

Queanbeyan-Palerang

Community Strategic Plan 2042



Towards
2042!

QPRC



Acknowledgement of country

We would like to acknowledge the traditional custodians of the Queanbeyan-Palerang region and pay our respects to elders past, present and emerging. We acknowledge the stories, traditions and living cultures of our First Nations peoples on this land and commit to building a brighter future together.

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Contact Us

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Message from the Mayor

Queanbeyan-Palerang Regional Council is proud to present our next Community Strategic Plan (CSP) – Towards 2042 following the election of our new Council in December 2021. The CSP draws on fresh engagement and outlines our community's vision for the future across the areas of community, economy, environment, infrastructure and civic leadership as required by the Integrated Planning and Reporting Framework.

Our previous CSP 2018-2028 provided a solid basis for this refreshed plan which maintains the key strategic pillars of Community, Choice, Character, Connection and Capability. We are conscious that a CSP needs to remain sure in its direction whilst being flexible enough to respond to new and emerging issues. To conduct this review, we've consulted extensively with the community, with more than 1,700 people, or 2.8% of our population, contributing to review our community vision, priorities and aspirations for the next 20 years. We have then developed strategies to achieve those aspirations and measures to monitor our progress and achievements.

In recent years, the Queanbeyan-Palerang region has experienced a growing population and changing demographics with expanded infrastructure and facilities. We recognise that our region is widespread and diverse, not just in our demographics, but also the access that the community has to services in different parts of our local government area. It is an exciting time to welcome new people while ensuring we maintain

the identity of our diverse Council area, we develop in a balanced and sustainable way, and our infrastructure keeps pace with change. We also need to collaborate with our partners to ensure adequate employment opportunities, our economy is resilient and growing, our community has the services it needs and our environment is protected.



This plan seeks to preserve, enhance, and protect the things we love about our community, such as the beautiful natural landscapes and river corridors, our welcoming community, and the balanced, affordable rural lifestyle. At the same time, its strategies aim to address challenges in collaboration with our community and partners. Key challenges identified include housing availability and affordability, road safety and maintenance, adapting to climate change, promoting environmental sustainability, pedestrian friendliness and support for vulnerable groups through aged and disability services.

Council looks forward to working with our community and partners to achieve the aspirations outlined in the CSP.

Cr. Kenrick Winchester, Mayor
Queanbeyan-Palerang Regional Council

Vision and Mission

Vision

The Queanbeyan-Palerang region is a safe and relaxed place to live, offering a wonderful lifestyle for all members of our community, where we can enjoy excellent services and facilities while experiencing the benefits of a healthy natural environment.

Mission

- *We acknowledge the Traditional Custodians and respect their continuing relationship to the lands on which we live.*
- *We value the heritage, cultural diversity and country lifestyle of our vibrant towns, villages and rural districts.*
- *Our people have a strong sense of pride, and we support the inclusiveness of our diverse communities.*
- *We protect our healthy natural environment whilst experiencing the benefits of a sustainably growing area.*
- *Our community has access to fulfilling and engaging employment, education and creative opportunities.*

Our plan

About our plan

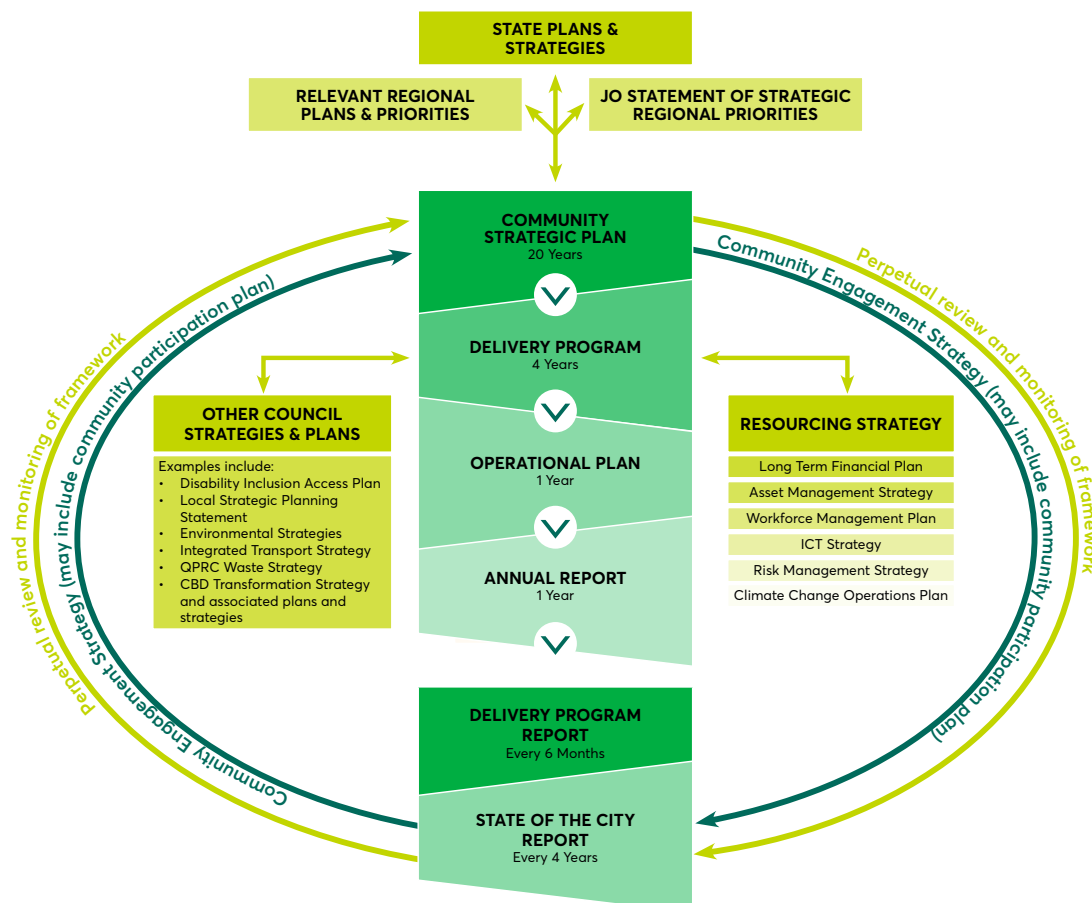
The Queanbeyan-Palerang Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a Council plan. Queanbeyan-Palerang Regional Council has a lead role in preparing and implementing the CSP; however, state agencies, businesses, industry groups, community groups, and individuals also contribute and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires Council to develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Our community

Queanbeyan-Palerang Regional Council is located in the southern tablelands adjacent to Canberra and 250km southwest of Sydney. The area's population is 62,239, which is expected to grow to around 80,000 by 2036.

Outside of the Queanbeyan residential area, the local government area is predominantly a rural area, several townships, the main being Bungendore, Braidwood and Captains Flat.

With advanced manufacturing capabilities and specialised agriculture and tourism industries, Queanbeyan-Palerang is identified as growing faster than any other part of regional NSW. Its proximity to state and federal government provides unique networking and business opportunities.

Total population
62,239

SEIFA index*
1053

Top industries of employment

- 1 Government Administration
- 2 Defence
- 3 Hospitals
- 4 State Government Administration
- 5 Computer System Design and Related Services

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Queanbeyan-Palerang region consisted of 100 people, there would be:

3

Aboriginal and Torres Strait Islanders

17

born overseas

12

speaking languages other than English at home



5

with an individual income less than \$400 per week

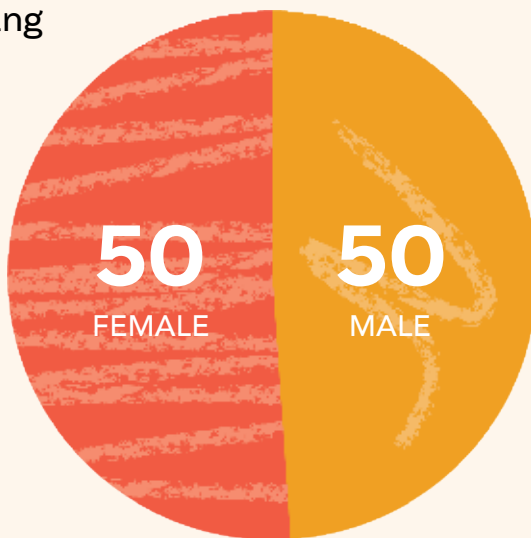


51

that completed higher education

33

that did not complete year 12



26: 0 – 19 years **56:** 20 – 59 years
18: 60+ years



28

living by themselves

72

living in families



2

unemployed and looking for work

17

who volunteer

29

working part time

66

working full time



11

care for someone with a disability

4

have a disability



7

are older couples without children

27

live in medium and high density housing



72

who drove to work

3

who walked to work

Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- **Virtually** – online surveys
- **In conversation** – group discussions, pop ups, telephone interviews
- **On paper** – formal written submissions

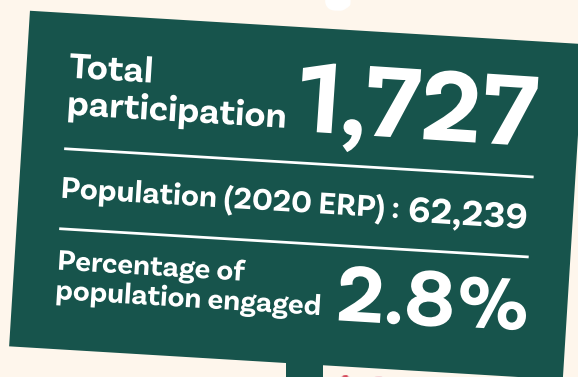
Note: The original engagement strategy was severely impacted by Covid-19 restrictions in mid-2021

Participation

More than 1,720 people (2.8% of the population) from the Queanbeyan-Palerang Region participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The community contributed their thoughts and opinions through an online survey, discussion guides, and telephone interviews.

Further engagement was undertaken on the draft Community Strategic Plan, with more than 70 comments received which led to a number of changes prior to endorsement.





Community engagement

What is important to you?

QPRC residents who participated in the engagement identified the beautiful natural environment (14.8%), local people and spirit (9.9%) and location and convenience (9.8%) as being the characteristics they loved about living in the region. When asked how the region could be improved or enhanced, respondents pointed to parks and green spaces (18.3%), improved infrastructure (15.5%) and more activities and events (13.4%). When considering the priorities to focus on over the next 10 years, respondents chose infrastructure (13.2%), environmental impact (10.4%) and sports and recreation facilities (9.8%) as their highest choices.

Main challenges

When asked to identify what challenges were facing the QPRC community, respondents chose environmental sustainability (13.4%), including conservation, land management, sustainability, water security and education and awareness, as the top challenge. Change brought about by changing demographics and size (11.1%), including the impact on infrastructure and services, maintaining a rural lifestyle and ensuring sustainable development and population growth were front of mind. A strong, robust, and resilient economy was also crucial for respondents, particularly in employment and attracting and retaining a skilled workforce.

Top services or projects Council should be prioritising

Respondents were also asked to specifically consider the Council's role and what matters they should prioritise or advocate for. Climate change and adaptation (6.4%), roads and parking (6.0%), and aged and disability services (5.0%) were identified as critical priorities for Council to provide, fund or influence.





Braidwood's main street,
Wallace St.

Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst QPRC takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils and other tiers of government to influence and/or seek funding assistance and to implement community-driven projects.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Plan

The Queanbeyan-Palerang CSP consists of five Strategic Pillars and strategic objectives. Each Strategic Pillar outlines strategic objectives based on community feedback, envisages where we want to be, how we will get there, Council's role, essential partners and collaborators and measures to track progress.

1. Community

A safe, harmonious, happy and healthy community leading fulfilled lives.

2. Choice

A diverse, resilient and smart economy that creates choice and job opportunities.

3. Character

A clean, green community that cherishes its natural and physical character.

4. Connection

A safe and well connected community with good infrastructure enhancing quality of life.

5. Capability

Contemporary civic leadership and governance that is open, transparent and accountable.



Braidwood's Ryrie Park forms a focal point of the town centre.



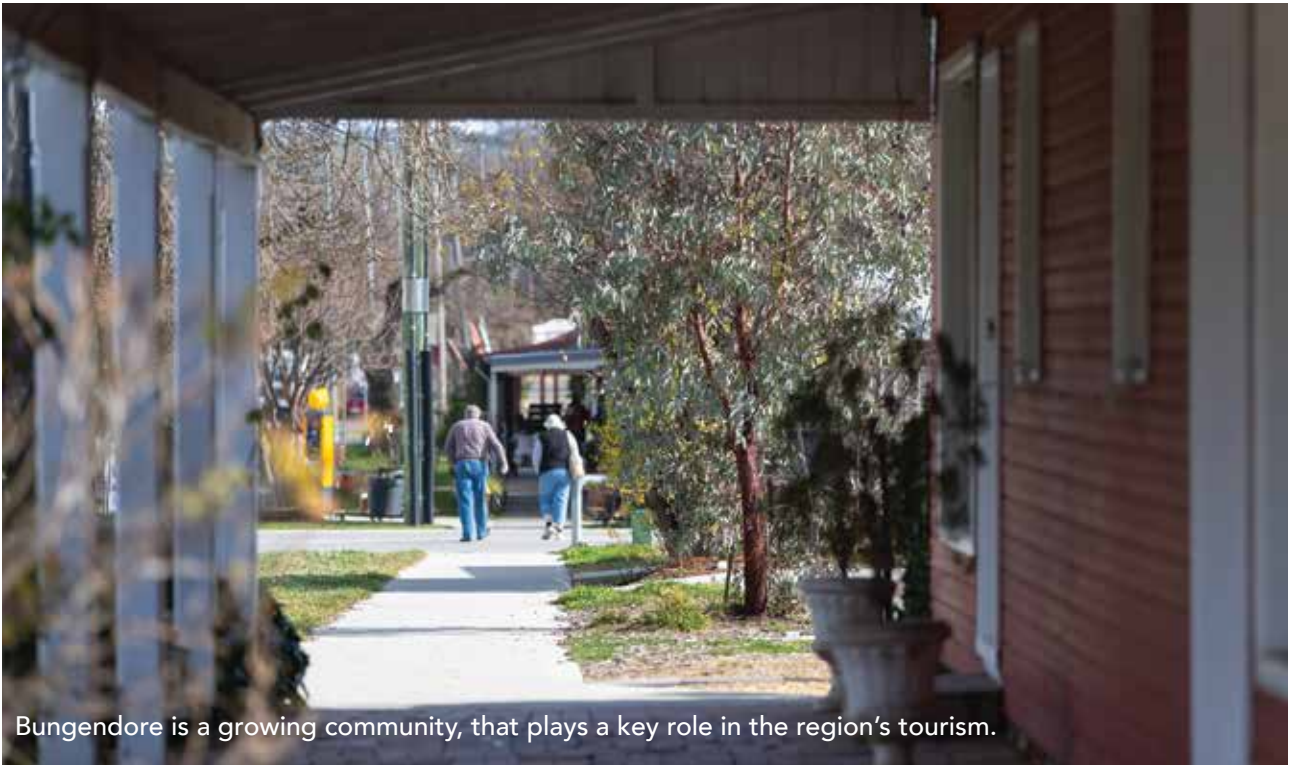
1. Community

A safe, harmonious, happy and healthy community leading fulfilled lives.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	<ul style="list-style-type: none"> Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions. We recognise and take pride in the unique and individual heritage and identity of our city, towns, villages and rural areas. We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience. Recognise, respect and support our Traditional Owners and First Nations People's historical and ongoing connection to country. 	Provide Collaborate Advocate	Community members Community groups First Nations people and Traditional Owners
1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.	<ul style="list-style-type: none"> Build community and Council resilience for preparing and responding to disasters. Inclusion and accessibility are enhanced through access to community and support services for those that need them. Health and quality of life are improved through access to a range of recreation and leisure opportunities. Active recreational, sporting and health pursuits are supported by the availability of programs, events and assets in the Queanbeyan-Palerang region. Enhance life-long learning pursuits through volunteering opportunities, library, historical and museum services across the region through socially inclusive and welcoming facilities. 	Provide Collaborate Advocate	Emergency services NSW government agencies Community members Community groups Health providers Community service providers
1.3 Our public and community places are inviting, accessible, encourage participation and are well maintained.	<ul style="list-style-type: none"> Maintain public spaces to a high standard Promote our public places and attractions with wayfinding signage to support visitation. When planning public and green spaces, explore the inclusion of complementary activities such as playgrounds, walking tracks, picnic facilities and amenities which are provided with well-designed built and natural shade. Community facilities are accessible, safe and inclusive. 	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community members Community groups



Bungendore is a growing community, that plays a key role in the region’s tourism.

Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey and QPRC Satisfaction and Wellbeing Survey
Community perception of Council-run services	QPRC Satisfaction and Wellbeing Survey
Crime rates	NSW recorded crime statistics
Attendance and satisfaction at Council-run community events	Council data
Usage of Library and Museums	Council data
Satisfaction with QPRC parks and playgrounds	Council data

Supporting documents, plans or strategies

Disability Inclusion Action Plan

QPRC Library Strategy

Events Strategy

Community Satisfaction and Wellbeing Survey

Reconciliation Action Plan

Community Engagement and Participation Plan

QPRC Resilience Plan

2. Choice

A diverse, resilient and smart economy that creates choice and job opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
2.1 Our city, town and village centres are dynamic and thriving places that attract economic activity through the revitalisation of centres, focus on tourism and improved digital connectivity.	<ul style="list-style-type: none"> Make our city, town and village centres inviting through beautification, maintenance and well-designed built and natural shade. Support and promote existing and new business generation initiatives. Encourage the growth of local retail options by supporting 'buying local' initiatives. Encourage and support economic diversification through the attraction of new industries. Build financial and employment capability and capacity across Queanbeyan-Palerang. 	Provide Collaborate Advocate	Local business and industry Community members Community groups CRJO NSW State Government RDASI Commonwealth Government
2.2 Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector.	<ul style="list-style-type: none"> Programs, facilities and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice. 	Provide Collaborate Advocate	Local business and industry Community members Community groups Tourism bodies and groups
2.3 Our business practices support a productive and efficient local economy by providing enabling infrastructure	<ul style="list-style-type: none"> Council processes and practices are transparent, and applications are considered promptly. Collaborate with local business and industry groups to enhance economic resilience. Our local businesses meet required standards and are environmentally sound, ensuring quality services and high level risk management. 	Provide Collaborate Advocate	Local business and industry Regional Cities NSW Destination Southern NSW CRJO NSW State Government Commonwealth Government
2.4 Our community has access to increased and enhanced education, training and learning opportunities	<ul style="list-style-type: none"> Advocate for and promote education and employment pathways. Support and advocate for more local employment opportunities 	Collaborate Advocate	Education providers NSW State Government Commonwealth Government



The Queanbeyan Performing Arts Centre attracts quality productions.

Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD and town centre shop vacancy audits	Council data
Visitor expenditure	Tourism Research Australia
Unemployment rate	Small Area Labour Markets data
Gross agricultural value	Australian Agricultural census
Community commuter and work from home rate	ABS data by region

Supporting documents, plans or strategies

- QPRC Events Strategy
- Regional Economic Development Strategy
- QPRC Tourism Plan
- Queanbeyan CBD Retail Growth Strategy
- CBD Transformation Strategy
- Queanbeyan CBD Spatial Master Plan
- Queanbeyan Place Plan
- Digital Economy and Smart Community Strategy

3. Character

A clean, green community that cherishes its natural and physical character.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
3.1 We acknowledge climate change and we work towards reducing our region's carbon footprint.	<ul style="list-style-type: none"> Partner with Government departments and other organisations to reduce carbon emissions and mitigate the effects of climate change Increase community education, resilience, confidence and resolution in dealing with the challenges of climate change. Provide facilities and education programs to improve recycling rates and reduce waste. Minimise use of potable water, optimising reuse of recycled water and waste 	Provide Collaborate Advocate	Community members Community groups Business and industry NSW State Government
3.2 We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.	<ul style="list-style-type: none"> Acknowledge our area comprises diverse settlements that have their own unique identity and value our rural landscapes. Support a diversity of housing stock, including affordable housing, by identifying strategies in collaboration with Council, the community, other levels of Government and stakeholders. Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance. Protect, promote and enrich the heritage and traditional values of our area. 	Provide Collaborate Advocate	Community members Community groups Service providers NSW State Government
3.3 Our land, vegetation and waterways are managed in an integrated and sustainable manner.	<ul style="list-style-type: none"> Sustain, manage and protect our land, biodiversity, vegetation and waterways. Sustainably manage natural landscapes and open spaces Passive recreation is supported through a well maintained and connected path network, play areas and green spaces that are provided with well-designed built and natural shade. 	Provide Collaborate	NSW State Government Community members Community groups



The community is fond of the rural vista that Queanbeyan-Palerang possesses.

Measures

Measure	Source
Council energy use	Council data
Council fuel use	Council data
Percentage of waste diverted from landfill	Council data
Hectares of urban open space	Council data
Level of water consumption in urban areas is decreasing per household	Council data

Supporting documents, plans or strategies

Local Strategic Planning Statement

Rural Lands Strategy

QPRC Waste Strategy

Integrated Water Cycle Management

QPRC Community Climate Action Plan

QPRC Council Operations Climate Action Plan

QPRC Comprehensive Local Environmental Plan

Development Control Plans

Bungendore Structure Plan

Bungendore Heritage Study

Braidwood Archaeological Management Plan

Bywong/Wamboin Greenways Master Plan December 2020

Various Plans of Management

Urban Forest and Cooling Strategy

4. Connection

A safe, resilient and well connected community with good infrastructure enhancing quality of life

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
4.1 Our transport network and infrastructure is safe, supports a zero emissions target and allows for ease of movement throughout Queanbeyan-Palerang and across the ACT border and region.	<ul style="list-style-type: none"> Utilise asset management plans and network safety plans to take a risk management approach to the maintenance and development of the transport network Support and maintain urban and rural roads, traffic management systems, car parking, improvement of bridges in a sustainable manner and advocate and promote safe road user behaviour. Support and facilitate the continuous development of footpaths and connected walking and cycling tracks. Advocate for public transport infrastructure that meets the needs of Queanbeyan-Palerang residents and visitors. 	Provide Collaborate Advocate	NSW State Government Commonwealth Government Local business and industry CRJO Regional Cities NSW ACT Government
4.2 Our community's waste, water, sewerage, stormwater and recycled water needs are met.	<ul style="list-style-type: none"> Sustainably manage the region's potable water systems and supply to meet the community's needs and national quality standards. Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs. Manage the region's stormwater and maximise use of recycled water to meet the community's needs and national quality standards. Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems. Manage the collection of waste and operation of waste facilities to meet community requirements 	Provide Collaborate	NSW State Government Water authorities ACT Government

Strategic objectives	Strategies	Council's role	Our partners
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	<ul style="list-style-type: none"> Enhance community and recreational use of facilities through robust maintenance and management. Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities. Optimise development contributions to fund new and expanded facilities Council assets are sustainably managed. 	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community groups
4.4 Our community benefits from world-class telecommunications infrastructure that supports excellent social, economic and educational outcomes throughout the Queanbeyan-Palerang region.	<ul style="list-style-type: none"> Identify connectivity issues and advocate for better telecommunications coverage, particularly in the rural areas of the Queanbeyan-Palerang region. 	Advocate	Commonwealth Government CRJO and Regional Development Australia - Southern Inland Telecommunications providers

Measures

Measure	Source
Satisfaction with Council's potable water supply systems	Council data
Community satisfaction level with the state of the road network	Council data
Dwellings with internet access	ABS census data
Percentage of waste diverted from landfill	Council data
Crash statistics	Transport for NSW data
Increase in use of sustainable transport	ABS census data and electric vehicle charger usage

Supporting documents, plans or strategies

Asset Management Strategy and Plans

QPRC Integrated Transport Strategy

Braidwood Bicycle and Pedestrian Facilities Plan

Bungendore Bicycle and Facilities Plan

Queanbeyan Bicycle and Pedestrian Facilities Plan

Sports Facilities Plan

Integrated Water Cycle Management Plan

QPRC Network Safety Plan

Integrated Water Cycle Management

QPRC Community Climate Action Plan

QPRC Council Operations Climate Action Plan

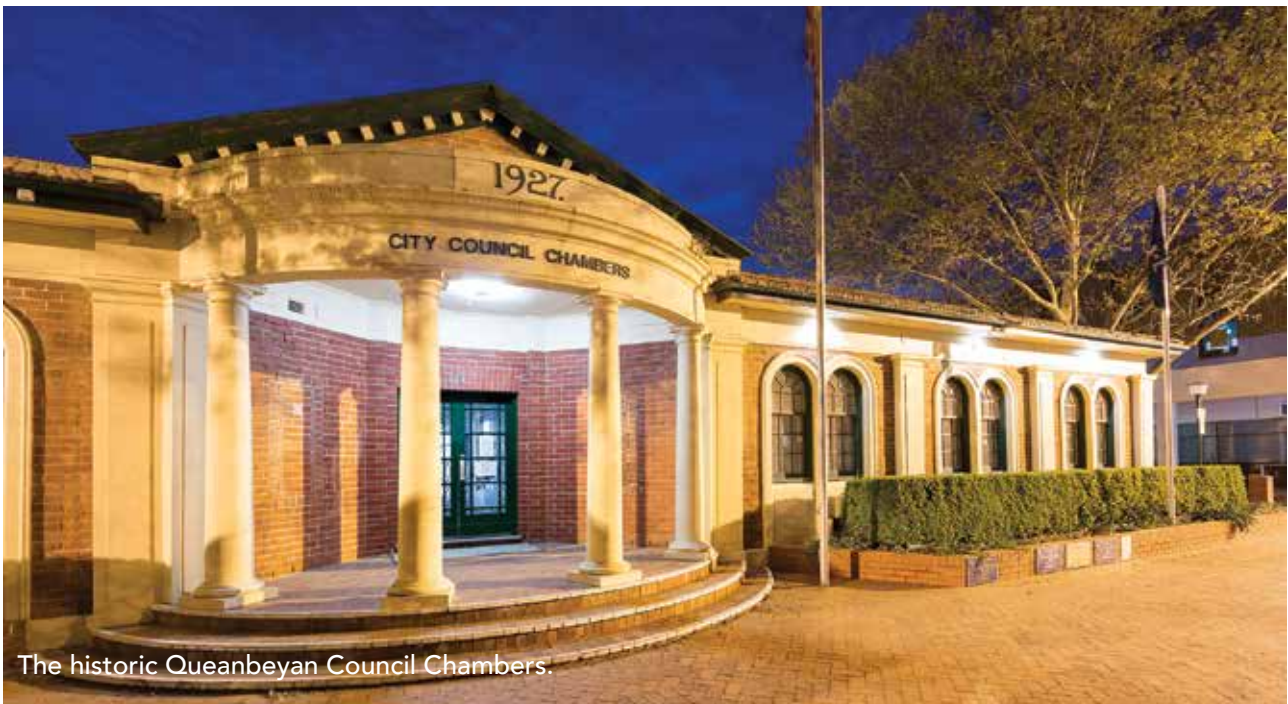
5. Capability

Contemporary civic leadership and governance that is open, transparent and accountable.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
5.1 Our community is serviced by an efficient, effective and innovative Council.	<ul style="list-style-type: none"> Recruit, retain and remunerate a safe and harmonious workforce. Promote and facilitate excellent performance and ongoing education and training through the development of streamlined and improved systems, processes and frameworks. Apply a contemporary risk management framework which considers Council's risk appetite and aims to balance risk v reward, increase organisational efficiencies and reduce red tape. Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for ratepayers. Develop, integrate and maintain networks and systems to enable efficient transactions and processes Strategically administer and manage Council's property portfolio. 	Provide Collaborate	CRJO Regional Development Southern Inland NSW State Government
5.2 Council is an open, accessible and responsive organisation.	<ul style="list-style-type: none"> Communicate in an effective and timely manner with the community. Use community engagement methods that enhance community participation in decision making. Establish operational practices and processes that support efficiency and community and business satisfaction. Manage an automated customer service system that meets the needs of the community and allows staff to enhance engagement with residents and ratepayers. Work with the community to achieve its long-term aspirations by integrating the strategic objectives and strategies outlined in the Community Strategic Plan into the development of other Council strategies and plans Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability. Work with our regional neighbours, including the ACT and State and Federal Government departments. 	Provide Collaborate	Community members Community groups NSW State Government



The historic Queanbeyan Council Chambers.

Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey
Community feels well informed and is satisfied with Council's community engagement processes.	Council data
Community assessment of movement towards or away from Community Vision and aspirations	Council data

Supporting documents, plans or strategies

QPRC Community Engagement and Participation Plan
 Customer Service Charter and Service Standards
 ICT Strategy and Cyber Security Strategy
 Digital Economy and Smart Community Strategy
 Delivery Program and Operational Plan
 Financial Strategy
 Long Term Financial Plan
 Customer Strategy

Customer Satisfaction and Wellbeing Survey
 End of Term/State of the City Report

Your Councillors



Cr Kenrick Winchester
Mayor



Cr Esma Livermore
Deputy Mayor



Cr Michele Biscotti



Cr Louise Burton



Cr Mareeta Grundy



Cr John Preston



Cr Steve Taskovski



Cr Jacqueline Ternouth



Cr Edwina Webster



Cr Katrina Willis



Cr Bryce Wilson

Councillor contact details are available on Council's website at
<https://www.qprc.nsw.gov.au/Council/Council-Business/Local-Representatives>

Acknowledgements

The Queanbeyan-Palerang Community Strategic Plan 2022-2042 has been developed in partnership with Queanbeyan-Palerang Regional Council, the Canberra Region Joint Organisation, and Projectura.

Queanbeyan-Palerang Regional Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.