends and ensure the changes that have occurred are moving us towards our vision.

About our community





Brisbane

Queensland

South Australia

Broken Hill

New South Wales

Tamworth

Dubbo

Newcastle

Hillston

Orange

Lithgow

Mildura

Hay

Griffith

Temora

Sydney

Wollongong

Wagga Wagga

A20

A41

M31

Goulburn

Canberra

Deniliquin

Echuca

Albury/Wodonga

Cooma

Bendigo

Victoria

Melbourne

Wangaratta

Where we are

Wagga Wagga, also known as Wagadyi Wadadyi in Wiradjuri/Wiradyuri language, 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.

Our Local Government Area (LGA) is made up of the city, surrounding farmland and nine villages, including Collingullie, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Tarcutta, and Uranquinty.

Wagga Wagga is the largest inland city in NSW and benefits from locational advantages with it being centrally located between major metropolitan centres with connections through to Queensland, Victoria, and South Australia.

Wagga Wagga is connected to the major metropolitan cities through road, air services and passenger and inland rail. With major infrastructure in place for freight logistics.

As the regional capital of southern NSW, Wagga Wagga is a hub for industry, healthcare, education, and recreation. Through a skilled and reliable workforce, combined with high quality education and training facilities, we have created a strong and diverse economy, driving growth and investment.

At the time of writing this plan in 2025 there are more than \$15 billion of infrastructure projects planned for construction in Wagga Wagga and the surrounding Riverina Murray region over the next 5 to 10 years.

Wagga Wagga provides scale, diversity, liveability, and access to natural assets, attracting investment, creating employment, and welcoming new residents.

By 2050, Wagga Wagga will support 85,000 people and there are aspirational ambitions to reach 100,000. This cannot be done by “natural growth” alone. As the city changes and grows, our planning needs to ensure the prosperity and well-being of the city and its residents, by providing new opportunities to grow while preserving what makes our community special.

Land area:

4825
square km

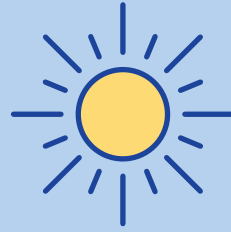
Distance from cities:

455km
from Sydney

452km
from Melbourne

230km
from Canberra

Our community profile



Population

68,716

Current population (ABS ERP 2023)

85,000

Expected population by 2050

35

Median age

6.6%

Aboriginal and Torres Strait Islander population



Diversity

9%

Language at home other than English

11.4%

People in Wagga Wagga born overseas

From those born overseas, the top 3 birthplaces were:

1. India
2. United Kingdom
3. Iraq

People groups



48.6%

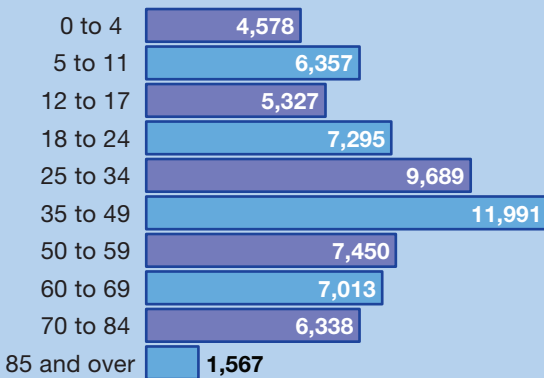
Male



51.4%

Female

Age groups



Disadvantage

989

SEIFA index of disadvantage 2021

10.3%

Mental health condition

5.9%

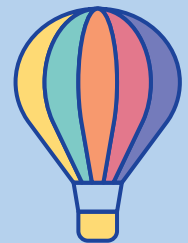
Need for assistance due to disability

257

Homeless persons estimated 2021*

8.4%

Disengaged youth



For current information on our demographic profile visit:
profile.id.com.au/wagga-wagga



Economy

\$5.41 billion

Gross Regional Product

5957

Local businesses

\$400M pa

Visitor spending within Wagga Wagga LGA

\$1.95 billion

Total annual spending Wagga residents



Housing

15%

Medium and high-density housing

\$500

Median weekly mortgage repayment

\$1,816

Median weekly household income

2.48

Persons per dwelling

Median value of a home: \$670,000

Median weekly rent: \$500



Employment

40,170

Total local jobs

2.6%

Unemployment rate

38,947

Employed residents

16.1%

Volunteer work

Industries by output value

1. Construction: 12.4%
2. Public Administration & Safety: 12.3%
3. Manufacturing: 10.9%

Employment by industry

1. Health care and social services: 18.0%
2. Construction: 12.3%
3. Public Administration and Safety: 10.5%



Education



5%

University attendance

20%

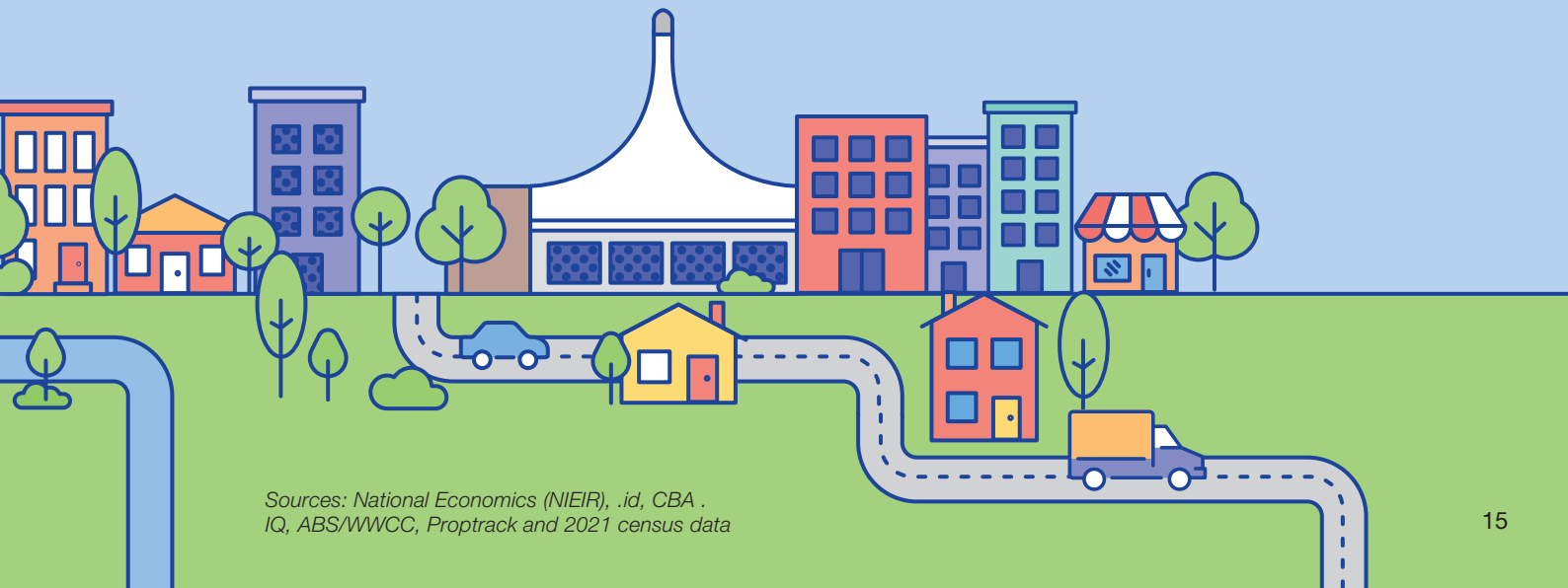
University qualification

24%

Trade qualification

124

Total education facilities



Village life

The nine villages surrounding Wagga Wagga and the farmland are a vital element of our local community.

The villages provide an alternative living option for residents within our community and deliver diversity, character, and a real sense of community spirit for those seeking a different lifestyle option.

Each village is unique, and each provides a point of difference.



Currawarna

Location: 30km north-west of Wagga Wagga, north of the Murrumbidgee River.
Population: 199



Galore

Location: 53km west of Wagga Wagga
Population: 70



Collingullie

Location: 22km north-west of Wagga Wagga on the Sturt Highway
Population: 258



Uranquinty

Location: 14km south of Wagga Wagga
Population: 910



Mangoplah

Location: 31km south of Wagga Wagga
Population: 291





Oura

Location: 15km east of Wagga Wagga, north of the Murrumbidgee River
Population: 246



Ladysmith

Location: 19km east of Wagga Wagga
Population: 339



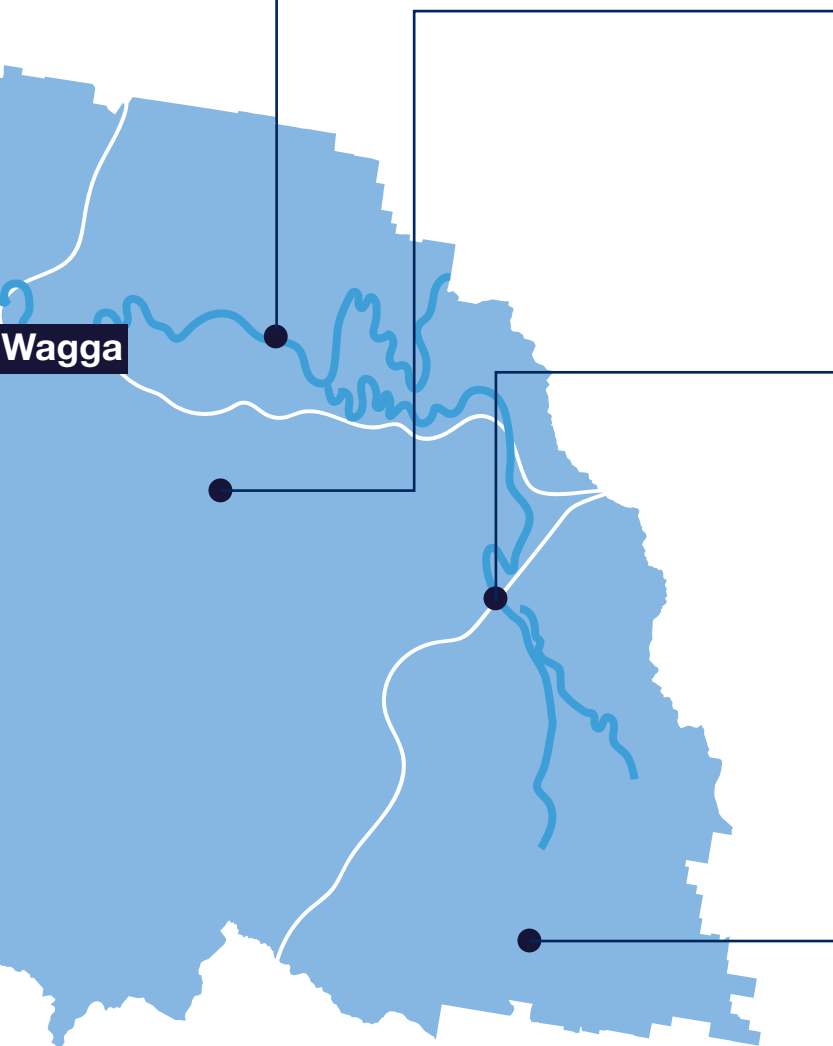
Tarcutta

Location: 38km east of Wagga Wagga
Population: 425



Humula

Location: 54km south-east of Wagga Wagga
Population: 129



City infrastructure

Wagga Wagga City Council serves an area of over 4800 square kilometers, maintaining roads, parks, playgrounds, stormwater, sewage, cultural and sporting facilities and more.

Council manages infrastructure that may go unnoticed but that makes the city run smoothly. Here is a brief overview:

Playgrounds, open space & recreation



100
Playgrounds




851
hectares of developed open space



76
Sports & recreation facilities



47,696
Street trees



Sewer & Stormwater assets

482kms Stormwater Pipes	721km Sewer Mains
50 Sewer Pump Stations	8 Sewer Treatment Plants
14,890 Stormwater Pits	

Community Centres



12
Community centres
(community halls, senior citizens)



34
Club & meeting facilities

Cultural facilities



1
Civic theatre



1
City library



2
Art galleries



2
Museums

Roads & infrastructure



1240km
Sealed roads



339km
Footpaths, shared paths and cycleways



788km
Kerbs



89
Parking lots



1080km
Unsealed roads



63
Bus and Taxi shelters



94
Bridges
(Includes foot, vehicle and rail bridges)



12
Quarries



Engaging with the community



Engagement stall at
FUSION Botanical,
October 2023.



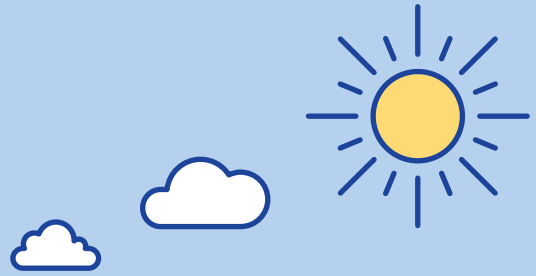
 City of
Wagga Wagga

Having genuine conversations with our community was important to ensure we understood what was important for the community.

Engagement undertaken throughout 2024 informed the development of Wagga Wagga 2050 – Community Strategic Plan.

There was a high level of awareness achieved as part of the engagement process with Council reaching well over 100,000 people. We had lots of fun and interactive ways for people to connect with the information, including an animation on Wagga Wagga 2050 to help educate the community on what the CSP is, and the importance of sharing feedback.

What we heard...



During the engagement process we reached out to as many people as we could in Wagga Wagga, the villages and surrounding farmland. We did this through the following methods:

People reached:



19,755
Social media - paid posts



500
Community survey
Micromex



51,000
Social media - organic posts
Facebook & Instagram



23,717
Daily Advertiser
Printed & online Council News distribution



4700
Social media - organic posts
LinkedIn



1000
In person interactions at events
Pop-up stalls, forums, school sessions



3028
Have Your Say
Wagga Wagga website



1000
Specific promotional merchandise
i.e. coasters for pubs, bookmarks to book clubs etc.



5500
Council News digital newsletter



65,329
Radio promotion



2000
Council website



The community and partner organisations were provided with a variety of opportunities to collaborate and engage.

Council staff and Councillors visited many locations through our pop-up stalls, along with a variety of engagement platforms. A list of the engagement undertaken is included in the appendix of this document.



Scan to watch the video we made on what the CSP is and how it works!

Almost 2500 people
made a submission towards
the community strategic plan.

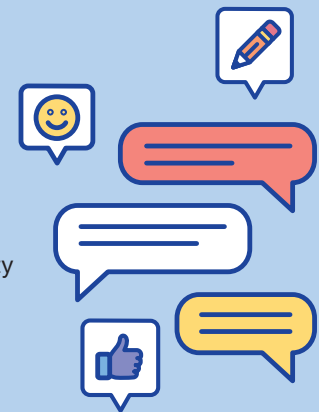


Yandarra Festival, November 2024

What people love about Wagga Wagga

Liveability was a key attractor to Wagga Wagga and surrounding villages and farmland. Some of the specific things that people love about Wagga Wagga are listed below:

- The Murrumbidgee River, Wagga Beach, and Riverside Precinct
- Lake Albert
- Open spaces
- Location – we are between major cities
- Family friendly
- Sense of community
- Active travel
- Specific recreational activities
- Cultural aspects of the community
- Natural environment
- Festivals and events.
- Playgrounds
- Hospitality venues
- Retail



Our unique selling points

As part of the business survey people shared what they believed were the unique selling points for our community. These ideas included:



Amenity and quality of life



Our location



Our natural assets
such as the river and Lake Albert



Economic diversity



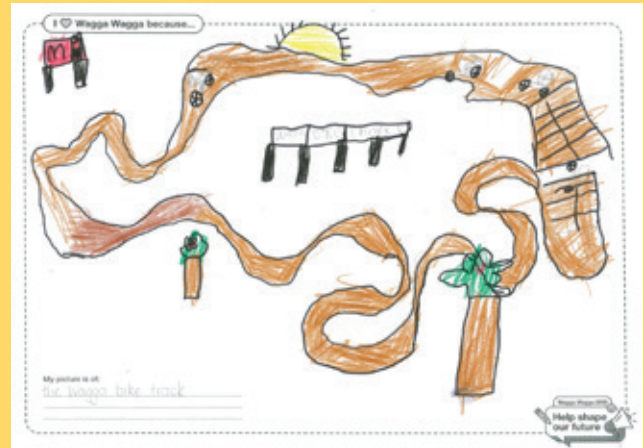
Central Business District

Art competition entries

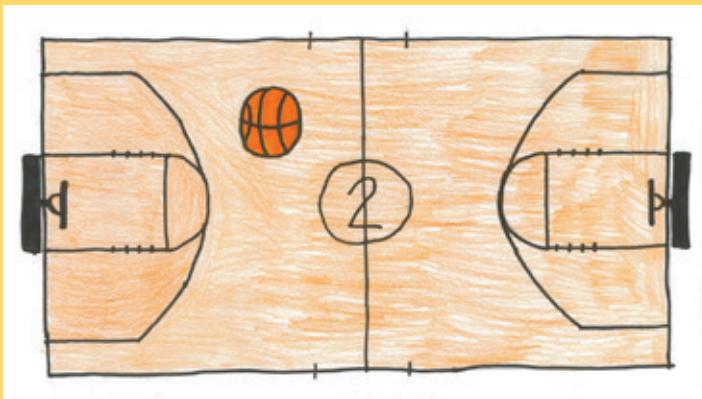
Our art competition received over 400 entries, with participants creating a variety of beautiful artworks showing what they love about Wagga Wagga and surrounds. Here are just a few!



Doing water sports at Lake Albert - Carter (Ages 6-9)



The Wagga bike track - Matthew (Ages 6-9)



Basketball court at PCYC - Max (Ages 10-13)



A beautiful sight - Ariba Omar (Ages 14-17)



A Starry Sunset - Kiko (Under 5)



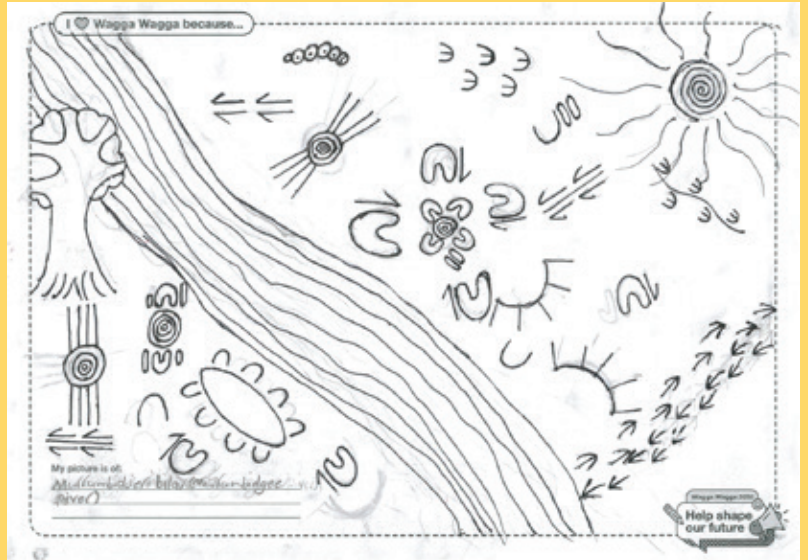
For the Love of Wagga - Dec Browne (Ages 18+)



Animal Zoo - Maree Wells (Ages 18+)



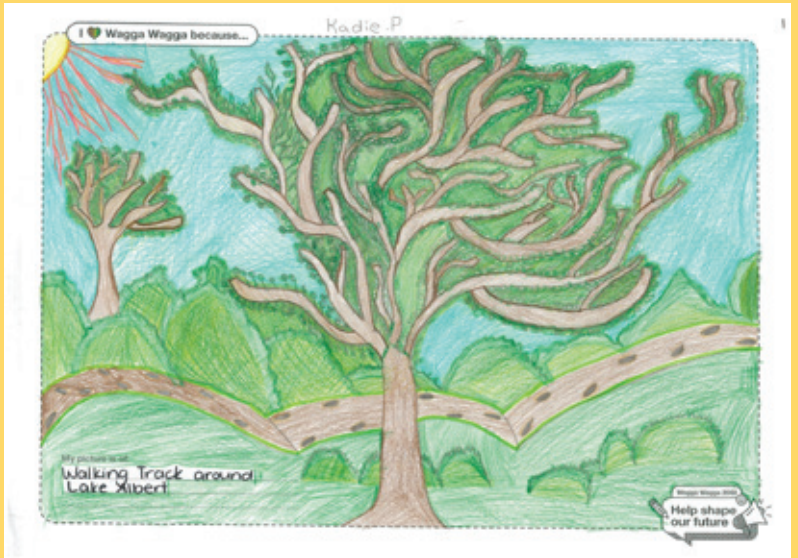
Autumn at Wollundry - Dimity Einhaus (Ages 18+)



The Murrumbidgee River - Jett (Ages 10-13)



Me walking my dog - Olivia (Under 5)



Walking track around Lake Albert - Kadie (Ages 10-13)



Big Murray - Em Shannon (Ages 18+)



Wagga Beach - Isaac (Ages 6-9)



Wagga Rainbow - Abigail (Under 5)



your say
Wagga Wagga

vision
Wagga?



Your chance to WIN

one of 2 pencil cases

to go in the draw to win one of these prizes
in the box of the corresponding numbered prize

at 6pm, here at this stall.

2 

3 

Join the competition
haveyoursay.wagga.nsw.gov.au/csp2020



Art competition

I love Wagga Wagga

Get creative
you love ab

Draw or paint a picture
Wagga Wagga. The
you love participate

Entries close: 5pm

City of Wagga Wagga

Stages of engagement

The engagement followed 4 key stages:



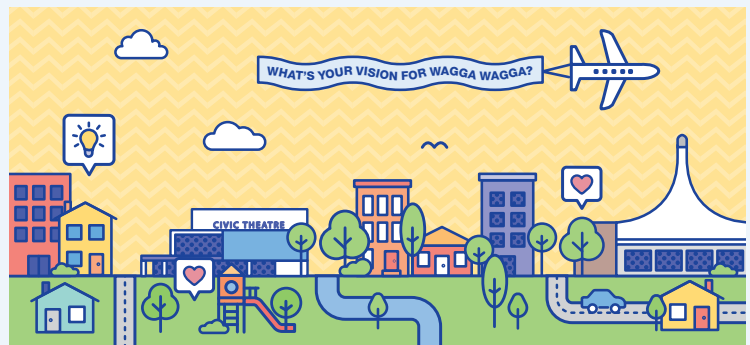
Different engagement tools and methods were used at different stages of the engagement.

Awareness

The first part stage of the engagement was about generating awareness and brand recognition of the campaign – “Help shape our future”.



Campaign logo



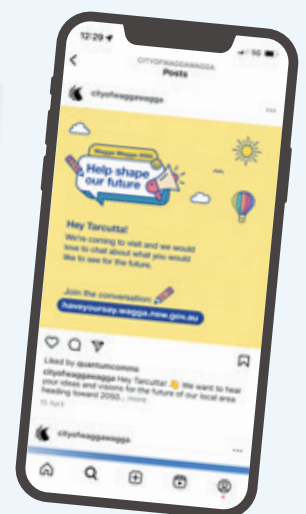
Wagga Wagga landscape illustration

About the brand

The core of the campaign brand was a logo featuring the short and memorable call to action, 'Help shape our future', as well as a speech bubble and megaphone graphic to send a clear message that this is about making yourself heard.

The extended elements of the brand featured a bright and recognisable colour palette, graphics and consistent application of typography which are all drawn from Council's corporate brand. The brand elements were utilised in a way that aimed for broad appeal and to ensure that visual communications looked friendly, approachable and accessible.

A key aspect of the campaign brand was the use of recognisable Wagga Wagga features and landmarks, such as The Pavilion, the Civic Theatre and the river. This helped to ensure instant recognition and that residents understood that this was relevant to them.



Examples of branded collateral

Listening

We went on to ask people what they love about Wagga Wagga and our art competition was highly successful. As part of the listening phase, we explored the concepts of what people loved about Wagga further and what they would like to see for a future Wagga Wagga.

The listening phase was a key part of the engagement and asked people what they would like to see for the future of Wagga Wagga. We asked for specific ideas, aspirations and ideal visions for Wagga Wagga in 2050.

Data was gathered from feedback provided through many mediums including external community surveys, our online platform Have Your Say Wagga Wagga, face-to-face pop-ups, presentations, workshops with various groups, school sessions etc.

When going out to the community to gather feedback, we ensured we reached all demographics of Wagga Wagga and surrounds.

Given the CSP affects everyone living in and visiting the region, and it will affect Wagga Wagga's future, we wanted to ensure that everyone was given the opportunity to share their ideas and visions.

The demographics we reached included:

- Adults
- Children
- Young people
- Older people
- Families
- First Nations People
- People living with disability
- Culturally and linguistically diverse (CALD)
- LGBTQIA+ community
- Rural residents
- Business owners
- Developers
- Visitors
- Farmers

We reached out in different ways to different demographic groups. Children provided most of their feedback through the art competition, older residents spoke with staff who wrote down their ideas. Technology was used to gather feedback from young people, and methods for gathering quick feedback were used at events. Adapting the feedback methods for each demographic group proved effective and appreciated by the participants.



International Women's Day, March 2024.

Words from the community



Vibrant and engaged city...

- Wagga Wagga resident

Lengthen the bike tracks and have more accessible public transport, more bus stops. More environmentally friendly things.

- High school student



More options for ladies fleeing domestic violence.

- Wagga Wagga resident

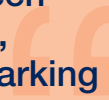
We need a heavy vehicle road bypass through Wagga, second major railway line, duplication of the Gobba bridge.

- Koorinal resident



A vibrant, energetic city that still has charm and green spaces, good parking facilities.

- Wagga Wagga resident



Splash park / waterplay that is free to access outdoors.

- Uranquinty resident



Better roads, more events, more options for the disabled and overall improve on everything as a whole.

- High school student



Six-storey buildings in the CBD packed full of young professionals. Retail, cafes, live entertainment and beautifully designed urban spaces.

- Participant from the Business Round Table Network





NO SMOKING

Wagga Wagga 2030
Help shape our future
Hey Wagga Wagga!
We're getting ready where our city is headed and we want your input.

City of Wagga

Oura Community Centre, drop-in engagement session, March 2024.

What people want to see in the future



Infrastructure

- The need for improved roads
- Duplication of Gobbagombalin bridge, dual lanes
- Bypasses and heavy vehicle routes
- Community infrastructure



Transport

- Better transport connectivity
- Improved traffic flow
- Increased public transport services especially from villages and a card-based tap-on, tap-off system
- Increased pedestrian and cycling paths
- Improvement to the airport



Community & people

- Desire for a community that is inclusive, connected, and harmonious
- More community events, and spaces that foster social cohesion
- A strong desire to focus on youth activities and provide spaces for teenagers and young adults
- Reduction in crime



Parks & green spaces

- More parks and green spaces
- More trees along streets
- Enhanced walking and cycling paths
- Outdoor areas for families and community activities



Recreation & culture

- Family friendly facilities with specific items called out including water parks and 50 metre swimming pools
- Sports hubs and large event spaces for concerts, festivals, and cultural events
- A vibrant nightlife with a thriving entertainment scene
- More cafes, restaurants, and a revitalised city centre were also common themes



Housing & development

- Access to affordable housing
- Increased diversity in the types of housing available
- A focus on low-income families, seniors, and those impacted by the housing crisis
- Desire for responsible urban development, with an emphasis on sustainable housing
- Access to green spaces in newer suburbs



Economic growth & activation

- Developing the local economy with more industry, business, and job opportunities in manufacturing and tourism
- A desire for Wagga Wagga to be a thriving tourist hub with calls for major events, festivals and attractions that bring visitors to the city



Environmental action

- Calls for more renewable energy
- Increased climate change action
- Urban greening
- Flood control



Health & support services

- Better healthcare services
- Access to specialist services
- Increase in aged care
- Mental health support
- Focus on healthcare for disadvantaged groups
- Improve the health outcomes for our community

Our commitments

In developing the Wagga Wagga 2050 Community Strategic Plan, it was critical for Council to effectively engage with the community to understand the aspirations of the community and to ensure the effective use of social justice principles and alignment with the quadruple bottom line (QBL).

Our commitment to engage with the community

Community engagement is an integral part of everything we do at Council. Effective community engagement enhances our capability to make well-informed decisions that reflect the needs and priorities of residents.

Council's approach to community engagement is detailed in the adopted Community Engagement Strategy, which outlines the importance of community engagement and aligns to the best practice IAP2 (International Association for Public Participation) Engagement Framework.

The IAP2 spectrum assists Council with the selection of the level of participation that defines the community's role in any community engagement programme.

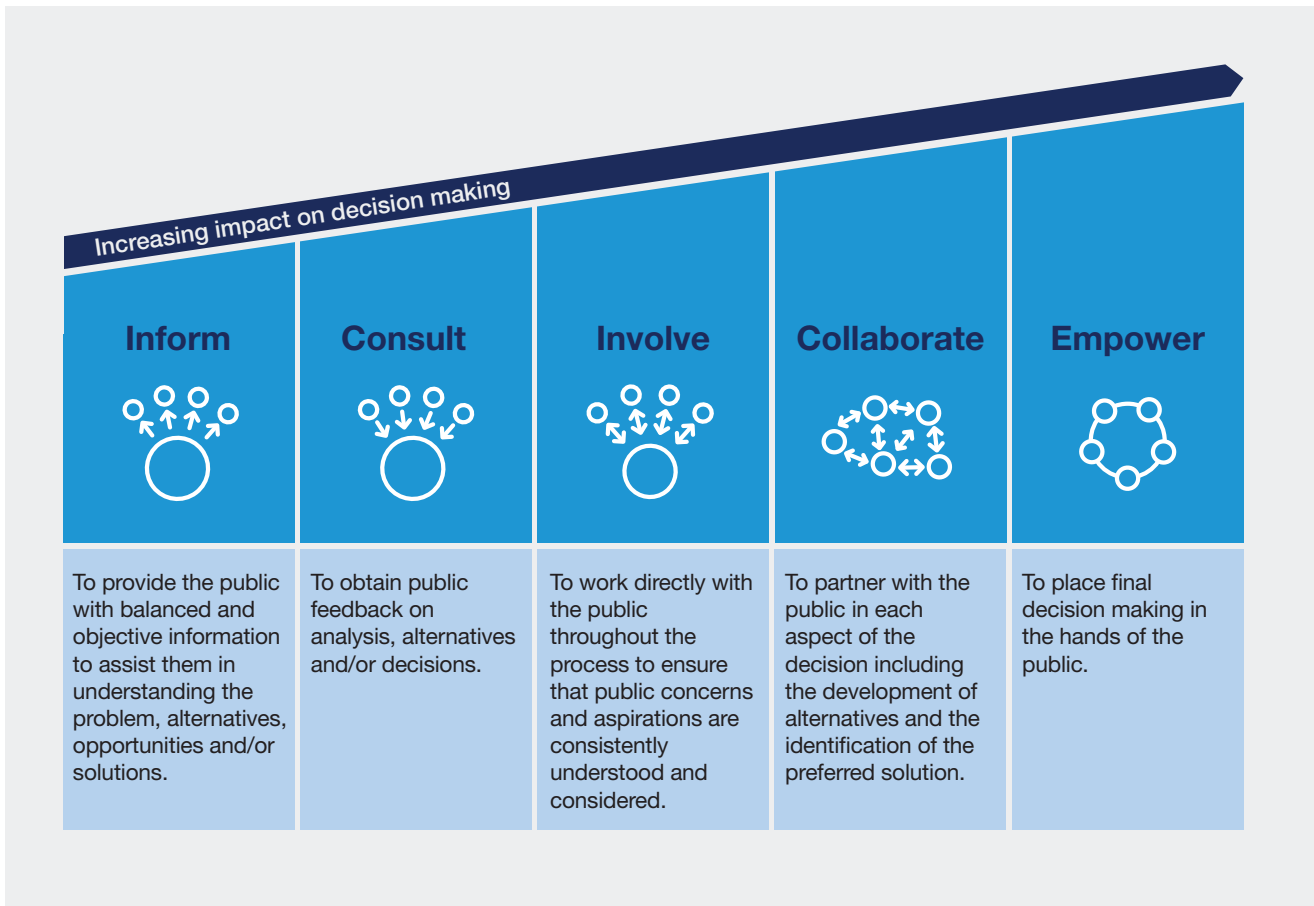


Figure 1: IAP2 spectrum of public participation.

Social justice principles

Council’s engagement approach has also considered and incorporated social justice principles in planning for the development of Wagga Wagga 2050, as detailed below.

<p>Equity Ensuring fairness by providing resources and opportunities based on individual needs to achieve equal outcomes.</p>	<p>Access Ensuring that everyone can obtain necessary resources, services, and opportunities without barriers.</p>	<p>Participation Guaranteeing that all individuals have a voice and can actively engage in decisions that affect their lives.</p>	<p>Rights Affirming that all individuals are entitled to fundamental freedoms and protections, ensuring dignity and equality.</p>
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The quadruple bottom line

The four strategic focus areas of Wagga Wagga 2050 closely align with the quadruple bottom line (QBL). The QBL is a framework that expands on the traditional business model to ensure a balanced and holistic approach is taken without focusing on one individual aspect.

This approach will deliver improved planning and decision making and will lead us into a more sustainable future. The direct alignment between the QBL and the strategic focus areas are shown below:

QBL	Social	Economic	Environment	Civic Leadership
Our strategic focus areas	 Vibrant	 Growing	 Sustainable	 Regional Leader
What this means	Wagga Wagga is a vibrant place to live, work and visit. We foster a thriving cultural, social, and recreational scene, where creativity, diversity and our rich cultural heritage are valued, and people feel safe and secure within our community.	Wagga Wagga is a progressive regional city with a strong economic future for our local government area and wider region. Wagga Wagga is the Southern Regional Capital of NSW.	We plan for future generations with a focus on sustainability. We protect the environment and embrace best practice as we move towards net zero emissions for the Community and Council.	Wagga Wagga is a regional leader. We lead by example and set the standard for innovation, collaboration and resilience driving progress. Our approach is underpinned by good governance and planning.

Risk Management

There are several potential risks connected with each of the objectives and strategies listed within the Community Strategic Plan. These will be further explored as each of the areas is actioned and could include some high-level risks such as: risk of not being to deliver specific items, availability of funding, Council's level of influence with some items, community and stakeholder commitment and changing community priorities and aspirations.

First Nations

Council is committed to reconciliation and developing meaningful relationships with our Wiradjuri/ Wiradyuri and First Nations People to ensure there is genuine respect and equitable opportunities. This approach was adopted throughout the engagement process and the development of Wagga Wagga 2050.

The Wiradjuri/ Wiradyuri phrase *yindyamarra winhanganha* means the wisdom of respectfully knowing how to live well in a world worth living in. This phrase is very relevant to the development of our Community Strategic Plan and the future our community aspires to.

Back to School Party, January 2024.





Council's role in the delivery of Wagga Wagga 2050

Wagga Wagga 2050, is a plan developed with the community, for the community. Whilst Council will take a leading role in the delivery of some elements of the community strategic plan there are some areas that have been identified as important for the community that cannot be delivered by Council. Council partners with a range of stakeholders within and outside of our community to deliver some aspects of the plan.

Depending on the strategy, Council's role may be to deliver, partner and/or advocate.



Deliver

Council is responsible for delivering services/activities that contribute to the plan's strategies.



Partner

Council shares the responsibility for contributing to the plan's strategies through strategic partnerships with federal and state government agencies or facilitating/supporting a range of other stakeholders to deliver services or facilities.



Advocate

Council shares the responsibility for contributing to the plan's strategies through strategic partnerships with federal and state government agencies or facilitating/supporting a range of other stakeholders to deliver services or facilities.



Engagement drop-in session at
Lake Village, March 2024

How to read the plan

Strategic focus area

These are the high-level strategic focus areas or pillars of the CSP. These areas include Vibrant, Growing, Sustainable, Regional Leader.

Strategies

Strategies are the method or approach by which the objectives of the CSP will be met. Their purpose is to answer the question, 'How will we get there?'

Sustainable Development Goals (SDGs)

The United Nations SDGs are 17 established global goals that provide a roadmap for all countries with the aim of creating a better world for current and future generations.

The goals are listed to demonstrate their relevance to the outcomes listed in the strategic focus areas.

Strategic focus area: Vibrant

Ref	What do we want to be?	How will we get there?	Council's role	Who are our partners?
V01	Sense of place and identity Wagga Wagga creates places for people to connect and a few clear identity.	Develop our city brand and strengthen regional connectivity. Create a series of identity and place within our community.	Deliver Deliver	Community Organisations Residents Community Organisations Residents State Government
V02	Arts and culture Creative spaces and opportunities to connect and interact with others.	2.1 Promote, activate and support arts and cultural opportunities within our community.	Deliver	Arts and culture Organisations State Government
V03	Inclusive and diverse Wagga Wagga reflects a diverse, accepting, and inclusive community rich in culture and heritage.	3.1 Create an environment and opportunities for everyone, felt, welcome and included in our community. Programs aimed for various groups including First Nations people, people from culturally and linguistically diverse backgrounds (CALD), people of all abilities, women, men, families, single parents, children, young people, older people and LGBTIQ+ people. 3.2 Support provision of all abilities to access services and supports within our community.	Deliver Advocate	Community Organisations State Government
V04	Safety Our community feels safe.	4.1 Design safe spaces and places using innovative design. 4.2 Foster initiatives to assist crime prevention within our community. 4.3 Support public safety.	Deliver Partner Partner Partner Partner	Community Organisations State Government Community Organisations State Government Community Organisations State Government

Supporting state and regional plans

- Norah Head Plan 2021 (2021)
- Revitalising Murray Regional Plan 2041
- NSW Small Places Strategy
- NSW Disability Inclusion Action Plan
- NSW State Health Plan
- Social Inclusion Agenda
- National Agreement on Closing the Gap
- NSW Homelessness Strategy 2025-2035 (draft)

Relevant Council strategies

- Cultural plan 2020-2030
- All cities plan (EAMP) 2022-28
- Events Strategy 2020-2024
- Reconciliation Action Plan 2022-2024
- Public Art Plan 2022-28
- Distribution Management Plan 2024
- Lake Albert Pipeline Project
- Recreation and Open Spaces Strategy 2040
- CSD Master Plan

Council services that will deliver these areas:

- Community Services
- Environment and Sustainability
- Engineering Services
- All areas

Proposed NSW Government Performance and Wellbeing Frameworks

Relevant wellbeing themes: Healthy, Housing, Secure, Community, Connected

Australian Government Measuring What Matters Framework

Relevant theme: healthy, secure, cohesive, Quads bottom line: Social

Measuring success

How will we know we have succeeded?

Ref	Indicator	Baseline	Target / Desired Trend	Source
V01	Willingness to accommodate community to...	76%	>80%	University of Canberra Wellbeing Survey SCS
	Perceiving pride in the community	52%	>80%	Community survey
	Appearance of the city	73%	Increase	Community survey
V02	Participation in arts and culture related activities	54%	Increase	Community survey
V03	Community views assessed - it is a good thing for a society to be made up of people of diverse cultures and communities.	New measure		Community survey
	Disability access	New measure		Community survey
V04	Feeling safe in public places	53%	Increase	Community survey
	House crime in our community - rate and rate	105.3 Rank 26/119	Decrease	NSW Bureau of Crime Statistics & Research (BOCSAR)
	Property crime in our community - rate and rate	2,850.4	Decrease	BOCSAR
	Community feels safe in their homes	79%	Increase	Community survey
	Domestic violence rates in community	790/2100k	Decrease	BOCSAR
	Domestic violence related assault	0	Monitor	
	Crime control			

SDG	Indicator	Value	Trend	Source
V02	GP bulk billing rates	73.2%	Increase	Murrumbidgee Primary Health Network (MPHN)
	Life expectancy Non-Indigenous MPMN	81	Stable	AIHW
	Life expectancy Indigenous MPMN	63	Increase	AIHW
	Prevalence preventable hospitalisations (average for major cities - 1,700. Average for most disadvantaged areas 2,128)	1,168.8/100,000	Decrease	NSW Health
	Wellbeing score	72%	>85%	UC
V03	To be discussed with Council			New measure
V04	Number of homeless people in our LGA	227	Decrease	ABS
V04	Community satisfaction with sportgrounds	47%	Stable	Community survey
	Local sport ground bookings (hours)	New measure		Local sport ground bookings
V04	Wagga Wagga has a variety of leisure and recreation options	62%	Increase	Community survey
V04	Satisfaction with reserves and open space	87%	>85%	Community survey
	Number of open spaces	251	Stable	Council data
V04	Wagga Wagga has a variety of entertainment options	47%	Increase	Community survey
	Wagga Wagga has a vibrant nightlife	32%	Increase	Community survey
	Wagga Wagga has a good variety of retail options	58%	Increase	Community survey

Objectives

Objectives are used to define what the community's long-term vision will look like once it is realised. Their purpose is to answer the question, 'Where do we want to be in 10 years' time?'

Council's role

Our role in relation to the achievement of the plan. Council's role may include all three or just one role.

Partners

The CSP cannot be delivered alone. The partners reflect the people and organisations that will be responsible for the delivery of various elements of the plan.

Indicators

These are the metrics that are used to measure the success of the strategic focus area. The selection of which measures to use was based on the following criteria, consistent with the NSW government performance and wellbeing framework indicators criteria.

- Purposeful – relevant to policy and delivery priorities of Council.
- Comparable – defined and measured consistently to enable comparisons with other jurisdictions and with past performance.
- Timely – data is available in a timely manner, including consideration of frequency of data releases.
- Relatable – easy to understand based on the experiences of local residents.
- Measurable – can be objectively measured.

Vibrant























Wagga Wagga is a vibrant place to live, work and visit. We foster a thriving cultural, social, and recreational scene, where creativity, diversity and our rich cultural heritage is valued, and people feel safe and secure within our community.




















Strategic focus area: **Vibrant**

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
V01	Sense of place and identity Wagga Wagga creates places for people to connect and a has clear identity.	1.1 Develop our city brand and strengthen our regional positioning.	Deliver	<ul style="list-style-type: none"> • Community Organisations • Residents
		1.2 Create a sense of identity and pride within our community.	Deliver	<ul style="list-style-type: none"> • Community Organisations • Residents • State Government
V02	Arts and culture Creative spaces and opportunities to connect and interact with others.	2.1 Promote, activate and support arts and cultural opportunities within our community.	Deliver	<ul style="list-style-type: none"> • Arts and cultural organisations • State Government
V03	Inclusive and diverse Wagga Wagga reflects a diverse, accepting, and inclusive community rich in culture and heritage.	3.1 Create an environment and opportunities where everyone feels welcome and included in our community. Programs exist for various groups including First Nations People, people from culturally and linguistically diverse backgrounds (CALD), people of all abilities, women, men, families, children, young people, older people and LGBTQIA+ people.	Deliver Advocate	<ul style="list-style-type: none"> • Community Organisations • State Government
		3.2 Support people of all abilities to access services and supports within our community.	Deliver Advocate	<ul style="list-style-type: none"> • Community Organisations • State Government
V04	Safety Our community feels safe.	4.1 Design safe spaces and places using innovative design.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
		4.2 Foster initiatives to support crime prevention within our community.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
		4.3 Support public safety.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Community organisations • State Government

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
		4.4 Promote initiatives that support increased level of awareness around domestic violence and support initiatives to combat this.	 Deliver  Partner  Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
		4.5 Provide safe, free and low-cost places for our community to access and feel secure.	 Deliver  Partner  Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
V05	Health wellbeing Wagga Wagga is a healthy community with good access to services and supports when needed.	5.1 Access to health services for all within our community.	 Partner  Advocate	<ul style="list-style-type: none"> • Community organisations • Federal Government • State Government
		5.2 Support initiatives to deliver improved health outcomes for identified groups within our community and address specific needs.	 Partner  Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
		5.3 Facilitate suitable connections for our community to access health and medical facilities outside of our immediate community where required. i.e. patient transfer facilities, technology for remote care.	 Partner  Advocate	<ul style="list-style-type: none"> • Community organisations • Federal Government • State Government
		5.4 Encourage people to adopt a healthy lifestyle and support preventative health initiatives.	 Partner  Advocate	<ul style="list-style-type: none"> • Community organisations • Federal Government • State Government
V06	First Nations culture Value and celebrate local First Nations culture and provide opportunities to grow that knowledge within the community.	6.1 Support and acknowledge the importance of Wiradjuri and First Nations people, culture, and place in our community.	 Partner  Advocate	<ul style="list-style-type: none"> • Local Elders • Federal Government • State Government
		6.2 Pursue the creation of a Wiradjuri/Wiradyuri First Nations keeping place.	 Partner  Advocate	<ul style="list-style-type: none"> • Local Elders • Federal Government • State Government
V07	Reduce homelessness Homelessness in Wagga Wagga is rare, brief, and not repeated because people have a safe home and the support to keep it.	7.1 Support our community to access crisis accommodation and affordable housing when needed.	 Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
		7.2 Connect homeless people to access information and support systems.	 Partner	<ul style="list-style-type: none"> • Community organisations • State Government

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
		7.3 Build the capacity of service systems to prevent and respond to homelessness in our community.	 Advocate	<ul style="list-style-type: none"> • Community organisations • State Government
V08	Sport and recreational opportunities Create opportunities and places for sport and recreation at all levels within the community.	8.1 Support participation in sport and recreation.	 Deliver  Partner	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
		8.2 Develop Wagga Wagga as a premier NSW sporting hub.	 Deliver  Partner	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
		8.3 Champion elite-level sporting opportunities within our community, including focusing on increasing female participation in non-traditional sports and expanding access to para-sport opportunities.	 Partner  Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
V09	Vibrant and activated spaces and opportunities Create vibrant and activated spaces within our community.	9.1 Plan for and provide suitable open spaces within our community.	 Deliver  Partner	<ul style="list-style-type: none"> • Business and Industry
		9.2 Sound planning of spaces within our community to achieve vibrant and activated places.	 Deliver  Partner	<ul style="list-style-type: none"> • Federal Government • State Government • Community Organisations
		9.3 Activate the Central Business District (CBD).	 Deliver  Partner	<ul style="list-style-type: none"> • Business and Industry
		9.4 Plan and deliver diverse, vibrant and inclusive events and festivals for residents and visitors.	 Deliver  Partner	<ul style="list-style-type: none"> • Business and Industry

Supporting state and regional plans

- NSW State Plan 2021-2031
- Riverina Murray Regional Plan 2041
- NSW Smart Places Strategy
- NSW Disability Inclusion Action Plan
- NSW State Health Plan
- Social Inclusion Agenda
- National Agreement on Closing the gap
- NSW Homelessness Strategy 2025-2035 (draft)

Council services that will deliver these areas:

- Community Services
- Environment and Sustainability
- Engineering Services
- All areas

Relevant Council strategies

- Cultural plan 2020-2030
- All abilities plan (DIAP) 2022-26
- Events Strategy 2020-2024
- Reconciliation Action Plan 2022-2034
- Public Art Plan 2022-26
- Destination Management Plan 2024
- Lake Albert Pipeline Project
- Recreation and Open Space Strategy 2040
- CBD Master Plan

Proposed NSW Government Performance and Wellbeing Framework

Relevant wellbeing themes: Healthy, Housed, Secure, Community, Connected

Australian Government Measuring What Matters Framework

Relevant theme: Healthy, secure, cohesive,

Quadruple bottom line: Social

Measuring success

How will we know we have succeeded?

Ref	Indicator	Baseline	Target / Desired Trend	Source
V01	Willingness to recommend community to others.	76%	>80%	University of Canberra Wellbeing Survey (UC)
	Promoting pride in the community.	82%	>80%	Community survey
	Appearance of the city.	79%	Increase	Community survey
V02	Participation in arts and cultural related activities.	54%	Increase	Community survey
V03	Community views around - It is a good thing for a society to be made up of people of different cultures and communities.	New measure		Community survey
	Disability access	New measure		Community survey
V04	Feeling safe in public places	53%	Increase	Community survey
	Violent crime in our community – rate and rank	1826.2 Rank 26/119	Decrease	NSW Bureau of Crime Statistics & Research (BOCSAR)
	Property crime in our community – rate and rank	2,856.4 Rank 19/119	Decrease	BOCSAR
	Community feeling safe in their homes	79%	Increase	Community survey
	Domestic violence rates in community	790.2/100k	Decrease	BOCSAR
	Domestic violence related assault Coercive control	0	Monitor	



V05	GP bulk billing rates	79.8%	Increase	Murrumbidgee Primary Health Network (MPHN)
	Life expectancy Non-Indigenous MPHN	81	Maintain	AIHW
	Life expectancy Indigenous MPHN	63	Increase	AIHW
	Potentially preventable hospitalisations (average for major cities – 1,700. Average for most disadvantaged areas 2,100)	2166.8/100,000	Decrease	NSW Health
	Wellbeing score	70%	>80%	UC
V06	To be discussed with Elders			New measure
V07	Number of homeless people in our LGA	257	Decrease	ABS
V08	Community satisfaction with sportsgrounds.	91%	Maintain	Community survey
	Council sports ground bookings (hours)	New measure		Council sports ground bookings
	Wagga Wagga has a variety of leisure and recreation options	62%	Increase	Community survey
V09	Satisfaction with reserves and open spaces	87%	>80%	Community survey
	Hectares of open space	851	Maintain	Council data
	Wagga Wagga has a variety of entertainment options	47%	Increase	Community survey
	Wagga Wagga has a vibrant nightlife	32%	Increase	Community survey
	Wagga Wagga has a good variety of retail options	66%	Increase	Community survey

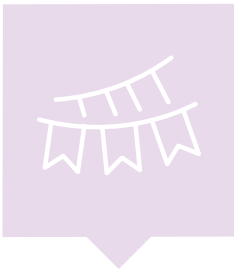


Growing

























Wagga Wagga is a progressive regional city with a strong economic future for our local government area and wider region. Wagga Wagga is the Southern Regional Capital of NSW.













Strategic focus area: Growing

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
G01	A growing business sector Wagga Wagga has a well-supported, collaborative and growing business sector that is underpinned by innovation.	1.1 Support businesses to establish themselves in Wagga Wagga, either through relocation or the creation of a new business.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Business and Industry • State Government
		1.2 Support existing businesses to grow, expand and remain viable.	Partner	<ul style="list-style-type: none"> • Business and Industry • State Government
		1.3 Develop and promote an entrepreneurial mindset and opportunities.	Advocate	<ul style="list-style-type: none"> • Business and Industry
		1.4 Support innovation to drive productivity.	Advocate	<ul style="list-style-type: none"> • Business and Industry • State Government
		1.5 Facilitate business to business collaboration.	Partner	<ul style="list-style-type: none"> • Business and Industry
G02	Visitor economy Wagga Wagga is a leading regional destination and a regional service hub for surrounding communities.	2.1 Enhance Wagga Wagga as a leading regional destination to foster the growth of a robust visitor economy.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Business and Industry • State Government
		2.2 Further develop Wagga Wagga as an attractive regional service hub for visitors from surrounding communities.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Business and Industry • State Government
G03	Workforce & labour supply Wagga Wagga has a strong workforce with the capability and capacity to meet future needs.	3.1 Grow and retain a local workforce to meet the labour requirements for our city.	Partner Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
		3.2 Support target workforces to thrive locally. i.e. Health, construction, hospitality, essential services.	Partner Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
		3.3 Facilitate the provision of early childhood education and care to enable greater workforce participation.	 Partner  Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
G04	Education and skills Wagga Wagga is a regional capital for education excellence with a diverse range of offerings.	4.1 Enhance education and skill development offerings within our Local Government Area.	 Partner  Advocate	<ul style="list-style-type: none"> • Education Providers • Federal Government • State Government
		4.2 Support existing local education providers TAFE, universities, schools and private providers.	 Partner  Advocate	<ul style="list-style-type: none"> • Education Providers • Federal Government • State Government
		4.3 Actively attract new education providers to our city to meet any current and future education and training gaps.	 Partner  Advocate	<ul style="list-style-type: none"> • Education Providers • Federal Government • State Government
G05	Enabling infrastructure Wagga Wagga has a real focus on enabling infrastructure to catalyse and underpin growth.	5.1 Provide essential infrastructure; including sewer, roads, key housing enabling infrastructure to support growth.	 Deliver	<ul style="list-style-type: none"> • Federal Government • State Government
		5.2 Deliver critical regional transport facilities. i.e. Airport Terminal, train routes.	 Deliver  Partner  Advocate	<ul style="list-style-type: none"> • Federal Government • State Government
		5.3 Deliver critical community infrastructure to facilitate growth and attract business. i.e. convention centre, hotel, Airport, freight logistics etc	 Deliver  Partner  Advocate	<ul style="list-style-type: none"> • Federal Government • State Government
		5.4 Explore feasibility of a bypass for the city.	 Advocate	<ul style="list-style-type: none"> • State Government
G06	Increase housing Increase housing supply and diversity to meet the needs of our community.	6.1 Implement initiatives to deliver an increase in housing supply and diversity of housing options to meet the needs of our community.	 Deliver  Partner  Advocate	<ul style="list-style-type: none"> • Business and Industry • State Government • Business and Industry
		6.2 Facilitate housing supply and new products to better satisfy changing community needs through new concepts i.e. Entry Point Housing example.	 Deliver  Partner  Advocate	<ul style="list-style-type: none"> • Business and Industry • State Government • Business and Industry

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
G07	A connected community Wagga Wagga is a connected community through both transport infrastructure and telecommunications connections.	7.1 Support and advocate for improved public transport. i.e. expanded offerings, capped and or free public transport fares where relevant.	 Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
		7.2 Promote and support the use of technology to drive innovation and connection in our community.	 Deliver  Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
G08	Agriculture and agribusiness Wagga Wagga is leading the way in agriculture and agribusiness innovation.	8.1 Support and promote agriculture and agribusiness within the region.	 Deliver  Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government
		8.2 Encourage innovation within the agriculture sector.	 Deliver  Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government
		8.3 Support a strong approach to research within the agriculture sector.	 Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government



Supporting State and Regional Plans

- Riverina Murray Regional Plan 2041
- Wagga Wagga Transport Plan – Future Transport Strategy (Transport for NSW)
- 20-year Economic Vision for Regional NSW 2021-2041
- Infrastructure Australia Strategy
- Australian Modern Manufacturing Strategy
- Tolland Revitalisation Master Plan
- State Plan NSW Housing

Council services that will deliver these areas:

- City Growth & Regional Assets
- Visitor Economy, Visitor Information Centre & Events
- Strategic Planning
- Civil Operations
- Parks & Strategic Operations
- Sewer & Stormwater Operations

Relevant Council Strategies

- Wagga Wagga Integrated Transport Strategy 2040
- Economic development strategy (draft 2024)
- Wagga Wagga Health and Knowledge Precinct Master Plan 2019
- Housing Strategy (draft 2024)
- Local Strategic Planning Statement
- Local Environment Plan
- Development Control Plan

Proposed NSW Government Performance and Wellbeing Framework

Relevant wellbeing themes: Economy

Australian Government Measuring What Matters Framework

Relevant theme: Prosperous

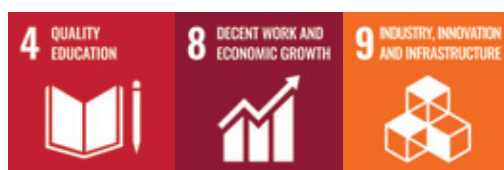
Quadruple bottom line: Economic

Measuring success

How will we know we have succeeded?

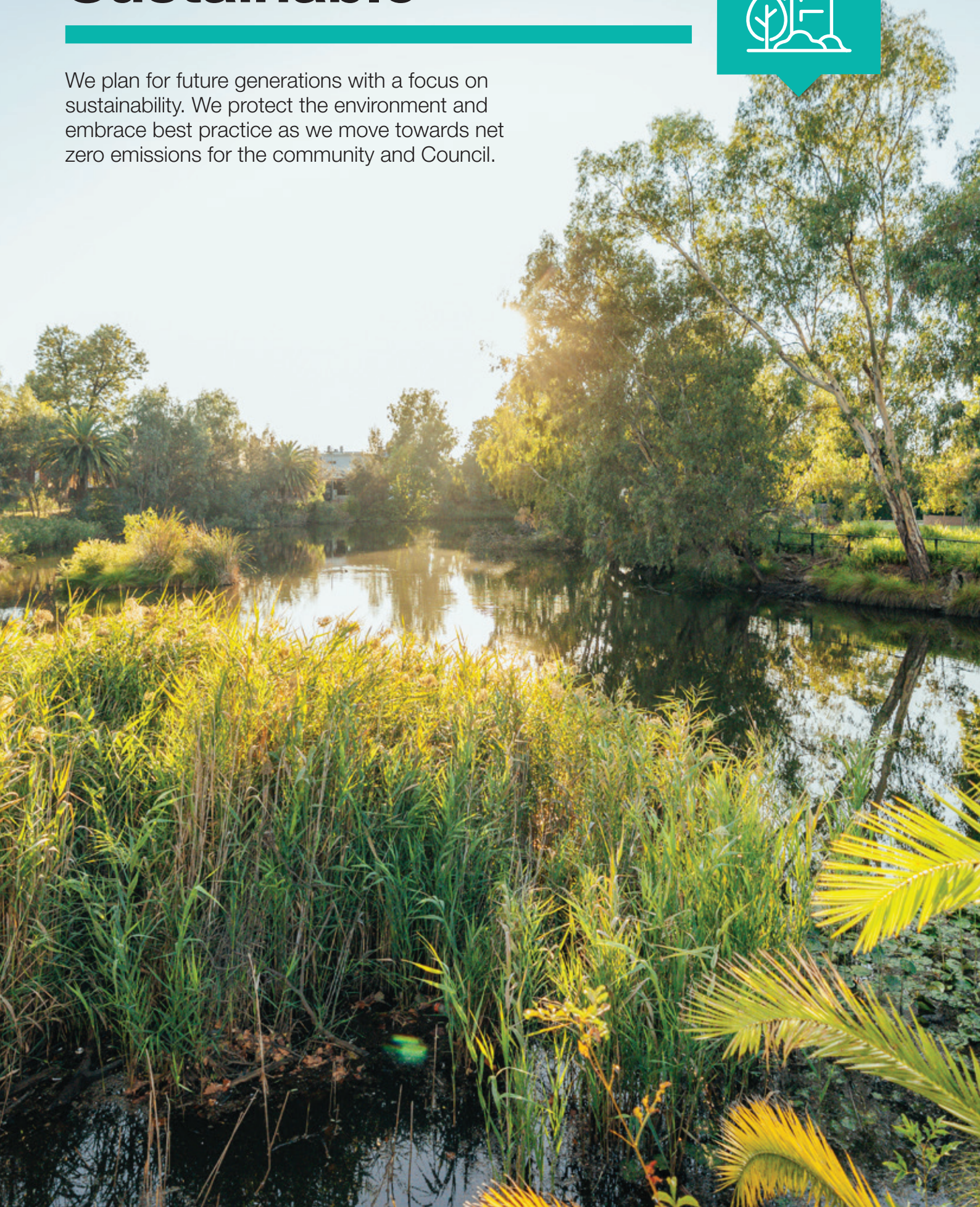
Ref	Indicator	Baseline	Target / Desired Trend	Source
G01	Number of business entries	814	Increase	ABS
	Number of active businesses	5957	Increase	ABS
	Gross Regional Product	\$5.41 billion	Increase	.id
	Number of new businesses in SAP annually	0	3	Council data
	Number of business events	4	4	Council data
G02	Annual visitors	1.2m	Increase	Economy.id
	Annual visitor spend	\$374m	Increase	Economy.id
	Annual overnight visitors	430k	Increase	Economy.id
	Annual day trips	750k	Increase	Economy.id
G03	Annual day trips	750k	Increase	.id
	Population	68,716	Increase	.id
	Unemployment rate	2.6%	Maintain	.id
	Local jobs	40,170	Increase	.id
	Local availability of tradespeople	43%	>70%	UC
	Local availability of professional services	70%	>70%	UC
	Number of childcare services	52	Increase	Australian Children's Education and Care Quality Authority (ACECQA)
Number of approved childcare places	2935	Increase	ACECQA	

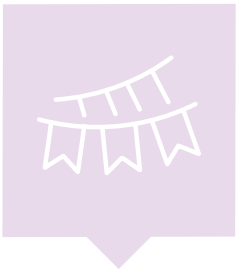
Ref	Indicator	Baseline	Target / Desired Trend	Source
G04	Early childhood development index	23.4%	Increase	Australian early development index
	School attendance rates (public – primary)	89.93%	Increase	Department of Education and Training (DET)
	Youth engagement in study (15-19 years)	68.1%	Increase	ABS
	Certificate level study	9774	Increase	Economy.id
	Tertiary level study	11,808	Increase	Economy.id
	Number of First Nations students attending school within the Wagga LGA.			TBC
G05	Infrastructure backlog ratio	15.98%	<2%	Annual Financial Statements
	Asset Maintenance Ratio	110.2%	>100%	Annual Financial Statements
	Building and Infrastructure Renewal Ratio	96.69%	>100%	Annual Financial Statements
	Community satisfaction – maintaining local footpaths	62%	Increase	Community survey
	Community satisfaction – maintaining local roads	27%		
	Number of passengers through Wagga Airport annually	199,408	Increase	Council data
	Total tonnage originating from RiFL	705,994	Increase	Freight Australia
G06	Households where mortgage repayments are more than 30% of imputed household income (no.)	784	Monitor	ABS
	Households where rent payments are more than 30% of imputed household income (no.)	2295	Decrease	ABS
G07	% of workers using public transport as mode of travel to work	0.72% (2021)	1%-5% (2041)	ABS
G08	Gross value of agricultural production	\$332.9m	Increase	ABS



Sustainable

We plan for future generations with a focus on sustainability. We protect the environment and embrace best practice as we move towards net zero emissions for the community and Council.





Strategic focus area: **Sustainable**

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
S01	Biodiversity Protect and manage biodiversity within our community.	1.1 Manage our natural and rural landscapes to avoid and minimise the impacts on biodiversity.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations • State Government
		1.2 Strengthen our natural assets.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations • State Government
		1.3 Manage biosecurity in natural and rural landscapes.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations • State Government
		1.4 Educate the community and collaborate on biodiversity actions.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations • State Government
S02	Circular economy Wagga Wagga is a leader in circular economy and committed to reducing the impacts of waste and pollution.	2.1 Promote and support opportunities to develop the circular economy, specifically within our Special Activation Precinct (SAP) and the Gregadoo Waste Management Centre.	Deliver Partner	<ul style="list-style-type: none"> • Business and Industry • State Government
		2.2 Embrace new technologies to support a circular economy.	Deliver Partner	<ul style="list-style-type: none"> • Business and Industry • State Government
S03	Climate action Wagga Wagga is resilient to natural hazards and acting on climate change.	3.1 Support the community to prepare for and recover from the impacts of natural hazards and climate change.	Partner	<ul style="list-style-type: none"> • State government
		3.2 Embrace sound planning and development to reduce the impacts of natural hazards and climate change.	Partner	<ul style="list-style-type: none"> • State government

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
		3.3 Support actions to actively reduce greenhouse gas emissions driving climate change.	Partner	<ul style="list-style-type: none"> State government
S04	Built Environment Environment and sustainability are part of building and developing our community.	4.1 Balance the built and natural environment in planning decisions.	Deliver Partner	<ul style="list-style-type: none"> Business and Industry Community organisations
		4.2 Identify sustainable practices and materials when planning the built environment.	Deliver Partner	<ul style="list-style-type: none"> Business and Industry Community organisations
		4.3 Adopt cooling mechanisms for the city in terms of planning, infrastructure design, increasing urban canopy and green spaces.	Deliver Partner	<ul style="list-style-type: none"> Business and Industry Community organisations

Supporting State and Regional Plans

- NSW Energy Plan
- NSW Net Zero Plan
- NSW Waste and Sustainable Materials Strategy
- NSW Circular Economy Policy Statements
- NSW Biodiversity Strategy
- National Climate Resilience and Adaption Strategy
- National Waste Policy and Action Plan
- NSW State Plan – 2021-2031
- Riverina Murray Regional Plan 2041
- NSW State Emergency Service Strategic Plan
- South East NSW Resilience Blueprint
- NSW Environmental Protection Licence (EPA)

Council services that will deliver these areas:

- Environment and Sustainability
- Regulatory City Compliance
- City Businesses
- Flood and Emergency Management

Relevant Council Strategies

- Urban Cooling Strategy 2022-2025
- Arboreal Mammal Habitat Master Plan 2023-33
- Biodiversity / Maldhangilanha 2020-2030
- Corporate NZE Strategy 2022-2040
- Community Net Zero Emissions 2050 Roadmap 2023-50

Proposed NSW Government Performance and Wellbeing Framework

Relevant wellbeing themes: Sustainable

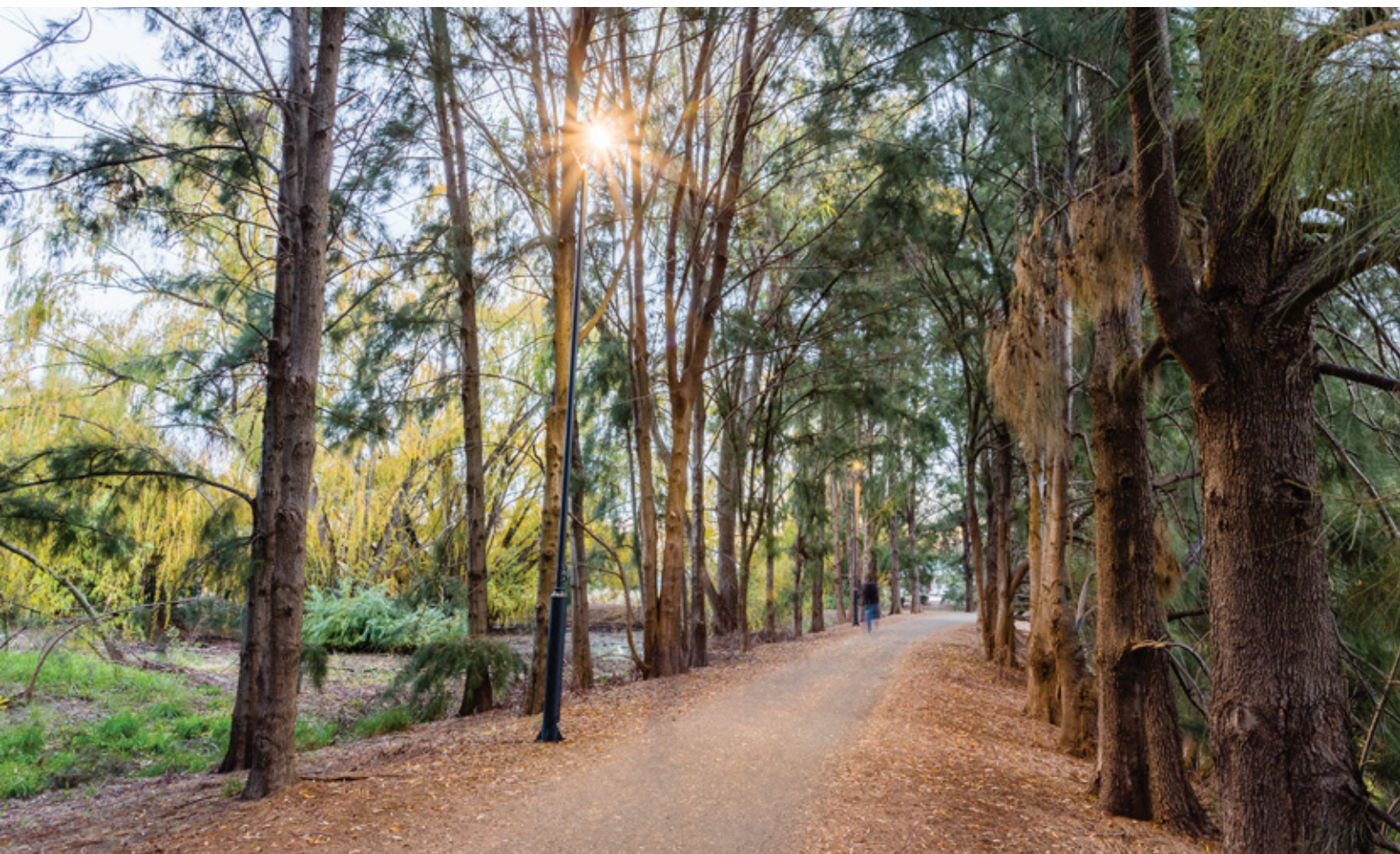
Australian Government Measuring What Matters Framework

Relevant theme: Sustainable

Quadruple bottom line:: Environment



Ref	Indicator	Baseline	Target / Desired Trend	Source
S01	Total number of threatened species in our LGA	38	Monitor	Biodiversity strategy
	Community satisfaction with protecting the natural environment.	93%	Maintain	Community survey
	Community satisfaction with environmental education programs	83%	Maintain	Community survey
S02	Community satisfaction with waste and recycling services	87%	Maintain	Community survey
S03	Community satisfaction with flood protection and preparedness	83%	Maintain	Community survey
	Net zero emissions by 2040 for Council	86,339 t CO2e	Decrease	Council data
	Net zero emissions by 2050 for the Community	1,186,909 t CO2e	Decrease	Council data
S04	Number of street trees in our Community	47,696	Increase	Council data
	Tree coverage – the percentage of shade provided within public open spaces and places	21.3% 299ha	Increase	Council data
	Enhancing Heritage and programs	60%	Increase	Community Survey

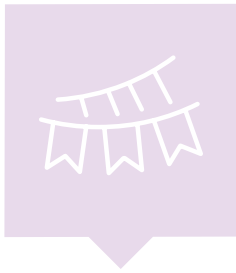


Regional leadership



Wagga Wagga is a regional leader. We lead by example and set the standard for innovation, collaboration and resilience driving progress. Our approach is underpinned by good governance and planning.





Strategic focus area: Regional leadership

Ref.	Where do we want to be?	How will we get there?	Council's role	Who are our partners?
L01	Leadership Wagga Wagga is a regional leader and advocates for improved outcomes for our community.	1.1 Provide strategic direction and leadership for our region to deliver key community priorities.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Business and Industry • Federal Government • State Government
		1.2 Deliver accountable and transparent leadership.	Deliver	<ul style="list-style-type: none"> • Federal Government • State Government
		1.3 Key industry leaders to provide sound civic leadership.	Partner Advocate	<ul style="list-style-type: none"> • Business and Industry
L02	Engagement Wagga Wagga promotes two-way information gathering with our community.	2.1 Provide real opportunities for our community to engage.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations
		2.2 Deliver timely, clear and accessible sharing of information with our community.	Deliver	<ul style="list-style-type: none"> • Community organisations
		2.3 Establish partnerships and relationships with community and foster opportunities for collaboration and action.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations
L03	Planning for the future Wagga Wagga has sound planning for the future of Wagga Wagga.	3.1 Adopt a sound approach to strategic planning to ensure that we are preparing for future growth requirements of the city.	Deliver Partner	<ul style="list-style-type: none"> • Community organisations • State Government
		3.2 Plan for a strong financial future for our community.	Deliver Partner Advocate	<ul style="list-style-type: none"> • Commonwealth Government • State Government
L04	Technology Wagga Wagga promotes innovation through the use of technology.	4.1 Embrace technology to deliver efficiencies and innovation for our community.	Deliver Partner	<ul style="list-style-type: none"> • State Government
L05	Good governance Sound governance to support efficient service delivery and minimisation of risks.	5.1 Provide professional, innovative, accessible and efficient services.	Deliver	<ul style="list-style-type: none"> • Federal Government • State Government

**Strategic focus area:
Regional Leadership**

Relevant Council Strategies

Advocacy Plan - Councillors

Council services that will deliver these areas:

- Corporate Governance and Performance
- Communications and Community Engagement
- Customer Service
- Executive Support
- Information Technology
- Records

Supporting State and Regional Plans

Riverina Murray Regional Plan 2041

Proposed NSW Government Performance and Wellbeing Framework

Relevant wellbeing themes: Sustainable

Australian Government Measuring What Matters Framework

Relevant theme: Sustainable

Quadruple bottom line: Civic leadership



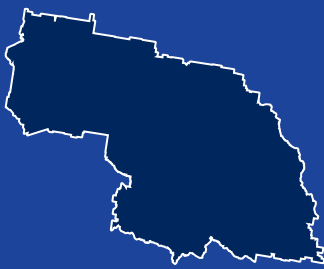
Ref	Indicator	Baseline	Target / Desired Trend	Source
L01	Community satisfaction with confidence with the elected Council.	37%	Increase	Community survey
	Community satisfaction with long term planning for Wagga Wagga.	64%	Increase	Community survey
	Effectiveness of local groups and organisations	60%	Increase	UC
	Confidence in community leadership	44%	Increase	UC
L02	Number of community members engaged	New measure	>10% population	Council data
	Community satisfaction with Council's level of communication	80%	Maintain	Community survey
	Overall satisfaction with provision of Council information to the community	74%	Increase	Community survey
L03	Community satisfaction with long term planning for Wagga Wagga.	64%	Increase	Community survey
	Operating Performance Ratio	-4.63%	>0%	Your Council
	Own source operating revenue ratio	66.24%	>60%	Your Council
	Unrestricted current ratio	4.07x	>1.5x	Your Council
	Debt service cover ratio	4.63x	>2.0x	Your Council
	Rates and annual charges outstanding percentage	5.33%	<10%	Your Council
	Cash expense cover ratio	21.63 months	>3 months	Your Council
L04	Community satisfaction with Council's online/digital systems	No data	>80%	New measure
L05	Governance and Risk Management self-assessment result	No data	>90%	New measure
	Overall satisfaction with Council	80%	Increase	Community survey
	Community satisfaction with community input to Council decision-making	67%	Increase	Community survey



From local to global

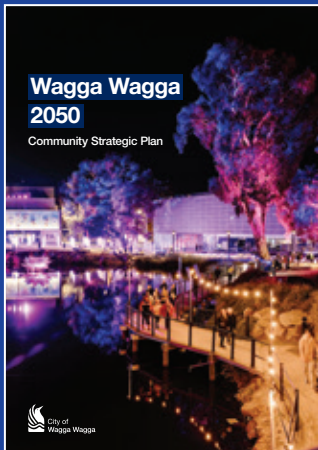
How Wagga Wagga 2050 fits with other plans and strategies

The below image demonstrates how what we are doing here in Wagga Wagga as part of our Community Strategic Plan links through to other levels of government within Australia and even global initiatives.

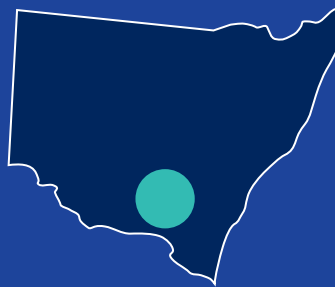


Local

Includes: local roads, parks, waterways, waste, libraries, events, community wellbeing and facilities development.



Wagga Wagga 2050
Community Strategic Plan

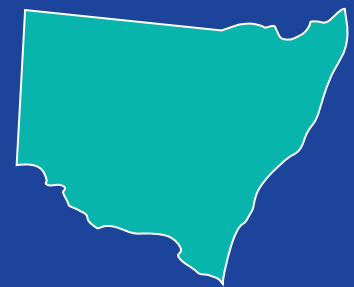


Regional

Includes: regional planning, health and wellbeing, water catchment management.



Riverina Murray Regional
Plan 2041



State

Includes: health, care (aged, child, disability), transport, education, employment, police, development.



NSW Budget 2024-25



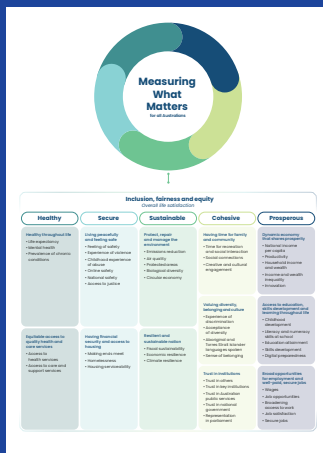
National

Includes: defence, immigration, taxation, communications, trade



Global

Includes: environmental and social issues, political, health or economic crisis.



Measuring What Matters national wellbeing framework



United Nations Sustainable Development Goals (SDGs)

Appendix

1. Engagement responses

Engagement type	Responses
CSP survey responses (online and paper copy submissions)	436
Business survey responses	49
Youth survey responses - Back to School Party	70
Art Competition	457
I love Wagga responses online	37
I love Wagga responses - Yandarra	60
I love Wagga responses – Fusion Botanical (Multicultural Festival)	85
Cardboard activity	82
Wish & Star activity	198
Mentimetre activity - Business Round table	11
Mentimetre activity - CBD session	20
Cardboard activity- Mardi Gras	83
International Women's Day	150
Village consultations - group responses	50
General feedback - emails, other submissions etc	10
Feedback from presentations, i.e. Probus, Rotary, Business Breakfast etc	200
Community Survey Results - Micromex	500
Total	2498

2. Wagga Wagga's local government area

When referring to the Wagga Wagga LGA these areas are included:

Wagga Wagga City includes the suburbs, villages and rural localities of Alfredtown, Ashmont, Belfrayden, Big Springs, Bomen, Book Book, Boorooma, Borambola, Bourkelands, Brookdale, Brucedale, Bulgary, Burrandana, Cartwrights Hill, Charles Sturt University, Collingullie, Currawarna, Downside, East Wagga Wagga, Estella, Euberta, Eunonoreenya, Forest Hill, Galore (part), Ganmain (part), Gelston Park, Glenfield Park, Gobbagombalin, Gregadoo, Gumly Gumly, Harefield (part), Hillgrove, Humula (part), Kapooka, Koorngal, Kyeamba, Ladysmith, Lake Albert, Lloyd, Lockhart (part), Mangoplah, Marrar (part), Matong (part), Maxwell, Moorong, Mount Austin, North Wagga Wagga, Oberne Creek, Oura, Pulletop, Rowan, San Isidore, Springvale, Tarcutta, Tatton, The Gap, The Rock (part), Tolland, Turvey Park, Uranquinty, Wagga Wagga, Wallacetown and Yarragundry.

<https://profile.id.com.au/wagga-wagga/about> (.id)

3. Community Satisfaction Survey 2024

The Community Satisfaction Survey was conducted independently by Micromex in January 2024. 500 residents were surveyed from across the Local Government Area as part of the survey. The results provided detail on our community levels of satisfaction and identified the areas of highest importance to the community.

The feedback from this survey helped inform the development of the CSP, and specifically provides ongoing benchmark metrics to measure if community perceptions change and if Councils performance is improving.

The graph below, shows the ratings from the community in relation to the importance and satisfaction of facilities and services provided by Council.

Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

A core element of this community survey was the rating of 30 facilities/services in terms of Importance and Satisfaction. The analysis below identifies the highest and lowest rated services/facilities in terms of importance and satisfaction.

Importance

The following services/facilities received the highest T2 box importance ratings:

Higher importance	T2 Box	Mean
Maintaining local roads	98%	4.89
Waste and recycling services	94%	4.67
Long-term planning for Wagga Wagga	93%	4.68
Maintaining footpaths	92%	4.61
Car parking	92%	4.58

The following services/facilities received the lowest T2 box importance ratings:

Lower importance	T2 Box	Mean
Art Gallery	48%	3.35
Museum	54%	3.58
Cycle network	55%	3.50
Opportunities to engage with Councillors	59%	3.67
Public transport across the City	60%	3.64
Enhancing heritage buildings and programs	60%	3.78

T2B = important/very important
Scale: 1 = not at all important, 5 = very important

Satisfaction

The following services/facilities received the highest T3 box satisfaction ratings:

Higher satisfaction	T3 Box	Mean
Library services	98%	4.29
Art Gallery	98%	4.27
Civic Theatre	97%	4.12
Museum	94%	4.14
Protecting the natural environment	93%	3.63

The following services/facilities received the lowest T3 box satisfaction ratings:

Lower satisfaction	T3 Box	Mean
Maintaining local roads	27%	2.02
Maintaining footpaths	62%	2.85
Long-term planning for Wagga Wagga	64%	2.92
Financial management	65%	2.85
Community input to Council decision-making	67%	2.95
Confidence in the elected Council	67%	2.98

T3B = somewhat satisfied/satisfied/very satisfied
Scale: 1 = not at all satisfied, 5 = very satisfied

To access more details on the survey results visit Council's website:
wagga.nsw.gov.au/the-council/planning-and-reporting/community-reporting/community-surveys



Need help understanding this document?

Translation Service

This document contains important information.

If you have any questions on this document and need an interpreter, please call the Translating and Interpreting Service (TIS) on 131 450. Ask them to call Wagga Wagga City Council on 1300 292 442. Our business hours are Monday to Friday 8.30am-5pm.

Kurmanji Kurdish | Kurdî Kurmancî

Di vê belgê de hin zanyariyên giring hene.

Eger ti pirsên we hene li ser vê belgeyê u pêdiviya we bi wergêrekî heye, ji kerema xwe telîfonî Xizmeta Wergêran (TIS) bike li ser 131 450. Ji wan re bêje ku telîfonî Wagga Wagga City Council bikin li ser 1300 292 442. Saetên me yên karkirinê ji Duşemê heta Înê ji 8:30 heta 5'ê êvarê ye.

Malayalam | മലയാളം

ഈ ഡോക്യുമെന്റിൽ പ്രധാനപ്പെട്ട വിവരങ്ങൾ അടങ്ങിയിരിക്കുന്നു.

ഈ ഡോക്യുമെന്റ് സംബന്ധിച്ച് നിങ്ങൾക്ക് എന്തെങ്കിലും ചോദ്യങ്ങളുണ്ടെങ്കിൽ, കൂടാതെ ഒരു വ്യാഖ്യാതാവിനെ ആവശ്യമുണ്ടെങ്കിൽ, ട്രാൻസലേഷൻ ആൻഡ് ഇന്റർപ്രീറ്റിംഗ് സർവീസിനെ (TIS) 131 450 എന്ന നമ്പറിൽ വിളിക്കുക. 1300 292 442 എന്ന നമ്പറിൽ വാഗ് വാഗ് സിറ്റി കൗൺസിലിലേക്ക് വിളിക്കാൻ അവരോട് ആവശ്യപ്പെടുക. തീക്കൾ മുതൽ വെള്ളി വരെ രാവിലെ 8.30 മുതൽ വൈകിട്ട് 5 വരെയാണ് ഞങ്ങളുടെ പ്രവൃത്തി സമയം.

Chinese (Simplified) | 简体中文

本文件包含重要信息。

如果您对本文件有任何疑问且需要翻译，请致电笔译和口译服务处 (Translating and Interpreting Service, 即 TIS) 131 450. 并要求他们联络 Wagga Wagga 市政厅: 1300 292 442. 我们的工作时间是周一至周五上午 8:30 至下午 5:00.

Filipino

Ang dokumentong ito ay naglalaman ng mahalagang impormasyon.

Kung mayroon kang anumang tanong tungkol sa dokumentong ito at kailangan mo ng interpreter, mangyaring tawagan ang Translating and Interpreting Service (TIS) sa 131 450. Hilingin sa kanila na tawagan ang Wagga Wagga City Council sa 1300 292 442. Ang aming mga oras ng negosyo ay Lunes hanggang Biyernes 8:30 ng umaga-5 ng hapon.

Arabic | العربية

يحتوي هذا المستند على معلومات هامة.

إذا كانت لديك أي أسئلة حول هذا المستند وتحتاج إلى مترجم شفهي، فيرجى الاتصال بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 131 450. اطلب منهم الاتصال بمجلس بلدية مدينة Wagga Wagga على الرقم 1300 292 442. ساعات العمل لدينا من الاثنين إلى الجمعة من الساعة 8:30 صباحًا حتى 5 مساءً.

Punjabi | ਪੰਜਾਬੀ

ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿੱਚ ਮਹੱਤਵਪੂਰਨ ਜਾਣਕਾਰੀ ਸ਼ਾਮਲ ਹੈ।

ਜੇਕਰ ਤੁਹਾਡੇ ਕੋਲ ਇਸ ਦਸਤਾਵੇਜ਼ ਬਾਰੇ ਕੋਈ ਸਵਾਲ ਹਨ ਅਤੇ ਦੁਆਰੀਏ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟ੍ਰਾਂਸਲੇਟਿੰਗ ਐਂਡ ਇੰਟਰਪ੍ਰੀਟਿੰਗ ਸਰਵਿਸ (TIS) ਨੂੰ ਫੋਨ ਕਰੋ। ਉਹਨਾਂ ਨੂੰ ਵਾਗਾ ਵਾਗਾ ਸਿਟੀ ਕੌਂਸਲ ਨੂੰ 1300 292 442 'ਤੇ ਫੋਨ ਕਰਨ ਲਈ ਕਰੋ। ਸਾਡੇ ਕਾਰੋਬਾਰੀ ਘੰਟੇ ਸੋਮਵਾਰ ਤੋਂ ਸ਼ੁੱਕਰਵਾਰ ਸਵੇਰੇ 8.30 ਵਜੇ ਤੋਂ ਸ਼ਾਮ 5 ਵਜੇ ਤੱਕ ਹਨ।

Nepali | नेपाली

यस कागजातमा महत्त्वपूर्ण जानकारी उपलब्ध छ।

यदि तपाईंसँग यस कागजातको बारेमा कुनै प्रश्नहरू छन् र तपाईंलाई दोभाषे चाहिन्छ भने, कृपया अनुवाद र दोभाषे सेवा (TIS) लाई १३१ ४५० मा फोन गर्नुहोस्। उहाँहरूलाई वागा वागा सिटी काउन्सिललाई १३०० २९२ ४४२ मा फोन गर्न लगाउनुहोस्। हामी कामकाजी समय सोमबारदेखि शुक्रबार बिहान ८.३० देखि साँझ ५ बजेसम्म हो।

National Relay Service
If you have a hearing or speech disability, contact Wagga Wagga City Council using the National Relay Service (NRS).
Call 133 677 then dial 1300 292 442.



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