



Queanbeyan Tomorrow Community Vision 2021

Our community, your say



“Vision without action is merely a dream,
Action without vision is just passing time,
Vision with action can change the world.”
Joel Barker.

Preface



The Queanbeyan Tomorrow Community Vision 2021 has been prepared for Queanbeyan City Council. The document has been designed by People, Place and Partnership and prepared jointly by The Regional Development Company and People, Place and Partnership.

Special thanks to those who gave freely of their time to attend workshops, be interviewed or participate in feedback sessions.

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Version 1 - produced November 2006

Version 2 - reviewed and amended June 2012

Version 3 - November 2013 - updated statistics based on 2011 Census



Queanbeyan City Council



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This document represents the results of extensive community consultation conducted during 2006 and a review undertaken in 2011 to determine a commonly held vision for the future of Queanbeyan.

The Community Vision portrays the desired destination for the Queanbeyan community by the year 2021. It will become an overarching guide to the way future strategies and Council plans are developed and implemented.

It is the year 2021...

The Vision begins...

A thriving lively city with a strong community spirit, based on its country values and the warmth and friendliness of its people. The city celebrates its natural setting and its rich heritage, preserved in its built form.

The city, suburbs and surrounding rural and residential areas cater for a multicultural population of 50,000 which enjoys a diverse lifestyle; a growing economy; retail, health, education, recreation and cultural services; continued investment in the city's

infrastructure; a sense of safety; and easy access to Canberra, Sydney, the mountains and the coast.

The vision goes on to describe in detail the aspirations of the community in regard to:

- Image and Influence
- Business and Industry
- Culture and Leisure
- Infrastructure, Access and Transport
- Community
- Environment

These topic areas form the basis for the Key Strategies:

- Building an image for the future
- An innovative environment
- Enhancing our lifestyle
- Building sustainable foundations
- Sharing our sense of belonging
- Ensuring a sustainable future

The Vision for Queanbeyan is based on clearly expressed values during community consultation. These values are the "touchstone" (or test) for any future proposals.

These values were first developed in 2006 and have been retested in 2011 with the local community and key stakeholders.

The values presented here have been adjusted in 2012 to reflect the feedback from the community review.

The Queanbeyan community has said it values:

Our Community

An active, involved community that connects people with each other and the place in which they live, which creates a sense of belonging, a sense of safety and a country atmosphere, while embracing the diversity of the community, including the various cultures and neighbourhoods.

Our Environment

Queanbeyan's attractive complex landscape, its parks, river, escarpment, grassland and forested hills and associated flora and fauna are key assets that must be preserved for future generations.

Our History

From the original inhabitants through to the early settlers and finally the rising of the national capital nearby – Queanbeyan is one of Australia's oldest inland settlements. This history not only shapes who we are, but is captured in our historical buildings and community spaces.

Our Lifestyle

A country town with city benefits, from diverse housing choices to a wide range of services and community groups including sports, arts and culture. Easy access to the transport links that expands our horizons.



The final section of this Community Vision outlines the revised higher level Key Directions and Strategies required to achieve the Vision. For each, the applicable time frame (ongoing, short, medium and long and various combinations with ongoing), the role of Council (Manager/Leader, critical partner, facilitator, advocate and supporter) as well as the other key stakeholders that should be involved are identified.

Strategic Priorities	Key directions and strategies
<p>Image and Influence</p> <p>Building an image for the future</p>	<ul style="list-style-type: none"> • Raising the local profile • Develop an image and brand • Promoting Queanbeyan as a destination • Creating a civic heart • Sustaining the river • Encouraging community and business leadership • Places that are important to the community • Where people choose to live • Providing strong local democracy and civic governance
<p>Business and Industry</p> <p>An innovative environment</p>	<ul style="list-style-type: none"> • Delivery of local economic initiatives • Local business and industry leadership • Local employment opportunities • Revitalisation of the CBD • Support existing business • Attracting new business • Creating opportunities for youth
<p>Culture and Leisure</p> <p>Enhancing our lifestyle</p>	<ul style="list-style-type: none"> • Heritage • Excellence in recreation and lifestyle opportunities • Cycleways and pathways • Cultural activities

Strategic Priorities	Key directions and strategies
<p>Infrastructure, Access and Transport</p> <p>Building Sustainable foundations</p>	<ul style="list-style-type: none"> • Planning for future growth • Sustainable water management • Integrated land use and transport • Sustainable transport options • Transport infrastructure
<p>The Community</p> <p>Sharing our sense of belonging</p>	<ul style="list-style-type: none"> • Implementing the plans we have • Strengthening partnerships • Providing services • Targeted groups • Community engagement
<p>The Environment</p> <p>Ensuring a sustainable future</p>	<ul style="list-style-type: none"> • Integrated water management • Energy consumption • Future planning • Community education regarding the environment

A major community-based review was undertaken in 2011, and finalised in early 2012 to ascertain whether the Vision remains valid and to recognise and celebrate the achievements of the Strategies and Actions to that time.

This document now represents the achievements that have occurred over the last 5 years and revisits the strategies and subsequent actions to update these for the remaining 10 years of delivery of this plan.

This plan remains a Community Vision - one that has been validated and tested with the local community - which describes the aspirations of the Queanbeyan Community as they move closer to 2021.

Introduction

The Queanbeyan Tomorrow Community Vision 2021 was originally prepared in 2006 after extensive community consultation. The Vision has been developed to enable the local community to create the kind of place they would like to live in by 2021. The Vision provides Council and the Community with a common direction for the long term future of Queanbeyan.

From November 2011 to February 2012, Queanbeyan City Council again undertook extensive consultation to validate and test whether the vision still best represents the future that the community would like to see Queanbeyan in 2021.

This document now represents an updated and amended version of the original plan prepared in 2006.

A vision is idealistic, a call to change and something to aspire to. It should inspire the local community to actively participate in the future and motivate them to act upon it. The Queanbeyan Tomorrow Community Vision is an aspirational target, a way of foreseeing and managing the challenges and positive developments into the future. It is about the people of Queanbeyan taking control of their future.

This Community Vision portrays the desired destination for the Queanbeyan community by the year 2021. Events and issues that

arise over the course of implementation will determine how this Vision is realised. The purpose of this document is to be an overarching guide that details the way in which future strategies are developed and implemented.

The Vision captures the thoughts and aspirations of the Queanbeyan community that have participated in many workshops and community 'Have-A-Say' Day events about the future of Queanbeyan, in 2006 and again in 2011.

The Vision is based on the values people hold dear that are the test for new developments and directions. They are fundamental to creating the future feeling, look and energy of the Queanbeyan City area.

The Vision provides key principles that form the basis of developing specific strategies. Each key principle has been drawn from recurring themes that became evident during the community consultation process. There are some explanatory statements with each key principle, as well as an understanding of the current situation, the risks of not doing anything and an overview of the directions and strategies that will help to shape the future of Queanbeyan.

The inclusive approach to the planning and decision making processes identified

within the Vision will also need to recognise that there are variances in the needs and aspirations of the residents of Queanbeyan (rural and urban) as well as between commercial enterprises, and between broader stakeholders. The Vision is the overall expression of the preferred future for Queanbeyan, developed from the Community Consultation process, but the detail will also need to be tailored to meet the specific needs of the communities and groups of interest. Council is essentially the 'guardian' of the Vision, but it is up to the community to assist in keeping it alive.

Queanbeyan Tomorrow Community Vision 2021 is more than just a list of strategies - it's an ongoing process, one that will continually assess and monitor progress moving towards the year 2021. Therefore it is essential that the goals of the Vision be periodically reviewed and validated.

Although the Queanbeyan Tomorrow Vision stands alone as a complete document, it is also part of a broader suite of documents that will inform Council as it creates the preferred future. The work done by the community in shaping this Vision will feed into those other more specific plans.

When any corporate plans are updated, they will draw from the Queanbeyan Tomorrow Community Vision 2021, complementing the Vision and bringing

the key strategies and directions to life. Similarly, this Vision has been developed to complement the existing Council plans.

Many of the aspirations and strategies outlined in this Vision will have to be further investigated which will lead to more detailed studies being undertaken and critical decisions made. Not all aspects may prove feasible, however, this document provides

How has the Queanbeyan Tomorrow Community Vision been developed?

The Queanbeyan Tomorrow Community Vision is the community's plan. The concerns and ideas for solutions have come from the extensive Community Consultation process undertaken in the first half of 2006, with well over 1,400 people participating in the process. And in 2011 a further 350 targeted stakeholders were involved in the comprehensive review. The Appendix contains further information about the consultation activities.

Queanbeyan Tomorrow has included a series community consultation activities in 2006 and again in 2011 that has consisted of place-based forums, spread throughout the local government area, a number of 'Have-A-Say Days' at Riverside Plaza and Jerrabomberra Shopping Centre, targeted key stakeholder workshops, and one-on-one meetings as well as meetings with Councillors, service providers, NSW and ACT government agencies and Council staff.

The collated results presented in this document provide an overview of the key issues and challenges that Queanbeyan will face in the future. Through visioning activities, the trends and forces that are shaping the community were identified and a better understanding of the values of the Queanbeyan community were developed.



Council's Strategic Planning Framework: Integrated Planning and Reporting

Council's Strategic Planning Framework:
Integrated Planning and Reporting

In November 2009, the NSW State Government introduced integrated planning and reporting reforms - a new approach to how local Councils develop their budgets and corporate plans. Integrated planning ensures that Councils better reflect community aspirations within their activities by taking a long-term (10-year) outlook. It is based around a Community Strategic Plan, which must reflect these aspirations. In order to ensure this occurs, Integrated Planning and Reporting advocates a 'three tier' hierarchy of plans consisting of a **Community Strategic Plan**, a **Delivery Program** and an **Operational Plan** (see diagram opposite).

The **Community Strategic Plan** is an overview document that identifies the community's main priorities and expectations for the future and outlines strategies to achieve these goals – it must cover a minimum timeframe of 10-years. This Plan is informed by a range of key strategic documents, including:

- a Resourcing Strategy which is made up of a Long Term Financial Plan, an Asset Management Plan and a Workforce Management Plan;

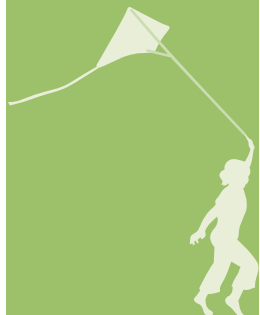
- the Queanbeyan Tomorrow Community Vision 2021;
- the Queanbeyan Community Survey undertaken in 2008;
- the 2008 Business Expansion and Retention Survey;
- the Queanbeyan CBD Master Plan;
- the Queanbeyan Strategic Land Use Plan; and
- the NSW State Plan.

The **Community Strategic Plan** must be reviewed every 4-years and the review must be completed by 30th June in the year following Local Government Elections (the next being September 2012).

The **Delivery Program** replaces the former Management Plan requirements. It is designed as the single point of reference for all activities undertaken by the Council during its term of office. The Delivery Program details activities the Council will undertake to achieve the objectives of the Community Strategic Plan. It also covers Council's activities for the term of the present Council (current term concludes 2012). The Delivery Program must be reviewed every 4-years and the review

must be completed by 30th June in the year following Local Government Elections (the next being September 2012).

The Annual **Operational Plan** is a sub-plan of the Delivery Program. It directly addresses the actions outlined in the Delivery Program and identifies activities (projects and programs) to be undertaken within the financial year. The Operational Plan, which is supported by a detailed budget, allocates responsibilities for each action or set of actions, and identifies suitable measures to determine the effectiveness of the actions undertaken. This Operational Plan must be adopted by June 30th each year and undergo a public exhibition and consideration of submissions.





Local Government Planning and Reporting framework



An Overview of Key Issues

Visioning is the process that a community can use to imagine the future it desires and plan how to achieve it.

In 2006 and again in 2011 the below key themes were raised in consultation as important to the community:

- The CBD: traffic, parking, appearance, image, activities, the river and social issues, youth activities
- Transport: public transport, bikes/walkways, major roadways, CBD traffic flow
- Services: recreation, social, health, aged care, schools
- Culture: arts, facilities, cinema, social activities, history and heritage
- Image: developing our own identity, its relationship with the ACT, town feel with city amenity
- Infrastructure: sewerage treatment, green energy, planning and location of new infrastructure, planning for and managing future growth

A Summary of Key Issues from 2011 and 2006

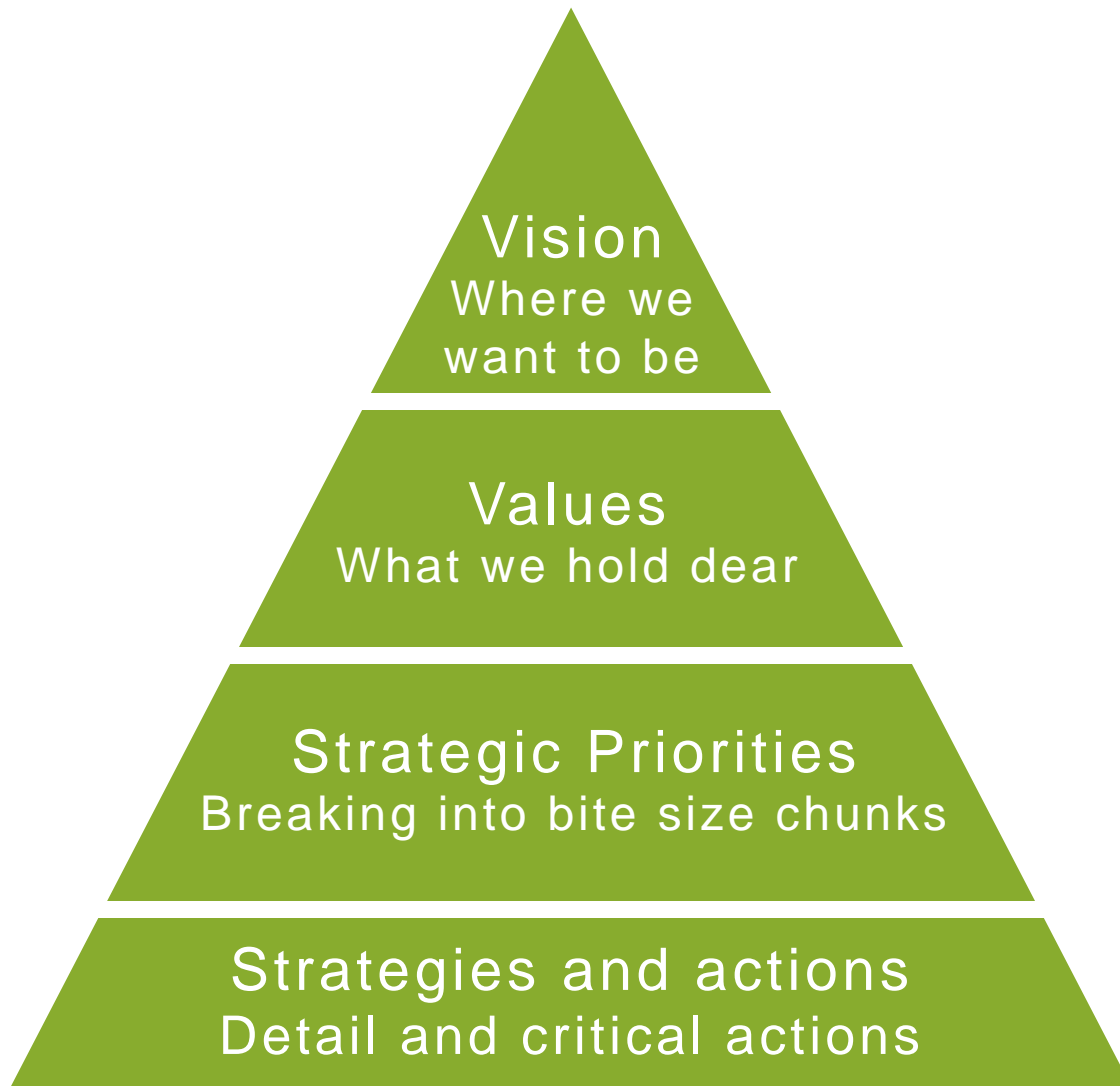
A full summary of the results from the community consultation undertaken in 2011 is provided in Appendix 2.

A full summary of the results from the community consultation undertaken in 2006, as part of developing the Queanbeyan Tomorrow Community Vision can be found in Appendix 3.



Working towards Vision for Queanbeyan in 2021?

The structure for Queanbeyan Tomorrow Vision 2021 is shown as a pyramid below:



The **Vision** is a picture of the future, the way the community wants to see it and to create it. A community must know where they want to be before they can work out the best way to get there. The vision recognises the current attributes of Queanbeyan and builds on those, as well as addressing the issues that currently confront Queanbeyan. It may require a stretch of the imagination and will need a joint effort to achieve it.

The **Community Values** are the things that the people of Queanbeyan hold dear. These values are the very essence of what is important to enhance and protect.

The **Strategic Priorities** break the vision into “bite sized chunks”, and give some direction for actions and activities so that they are on target to achieve the Vision.

Strategies and actions detail the goals, the rationale for actions, key actions to be taken and the outcomes the community wants to achieve.

The future is not a place to which we are going, it is a place we are creating. The paths to the future are not found, but made, and the activity of making them changes both the maker and the destination. (Martha Cleary)



Queanbeyan Tomorrow Community Vision 2021

It is the year 2021 ...

Queanbeyan is a thriving lively city with a strong community spirit, based on its country values and the warmth and friendliness of its people. The city celebrates its natural setting and its rich heritage, preserved in its built form.

The city, suburbs and surrounding rural and residential areas cater for a multicultural population of 50,000 which enjoys a diverse lifestyle; a growing economy; retail, health, education, recreation and cultural services; continued investment in the city's infrastructure; a sense of safety; and easy access to Canberra, Sydney, the mountains and the coast.

Image and influence

Queanbeyan is readily distinguishable from other cities because it has shaped its image on its points of difference: its people, its built heritage and its diverse cultural heritage. It is known as a country town with a heart, but with city amenities and benefits. It is known and valued as a place of regional influence, responsible for controlling its own destiny and its future successes. Local democracy is strong, and Queanbeyan is known for its civic leadership and sound governance.

The entrances to Queanbeyan portray the pride of the community. The heart of the community, the main CBD, is bustling with pedestrian activity, restaurants, cafes, places for people to enjoy and meet, and retail services; and takes full advantage of its beautiful natural setting on the river.

Business and industry

Queanbeyan will have a diverse range of prosperous commercial enterprises providing a variety of local employment opportunities for both young and mature workers. New enterprises using the highly educated and skilled workforce within the local area will ensure Queanbeyan has a broad economic base that is readily adaptable to changing economic conditions and requirements.

These enterprises will have access to the range of support services and networks necessary to ensure their continued development and prosperity. Queanbeyan's commercial and retail centres will be focal points within the region, providing a variety of goods and services that attract consumers and visitors from across the region and beyond.



Culture and leisure

There is wonderful participation in a range of social, leisure and cultural activities across all age groups, abilities and interests. Queanbeyan has continued its strong and active participation in sports, and has built on its activities and facilities for recreation and arts. Supporting the community's diverse lifestyles will be a wide variety of leisure, recreation, arts, cultural, sporting and entertainment facilities which are accessible, affordable and available.



Infrastructure, access and transport

As Queanbeyan has grown, an emphasis on the long term planning for infrastructure, and its development and maintenance, has meant that the services and facilities have kept pace with the development and there is capacity for continuing growth. Innovative solutions to funding the necessary infrastructure will involve private sector, federal and state government and the ACT. Safe and accessible road and rail transport has ensured that heavy traffic has bypassed the CBD, and built up areas, as well as products being transported efficiently.

People can easily move between suburbs, into the city, and to and from the ACT. There is a choice of affordable public services at times that meet peak and off-peak demand. In designing and delivering both transport and other infrastructure, the desire to live and act sustainably as well as catering for adequate mobility access has been taken into consideration.

The community

Queanbeyan will have a strong community spirit where people take the time and opportunity to get to know each other. This sense of belonging will be reinforced by an inclusive approach to all community planning and decision-making processes. Working in partnership with Council and community organisations, the community will actively identify issues of concern and the suggested ways to address them.

The environment

Preservation and active management of Queanbeyan's numerous natural assets will ensure that protection of the natural environment remains an ongoing and important priority for the community. The local environment will be cared for in a way which enriches the community's quality of life and maintains clean air and water and conserves the bio-diversity of flora and fauna for generations to come. Open space will continue to be a key element of Queanbeyan's identity and lifestyle with the river being a focal point for passive recreation.

Values

In building this Vision, the people of Queanbeyan have considered what they value the most. These values will drive what the future will look like, and they also become the “touchstone” (or test) for any future proposals. If the options for developing the future compromise these values, then they are not in accordance with the Vision for Queanbeyan 2021.

The Queanbeyan community has said:

Our Community

An active, involved community that connects people with each other and the place in which they live, which creates a sense of belonging, a sense of safety and a country atmosphere, while embracing the diversity of the community, including the various cultures and neighbourhoods.

Our Lifestyle

A country town with city benefits, from diverse housing choices to a wide range of services and community groups including sports, arts and culture. Easy access to transport links expands our horizons.

Our History

From the original inhabitants through to the early settlers and finally the rising of the national capital nearby – Queanbeyan is one of Australia’s oldest inland settlements. This history not only shapes who we are, but is captured in our historical buildings and community spaces.

Our Environment

Queanbeyan’s attractive complex landscape, its parks river and creeks, escarpment, grasslands and woodlands and associated flora and fauna are key assets that must be preserved for future generations.

Strategic Priorities

The following 6 strategic priorities are believed to be the key steps to achieving this Vision, and Queanbeyan City Council is committed to delivering them:

Strategy One

Image and Influence Building an image for the future

The Goal:

Create a strong positive image for Queanbeyan as a place renowned for its quality of home and business life and loved by residents for its natural setting and heritage, its urban and country mix, its beauty and diversity, its cohesion among different cultures, its vibrancy and sense of pride. Local democracy is strong, and Queanbeyan is known for its civic leadership and sound governance.

An important destination for visitors who stop rather than pass through, bringing economic growth and helping celebrate Queanbeyan. Queanbeyan’s voice has local and regional influence, is respected by residents and other levels of government, and is able to create outcomes to achieve the Queanbeyan Tomorrow Community Vision. The Council is recognised for its strong civic leadership, governance framework and the delivery of financially sustainable services and projects.

Strategy Two

Business and Industry An innovative environment

The Goal:

Attract and stimulate the growth of identified key sectors for a 21st century economy: sectors such as the arts, design, high technology manufacturing, as well as service industries that can support the Defence sector. Develop a supportive, proactive business environment in which small and medium enterprises thrive. The upturn in business will generate a specialist business profile with an increase in GDP, in business start-ups and in research and development. The CBD is the heart of the community bustling with pedestrian activity, restaurants, cafes, places for people to enjoy and meet, and retail services; taking full advantage of its beautiful natural setting on the river.

Strategy Three

Culture and Leisure Enhancing our lifestyle

The Goal:

A fantastic country lifestyle, characterised by choice and high participation in the development and enjoyment of all forms of community activities: sports, community groups, volunteering, arts, cultural and entertainment activities. Active and passive recreation are encouraged by facilities such as linked network of bicycle and walking paths, increased access to the river, maintenance of parks and open space, entertainment spaces and facilities. The CBD is bustling with pedestrian activity, restaurants, cafes, retail services, and has places for people to enjoy and meet. The rich built and cultural heritage of Queanbeyan is well recognised and celebrated.

Strategy Four

Infrastructure, Access and Transport Building Sustainable foundations

The Goal:

Queanbeyan continues to grow in a managed and sustainable way with well developed, maintained and affordable infrastructure. The CBD is pedestrian friendly with reduced, slowing traffic that creates less conflict between vehicles and pedestrians. A bypass takes heavy vehicles out of the CBD and built-up areas, with traffic flowing easily between suburbs and the CBD, and will assist traffic flow through Queanbeyan from the ACT to the coast. A range of affordable public transport services meets peak and off-peak demand, with innovative new options supporting the traditional services. Queanbeyan is responsive to water demand management, recycling and reuse.

Strategy Five

The Community Sharing our sense of belonging

The Goal:

Sustainable community infrastructure (education, work, transport, access to services) supports the entire community. Services and community activities encourage community spirit, promote a fulfilling lifestyle, enhance health and social wellbeing, encourage lifestyle choices and provide opportunities to participate in local decision-making. People have a sense of belonging and are proud to be residents of Queanbeyan.

Strategy Six

The Environment Ensuring a sustainable future

The Goal:

Achieving a balance between growing community demands and the need to ensure the sustainability of our natural environment which includes the escarpment biodiversity, waterways, woodlands and grasslands. Water use has been reduced through information campaigns and increased environmental awareness. New suburbs are developed with environmentally sensitive design and energy efficient homes. Open space remains a feature throughout Queanbeyan and development has not affected the natural vistas. The river is clean, flowing, rich in wildlife and is a focal point for enjoyment and passive recreation. Our surrounding scenic landscape is recognised for its social benefits and ecological significance.

Queanbeyan Today ¹

In order to develop a plan for the future, an assessment was undertaken to identify the current context and better understand the platform for future community decision making. The Queanbeyan Tomorrow Vision acknowledges the current picture in 2011 as the starting point, and then describes the picture for the year 2021. The detailed strategies described in Section 2 of this report also reference the current reality for Queanbeyan in 2011. Over the years to come, this will enable both the community and the Council to see the progress and the difference being made by implementing the Vision.

Outcomes of research and analysis undertaken by Queanbeyan City Council indicate that the local area will face a number of emerging issues over the next 10 years towards 2021.

This section provides a quick picture of Queanbeyan in 2011. Information for this section has been gathered from existing Council reports and the 2011 Census data. ^{2 3}

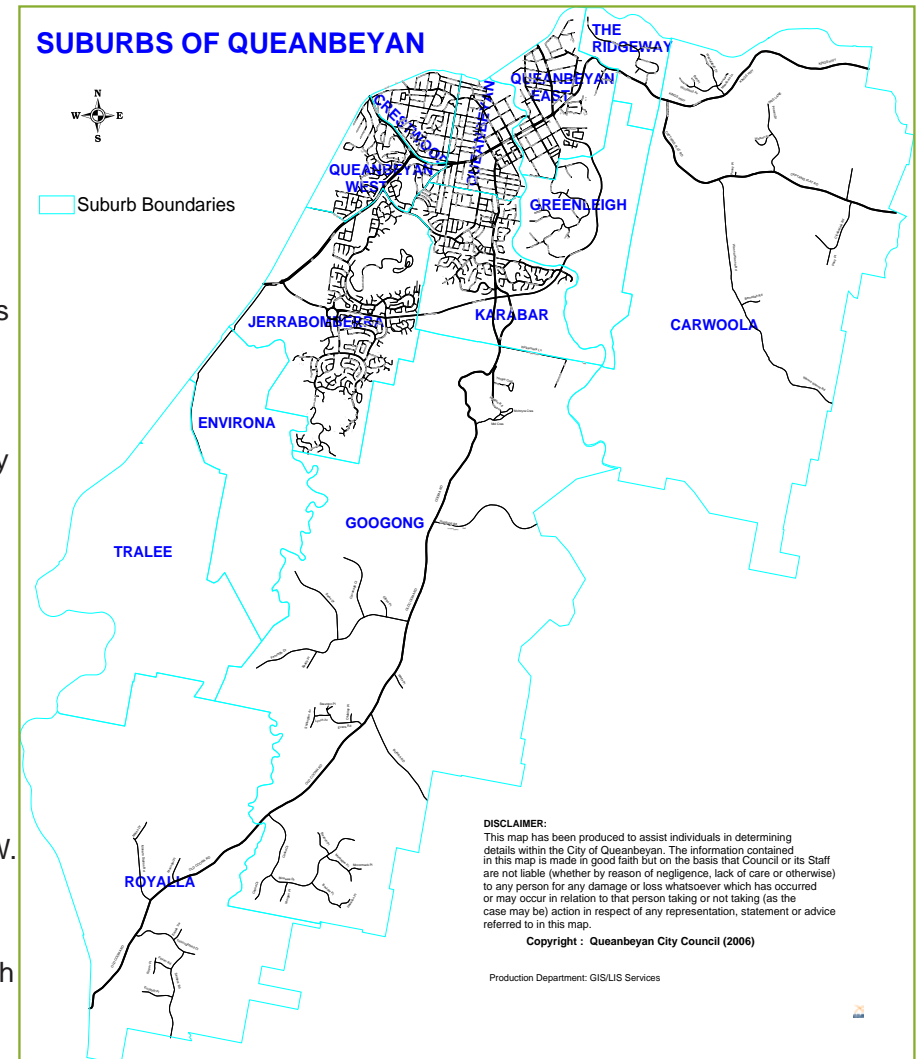
Geography

Queanbeyan City covers an area incorporating 172.8 square kilometers of grassland, bush and rapidly developing urban space. With its close proximity to Canberra and convenience to the Snowy Mountains, Queanbeyan is the fastest growing city in Southern NSW.

As a result of structural reform part of the former Yarrowlumla shire was amalgamated with Queanbeyan City Council in February 2004, increasing its territory by approximately 122 square kilometres. Much of this was agricultural land used for grazing, and an area of rural residential land.

Queanbeyan City Council lies in two main valleys - dissected by Queanbeyan River and Jerrabomberra Creek - separated by a series of hills and ridgelines known locally as the eastern escarpment and Jerrabomberra Mountain. Both streams flow into the Molonglo River.

The main river flowing through Queanbeyan City, the Queanbeyan River



¹ This brief picture of Queanbeyan is within its current boundaries that expanded in February 2004. This was the third of a series of expansions since 1973. Should the boundaries again change this picture and the Queanbeyan vision for 2021 will also need to be reviewed.

² This data is from the Australian Bureau of Statistics (ABS), 2006 and 2011 Census data and the 2012 Estimated Residential Population data. Prepared by .id (information decisions) for Queanbeyan City Council. For data notes and definitions, please refer to the Queanbeyan community profile at, <http://profile.id.com.au/queanbeyan/home>.

³ This information has been updated using the 2011 Census data.

lies within an essentially urban catchment at the base of a larger rural catchment. The river corridor winds its way through the city centre.

The catchment area of the Queanbeyan River is 96,000 hectares and Googong Dam is on the river.

The eastern escarpment, along the Council area's eastern boundary, and Mount Jerrabomberra form the backdrop to two major valleys within Queanbeyan City Council area. Both are important environmentally-sensitive areas identified by Council. The residential areas located on the higher slopes of Mount Jerrabomberra and the escarpments are covered by a scenic protection layer.

Demographics

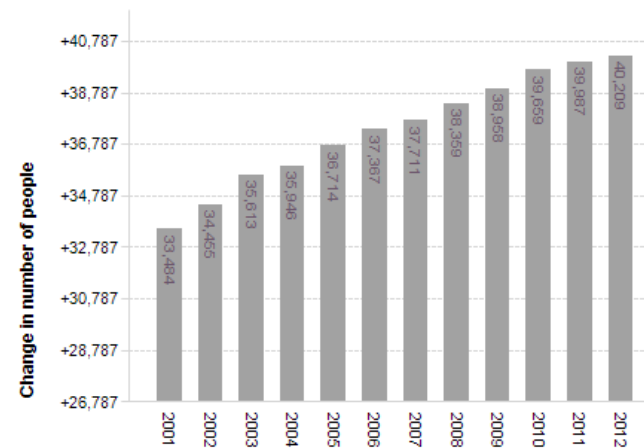
Between 2002 and 2007 Queanbeyan was the fastest growing Local Government Area in NSW, and the sixth fastest growing LGA outside Sydney, according to the Estimated Resident Population figures prepared by the ABS every year. This growth has slowed between 2007 and 2012. Queanbeyan averaged 1.23% growth per year over the past six years. At June 30, 2012, the estimated resident population of Queanbeyan LGA was 40,209.

Between the 2006 and 2011 Census, Queanbeyan's population grew by 1,942 people, or 5.4%. This represents an average annual population change of 1.05% per year over the period.

The largest growth was in Queanbeyan East

(408 people or 11.7%), Crestwood (373 people or 9.2%) and in Jerrabomberra (729 people or 8.5%), while the rural surrounds also grew. In contrast the older, established suburbs of Queanbeyan West and Karabar showed slight population declines. As a percentage, Queanbeyan's growth was significantly lower than that of either the ACT 9.8% (or 31,964 people) and neighbouring Palerang Council area 18.1% (or 2,230 people).

Estimated Resident Population, Queanbeyan City



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts

Much of Queanbeyan's growth between 2006 and 2011 was due to migration, with 1,628 people moving to Queanbeyan from overseas and net migration gains from most parts of Australia.

Queanbeyan gained significant population from NSW (240 people), and the Northern Territory (69), while losing some population to Queensland (-219) and Victoria (-68). Locally, there was migration from many Sydney local government areas into Queanbeyan,

including Penrith, Liverpool and Hornsby.

Queanbeyan lost population to the surrounding rural areas of Palerang, Goulburn-Mulwaree, the Yass Valley, as well as to interstate such as the Gold Coast and Moreton Bay.

Queanbeyan continues to be an area dominated by young families. Typical of a family area, the dominant age groups present in Queanbeyan were the 35-49 year olds (mostly parents and home builders) and their children, although from 2006 – 2011 the growth of this group has slowed. Queanbeyan continues to generally have more children in all age groups than the Regional NSW average, and recorded increases in the numbers of young workforce (25 to 34 years) between 2006 and 2011.

Queanbeyan generally had less people aged over 50 than Regional NSW, but these groups showed the fastest growth in Queanbeyan over the five-year period. The largest changes in age structure in this area between 2006 and 2011 were in the age groups:

- Older workers and pre-retirees (50 to 59) (+500 persons)
- Young workforce (25 to 34) (+428 persons)
- Empty nesters and retirees (60 to 69) (+426 persons)
- Parents and homebuilders (35 to 49) (+320 persons).

The data indicates that young families who moved in 10-20 years ago are staying in the area and maturing.



Age structure - service age groups Enumerated data

Queanbeyan City	2011			2006			Change 2006 to 2011
	Number	%	Regional NSW %	Number	%	Regional NSW %	
Babies and pre-schoolers (0 to 4)	2,664	7.0	6.4	2,596	7.2	6.2	+68
Primary schoolers (5 to 11)	3,489	9.2	9.0	3,694	10.2	9.7	-205
Secondary schoolers (12 to 17)	3,101	8.2	8.2	3,123	8.7	8.9	-22
Tertiary education & independence (18 to 24)	3,643	9.6	8.2	3,494	9.7	8.1	+149
Young workforce (25 to 34)	5,646	14.8	10.5	5,218	14.5	10.8	+428
Parents and homebuilders (35 to 49)	9,233	24.3	19.5	8,913	24.7	20.9	+320
Older workers & pre-retirees (50 to 59)	4,888	12.8	13.8	4,388	12.2	13.5	+500
Empty nesters and retirees (60 to 69)	2,899	7.6	11.8	2,473	6.9	10.2	+426
Seniors (70 to 84)	2,035	5.3	10.3	1,882	5.2	9.9	+153
Elderly aged (85 and over)	446	1.2	2.3	321	0.9	1.9	+125
Total population	38,044	100.0	100.0	36,102	100.0	100.0	+1,942

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011. Compiled and presented in profile.id by .id, the population experts.

The above table ⁴ shows analysis of the age structure of Queanbeyan City in 2011 compared to Regional NSW. Amongst other things it shows that there was a larger proportion of people in the younger age groups (0 to 17) but a significantly smaller proportion of people in the older age groups (60+ years).

Overall, 24.4% of the population was aged between 0 and 17, and 14.1% were aged 60 years and over, compared with 23.6% and 24.4% respectively for Regional NSW.

The major differences between the age structure of Queanbeyan City and Regional NSW were:

- A larger percentage of 25 to 34 year olds (14.8% compared to 10.5%);
- A larger percentage of 35 to 49 year olds (24.3% compared to 19.5%);
- A smaller percentage of 60 to 69 year olds (7.6% compared to 11.8%); and
- A smaller percentage of 70 to 84 year olds (5.3% compared to 8.8%).



⁴ Source: Australian Bureau of Statistics (ABS), Census of Population and Housing, 2011, 2006, as prepared by .id (informed decisions).

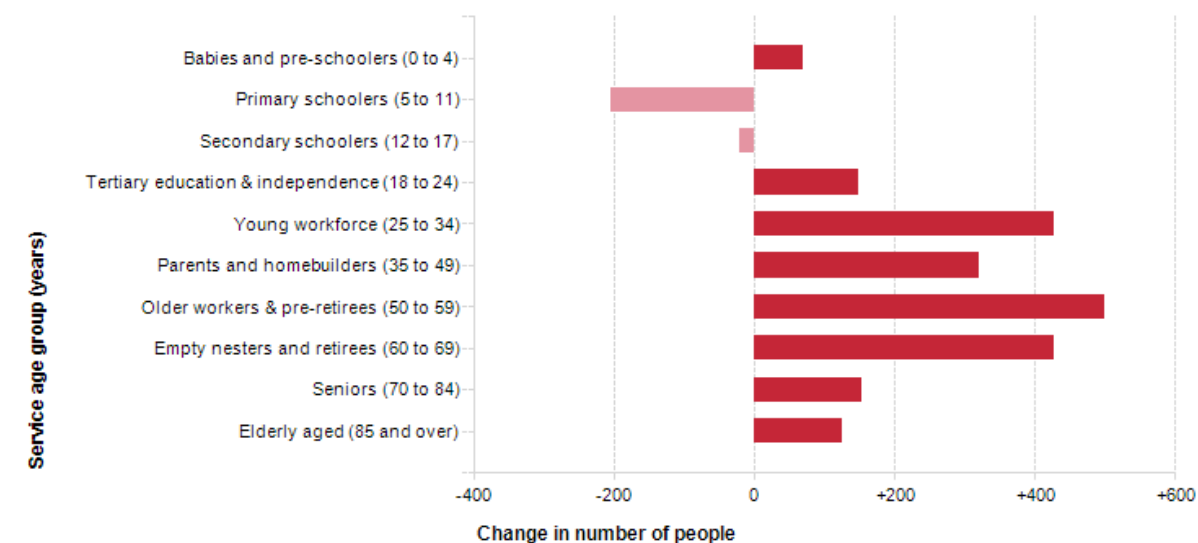
Note: This table may not equate with other similar tables due to the randomisation of small numbers. Please refer to the specific data notes for more information.

Age structure, 2011



Change in age structure, 2006 to 2011

Queanbeyan City



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.



Indigenous Australians

In the 2011 Census, there were 1,143 Aboriginal and Torres Strait Islander people counted in Queanbeyan, an increase of 208 people (22.2%) since 2006. Indigenous people comprise 3% of the population in Queanbeyan, compared to 2.5% in NSW. The suburb of Karabar accounts for almost half (527) of Queanbeyan's indigenous population.

Education

In Queanbeyan, 34.6% of the population left school at Year 10 or below, and 51.1% went on to complete Year 12 or equivalent, compared with 49.5% and 34.8% respectively for Regional NSW.

The major differences between the level of schooling attained by Queanbeyan residents and Regional NSW were:

- A larger percentage of persons who completed Year 12 or equivalent (51.1% compared to 34.8%); and
- A smaller percentage of persons who completed Year 10 or equivalent (22.8% compared to 31.8%).

Cultural and Linguistic Diversity

In Queanbeyan in 2011, 18.9% of the population was born overseas, and 12.7% were from a non-English speaking background, compared with 10.9% and 5.3% respectively for Regional NSW.

The largest non-English speaking country of birth in Queanbeyan City was Former Yugoslav Republic of Macedonia, where 1.5% of the population, or 553 people, were born.

The major difference between the countries of birth of the population in Queanbeyan City and Regional NSW was:

- A larger percentage of people born in Former Yugoslav Republic of Macedonia (1.5% compared to 0.2%)

Between 2006 and 2011, the number of people born overseas increased by 1,036 or 16.9%, and the number of people from

a non-English speaking background increased by 846 or 21.1%.

The largest changes in birthplace countries of the population in this area between 2006 and 2011 were for those born in:

- India (+365 persons);
- Philippines (+91 persons);
- New Zealand (+87 persons); and
- China (+82 persons).

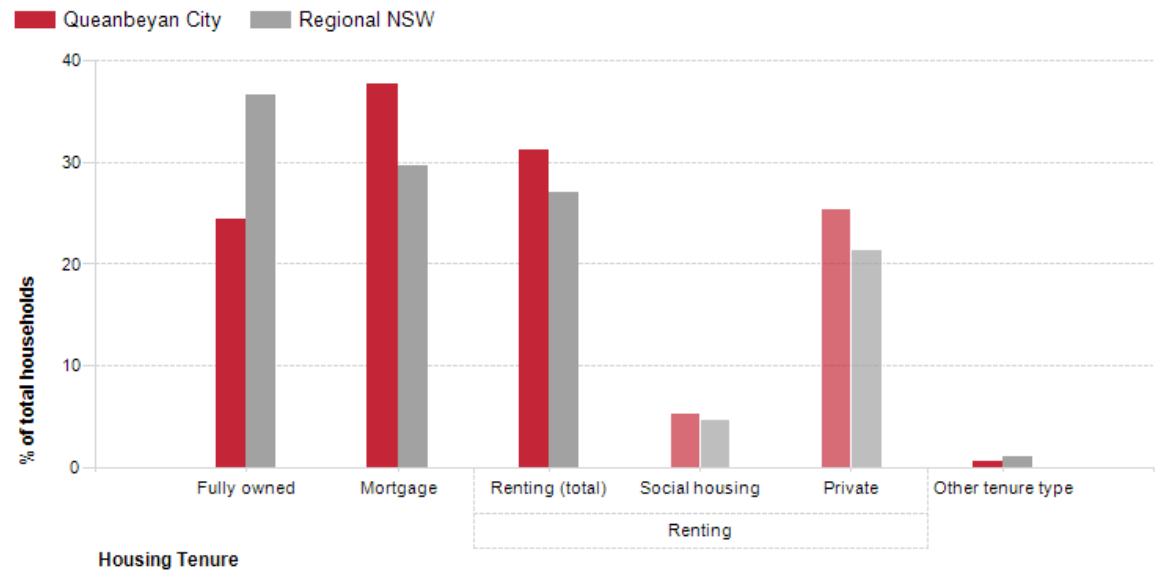
Housing

Overall in 2011 64.9% (10,436) of housing stock in Queanbeyan was separate houses, with significant minorities of medium 25% (4,021) and high density 9.3% (1,494) housing. This compares to Regional NSW with 81.5%, 14%, and 2.2% respectively.

Also in 2011, 24.4% of the population owned their dwelling; 37.8% were purchasing, and 31.3% were renting, compared with 36.6%, 29.7% and 27% respectively for Regional NSW. Generally there are a higher proportion of rented dwellings in Queanbeyan than in Regional NSW, and more people are purchasing homes which locally is indicative of a younger population.

The median weekly rental payment for Queanbeyan was \$285, with ACT having the highest median weekly rental payment of \$380. The median rental payment is the level at which there are as many households paying rent below that amount

Housing tenure, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

as above (i.e. it represents the mid-point). In Queanbeyan City, 20.4% of renting households were paying more than \$400 per week in rent while in the ACT, 44.2% of renting households were paying more than \$400 per week in rent.

Traditionally, Queanbeyan has provided an affordable alternative for first home buyers, and renters. Mortgage payments and rents are still lower overall than in the ACT, however this is changing, with the largest increases in housing costs and incomes being in the high income groups. For mortgages, this group is more usually associated with second and third home buyers, and indicates that that Queanbeyan

is becoming an aspirational housing area, particularly in growth suburbs such as Jerrabomberra, where high income households make up 49.8% of all households, and 44.9% of all housing loan repayments are over \$2,600 per month.

In 2011, Queanbeyan City had a median monthly mortgage repayment of \$2,000, \$440 more than Regional NSW with Jerrabomberra having the highest median mortgage repayment of \$2,385.

Overall, 26.6% of the households earned a high income (earned \$2,500 or more per week) and 14.7% were low

income households, compared with 11.3% and 27.2% respectively for Regional NSW. In the ACT, 33.3% of households earned \$2,500 or more per week. Incomes were a little lower than in the ACT, but the largest increase in household income in Queanbeyan was in the top income bracket between 2001 and 2006, with a small decline in the lowest bracket. Note that this is independent of the effects of inflation.

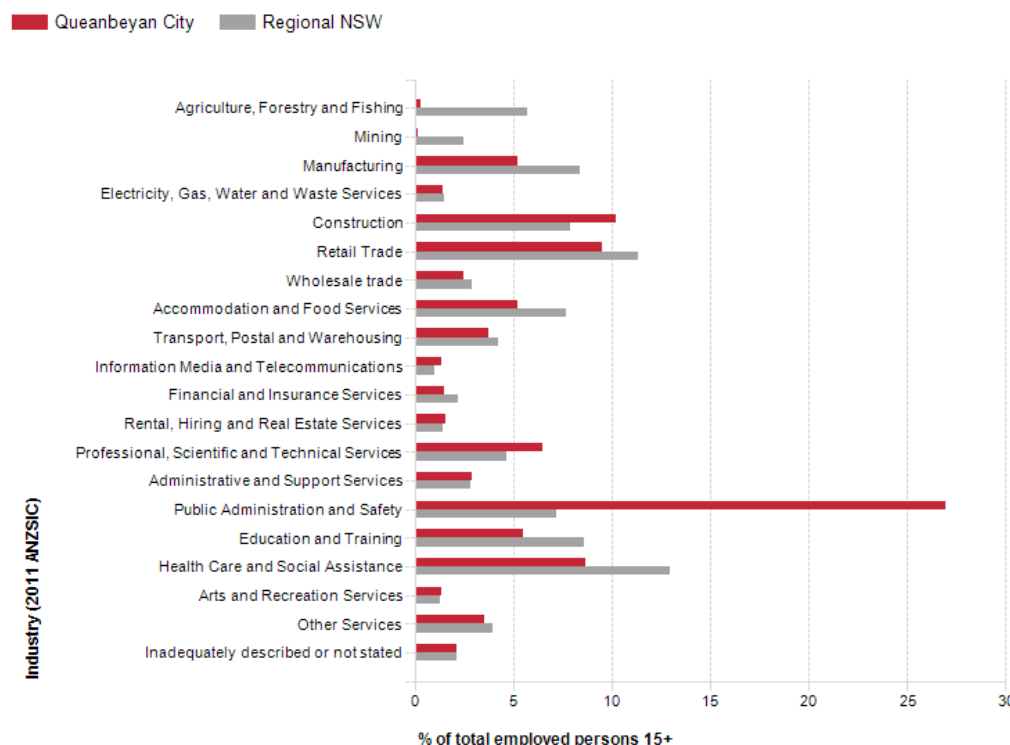
Economy

Queanbeyan's economy is based on its importance as a regional service centre and its proximity to Canberra. Industries which are strongly represented in Queanbeyan are construction (13.6%), retail (12.5%), manufacturing (11.9%) and health care and social assistance (10.9%). The largest employment sector in Queanbeyan is public administration and safety; other sectors contributing to Queanbeyan's economy are professional, scientific and technical services and health care and social assistance.

In 2011 there were a total of 21,085 employed residents in Queanbeyan City, almost double the number of workers. In 2011, 13,144, or 62.3% of Queanbeyan City's working residents travelled outside of the area to work (many of these residents travelled to the ACT for employment) while 23.4% (5,028) worked locally in Queanbeyan, and 13.8% did not state a work location.

The dominance of the ACT as an employment destination indicates Queanbeyan's

Industry sector of employment, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data) Compiled and presented in profile.id by .id, the population experts.

function as a regional centre within the Canberra metropolitan area, and also the very close proximity to some of the larger employment hubs of Canberra. The majority of Queanbeyan working residents travelled to Canberra Civic, Fyshwick, Phillip, Barton and Majura.

A total of 9,595 people worked within Queanbeyan City in 2011. Of these, 52.4% came from within Queanbeyan, while 37.1%

crossed the border from the ACT and 6% came from Palerang Area. In Queanbeyan City 56.4% of the workforce are males and 43.6% of the workforce are female. The largest occupation category for workers in Queanbeyan was clerical and administrative workers with 20.2% of all workers.

Environment

The ACT Commissioner for the Environment records that Queanbeyan City Council area retains significant areas of native vegetation, with one-eighth of the Council area protected in nature reserves⁵. A quarter of the Council area has been identified as bushland.

Council has identified some of the more important environmentally-sensitive areas within the Council area. These are the Eastern Escarpment, Mount Jerrabomberra, Jerrabomberra Creek and the Queanbeyan River corridor.

Queanbeyan's proximity to Canberra has also meant that dealing with cross-border issues with the ACT and Commonwealth Governments forms an important relationship when discussing the regional environment. In addition to important social services such as health, transport, educational and information systems the Council area also shares important environmental services, such as water supply and waste facilities.

⁴ACT Commissioner for the Environment, State of the Environment Report 2004. <http://www.envcomm.act.gov.au/soe/soe2004/Region/introduction.htm>



How to read this section

This document is a high level strategic document that spells out the Community Vision for Queanbeyan for the year 2021. After a picture of the **Goals** that the community and stakeholders want to see achieved by the 2021 is provided, the **Current Reality** and the **Risks of Not Doing Anything** are explained.

There are tables to give guidance at the strategic level and explain the **Key Directions and Strategies** that will move the city to achieving the desired goals. The Key Directions and Strategies are at the upper level, and give an overview of what needs to be done to achieve the goal.

The Council role will vary for each of these strategies. Although being facilitated by Queanbeyan City Council, the Queanbeyan Tomorrow Vision is intended for all of Queanbeyan and is not just focused on the activities internal to the Council.

Ideally the Queanbeyan Tomorrow Vision and the very broad consultation process of preparing it will provide a vehicle for the widespread commitment by all stakeholders, including other tiers of government, business and the community, to achieve the desired outcomes throughout the next 9 years.

Council will be the overall 'guardian' of the Queanbeyan Tomorrow Vision, and will need to be cognisant of the community's expressed

needs to:

- be involved in parts of the delivery process
- be informed of the priority council has assigned strategies (and resources, responsible departments and time frames)
- be informed of progress towards outcomes
- jointly celebrate the achievements

The varying **Council Roles** are explained in the table on the opposite page, and then highlighted in the implementation tables for each strategy.

Other parties who will need to be involved in co-operating to achieve the strategies and the goal are defined in the column marked **Who Else Should Be Involved**. These organisations and individuals are essential to making sure that there is a coordinated and collaborative approach to achieving the long term Vision for Queanbeyan Tomorrow. It is highly recommended that working parties are established to go through the strategies assigned and ensure that there is project planning put into place with regular reporting. Where Council is the Manager/Leader or Critical Partner, it will be Council's role to call the parties together in the first instance.

The **Timeframe** denotes the period of time when working parties should be meeting, commencing and implementing the strategies. **Short** is within the next 2 years; **Medium** is between 2 and 4 years; **Long** is greater than

4 years; and Ongoing means that the strategy needs to continue and be adopted as 'business as usual'.

In line with a new practice at Queanbeyan City Council, this report has also adopted a 'Quadruple Bottom Line' approach to the Strategic Planning process. 'Quadruple Bottom Line' is a process of decision-making that contributes to sustainability across Queanbeyan City by considering social, environmental, economic and governance factors in determining the strategies which will create Queanbeyan Tomorrow. The aim is to protect the environmental, social and economic rights of future generations through good governance without compromising those of the current generation.

The Outcomes that are being aimed for in each Strategy area are therefore reported against environmental, social, economic and governance indicators of success. The aim is to choose solutions and strategies that optimise outcomes in all four areas. Obviously there are some strategies that are clearly targeted at specific outcomes (for example, the Community) and the outcomes reporting will reflect more of the social changes anticipated.

Over time, the Outcomes will be refined to give numerical and qualitative reporting data for tracking the progress and success in achieving the Queanbeyan Tomorrow Vision.

Council role	When it is likely to apply
<p>Manager/Leader</p> <p>Council manages, leads delivers and communicates commitment, progress and outcomes</p>	<p>Where Council has direct responsibility and capability to deliver the outcomes required. This will involve dedicated resources, agreed timeframes and clear responsibilities. External funding or other resources may be required to make the project happen. In taking on this role, council also needs to be cognisant of the high level of community interest in outcomes, and needs to communicate its commitment to making it happen, the time frame, the progress and the outcomes.</p>
<p>Critical Partner</p> <p>Council is an informed critical partner in the delivery of a project with mutual benefits for the partners</p>	<p>Where Council has a direct responsibility to deliver the outcomes, and either partnerships are required in order to proceed, or the delivery of outcomes is enhanced by partnerships. Council needs to define its preferred position on outcomes, and enter the partnerships with the aim of value-adding and providing benefits for all parties.</p>
<p>Advocate</p> <p>Council develops an informed position and influences others who have the responsibility to make the decision and act</p>	<p>Where Council does not have the resource or the direct responsibility to enact or make the decision. Council develops a position on the strategy/issue with a defined path forward and advocates to the responsible partners for the changes to occur. In this way, Council is part of developing the solutions rather than just presenting the problems.</p>
<p>Supporter</p> <p>Where a project is initiated externally to Council, Council provides low level assistance to enable the project to be realised</p>	<p>Where others are responsible for the decisions, actions taken and outcomes, and these outcomes align with the Strategic Vision for Queanbeyan, then Council might provide support by way of letter, in-kind, support or additional resourcing etc. The responsibilities and actions are those of the initiating party.</p>
<p>Facilitator</p> <p>Council makes it easier, and builds the capacity of others to deliver</p>	<p>Where Council develops the capacity of others (community groups, business groups, government agencies etc), to find their own acceptable solutions. For example, several community groups may wish to run a community project: Council could facilitate by being a neutral third party to call meetings initially, perhaps assist sourcing funds from state government, develop transferable meeting or event processes etc. The responsibility for action and ownership of outcomes lies with the community groups, business groups or agencies.</p>



Image and Influence – Building an Image for the Future

Imagine Queanbeyan 2021....

The Goal: - Create a strong positive image for Queanbeyan as a place renowned for its quality of home and business life and loved by residents for its natural setting and heritage, its urban and country mix, its beauty and diversity, its cohesion among different cultures, its vibrancy and sense of pride. Local democracy is strong, and Queanbeyan is known for its civic leadership and sound governance.

An important destination for visitors who stop rather than pass through, bringing economic growth and helping celebrate Queanbeyan. Queanbeyan's voice has local and regional influence, is respected by residents and other levels of government, and is able to create outcomes to achieve the Queanbeyan Tomorrow Community Vision.

The current reality (2011)

- The lack of a strong positive Queanbeyan image places the area at a disadvantage in attracting inward investment in economic and social infrastructure.
- While the people of Queanbeyan have a generally positive image about the place in which they live, people outside the city view Queanbeyan as a low socio-economic community. Businesses and people from outside of the area have a limited

awareness of its strengths and potential.

- Queanbeyan should build on its existing strengths and on the Queanbeyan image.
- The proximity to Canberra and potential growth of international tourism through the Canberra Airport are important considerations for Queanbeyan as a destination, including consideration of the tourism opportunities. These opportunities will also benefit from the creation of a strong identity and image.
- The Tourism Centre in Queanbeyan is being managed by Queanbeyan City Council since 2010.
- Preserving the heritage character of the city including the CBD.
- Recognition of the indigenous heritage as an important part of the local identity.
- New areas such as Googong and Tralee are to be integrated as part of its community.

Risk of not doing anything

- Limited opportunities for ongoing improvements to the image of Queanbeyan.
- The development of infrastructure, land and services may be constrained by the ACT. Adds to the potential of Queanbeyan's growth, and may be constrained by the ACT from reaching it's maturity.
- Limited sense of unity between the urban and the rural sectors of the LGA.
- Limited new investment to benefit the local economy.
- Lack of good governance leading to uninformed decision making and poor service delivery.



How has Council been implementing the Queanbeyan Tomorrow Community Vision?

What has happened since 2006?

- Recruitment of a Communications Coordinator, responsible for activities such as Mayoral press releases, City Life (every two months), weekly Mayoral column in the Queanbeyan Age.
- Communications strategy being developed.
- Creation and implementation of a new organisational branding/logo.
- Completion and distribution of a graphic standards manual.
- Organisational style manual developed.
- Continued employment of a Cultural Development Officer.
- Completion and operation of the Queanbeyan Performing Arts Centre (The Q).
- Trialing Sunset Markets.
- LGA-wide landscaping and tree planting program included in the Operational Plan 2011-2012.
- Formation and operation of the Queanbeyan Development Board, in partnership with Queanbeyan Business Council and Capital Region BEC.
- Continued development of Queanbeyan “champions”, through assigning Council representatives to external committees and forums, and through the Queanbeyan Development Board.
- Business Excellence Awards established.
- Adoption of new outdoor dining policy.
- Introduction and implementation of Australian Business Excellence Framework to improve organisational decision making and efficiency” and Queanbeyan City Council cultural survey.
- Business Retention and Expansion Survey.
- Business Capability and Services Directory.
- Development and adoption of the CBD Master Plan.
- Construction of the Crawford Street Life Style Precinct underway.
- Construction of the Riverside Café.
- Extensive landscaping of the Yass Road entry.
- Gateway entrances to the City constructed.
- Queanbeyan Local Environmental Plan (Googong) 2009 gazetted and implemented.
- First development application for Googong submitted.
- Approval of part 3A water recycling plant at Googong.
- Queanbeyan Local Environmental Plan 2011 completed as part of a comprehensive LEP review.
- DCP No. 53 (Queanbeyan CBD) updated to reflect this Vision and the CBD Master Plan.
- Googong development control plan and Googong Urban Development Local Planning Agreement finalised and adopted.
- Review of Council’s Section 94 Plan and adoption of new plan.
- River access trail enhancement.
- Strengthening the River/Platypus Plan of Management which has been adopted.
- Ongoing expansion and implementation of the Queanbeyan River Restoration Project.
- Willow removal program completed (thanks to \$200,000 grant from Murrumbidgee Catchment Authority).
- Special rate variation to progressively upgrade public areas ; Campese Oval/ Taylor Park amenities, Multipurpose indoor sporting complex, Sports ground floodlighting.

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Raising the local profile			
Continue to encourage all sectors of the community and the local media to promote local achievements to highlight a positive image of Queanbeyan	Critical Partner	Local community groups Media	Ongoing
Ensure that Council continues to promote a distinctive image of Queanbeyan, 'Country lifestyle, city benefits' to the community and to the region	Critical Partner	Local community Business / Industry sectors Education Sector	Short and ongoing
Continue developing the role of community and private sector "champions" for Queanbeyan and build a collective voice for the area locally and regionally	Critical Partner	Local community Business Sector Industry sectors State agencies Service Clubs Greater Southern Area Health Service	Ongoing
Continue developing a future focused Communications Strategy for Queanbeyan City Council	Manager/Leader	Local community Business Sector	Ongoing
Continue implementing coordinated strategy for more effective lobbying for the benefits of Queanbeyan as a lifestyle and business choice that builds on existing strengths	Manager/Leader	Local community Business sector	Short
Council image – logo and website			
Ensure that the new Council website remains current and real time information is available	Manager/Leader	Local community Business/Industry sectors Education Sector	Ongoing
Queanbeyan as a destination			
Where possible capitalise on the unique local assets such as heritage, culture and the local setting and environment to create a stronger, more defined and positive image to promote and build tourism through the Visitor Information Centre	Manager/Leader	Queanbeyan Business Council Tourism NSW and ACT Business sector	Short and ongoing
Continue to support joint cross border and regional tourism initiatives	Manager/Leader	Queanbeyan Business Council Tourism NSW and ACT Business sector	Short and ongoing
The Civic heart – the CBD			
Continue developing a river focus for the CBD revitalisation plans. (see also Strategy 2)	Manager/Leader	Local community Business Sector	Ongoing
Continue to implement the CBD Master Plan	Manager/Leader	Local community Business Sector	Ongoing

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Representing the image of the built form			
Continue with the implementation of the gateway entrances project to promote Queanbeyan in line with Council's branding	Manager/Leader	Local community	Short and ongoing
Continue to Develop streetscape elements and planning controls that will transform the approaches to the city to reflect the valued lifestyle	Manager/Leader	Local community Private Developers	Short
Continue to develop and implement tree planting plans for streets, parks and reserves	Manager/Leader	Local community	Medium
Encourage community and business leadership			
Continue to support local leadership program and to encourage the local community to take advantage of leadership training opportunities	Facilitator	ACT and NSW Governments NSW TAFE Private companies Community education Local community	Short
Encourage members of Council and the local community to take up positions on Regional Boards and Committees to help raise the profile and develop solutions for the Queanbeyan area	Advocate	Local community	Ongoing
The places that are important to the Community			
Continue to ensure that Council planning instruments and policies are compatible with the Community Vision	Manager/Leader	Department of Planning State and Commonwealth agencies	Ongoing
Continue to ensure provision of appropriate infrastructure and public facilities through strategic land use planning	Manager/Leader	State agencies Private partnerships	Ongoing
Sustaining the River			
Continue to develop the potential of the River for passive and active recreation interests recognising the potential economic benefits for local tourism Immediate actions by Council include; River access trail enhancement, Strengthening the River/ Platypus Plan of Management and Ongoing expansion and implementation of the Queanbeyan River Restoration Project	Manager/Leader	Local community Private partnerships Business sector	Short and ongoing
Continue to pursue funding opportunities associated with management and development of the river within the CBD area	Manager/Leader	State agencies Private partnerships Murrumbidgee Catchment Authority	Ongoing
Maintain effective liaison with other agencies and local community groups having a role in regard to the river	Critical Partner	State agencies Murrumbidgee Catchment Authority	Ongoing

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Where people choose to live			
Continue to promote and support high quality urban design within the built environment	Critical Partner	Private partnerships Local community	Ongoing
Continue enhancing the distinctive qualities of our suburbs to strengthen local identity, quality of life and sense of place	Critical Partner	Local community	Ongoing
Maintain and enhance public spaces and streets by focusing on delivering quality, well designed spaces that are inviting, functional, safe, attractive, well maintained, and accessible	Critical Partner	Local community	Ongoing
Providing strong local democracy and civic governance			
Continue to pursue efficient and effective delivery of the NSW Department of Local Government Integrated Planning Framework and Community Strategic Plan	Manager/Leader	Local community	Ongoing
Continue to pursue efficient and effective delivery of Annual Operational Plans that are benchmarked on quadruple bottom line outcomes, whilst being financially sustainable	Manager/Leader	Local community	Ongoing
Continue to pursue effective corporate decision making that takes regard to good local governance and local democracy	Manager/Leader	Local community	Ongoing
Deliver efficient and effective customer focussed services and projects in a financially sustainable manner	Manager/Leader	Local community	Ongoing
Continue to ensure that Council is fair and transparent with regard to all revenue decisions	Manager/Leader	Local community	Ongoing

The outcomes that are trying to be achieved

Social outcomes

- Queanbeyan has an identified positive brand which is supported by the community and well known throughout the region.
- The public spaces, streets, and river corridor are well utilised for a wide range of recreational and leisure pursuits by diverse community groups and visitors.
- Communities and localities within Queanbeyan have their own identified image, and there is a greater understanding of the diversity of aspirations and needs of all residents (eg rural, semi-rural and urban).
- Increased community pride and sense of belonging which, in turn, contributes to building healthy safe communities.
- Queanbeyan's needs and vision are a major consideration in regional agreements.
- Strong and vibrant community.

Environmental outcomes

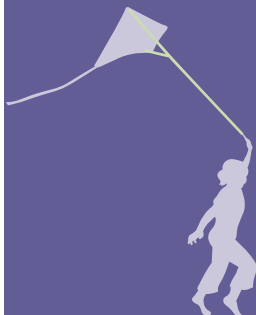
- Council plans and policies support the environmental attributes of Queanbeyan which enhances its positive image.
- The natural beauty, regional setting and biodiversity, as well as the built heritage are core to the image of Queanbeyan, and are therefore valued, preserved and enhanced.
- Inter border agreements for services take into account the needs of the local environment, Queanbeyan residents, businesses and future opportunities for development growth.

Economic outcomes

- Positive image and sense of pride have contributed to making Queanbeyan an attractive location for businesses, government agencies and industry.
- Business and industry embrace sustainable management practices that result in long term savings.
- Queanbeyan is well known for specific business sectors and for its high quality of life and environment.
- The strong voice and positive image of Queanbeyan increases business stability and investment.
- A range of local education, trade and apprenticeship opportunities.
- Retail and industry being proud of their environment/setting.
- Improved business mix.

Governance outcomes

- Queanbeyan has maintained a strong sense of its identity as a thriving lively city with a country heart.
- There are clearly agreed, long term, articulated directions for the future of Queanbeyan based on community engagement and community aspirations.
- Queanbeyan's civic leaders and council are able to advocate for Queanbeyan, and give it a regional voice, based on agreed strategic directions.
- Community contribution is recognised and celebrated.
- Leadership development is encouraged and supported.
- Queanbeyan Tomorrow Community Vision 2021 sits within a framework of integrated planning and reporting, and has provided guidance to the Community Strategic Plan (10 year plan) and is supported through a Delivery Program and an Operational Plan.



Business and Industry – An Innovative Environment

Imagine Queanbeyan 2021....

The Goal: - Attract and stimulate the growth of identified key sectors and job creation for a 21st century economy: sectors such as the arts, design, high technology manufacturing, as well as service industries that can support the defence sector. Develop a supportive, proactive business environment in which diverse small and medium enterprises thrive.

This upturn in business generates a specialist business profile with an increase in GDP, in business start-ups and in research and development.

The CBD is the heart of the community bustling with pedestrian activity, restaurants, cafes, places for people to enjoy and meet, and a full range of retail services, taking full advantage of its beautiful natural setting on the river.

The current reality (2011)

- Queanbeyan presents an eclectic mix of industry, mostly located in two industrial areas on the east and west of the city.
- Traffic management and accessibility within the Queanbeyan LGA has implications for future growth of both the CBD itself and of the industrial locations outside of the CBD.

- The goods and services available in the Queanbeyan CBD do not cater to the city's population, with many people traveling into the major retail hubs of the ACT.
- Consumers are increasingly keen to buy high quality goods and services locally; this heightens the need for a Queanbeyan marketing and image brand.
- The development of the Direct Factory Outlets/Bulky Goods Centres in Fyshwick and at the airport has had an impact on the CBD.
- Queanbeyan is the closest traditional 'main street' to Canberra. Its buildings exhibit a mixture of architectural styles and there are good opportunities for revitalisation.
- The benefits of the CBD and small centres, as against the larger regional shopping centres, need to be positively promoted.
- The limited presence of national chains and franchises presents an opportunity to encourage locally owned small businesses.
- The retail core of the CBD has been progressively moving away from Monaro Street.
- The CBD's look and feel requires further physical enhancement, including a more pedestrian-friendly environment generally in accordance with the CBD Master Plan as well as mobility issues addressed.
- The business sector in Queanbeyan has historically been fragmented and has lacked a strong lobbying voice. The establishment of the new Queanbeyan Business Council is a positive step for the future.
- Free accessible parking is a positive aspect of the CBD.
- The CBD does not take advantage of and link well to Queanbeyan River.
- Attracting investment is important – this requires available land, and a clearly defined offer to industry.
- Need to work closely with the ACT to avoid issues such as industrial land next to the Queanbeyan border.
- Opportunities to build on the creative industries that exist locally.
- There is a strong and diverse local network of community groups, associations and organisations that contribute to the local economy.

Risk of not doing anything

- No particular character for Queanbeyan CBD.
- Retail will be confined to shopping malls and will not add character to the main street and historic street frontages.
- Decline in retail mix to meet customer diversity and expectations.
- Bulky goods and other retail outlets in the ACT may have an impact on the sustainability of the CBD.

How has Council been implementing the Queanbeyan Tomorrow Community Vision?

What has happened since 2006?

- Initiatives since September 2006 include a partnership with Queanbeyan Business Council and Capital Region BEC to form the Queanbeyan Development and Board.
- Undertaking the Business Retention and Expansion Brief along with the Queanbeyan Business Council and the Capital Region BEC. This identified a range of actions.
- Repaving Monaro Street at a cost of \$1.6M.
- Adoption of the CBD Master Plan in November 2009 which amongst other things identifies a staged development design for five years (short term), 10 years (medium term and 20 years (long term).
- Adopting an Outdoor Dining Policy in May 2010 and the establishment of the first outdoor areas in Monaro Street.
- Production of a pamphlet “Queanbeyan at a Glance”: Guide for future residents and investors.
- Queanbeyan Visitors Information Centre is an avenue to promote local services and has returned to Council’s management.
- Business Excellence Awards held.
- Construction of Crawford Street Lifestyle Precinct.
- A resolution of Council in August 2011 to undertake a formal marketing strategy and economic development strategy, once the LEP 2011 is made by the Minister and the Crawford Lifestyle Precinct is completed and has some time to operate.
- Approval of Googong new town LEP and first development application as well as its water recycling plant.
- Progress of Poplars LEP to Section 65 consultation stage which will make available employment land.
- Construction and operation of The Riverside Cafe.
- Operation of monthly Sunset Markets.

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Continuing progress towards delivery of local economic development initiatives			
Continue working with business, industry sectors, Queanbeyan Development Board and relevant organisations to monitor, update and implement economic development initiatives	Critical Partner	Business sector Industry Sectors State agencies	Ongoing
Continue to ensure that planning and decision processes facilitate economic development opportunities	Manager/Leader	State and Territory agencies	Ongoing
Continue to develop flexible planning instruments (within the confines of the governments' standard local environmental plan) with due consideration to the desired diversity of business activities and encouraging clean and green industry activities	Manager/Leader	Business sector Industry Sectors State agencies	Ongoing
Local business and industry leadership			
Continue to strengthen working partnerships between Council, local business and industry groups	Facilitator	Business sector Industry Sectors State agencies	Ongoing
Continue developing the image and identity of Queanbeyan as a business location among key internal and external decision-makers in the public and private sectors	Critical Partner	Business sector Industry sectors Commonwealth and State agencies	Ongoing
Local employment opportunities			
Encourage diversity of employment opportunities by supporting new and existing local businesses	Facilitator	Local community Business sector Industry Sectors State agencies	Ongoing
Encourage higher levels of participation in local employment by promoting the opportunities that are available in Queanbeyan	Advocate	Business sector Industry Sectors State agencies Local community	Ongoing
Continue to actively encourage the development of a multiplex cinema and entertainment facility within the CBD	Facilitator	Private developers	Short
Create opportunities to encourage visitors to generate a greater positive economic impact within the CBD and the Queanbeyan area generally	Critical Partner	Business sector Queanbeyan Business Council Queanbeyan Development Board	Medium
Establish and promote a Business Skills Development Program	Critical Partner	Business sector Queanbeyan Business Council	Medium

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Revitalisation of the CBD			
Continue implementing a strategic program in the form of the CBD Master Plan for the revitalisation of the heart of Queanbeyan	Manager/Leader	Business sector Local community State agencies	Short
Utilising information collected in the 'Business Retention and Expansion Study' and continue to work on a targeted retail study and investigate a future tenancy mix to create a vital and active CBD	Critical Partner	Business sector NSW Trade and Investment Capital Region BEC	Short
Continue to create a community space in the heart of the CBD that allows for social interaction and opportunities for events	Manager/Leader	Local community Establish of a working party	Medium
Support existing businesses			
Continue targeted support of the business sector to ensure the continued growth of the Queanbeyan economy	Critical Partner	Business sector Industry Sectors NSW Trade and Investment Capital Region BEC	Medium
Establish and implement a three year strategic action plan for economic development that where possible employs creative processes to attract and promote new and innovative businesses and practices	Advocate	Business sector Industry Sectors Queanbeyan Development Board NSW Trade and Investment Capital Region BEC	Short
Continue developing programs to attract new sectors of the economy to Queanbeyan, such as arts, design, high technology, manufacturing and service industries for defence, as well as local niche industries	Critical Partner	Business sector Industry Sectors NSW Trade and Investment Capital Region BEC Queanbeyan Development Board	Short
Improve the range, quality and accessibility of resources to start-up small business and provide increased support for high growth opportunities for businesses	Advocate	Industry Sectors NSW Trade and Investment Capital Region BEC	Short

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Integrated needs based skills training			
Establish an industry development plan between the Queanbeyan Business Council and private and public sector skills training providers based on skills analysis, employment opportunities and training needs	Advocate	Queanbeyan Business Council NSW TAFE Private sector training providers	Short
Encourage and support links between schools and education programs to business and employment issues	Advocate	NSW Dept of Education and Industry Business community Trade Unions	Medium
Creating opportunities for youth			
Create a "young entrepreneurs" fund to support young people going into business	Facilitator	Local community Business sector Local High Schools TAFE University Government Agencies	Medium
Optimise availability of traineeships and apprenticeships in a variety of occupations	Facilitator	Local community Business sector Local High Schools TAFE Government Agencies	Short and ongoing

The outcomes that are trying to be achieved

Social outcomes

- Increased local employment opportunities leading to closer connection between workplaces and residential location.
- Support for the development of appropriately skilled, responsive and flexible workforce leading to greater employability.
- Strategies to enhance business and employment opportunities are developed and implemented.

Environmental outcomes

- Increased awareness and responsiveness to the environment through better management practices.
- Targeted business and industry development ensures the most appropriate developments are attracted with minimal environmental impact.

Economic outcomes

- Gross domestic product (GDP) per capita in Queanbeyan is equal to other areas in the region.
- Queanbeyan is well known for its innovative key business sectors and has a stronger industry and local economic base.
- Increased economic potential is realised with small and medium sized enterprises thriving.
- Marketing of niche and specialist businesses has had a major economic impact and increased economic potential is realised from sustainable business opportunities.
- Opportunities for local business and industry to supply goods and services to major new regional investments.
- Renewal efforts have been realised through strong leadership from local business.
- Entrepreneurship is recognised, valued and economic growth.

Governance outcomes

- Queanbeyan has maintained a strong sense of its identity as a thriving lively city with a country heart.
- Council, local business and industry groups collaborate to achieve positive business and economic outcomes for Queanbeyan.
- Council has demonstrated leadership roles in facilitating and advocating for economic development and wellbeing.
- Outcomes achieved in economic development and wellbeing are based on integrated, coordinated and agreed strategic approach between industry, business and government (including local government).
- The right people are 'at the table' for discussions to enable and advocate for positive business and industry outcomes.



Culture and Leisure – Enhancing our Lifestyle

Imagine Queanbeyan 2021....

The Goal: - A fantastic country lifestyle, characterised by choice and high participation in the development and enjoyment of all forms of community activities: sports, community groups, volunteering, arts, cultural and entertainment activities. Active and passive recreation are encouraged by facilities such as linked network of bicycle and walking paths, increased access to the river, maintenance of parks and open space, entertainment spaces and facilities. The CBD is bustling with pedestrian activity, restaurants, cafes, retail services, and has places for people to enjoy and meet. The rich built and cultural heritage of Queanbeyan is well recognised and celebrated.

The current reality (2011)

- There is significant participation in community activities and both sport and cultural activities are seen as part of the fabric of the community.
- Entertainment options for young people and families are seen as limited.
- Considerable support for the establishment of a cinema was given during the Queanbeyan Tomorrow community consultation. Other facilities and services supported were a public meeting place/outdoor space in the CBD,

outdoor arts and sculpture, cultural events and activities.

- The quality of lifestyle, amenity and choice of activities for recreation and leisure are essential to the development of a positive image for Queanbeyan and to attract continuing growth.
- A significant point of difference between Queanbeyan and the ACT is the age of the buildings and diverse cultures. The stories of people and their heritage (Aboriginal, settlers, and new migrants), and the buildings that show the history of the development of the city provide rich material for commemorating and celebrating and for building the unique identity of Queanbeyan.
- Continue to upgrade current pedestrian and bicycle links within Queanbeyan and to the ACT.
- Continue to upgrade sporting facilities through discussions between sporting groups to maximise utilisation.
- Continue to showcase Aboriginal culture within the broader approach to activities undertaken by Council (eg River Festival).
- There is a diverse cultural industry that could be nurtured locally.
- The diversity of community organisations, and associations attracts people from ACT to Queanbeyan.
- The opening of the The Queanbeyan Performing Arts Centre (The Q) has



provided a very successful cultural hub in the heart of Queanbeyan.

- The community values the participatory involvement of local people in the diverse community organisations and sees this as a unique characteristic of Queanbeyan.
- Special Rate Variation has been used to progressively upgrade public areas ie Campese Oval, Taylor Park amenities, Multipurpose indoor sporting complex, Sportsground Floodlighting.

Risk of not doing anything

- The local community and the Queanbeyan area will stagnate.
- There is potential for the loss of the established historical identity.
- Loss of treasured community spirit.
- Limited ability to attract inward investment.
- Fragmentation of society.
- Local community particularly youth will go to ACT for entertainment (loss to local economy).

How has Council been implementing the Queanbeyan Tomorrow Community Vision?

What has happened since 2006?

- Continued support for the Heritage Advisory Committee.
- Continued annual Heritage Week awards.
- Continued heritage advisory service.
- Continued heritage grants.
- Amendment No.38 to Queanbeyan Local Environmental Plan 1998 (gazetted July 2007) expanded the heritage conservation areas and listed a further 119 items as having heritage significance.
- Identification of an additional 40 sites to be listed for heritage significance in the draft QLEP 2011.
- Commitment to undertake a planning proposal to examine the heritage significance of further sites within the LGA.
- Commitment to undertake a review of the heritage DCP No 28”.
- Development of a Sensory Garden listed in the Operational Plan 2011-2012.
- Preparation of a Heritage Building Restoration Report for the Showground Grandstand listed in the Operational Plan 2011-2012.
- Mt Jerrabomberra summit - landscaping/ lookout listed in the Operational Plan 2011-2012.
- Jerrabomberra Creek Lookout Landscape Plan listed in the Operational Plan 2011-2012.
- Planning underway to celebrate Queanbeyan’s 175th birthday.
- Annual open space maintenance programme introduced.
- Appropriate active and passive recreation facilities included in plans for Googong.
- LGA-wide landscaping and tree planting program included in the Operational Plan 2011-2012.
- “Friends of” network currently being investigated.
- Data collection underway for a recreational users-needs study.
- Queanbeyan Bicycle Plan adopted by Council in April 2010.
- Queanbeyan Pedestrian and Mobility Plan (PAMPS) adopted by Council in April 2010.
- The Operational Plan 2011-2012 requires implementation of the Cycle Plan between Jerrabomberra, Queanbeyan and the ACT border at a cost of \$53,000.
- Continued employment of a Cultural Development Officer.
- Opening and operation of The Queanbeyan Performing Arts Centre (The Q).
- Continued support of annual events such as the Multicultural Festival, the Queanbeyan Regatta, the Reconciliation Walk, the Queanbeyan Family Fun Day, etc.
- The Operational Plan 2011-2012 includes a priority of “Develop and implement cultural activities in parks, playgrounds and river foreshores to promote healthy lifestyles”.
- Continuation of the cultural arts assistance program.
- Queanbeyan Cultural Plan 2011-2013 adopted.
- Public Art Advisory Panel has been formed.
- Community events and festivals.
- Projects to build health and safety in the community.
- Reconciliation Garden.
- Series of walking maps to encourage physical activity.
- Sportsground strategic plan.
- Implementation of Crawford St Lifestyle Precinct.
- Development of the Riverside Cafe.
- Special rate variation to progressively upgrade public areas; Campese Oval/ Taylor Park amenities, Multipurpose indoor sporting complex, Sports ground floodlighting, upgrade of Riverside Oval, upgrade to Cricket Pavilion, upgrade Queanbeyan Showground, Queanbeyan Park upgrade, Seiffert Oval trusteeship upgrade, Campese Oval amenities block.

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Heritage			
Continue the ongoing process of recognising, protecting and celebrating the City's natural and built heritage, as well as cultural heritage	Critical Partner	Heritage Advisory Committee Aboriginal Consultative Committee Local community Historical Society Landcare	Ongoing
Continue to research and document areas of heritage that have not yet been fully investigated, such as cultural heritage (both European and Aboriginal)	Manager/Leader	Heritage Advisory Committee Aboriginal Consultative Committee Local community Historical Society Landcare	Ongoing
Continue to encourage the re-use of heritage buildings to ensure their preservation	Facilitator	Heritage Advisory Committee Local community Historical Society	Ongoing
Encourage the local Indigenous community to continue to work with Council to develop the local knowledge base for natural resource management	Facilitator	Aboriginal Consultative Committee Aboriginal community	Ongoing
Continue to collect and celebrate the local stories of aboriginal people, new migrants and rural settlers	Facilitator	Heritage Advisory Committee Local community Aboriginal Consultative Committee Aboriginal community Culturally diverse groups	Ongoing
Excellence in Recreation and Lifestyle Opportunities			
Continue to provide and maintain appropriate active and passive recreation facilities in partnership with the community and ensure multiple activities are catered for	Critical Partner	Sports Advisory Committee Local sporting groups Local community groups State agencies Private developers	Ongoing
Continue work on a 'user needs study' to identify our community's current and future recreational and lifestyle needs	Manager/Leader	Sports Advisory Committee Local sporting groups Local community groups State agencies Private developers	Medium

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Cycleways and pathways			
Strategically implement the findings and recommendations from the Queanbeyan Pedestrian and Mobility Plan (PAMP) and Queanbeyan Bicycle Plan adopted by Council in 2010	Manager/Leader	Local sporting groups Local community groups State agencies Private developers	Medium
Cultural Activities			
Continue to promote the cultural development of Queanbeyan with the provision of appropriate facilities and programs	Manager/Leader	Cultural Committee Aboriginal Consultative Committee Local community groups Private organisations	Ongoing
Continue to support and facilitate specific cultural events for target groups and diverse communities in Queanbeyan	Manager/Leader	Cultural Committee Aboriginal Consultative Committee Local community groups Private organisations	Ongoing
Implement strategic actions from the Cultural Plan that includes funding for festivals, public art events and the celebration of cultures, in partnership with other organisations and community groups	Manager/Leader	State Agencies Cultural Committee Local community groups Local community	Ongoing
Continue to promote the cultural development of Queanbeyan through the management and operation of The Queanbeyan Performing Arts Centre (The Q), with the provision of appropriate programs	Manager/Leader	Queanbeyan Board Local community	Ongoing
Continue to be a community resource connecting local people to public and private community organisations and networks	Facilitator	State Agencies Cultural Committee Local community groups Local community	Ongoing

The outcomes that are trying to be achieved

Social outcomes

- A country lifestyle with city benefits.
- Access, choice and affordability of a wide range of culture and leisure activities.
- An active and healthy community which celebrates its diversity and sense of community.
- A strong, vibrant and healthy community that is engaged and participatory.
- Continued high levels of participation in local community organisations.
- Positive social/image benefits from cultural activities at The Queanbeyan Performing Arts Centre (The Q).
- Community based initiatives and activities are affordable, accessible and accommodate all ages, interests and abilities.
- Regular, planned and supported opportunities community wide for people to get together to

encourage involvement, connection, cultural appreciation and diversity.

Environmental outcomes

- Greater use and enjoyment of the rural setting and river.
- Increased awareness of the value of the natural environment leads to increased concern, enhancement and protection of the environment.
- Increased appropriate use of bicycle paths, river corridor and natural environment.
- Open spaces which are shared safe places that increase community cohesion and well being.

Economic outcomes

- Business opportunities related to culture and leisure.
- Development of small scale services in niches that relate to leisure.
- Arts and culture that is recognised nationally.

Governance outcomes

- Respect for aboriginal people and their heritage, and migrants and their heritage helps guide decision making and is acknowledged in the celebration of the culture of Queanbeyan.
- The significant role of sports in the lives of residents of Queanbeyan is acknowledged.
- There is a strong sense of pride based on the sporting prowess of the residents of Queanbeyan.
- A collaborative relationship between the Council and sports organisations has led to the rationalisation and continued investment to create recreation opportunities suitable for a growing regional centre.



Infrastructure, Access and Transport – Building Sustainable Foundations

Imagine Queanbeyan 2021....

The Goal: - Queanbeyan continues to grow in a managed and sustainable way with well developed, maintained and affordable infrastructure. The CBD is pedestrian friendly with reduced, slowing traffic that creates less conflict between vehicles and pedestrians. A Bypass (which includes the Ellerton Drive extension) takes heavy vehicles out of the CBD, with traffic flowing easily between suburbs and the CBD, and will assist traffic flow through Queanbeyan from the ACT to the coast. A range of affordable public transport services meets peak and off-peak demand, with innovative new options supporting the traditional services. Queanbeyan is responsive to water demand management, recycling and reuse.

The current reality (2011)

- In August 2008 the Queanbeyan Water Supply Agreement was signed by the Commonwealth, ACT and NSW Governments that has placed certainty around sustainable water supply for the LGA.
- Ongoing planning for the upgrade of the waste water (sewerage) treatment facilities needs to continue.
- Council to continue to advocate that telecommunications services need to be further upgraded to cope with demands of new technology and enterprises.

- Transport is a vexed issue, with a dependence on personal cars for transport, and consequent heavy use during peak times (leading to concerns about safety and travel times). There are also concerns about the adequacy, timing and current use of public transport systems.
- There is very strong community support to divert heavy traffic out of the CBD, reclaiming that space for pedestrian and light vehicle access, al fresco dining, and reinvigorating the city.
- Many of the options to be considered to ease traffic flow and congestions, by-pass the CBD and increase access to and from the ACT are bound by cross-border discussions and the need for agreement with the NSW, ACT and Federal Governments.
- Coordinated planning is required to determine infrastructure priorities, including health and aged care facilities.
- Need to examine priorities in terms of wider evolution e.g. possible move away from road traffic towards more active transport of walking and bicycling for local trips.
- Adequate investigations of alternative transport solutions should always be debated when considering priorities of infrastructure spend.
- Need to carefully consider the impacts of medium density housing on local infrastructure provision.
- Our economic production and consumption patterns strongly interact with our social and ecological systems. We need to ensure



that our governance and decision making processes inform the future viability of our economic activities and social well-being.

Risk of not doing anything

- Ageing infrastructure.
- Growth could stall.
- Fragmentation of community / family.
- Adverse environmental consequences.
- Greater dependence on the ACT.
- Loss of future opportunities – particularly for business and tourism.
- Transport issues will be exacerbated.

How has Council been implementing the Queanbeyan Tomorrow Community Vision?

What has happened since 2006?

- Continued regular attendance at meetings with the ACT Chief Minister, The Canberra Airport Planning Coordination Forum also the Eastern Region Transport Taskforce.
- Googong Urban Development Local Planning Agreement negotiated.
- Review and adoption of Section 94 Plan.
- Resource sharing initiatives being undertaken with Palerang Shire Council.
- Ongoing development and implementation of the Conquest asset system.
- Queanbeyan City Council Asset Management Policy adopted in May 2010.
- Queanbeyan City Council Asset Management Strategy adopted in May 2010
- Queanbeyan City Council Footpath Maintenance Policy adopted in June 2011.
- Queanbeyan City Council Road Maintenance Policy adopted in January 2009.
- Asset Management Plan for Transportation Assets to be adopted shortly.
- Queanbeyan Water Supply Agreement signed in August 2008 by the Commonwealth, ACT and NSW Governments.
- WaterWise Program encouraging efficient water (re)use continued.
- Edwin Land Parkway and Crawford Lifestyle Precinct under construction and near completion.
- Ongoing lobbying of Commonwealth Government to resolve by-pass issues.
- Local link bus service implemented.
- Duplication of Lanyon Drive in the ACT.
- Googong and Tralee Traffic Study adopted in August 2009.
- Completion of design work for straightening of Old Cooma Road investigation work.
- Preliminary investigative and environmental work for the Ellerton Drive extension being undertaken.
- Adoption of pedestrian and mobility plan, bicycle plan and public transport strategy.
- Special rate variation to progressively upgrade public infrastructure such as asphalt upgrades, road resealing and footpath repairs.

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Planning for future growth			
Continue to work collaboratively with the government sectors; NSW, ACT and Federal and, where appropriate, with the private sector, to provide infrastructure and services for new greenfield areas	Critical Partner	NSW and ACT Governments Federal Government Private developers	Ongoing
Ensure that the Queanbeyan Local Environmental Plan, the Queanbeyan Developer Contributions Plan and Queanbeyan's Developer Services Plans reflect the development and planning of new infrastructure and services	Manager/Leader	NSW and ACT Governments Private developers	Ongoing
Continue developing and enhancing relationships and resource sharing with regional councils, government agencies and the private sector	Manager/Leader	NSW and ACT Governments Federal Government Local Councils Private developers	Ongoing
Continuing efforts to ensure all proposed developments enhance the liveability and sustainability of the community	Critical Partner	NSW Government Private developers	Short and ongoing
Continue to implement the Conquest Asset System or similar for Queanbeyan infrastructure including whole-of-life maintenance requirements	Manager/Leader	NSW Government Private developers	Ongoing
Promote and support private and public sector investment in the development and maintenance of key asset infrastructure in the Queanbeyan area	Critical Partner	NSW and ACT Governments Federal Government Local Councils Private developers	Short and ongoing
Continue to ensure the need for additional secondary facilities associated with new growth areas such as Googong is incorporated into any future development	Critical Partner	NSW Dept of Education and Industry Private developers Private education providers	Medium and ongoing
Ensure ongoing review of medium density housing urban design and planning controls to facilitate best possible integration of this style of housing into existing suburbs	Manager/Leader	NSW Government Private developers	Ongoing
As part of planning for new urban growth consider measures which are consistent with sections 7 (e) and 8 of the Local Government Act 1993 particularly in relation to ecological sustainable development and the long term and cumulative effects of decisions.	Manager/Leader	NSW Government Private developers	Ongoing

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Integrated landuse and transport			
Continue to ensure that roads and associated infrastructure constructed by developers meet accepted standards determined by Council's Subdivision requirements	Manager/Leader	NSW Government Private developers	Ongoing
Implement the Googong and Tralee Traffic Study to construct Ellerton Drive through partnership agreements with three levels of government	Critical Partner	Eastern Region Transport Taskforce NSW and ACT Governments Federal Government Private developers	Long
Sustainable transport options			
Continue open dialogue with the public transport agencies for an investigation into current public transport service provision and opportunities for further route scheduling and better linkage with the ACT	Critical Partner	Eastern Region Transport Taskforce Public and Private bus services NSW and ACT Governments	Ongoing
Further develop an integrated transport strategy prioritising works and service development, and investigating the feasibility of other innovative solutions to access and transport	Advocate	Eastern Region Transport Taskforce NSW and ACT Governments Federal Government Private transport providers Private developers	Ongoing
Continue to support the local link bus service that providing access for the community	Manager/Leader	Department of Transport Private transport providers	Ongoing
Actively promote walking and cycling as transport options to move in an around the Queanbeyan area	Supporter	Local community Business sector	Ongoing
Investigate opportunities for a LGA wide car sharing program to facilitate management of traffic congestion in peak periods for those that travel daily to the ACT	Manager/Leader	Eastern Region Transport Taskforce NSW and ACT Governments	Short
Transport Infrastructure			
Ensure scheduled maintenance and capital works for roads are founded on reliable and justifiable data	Supporter	Roads and Maritime Services ACT Transport Authorities	Ongoing
Investigate feasibility of major intersection upgrades following recommendations of the Googong and Tralee Traffic study (April 2010)	Manager/Leader	Roads and Maritime Services TAMS	Medium
Continue investigating impacts of heavy vehicles on LGA road network and possible solutions for identified impacts	Manager/Leader	Roads and Maritime Services TAMS South East Weights and Loads	Medium

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Sustainable water management			
Continue where possible to ensure that Local Environmental Plans, Development Control Plans and other opportunities such as local planning agreements continue to help improve environmental standards; whilst working with developers to encourage innovative, environmentally sensitive developments (Integrated water cycle management strategies, energy efficient homes, etc)	Manager/Leader	NSW Governments Private developers	Ongoing
Continue promoting efficient use and appropriate reuse of water by residents and business	Manager/Leader	Local community Business sector Private developers	Ongoing

The outcomes that are trying to be achieved

Social outcomes

- Ready access to a wide range of transport options to access a range of goods and services available in the local area.
- Greater sense of community through redesigned and more dynamic CBD with less traffic.
- Public Transport Strategy.
- All members of the community have access to facilities, services and attractions via safe, well designed and integrated public transport, motor vehicle, cycling and pedestrian infrastructure.

Environmental outcomes

- Environmentally sound and innovative solutions to both conserving water and providing infrastructure and services to new developments.
- Quieter streets.
- Taking passing traffic out of the CBD will result in less stop/start congestion and heavy vehicles. Consequently it will improve the environment of the CBD making it a more desirable destination.

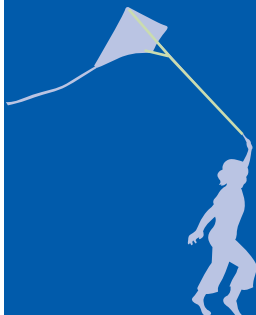
Economic outcomes

- People stopping in CBD will increase and will result in economic benefits.
- Strategies to ensure prudent use of assets.
- Strategies to ensure future access to reliable and affordable water supply are developed and implemented.

Governance outcomes

- Council's advocacy and leadership role has had an impact on ensuring realistic spending on the necessary infrastructure to support Queanbeyan's growth.
- Queanbeyan Council has demonstrated leadership and governance responsibilities in identifying key infrastructure needs, advocating for /and managing resources to meet those needs, and following through to ensure that commitments made by other levels of government are honored.
- Community conversations and engagement has continued to provide Council with clarity about infrastructure, access and transport priorities and expenditure.





Communities – Sharing our Sense of Belonging

Imagine Queanbeyan 2021....

The Goal: - Sustainable community infrastructure (education, work, transport, access to services) supports the entire community. Services and community activities encourage community spirit, promote a fulfilling lifestyle, enhance health and social wellbeing, encourage lifestyle choices and provide opportunities to participate in local decision-making. People have a sense of belonging and are proud to be residents of Queanbeyan.

The current reality (2011)

- Queanbeyan has one of the fastest growing populations in NSW in the last ten years. The Australian Bureau of Statistics (ABS) preliminary estimates, as at June 2010 indicates that the estimated resident population of Queanbeyan is 41,430 and grew between 2005-2010 at annual rate of 2.1%.
- Council currently provides an extensive range of services for the community.
- Through consultations, the local community has identified that this is an area of service delivery of Council that they value highly.
- Council is committed to developing working partnerships and improving communication with all target groups

and the relevant community service providers to better support their needs and strengthen these communities.

- The community has asked that Council take on a stronger advocacy role to other community service providers particularly those provided by the NSW and ACT Governments.

Risk of not doing anything

- Development of apathy, disenfranchisement, disenchantment.
- Split community.
- Negative issues exacerbate.
- Town / Queanbeyan stagnates.
- Community disconnect.



How has Council been implementing the Queanbeyan Tomorrow Community Vision?

What has happened since 2006?

- Development and implementation of Queanbeyan City Council Community Strategic Plan 2010-2020 and its Delivery and Operational Plans.
- Sharing of community facilities across jurisdictions, including library, sporting facilities and private childcare facilities.
- Continued sourcing of grant funding for community services.
- New community centre established at Karabar.
- Continued employment of a Community Development Officer – Aboriginal Projects.
- Adoption and implementation of Welcome to Country and Acknowledgement of Country Policy protocols.
- Ongoing facilitation of reconciliation events such as the Reconciliation Walk.
- Continued support for the Youth Interagency Networking Group (YING).
- Community Consultation and Engagement Policy adopted in October 2008.
- Continued regular public engagement opportunities include monthly public forums, Council's web page, City Life Magazine and regular community meetings.
- Council performance satisfaction survey conducted in 2008.
- Ongoing support for volunteers includes volunteer awards, volunteer induction, volunteer training and volunteer Christmas party.
- Improved meeting protocols including internal meetings to address nominated and standardised corporate issues.
- Community events and festivals.
- Outreach services Library and Youth.
- Construction and operation of the Q Performing Arts Centre.
- Partnership with Monaro Local Area Command on Community Safety.

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Implementing the plans we have			
Implement the actions and strategies recommended in the Queanbeyan City Council Community Strategic Plan 2010 – 2020	Manager/Leader	Community service & infrastructure providers State and Federal Government Grants Local Community	Ongoing
Implement the actions and strategies recommended in the Queanbeyan City Council Integrated Plans	Manager/Leader	Local Community	Ongoing
Strengthening partnerships			
Champion the community's needs to other community service providers and government agencies to advocate on the community's behalf	Advocate	Community service and infrastructure providers	Ongoing
Strengthen partnerships between Council and government agencies to improve access to services and identify joint priorities for Queanbeyan's current and future population	Critical Partner	Community service and infrastructure providers	Ongoing
Investigate the opportunity of participating in an MOU with the ACT and NSW Governments for the provision of community infrastructure (such as Health, Education and Sporting Facilities) to ensure efficiency and long-term sustainability of critical services in the region	Critical Partner	Federal Government NSW State Government ACT Government Community service and infrastructure providers	Medium
Continue to develop opportunities for working with other agencies/partners to ensure a coordinated approach to community safety	Critical Partner	Federal Government NSW State Government ACT Government Business Sector Local community	Ongoing
Providing Services			
Encourage and/or provide opportunities to expand appropriate community services	Critical Partner	NSW State Government ACT Government Community service and infrastructure providers	Ongoing
Access local, regional, state and federal funding to ensure equitable access to basic needs and community services	Manager/Leader	NSW State Government ACT Government Community service and infrastructure providers	Ongoing

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Providing Services continued			
Develop flexibility to cater for the changing needs of the community in the facilities that Council provides	Manager/Leader	NSW State Government ACT Government Community service and infrastructure providers Private developers	Ongoing
Promote high quality, affordable, diverse and accessible private and public housing to meet the different socio-economic demands	Critical Partner	NSW State Government ACT Government Community service and infrastructure providers Private developers	Ongoing
Targeted groups			
Investigate the development of the multipurpose youth and community facilities to provide opportunities within the local area for youth activities	Critical Partner	Community service and infrastructure providers Youth Local community Private organisations	Short
Advocate for an adequate level of health services	Supporter	Community service and infrastructure providers	Ongoing
Advocate for an adequate level of aged care services and facilities , including appropriate transport services	Supporter	Community service and infrastructure providers	Ongoing
Strengthen partnerships with NSW Premiers Department and both NSW / ACT agencies to improve mental health facilities and services	Supporter	NSW State Government ACT Government Community service and infrastructure providers	Short
Continue to work with community groups to welcome new residents and overcome barriers to participation in Queanbeyan community life	Critical Partner	NSW State Government ACT Government Community service and infrastructure providers	Ongoing

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Community engagement			
Review regularly the Queanbeyan City Council Communication and Consultation Guidelines that enable local community empowerment for key decision-making processes	Manager/Leader	Local community	Ongoing
Continue to encourage public interest in Council affairs in current and future agendas	Critical Partner	Local community	Ongoing
Continue to regularly review the community's preferred ways of communicating with Council	Critical Partner	Local community	Ongoing
Continue to conduct periodic surveys to gauge satisfaction of Council's performance	Manager/Leader	Local community	Ongoing
Continue with community recognition awards such as Australia Day Celebrations	Critical Partner	Local community	Ongoing
Continued support and recognition of local volunteers and community groups, valuing and developing their expertise, contribution and commitment	Critical Partner	Local community	Ongoing
Continue creating mechanisms throughout the Council area that help to enrich the exchange and inter flow of information	Manager/Leader	Local community	Ongoing
Education, Skills and Training			
Local schools continue to meet regularly to ensure co-ordination, co-operation and a combined focus on the needs of Queanbeyan school children	Advocate	NSW Dept of Education and Industry Local school principals/coordinators (pre-school, primary, high school,) Youth services	Ongoing
Develop a taskforce/forum for local education that will focus on increasing local participation rates in schools through provision of quality education, flexibility of delivery, innovation, and competitiveness. Widely publicise the resulting plan as part of an on-going "Valuing Quality Local Education" campaign	Supporter	Business sector Industry Sectors State agencies	Ongoing
Emphasise lifelong learning opportunities to create healthier, more connected communities	Supporter	NSW Dept of Education and Industry Business sector	Ongoing

The outcomes that are trying to be achieved

Social outcomes

- Improved access to services and equity to address everyone's needs, irrespective of age, ability, ethnicity or location.
- Services and facilities planned to meet contemporary needs according to lifecycles and demographic change.
- Communities are positive about leading healthier lives and have access to appropriate and timely health and social care.
- Community safety is improved. People feel safe and free from the fear of crime both in their homes and their local neighbourhoods.
- Increased sense of pride and celebration of community connection.
- Both urban and rural living communities are more vibrant, engaging and sustainable.
- Appropriate, quality community services and facilities are available to the community.
- Aboriginal heritage is recognised and valued.
- People and families of all ages, backgrounds and abilities are celebrated, supported and encouraged to live, work and play in Queanbeyan.

Environmental outcomes

- Less graffiti, tidy city, less vandalism, pride in recreational areas and gardens.
- The number of active community groups increase due to greater social consciousness such as Friends of the Park, Friends of the River.

Economic outcomes

- Longer life, improved health, lower economic cost on the community and services.
- Less cost for vandalism/crime leading to greater provision of facilities.
- A range of private and public education and life long learning that is diverse, high quality and available to all members of the community.

Governance outcomes

- Greater awareness and participation by the community in key decisions affecting the community leading to a greater acceptance of decisions and valuing of roles and responsibilities by Council and community.
- Queanbeyan City Council decision making and respect is enhanced through listening and engaging with the community.
- Queanbeyan City Council is a strong advocate to other levels of government on behalf of local communities, and community services provision is enhanced.



The Environment – Ensuring a sustainable future

Imagine Queanbeyan 2021....

The Goal: - Achieving a balance between growing community demands and the need to ensure the sustainability of our natural environment which includes the escarpment biodiversity, waterways, woodlands and grasslands. Water use has been reduced through information campaigns and increased environmental awareness. New suburbs are developed with environmentally sensitive design and energy efficient homes. Open space remains a feature throughout Queanbeyan and development has not affected the natural vistas. The river is clean, flowing, rich in wildlife and is a focal point for enjoyment and passive recreation. Our surrounding viewscape is recognised for its social benefits and ecological significance.

The current reality (2011)

- The development of Queanbeyan, including the proposed development of whole new suburbs, will have implications on the natural environment. Safeguards at both a local and state level as well as an opportunity for public comment periods, ensure that the impact is minimised.
- The Queanbeyan State of the Environment Report (2008) and supplementary reports detail the current situation on all aspects of environment.
- Significant areas have been retained for native revegetation: one eighth of Council's area is protected in nature reserves, and one

quarter is identified as bushland.

- The Queanbeyan River Corridor, Eastern Escarpment, Mount Jerrabomberra and Jerrabomberra Creek are the most sensitive environmentally features.
- Managing new developments will continue to be of importance especially in regard to flooding, reserve areas, scenic qualities, open spaces, areas containing listed flora and fauna and fire management.
- Conserving energy and sustainable home practices are priorities and will need strong targeted community information and awareness campaigns as well as appropriate planning controls and continued incentives.
- A major threat to the River from the class 5 noxious water weed *Egeria densa* which is known to exist in Googong Dam. This weed presents a long term threat not just to our River but the whole Murray Darling Basin downstream of Queanbeyan.

Risk of not doing anything

- More pressure on the natural environment reducing biodiversity.
- Resources will be depleted and there will be limited resources for the future.
- Increased pressure on the river corridor, potentially reducing platypus and other wildlife numbers.
- Reduction in visual amenity.
- Detrimental impact on quality of life and economic opportunities.
- Depletion of critical natural systems and Queanbeyan's natural and cultural heritage.
- More dwellings located in bushfire prone areas.



How has Council been implementing the Queanbeyan Tomorrow Community Vision?

What has happened since 2006?

- Queanbeyan Biodiversity Study adopted in October 2008.
- Queanbeyan Bicycle Plan and Queanbeyan Pedestrian and Mobility Plan (PAMPS).
- Water-sensitive guidelines incorporated into the adopted Googong Development Control Plan, and in the new comprehensive DCP for the entire LGA.
- Measures to minimise impacts of urban development included in the Queanbeyan Local Environmental Plan (Googong) 2009, the Queanbeyan Local Environmental Plan (South Tralee) 2010 and the Queanbeyan Local Environmental Plan 2011.
- Updated mapping of bushfire prone lands nearly finalised.
- Flood controls under review.
- More fuel efficient vehicles added to Council's fleet, with a large proportion of the fleet now four cylinders.
- Guidelines issued to encourage energy efficient devices.
- Sustainability Policy for Council operations adopted in July 2011.
- Ongoing employment of sustainability officer.
- Energy audit included in Operational Plan 2011-12.
- Street lighting audit included in Operational Plan 2011-12.
- Sustainability Working Group included in Operational Plan 2011-12.
- Energy efficiency program included in Operation Plan 2011-12.
- Development and implementation of a carbon neutral plan included in Operational Plan 2011-12.
- Development of a long term strategy to address climate change issues included in Operational Plan 2011-12.
- Major electricity savings through power factor equipment, air conditioning rationalisation and off peak water supply pumping.
- Workshops on climate change.
- 10,000 trees program.
- River projects like willow removal and Queanbeyan River Corridor Management Plan and Platypus Awareness Conservation Strategy.
- Adoption of policy on revolving energy reserve.
- Continued operation of Waterwise Program.
- Water saving initiatives involved in adopted and executed Googong Urban Development Local Planning Agreement.
- Community Climate Change Action Plan consultation undertaken.

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Future planning			
Ensure sustainability initiatives are implemented through local environmental plans, development control plans, development applications and other types of plans	Manager/Leader	Private Developers	Ongoing
Continue to minimise the impact of urban development on natural areas and ensure that these are sensitive to the natural topography (including scenic qualities) with the goal to strengthen areas where no or very limited development is allowed	Manager/Leader	Private Developers	Ongoing
Create links and corridors between regional parks and reserves for pedestrians, cyclists and wildlife where opportunities are available and taking regard to the recommendations from the Queanbeyan Pedestrian and Mobility Plan (PAMPS) and Queanbeyan Bicycle Plan adopted by Council in 2010	Manager/Leader	Private Developers State agencies Local community groups	Medium
Ensure developers are responsible and accountable for the creation and development of open spaces	Manager/Leader	Private Developers	Ongoing
Control and minimise residents exposure to bush fire risk	Manager/Leader	Rural Fire Authority State agencies Private residents	Ongoing
Council to continue to plan for emergency management (i.e. bushfires, floods etc)	Critical Partner	State agencies ACT Government Federal Government	Ongoing
Council to plan for climate change adaptation as well as climate change mitigation by introducing measures to reduce greenhouse gases	Manager/Leader	State agencies ACT Government Federal Government	Ongoing
Due to the concentration of people, knowledge, infrastructure, resources and economic activities, Queanbeyan local area may have unique opportunities to do more with less and to be highly eco-efficient, therefore we need to explore opportunities to promote eco-efficiency by innovating solutions to wastage, excess and inefficiency within the entire local government area.	Manager/Leader	Private Developers State agencies Local community groups	Ongoing
Council continue to exercise its regulatory powers under the Noxious Weeds Act 1993 (NWA 1993)	Manager/Leader	Private Developers Local community groups	Ongoing
Council to continue to work collaboratively with State Agencies, local organisations and the community to protect and enhance the environmental quality of the river and its surrounding natural assets.	Manager/Leader	Private Developers Local community groups Private landowners	Ongoing

Key Directions and Strategies	Council Role	Who else should be involved	Timeframe
Conserving resources			
Continue to develop internal and external strategies to minimise energy usage and minimise energy generation	Critical Partner	State agencies Private Developers Local community	Ongoing
Ensure Council is an example and leader in encouraging conservative use of energy in the community	Manager/Leader and Advocate	Private Developers Local community	Short
Continue to develop high quality waste management practices that includes recycling, organics, avoiding waste, reuse etc	Manager/Leader	Private Developers Local community	Ongoing
Ensure that Council is sustainable in decision making and in procurement practices (both environment and social dimensions of purchasing)	Manager/Leader	Local community	Ongoing
Energy consumption or conservation should be investigated to achieve energy security and what opportunities there are for developing renewable energy sources within Queanbeyan, could incorporate alternative fuel options	Critical Partner	State agencies Private Developers Local community	Ongoing
Community Education			
Increase community awareness of environmental issues by ongoing awareness campaigns	Facilitator	Local community State agencies	Ongoing
Provide information to the community about the risks of climate change, and benefits of reducing energy and water consumption	Critical Partner	Local community State agencies	Ongoing
Integrated water management			
Continue to implement water sensitive urban guidelines	Manager/Leader	Local community Private Developers State agencies	Short
Council to provide information on technological advances and development of options	Critical Partner	Local community Private Developers State agencies ACT Government Federal Government	Ongoing

The outcomes that are trying to be achieved

Social outcomes

- Enriched quality of community life.
- Maintain a sense of Queanbeyan's multicultural and Aboriginal heritage through recognition and celebration of ancestors and their contribution to the Community's history as well as through celebration of the current contribution of multicultural and aboriginal communities.

Environmental outcomes

- Protection of the natural environment as an ongoing and important priority for the community.
- Clean water and air, and biodiversity of flora and fauna for generations to come.
- Sufficient water for current and future needs.
- Strategies to protect and optimise the constructed environments are developed and implemented.
- Strategies to protect and enhance natural Air, Land and Water.

Economic outcomes

- Minimising the impact of growth, whilst still allowing for new developments.
- Manage environmental costs by implementing education and local support programs.

Governance outcomes

- Queanbeyan City Council has clearly demonstrated its governance and environmental responsibilities in reducing energy use, improving procurement practices, and managing waste.
- Leadership by Queanbeyan City Council has ensured the biodiversity values of the escarpment is maintained and development has not impacted on natural vistas and scenic areas.



Achieving the Vision

The Vision is the overall expression of the preferred future for Queanbeyan, and the inclusion of strategies will provide guidance to the community, Council, government agencies, business and investors about how to focus efforts to make Queanbeyan a desirable place in which to live and do business.

Council is essentially the 'guardian' of the Vision, but it is up to the community to assist in keeping it alive. Ideally the consultative approach to preparing the Vision and the detailed guidance for parties involved in implementing it, will provide a vehicle for the widespread commitment by all stakeholders, including other tiers of government, industry and the community over the coming years.

The Vision is a long term document with directions and actions classified as Short term (within the next 2 years), Medium term (2-4 years), Long term (greater than 4 years) and Ongoing. It is highly recommended that Council prioritises the short term actions and directions, and include them in its annual management plans. Annually, additional medium and long term strategies can be added. Similarly it is recommended that other involved parties also address the strategies and actions within their normal planning processes.

This Vision is the longer term destination, but the Strategies and Actions are designed to be flexible. It is recommended that the Strategies be reviewed on an annual basis through a consultative process to discuss those actions that have been achieved, add new projects to the list, and prioritise those new projects (short, medium or long term). This will also provide an opportunity to celebrate success!

A major community-based review is recommended in 2016 to ascertain whether the Vision remains valid and to recognise and celebrate the achievements of the Strategies and Actions to that time. It is likely at this time that Council may look to incorporate the Community Vision Program into the Integrated Planning Framework and strategically align these Corporate Documents.



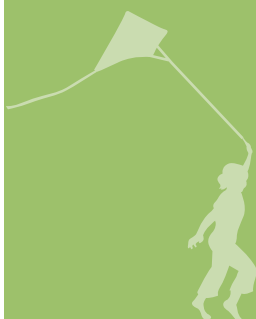
Measuring Performance against the Vision

It is recommended that the progress is measured in two ways: one is to assess the completion (or progress) of the actions in percentage terms, and the second is to measure the progress toward the desired outcomes using the indicators provided.

These indicators have been designed to provide an effective and objective measure of progress.

Image and Influence

Desired outcomes	Indicators	Sources of information
An identified positive brand	Brand supported by the community, widely recognised and used	Community strength survey: additional question to be added in Yrs 1,3 and 5 after development of 'brand'
Public spaces, streets well utilised (including river corridor)	Number of diverse community events per annum	No. of events held in public spaces (council records)
Increased community pride	People like living in the local community	Community strength survey
Natural beauty, regional setting and biodiversity are valued, preserved and enhanced	No decline in environmentally sensitive features or biodiversity	State of the Environment Reports (both Council's and ACT Commissioner for the Environment)
Attractive location for businesses, government agencies and industry	Number of businesses, government agencies and industries located in Queanbeyan	Queanbeyan Business Council Australian Taxation Office ABN register by postcode
Queanbeyan Council has significant influence in cross border agreements	Number of cross border agreements which include Queanbeyan as signatory or critical partner in negotiations	Queanbeyan Council ACT and NSW governments



Business and Industry

Desired outcomes	Indicators	Sources of information
Gross domestic product (GDP) per capita is equal to other areas in the region	GDP by postcode	ABS Regional Statistics
Queanbeyan known for key business sectors (identified in Beyond the Horizon)	Recognition of key business sectors by Queanbeyan based business and business in nearby local government areas	Business survey (possibly in conjunction with Capital Region Area Consultative Committee and DSRD)
Population growth and retention	Population figures by LGA	ABS Regional Statistics
Increased employment	Employment and unemployment statistics by LGA	ABS
Increased local employment opportunities leading to closer connection between workplaces and residential location	Location of work and residences	ABS travel to work data
New commercial/industry/retail investment	Number of new businesses Size of investment No major environmental breaches	ATO ABN register by postcode Queanbeyan Business Council Queanbeyan Council DA/BA application data
Improved awareness and responsiveness to environment through better business practices	Investment by business/industry type	EPA State of the Environment Reports Council records

Culture and Leisure

Desired outcomes	Indicators	Sources of information
Country lifestyle with city benefits	Community satisfaction with cultural and leisure choices	Community strength survey
Active and healthy community which celebrates its diversity	Participation in multicultural events	Attendance numbers Community strength survey
Strong and vibrant community that is engaged and participatory	Participation in volunteering, and community groups Participation in organised sport Attendance at a local community event in the past six months	Community strength survey
Increased appropriate use of bicycle paths, river corridor and natural environment	Number of people using bike paths and/or river corridor	Additional question in community strength survey every 2 years

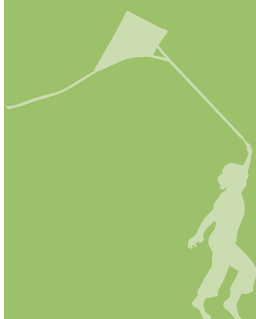


Infrastructure, Access and Transport

Desired outcomes	Indicators	Sources of information
Water sufficient to meet the future needs of Queanbeyan	Water supply and demand balance	Queanbeyan Council and ACT government forward projections
Limit the increase of water usage per capita	Water use per capita	Queanbeyan Council
Infrastructure provision (eg new roads, road improvements)	Federal and state investment in LGA roads Queanbeyan Council investment in roads	Roads and Maritime Services Federal Roads program Queanbeyan Council
Better traffic management (eg improved movement/circulation in CBD)	Improve access and reduce delays and improve business and pedestrian perception.	Roads and Maritime Services Queanbeyan Council Business survey Community strength survey additional question
Increased public transport usage	Numbers of people using public transport	Roads and Maritime Services Public transport providers (including Queanbeyan and ACT bus services)
Increased pedestrian/cycle linkages	Number of kilometres of cycle ways/ pedestrian ways	Queanbeyan Council

The Community

Desired outcomes	Indicators	Sources of information
Services meeting the needs of the community	Perception of services and facilities	Community strength survey
Local participation in decision making and activities	Number of people involved in local issues and decision making boards and committees Number of respondents to local government public participation processes/submissions Perceived opportunities to participate in aspects of community life	Community strength survey Queanbeyan Council Community strength survey
Number of active community groups and volunteerism increases	Participation in volunteering, and community groups Participation in organised sport Attendance at a local community event in the past six months	Community strength survey
Continued high sense of belonging to the community	Attitudes to living in the local community	Community strength survey
Positive attitude to multiculturalism continues	Attitudes to multiculturalism	Community strength survey
People feel safe and community safety is improved	Attitudes to safety Recorded crime data	Community strength survey Regional State of the Environment Report' Bureau of Crime Statistics and Research
Urban and rural communities establish their own identities	Identities of the communities and their varied issues are recognised	Community strength survey: additional question to be added in Yrs 1,3 and 5 (in conjunction with question about overall Queanbeyan 'brand')
Community cohesion	Indicators of confident, resilient, active community	Community strength survey



Our Environment

Desired outcomes	Indicators	Sources of information
Protection of environment (eg natural habitats, flora, fauna etc)	Various indicators reported regularly by Council and government agencies	State of the Environment Reports from Queanbeyan City Council and ACT Commissioner for the Environment
Contribution to biodiversity	Various indicators reported regularly by Council and government agencies	State of the Environment Reports from Queanbeyan City Council and ACT Commissioner for the Environment
Air pollution reduction	Indicators reported regularly by Council and government agencies	State of the Environment Reports from Queanbeyan City Council and ACT Commissioner for the Environment
Water pollution reduction	Indicators reported regularly by Council and government agencies	State of the Environment Reports from Queanbeyan City Council and ACT Commissioner for the Environment
Land and soil quality maintained and enhanced	Various indicators reported regularly by Council and government agencies	State of the Environment Reports from Queanbeyan City Council and ACT Commissioner for the Environment
Maintenance of visual amenity	Undisturbed sight lines on escarpment and areas of high visual amenity	Local Environment Plan State of the Environment Reports



Directions and actions progress template

This template can be used to report the progress in achieving the actions outlined in this report. It is suggested that this be used annually to track those actions that are current (eg for the first two years it will be used to track the progress of the short term actions).

Strategy area	<50% complete	50% to 74%	75% to 99%	100% complete and ongoing	Withdrawn/deferred/on hold
1. Image and Influence					
2. Business and Industry					
3. Culture and Leisure					
4. Infrastructure, Access and Transport					
5. The Community					
6. The Environment					



The Indicators

The Indicators have been developed utilising results of a recommended “Community Strength Survey.” The survey is based on significant research in Victoria and the subsequent development of community strength indicators.⁷



⁷ Department for Victorian Communities, 2006 Indicators of Community Strength : a framework of evidence

Queanbeyan Tomorrow 2011/2012 Review Process

In 2006, Queanbeyan Council developed a Community Vision 2021, based on the results of extensive community consultation, an outline of these results is detailed in Appendix 3. In 2011 Council undertook to do a comprehensive review of this document to validate with the community whether the vision and values still hold true.

The aims for the review of the community vision included the need to:

- confirm whether the vision and the values are still relevant;
- review each of the priority areas, looking at achievements to date, relevance, key focus areas, and clarity around responsibility for delivery;
- identify the big issues facing Queanbeyan over the next 10 years; and
- identify any gaps.

The consultation program aimed to:

- engage a cross-section of the community, including young people, the aged, families, socially disadvantaged sectors, mobility-impaired people, cultural groups, sporting groups, business and industry, among others; and
- ensure the discussion included the concept of the quadruple bottom line.

Consultation Approach

The original vision was developed following an extensive consultation program, in which more than 1,000 people provided feedback. Much of this consultation was place-based, as a way of ensuring that a variety of voices was heard.

This round of consultation used a different approach, recognising that the Queanbeyan community has participated in frequent consultation activities over the past five years, and that “consultation fatigue” may have set in. Therefore, this round of consultation was much more targeted.

Rather than asking the community to come to us, we designed activities that took us out into the community. In contrast to the previous round of consultation, where the aim was to maximise the number of responses, the focus this time was on speaking with targeted participants, and eliciting in-depth responses.

We used a series of small focus groups to target specific groups including young families, the mobility-impaired, young people and multicultural groups. This approach was rounded out with some larger-scale activities, including an online survey, Have A Say Days and a community



summit.

Who took part?

Groups consulted with to date and included in this overview:

Aboriginal community

Aboriginal community activist

Aboriginal Consultative Committee

Aboriginal Education Consultative Group

Business Council

CALD Carers Group

Community Services staff

Community summit (18 attendees)

Community volunteers, including Men's Shed

Cultural Groups (8 attendees)

Disability Networking Forum

Family Day Care playgroups x 3

Friday HACC Group

Friday night disability group

HACC building - Ageing, Disability and Home Care

HACC Men's Group

Have a say - one on one interviews (approx 105)

Italian Women's Group

Karabar High School (full school assembly approx 700 children)

Links to Learning youth group

Macedonian HACC Women's Group

Mobility focus, people with a disability

Online Survey (approx 68)

Queanbeyan Landcare and Molonglo Catchment group

Rural meeting, Fernleigh

SaCC playgroups

Socially disadvantaged – Barnardos Queanbeyan

Sports groups (7 attendees)

Thursday group – HACC Clients

Tourism and Visitor Information Centre

Youth beyondblue cooking group

Youth beyondblue GLBTI support group

Youth Centre

Youth Interagency Networking Group

Queanbeyan Tomorrow 2011/2012 Review Process

What we heard

According to our online survey, which generated 66 responses, 70% of people say the values and vision still resonate with them. This reflects the findings of the small group and one-on-one sessions.

Where participants highlighted issues and concerns, these were often on a grass-roots level. Many of the specific ideas and directions can be incorporated under the existing umbrella values and strategies; elsewhere, their input has suggested small but significant changes to the overarching vision and values.

Overall, the consultation findings show council is on the right track, while highlighting minor realignments which reflect changes in circumstance and attitude over the past five years – which is exactly the result we had hoped for.



Have a Say Day - Riverside Shopping Centre
12th November 2011



Community Summit
12th November 2011

FINDINGS

The vision

The community was asked three questions about the vision:

- whether it still resonated with them;
- whether there was anything missing from the vision; and
- how the vision could be improved.

Resonance

A significant proportion of participants were not familiar with the community vision. However, upon reading it, most agreed with the aspirations it encompassed.

Gap analysis

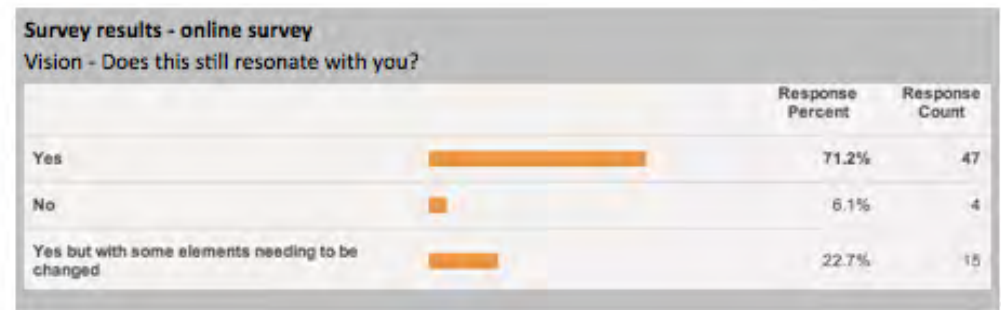
Participants identified a number of issues and opportunities that were not referred to in the vision. These are outlined below.

- The new development areas of Tralee and Googong.
- Queanbeyan's attractive townscape and pleasant environment.
- Safety.
- The multicultural population.
- The CBD as a major focus area.
- Infrastructure maintenance and upgrading, particularly relating to ageing assets.

Values testing

Participants were asked to share what they love about Queanbeyan, as a way of testing the values outlined in the vision document.

The revised values included in this report takes regard to the issues and amendments people provided throughout the consultation process.



Some things people said.....

- “How do we create a distinctive identity for Queanbeyan and not remain a suburb of ACT – in the eyes of community as well as government service providers?”
- “How do we ensure that the new release housing areas of Googong and Tralee become part of Queanbeyan and not see themselves as suburbs of ACT? How do we integrate and welcome them to Queanbeyan?”
- “Future planning should ensure indigenous heritage and culture are recognised in new developments.”
- “We need to encourage variety and diversity of business.”
- “Public and private investment should share responsibility for the central area.”
- “To attract investment, we need to know our point of difference from the ACT.”
- “The Ngambri Local Aboriginal Land Council (NLALC) should be supported to develop an indigenous cultural centre.”
- “An oral history project to capture the stories of older residents would value their knowledge and help create a sense of belonging.”

Queanbeyan Tomorrow Project Process 2006

The Queanbeyan Tomorrow Vision has been developed in three stages and there were a number of opportunities for community input.

Stage one Vision	What does Queanbeyan mean to you? What are the area's strengths? What are its weaknesses? How should it change over the next 15 years? These are the questions we asked in the visioning activities. The aim was to get big-picture, gut responses that, taken together, paint a picture of how people feel about the area where they live, work and play.
Stage two Issues	What are the key issues facing Queanbeyan? Which aspects need improvement? How can we fix the problems facing the area? In the second stage of consultation, people will be asked to hone in on specific concerns and issues facing the area and suggest what can be done about them.
Stage three Prioritisation	What are the most pressing issues facing Queanbeyan? Which things do we need to tackle first? What trade offs are people willing to make? Having identified a broad range of issues, the next crucial step will be to rank them. Stage 3 will give people the chance to decide which issues are the most important for the Queanbeyan community.

The consultation activities

Extensive community consultation was undertaken in the first half of 2006, with over 1400 people participating in the process.

Queanbeyan Tomorrow has included a series of place-based forums, a number of 'Have-A-Say Days' at Riverside Plaza and Jerrabomberra Shopping Centre, targeted key stakeholder workshops, a Community Summit, Feedback Posts in various locations across the LGA and one-on-one meetings as well as meetings with Councillors, service providers, government agencies and Council staff.

The collated results in this document provide an overview of the key issues and challenges that Queanbeyan faces in the future.



The results of community place based forums

Visioning is the process that a community can use to imagine the future it desires and plan how to achieve it. Through visioning, the community were able to identify the trends and forces that are shaping the community and better understand the values of the Queanbeyan community.

At a number of community forums held during the stage 1 consultations the following questions were explored:

- What are your feelings about Queanbeyan as a place right now?
- What do you think the key issues WILL be that Queanbeyan will face in the next 15 years?
- What do you think are the 'strengths' for the Queanbeyan?
- What do you think are the 'weaknesses' for the Queanbeyan?
- What is your vision for Queanbeyan?

An Overview of Key Issues

Visioning is the process that a community can use to imagine the future it desires and plan how to achieve it. Through visioning, the community were able to identify the trends and forces that are shaping the community and better understand the values of the Queanbeyan community. Themes that were raised in consultation as important to the community included:

The CBD: traffic, parking, appearance, image, activities, the river and social issues.

Transport: public transport, bikes/walkways, major roadways, CBD traffic flow.

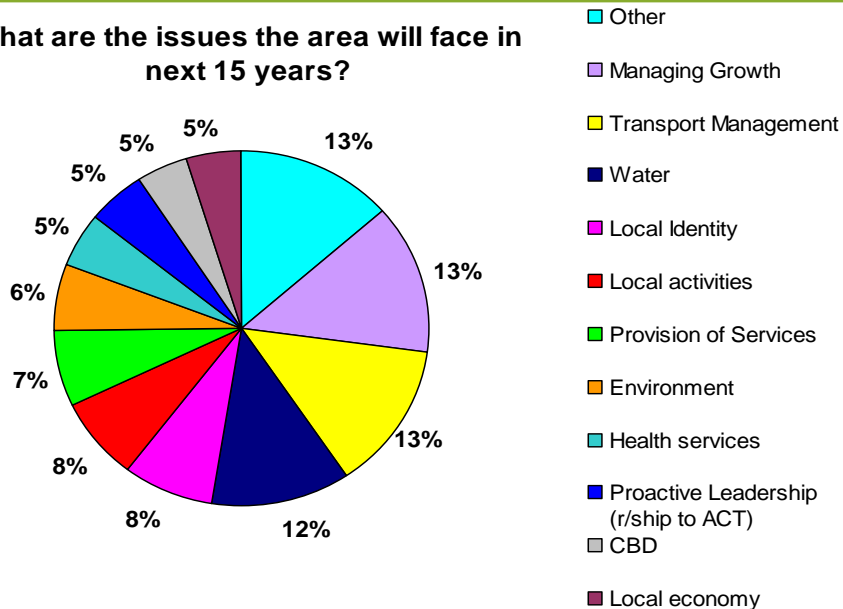
Services: recreation, social, health, aged care, schools.

Culture: arts, facilities, cinema, social activities, history and heritage.

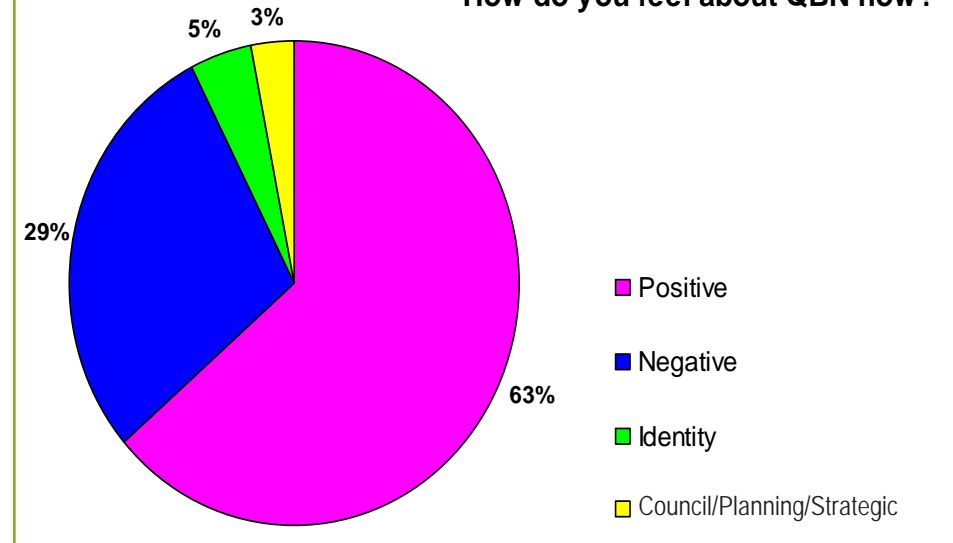
Image: developing our own identity, its relationship with the ACT, town feel with city amenity.

Infrastructure: water issues, sewerage treatment, green energy, planning and location of new infrastructure.

What are the issues the area will face in next 15 years?



How do you feel about QBN now?



The discussions of issues that Queanbeyan will face in the next 15 years included:

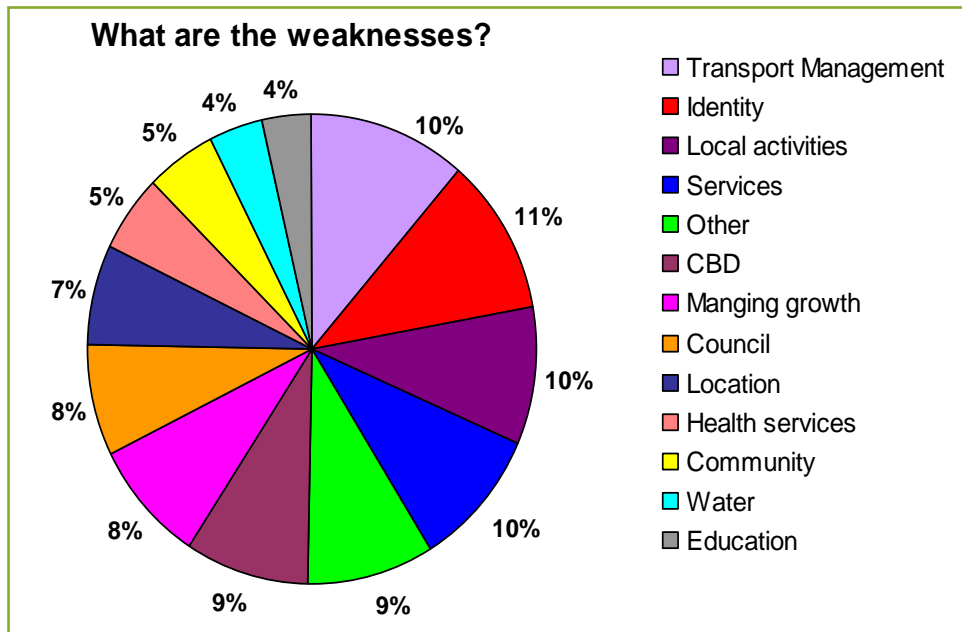
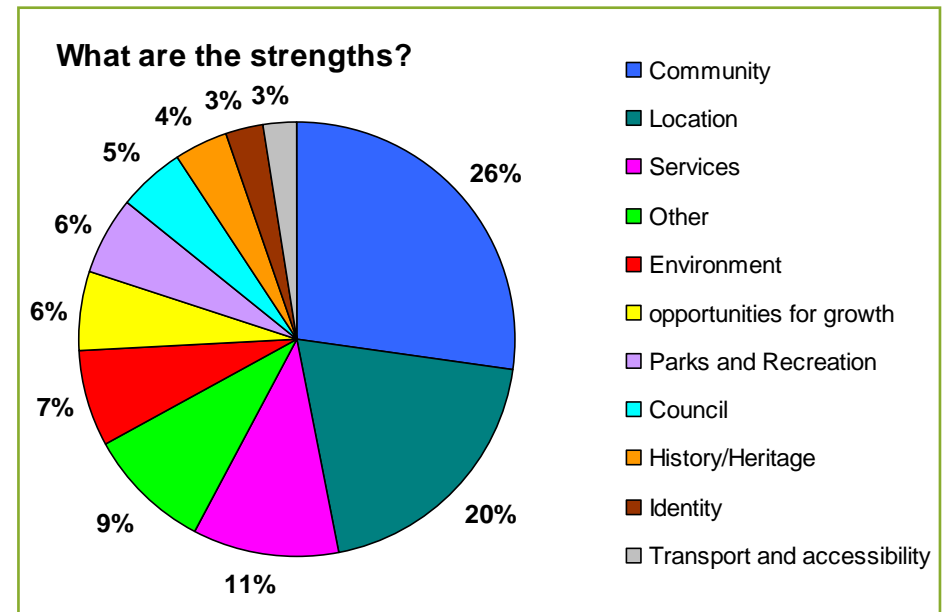
- Managing growth; planning for new developments with sustainable outcomes, the pressures placed on current infrastructure with increased population, strategic planning of new growth areas.
- Transport management; traffic management in the CBD (congestion, parking and heavy vehicles) - need for alternative, access to Jerrabomberra and ACT.
- Water Issues; need for innovative solution for use and re-use.
- Local identity; need to define who and what QBN is to be able to plan for the future.
- Local activities; need to provide a diversity of local leisure and entertainment activities.
- Provision of services; need for integrated service provision for health, education and skills training.
- Environment; conserve the unique natural landscapes and introduce a street tree planting program.
- Health services; integration of social services.
- Proactive leadership; relationship with the ACT and other Government Agencies.
- CBD; need for a strategic plan for the revitalisation of the CBD.

What are the strengths?

Represents 427 individual comments and 116 of these related to the strength of the local community and people's sense of belonging

The key issues raised that people indicated were positive included:

- Feelings; people feel about the area; happy, that QBN is friendly, safe, pleasant.
- Place; country lifestyle, vibrant, huge potential.
- Local natural environment.
- Community; local strong-knit community.
- Location; to ACT, Sydney to other area.
- Facilities; good local facilities.



What are the weaknesses?

Represents 335 individual comments and of these 100 comments relate to the CBD, local activities and local identity.

The key issues raised that people indicated were negative included:

- Local opinions; frustrated, sad, disappointed.
- Lack of strategic direction.
- Inadequate services, facilities and activities.
- Growth and proximity to ACT.
- Lack of community interaction.

What is your vision for the future of Queanbeyan?

Represents 245 individual comments and 70 relate to the need for a positive attitude about the future

(What you said some interesting quotes.....)

- “It should be a great City with good opportunities and excellent facilities”
- “A prosperous community with its own identity with a close link to the ACT; a partnership not a competition”
- “Essentially be the same the way that it is - if it ain't broke don't fix it”
- “A thriving, bustling place with a strong sense of pride about the City and it's community”
- “To be a great place to live and work while maintaining the country feel”
- “Queanbeyan should play up its own attributes both for its own self esteem and its prosperity”
- “It should be moving forward”
- “Always open to smart and inclusive dialogue enabling smart future”
- “Good community spirit and respect for resources and facilities”

