

DEPARTMENT OF PLANNING, INDUSTRY
AND ENVIRONMENT

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PUBLIC

WAGGA WAGGA SPECIAL ACTIVATION PRECINCT

COMMUNITY AND SOCIAL
INFRASTRUCTURE
ASSESSMENT

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Wagga Wagga Special Activation Precinct Community and Social Infrastructure Assessment

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EXECUTIVE SUMMARY

INTRODUCTION

This report documents a Community and Social Infrastructure Needs Assessment for Wagga Wagga Special Activation Precinct (SAP). SAPs are unique in Regional NSW as they bring together planning and investment support. The Wagga Wagga SAP has been selected to take advantage of its central location, connections to major Australian cities via road and rail, existing agribusiness, manufacturing and freight and logistics industries and its connection with the inland rail, including the Riverina Intermodal Freight and Logistics Hub.

COMMUNITY PROFILE AND VALUES

Wagga Wagga is situated 455 kilometres south west of Sydney with a current population of 64,800. Wagga Wagga is the largest regional centre in New South Wales, and the major centre in the surrounding region. The existing primary industries are agribusiness, manufacturing and freight and logistics.

The community values are strong, and there is a particular importance placed on sport and recreation, and arts and culture. There is a strong feeling of pride in the city and its community – of its welcoming atmosphere, strong cohesion especially in times of trial, the lifestyle provided and comparatively affordable living.

Stakeholders in Wagga Wagga have highlighted some community challenges, particularly in inequality and disparity between the advantaged and disadvantaged, public transport services, job security and the need for the full range of housing and lifestyle choices and services that are expected in a city. The opportunities associated with growth of Wagga Wagga present other challenges in terms of the difficulty of attracting and retaining sufficient medical practitioners, teachers and skilled staff to service the current population. The rapid growth in Wagga Wagga is likely to stretch emergency services resources further, as well as place strains on existing community and social infrastructure more generally.

According to the Australian Bureau of Statistics, against NSW averages, Wagga Wagga has:

- high proportion of Australian born and English speaking
 - lower weekly incomes
 - low unemployment and high workforce participation
 - a very high number of separate houses
 - high home ownership
 - high numbers of school aged children and elderly residents
 - a high level of volunteers
 - high indigenous population.
-

POPULATION PROJECTIONS

Without the Special Activation Precinct, Wagga Wagga population projections would still grow but at a slower rate than with the Special Activation Precinct in place. Without the Special Activation Precinct, Wagga Wagga would grow to 86,700 by 2060.

For this study, three scenarios - low scale, medium scale and high scale - have been developed to inform job and population projections in the short and long term. Population growth under each of these scenarios is higher than the base case, and the growth is due to in-migration of working age population. This growth in working age population brings corresponding growth in young families. While retirees would continue to grow under all scenarios, the relative share of this section of the population would be less.

Important Note: The population projections mentioned in this report are based on those in the SAP Economic and industry analysis.

EXISTING SOCIAL INFRASTRUCTURE

The audit of community and social infrastructure in Wagga Wagga township included consideration of the surrounding townships Coolamon, Junee, Lockhart, Narrandera, Gundagai, Marrar, Tarcutta, Illabo, The Rock, Cootamundra, and Coleambally.

As a major regional centre, Wagga Wagga is well provided for in community and social infrastructure. There are adequate numbers of schools in the area, with more planned for new suburbs to the north of Wagga Wagga. Some of the facilities in the schools are in need of refurbishment and it is expected additional schools would be needed with the forecast population growth. Wagga Wagga is also home to Charles Sturt University and Riverina TAFE.

Emergency services are provided for in full across fire, ambulance, police, State Emergency Services and Rural Fire Services. Health services at the hospital are being expanded on, however resources are stretched even with this expansion.

Community support services provide some level of support to a broad range of demographic groups from Aboriginal and aged care, to support for young families, victims of bullying and domestic violence, LGBTQI services, emergency relief, multicultural support services, financial support services, disability groups and support services for carers, and programs for young people outside school and the school term.

Green space and sporting fields is well catered for in the community in both urban and rural areas.

There are numerous places of worship, mainly across Christian denominations, and there is also a Muslim mosque and prayer room.

Art and culture is a focus for the community with Wagga Wagga Art Gallery, Civic Theatre, the Museum and local festivals all available for the community. Likewise, sport is valued highly, with many major sporting events held in Wagga Wagga and a new facility underway at PCYC.

Tourism and hospitality services are extensive in Wagga Wagga, though accommodation is often at capacity with a high level of transient workers.

STAKEHOLDER AND COMMUNITY CONSULTATION

Stakeholder and community consultation for the Community and Social Infrastructure Assessment has been integrated into each section of the following report. Broader stakeholder and community consultation about the Wagga Wagga SAP is incorporated into other parts of the Wagga Wagga SAP Master Plan. An employee survey of existing businesses in Bomen was undertaken and an overview of results is provided.

BENCHMARK ASSESSMENT

Publicly available benchmarks that have been set for certain social infrastructure have been considered in the overall assessment, report, and recommendations.

FINDINGS FROM NEEDS ASSESSMENT

The Wagga Wagga LGA is generally well serviced in terms of its community and social infrastructure needs. Wagga Wagga City Council has a range of comprehensive policies and strategic plans to address the community's current and

future needs and aspirations. However, even without the forecast economic growth, there is considerable concern voiced by stakeholders, that health services, emergency services and schools are already at or nearing capacity.

With rapid population growth driven by the Special Activation Precinct and other policies in place, these pressures will continue to need to be addressed, and other community and social infrastructure will have additional pressure on it. While open space is currently well provided for, it will be necessary to continue to prioritise it as the population grows. Likewise, a growing population will place maintenance pressures on Council owned places of community significance, and in some cases, larger venues may be required to enable Wagga Wagga to attract key events to the city.

RECOMMENDED FUTURE PROVISIONS

Comparing the job and population growth projections against a continued steady rate of growth, considerable planning and investment in current community and social infrastructure would be required to meet the future needs of the population, on a scale comparable to that which the community currently enjoys. To achieve the level of regional economic growth associated with the Wagga Wagga SAP, integrated planning, education, health, housing and policy solutions are required along with the implementation of appropriate economic management and incentive schemes.

1 INTRODUCTION

1.1 OVERVIEW

The NSW Department of Planning, Industry and Environment (DPIE) has commissioned WSP to prepare a Baseline Analysis Summary Report (this report) for the Wagga Wagga Special Activation Precinct (Wagga Wagga SAP) within Wagga Wagga, NSW.

1.1.1 BACKGROUND TO WAGGA WAGGA SAP

The establishment of Special Activation Precincts (SAPs) is a joint Government Agency initiative announced by NSW Government as part of its *20-Year Economic Vision for Regional NSW* (NSW Government, 2018). SAPs are a new way of planning and delivering infrastructure projects in strategic regional locations in NSW to ‘activate’ State or regionally significant economic development and jobs creation. A SAP contains five core components (shown in Figure 1.1), which would lead to government led jobs creation and economic development. The NSW Department of Premier and Cabinet (DPC) and DPIE are leading the creation of the Wagga Wagga SAP.

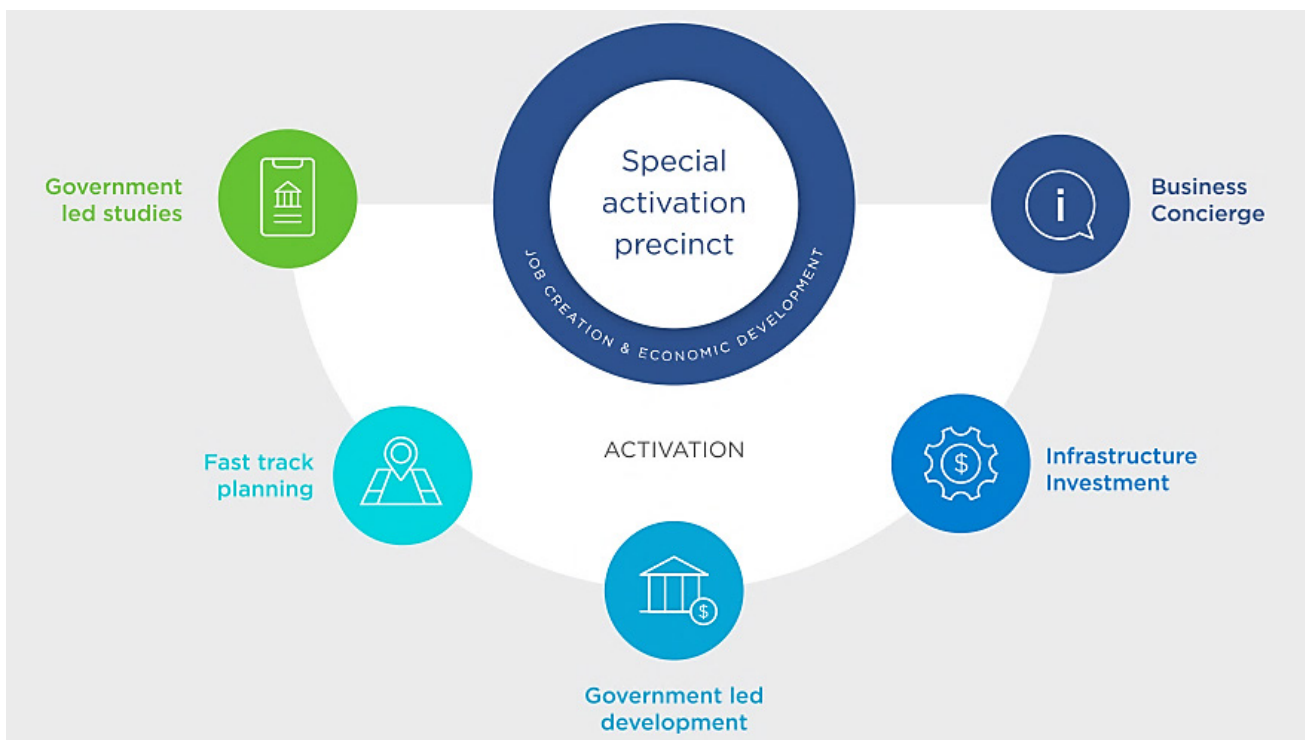


Figure 1.1 The five core components of a SAP (NSW Government, 2019)

Wagga Wagga was chosen because it is the largest inland regional city in NSW, a major freight and logistics hub due to its major rail and road connections, and a significant food and agricultural region. The Wagga Wagga SAP would build on existing and already-planned private and government investments within Wagga Wagga, such as the Inland Rail project, Riverina Intermodal Freight and Logistics (RiFL) Hub, Bomen Business Park. The Inland Rail project would work in conjunction with the RiFL Hub to facilitate the transfer of freight containers between road and rail. The Bomen Business Park supports a variety of existing businesses focused around freight and logistics and agribusiness. The Wagga Wagga SAP will lead to investment in common-use infrastructure, including roads infrastructure, water, electricity, telecommunication, gas systems and services, high speed internet and data connections and facilities, and other possible infrastructure or services. Therefore, by capitalising on these developments and encouraging development of supporting infrastructure, the Wagga Wagga SAP has the ability to create a world-class business precinct with a focus on freight and logistics, advanced manufacturing, recycling and renewable energy.

2 PURPOSE OF THIS REPORT

A Master Plan is required to progress the Wagga Wagga SAP to the next stage of delivery. A Master Plan sets the scene for a future more detailed plan, that can build on the design principles and the broad land use approach.

WSP has prepared this Community and Social Infrastructure Assessment for the NSW Department of Planning, Industry and Environment to ensure key outcomes can be included in the draft Wagga Wagga SAP Master Plan.

The Wagga Wagga SAP Master Plan, compiled by Jensen Plus, will be supported by several technical studies including:

- infrastructure and transport
- air, noise and odour
- biodiversity, heritage, contamination and hydrogeology
- community and social infrastructure assessment
- ecologically sustainable development
- flooding and water quality management
- community and social infrastructure
- economics and employment
- renewable energy.

The Community and Social Infrastructure Assessment (CSIA) considers the Wagga Wagga township and the wider region's current and future capacity to accommodate population increases through job creation, industry and business development. Key objectives and tasks of the CSIA are to:

- identify at a strategic precinct-wide level the social and community services, infrastructure and facilities required in the Wagga Wagga SAP
- outline relevant standards and thresholds for the delivery of services and facilities to understand relevant gaps and overlaps in services
- undertake scenario testing of options developed through group workshops, identifying the required measures that need to be implemented to support the community and social infrastructure outcomes.
- undertake consultation and site visits with relevant stakeholders across the precinct
- identify the social and community services, infrastructure and facilities required in Wagga Wagga and the broader regional area because of the growth of the precinct
- identify and develop any relevant innovative solutions or strategic concepts that could be implemented across the precinct to achieve the precinct vision and objectives.

2.1 STRUCTURE OF THIS REPORT

The report is structured as follows:

- Chapter 1: Introduction
- Chapter 2: Purpose of this report
- Chapter 3: Methodology
- Chapter 4: Local context
- Chapter 5: Existing community and social infrastructure
- Chapter 6: Best practice and innovative solutions
- Chapter 7: Scenario testing and development
- Chapter 8: Population projections
- Chapter 9: Stakeholder engagement
- Chapter 10: Needs assessment
- Chapter 11: Recommendations.

3 METHODOLOGY

The Community and Social Infrastructure Assessment (CSIA) has been undertaken as follows:

Table 3.1 Methodology

STAGE	TASKS
Policy context and background review	<ul style="list-style-type: none"> — Background review and summary of local, regional and State policies, plans and strategies to determine parameters for the Wagga Wagga SAP, and barriers and opportunities associated with development in the Wagga Wagga Local Government Area (LGA) — Development of a Stakeholder Engagement Plan
Current state	<ul style="list-style-type: none"> — Demographic profile of the resident population of Wagga Wagga LGA was prepared using datasets from the Australian Bureau of Statistics 2016 Census of Population and Housing. — Consultation with Wagga Wagga City Council to confirm relevant stakeholder and potential issues — Interviews with service providers to understand local and regional facilities and services, including their current capacity — Identification of benchmarks set for social infrastructure — Desktop audit of existing community and social infrastructure — Identification of existing and projected changes to the LGA, including new projects and population
Analysis of options and future demand	<ul style="list-style-type: none"> — Development of precinct vision and aspirations from a community perspective — Utilisation of Macroplan's population projections to assess future demand for community and social infrastructure across three short listed scenarios — Interviews with service providers and local businesses to understand their future capacity and potential to accommodate population increase — Development, distribution and analysis of survey to existing Bomen Industrial Park businesses — Review of consultation outcomes
Road map and recommendations	<ul style="list-style-type: none"> — Refinement of precinct vision and aspirations from a community perspective — Recommendations for future provision of community and social infrastructure for the broader region of Wagga Wagga and within the SAP.

3.1 ASSUMPTIONS AND LIMITATIONS

In developing this report, several assumptions and limitations arose which must be considered when reviewing this CSIA:

- The assessment relies on desktop analysis of publicly available information and the results of targeted stakeholder consultation.
- Population baseline and projections relies on figures provided through the work undertaken in Technical Study H by Macroplan (2019). The projections were developed by Macroplan using their own model and are based on Series 1, 2 and 3 growth scenarios.
- Other demographic data used is taken from the ABS Census, 2016, obtained via desktop research.
- This assessment considered education services predominately provided by or delivered in partnership with Council and government. In some instances, it is possible that local communities access services such as child care through private home care providers and these may not have been identified.
- Stakeholders were identified in consultation with Wagga Wagga City Council.

4 LOCAL CONTEXT

4.1 STUDY AREA

For this CSIA, the study area centres on the Wagga Wagga Local Government Area (LGA), with consideration of the surrounding towns of Junee, Coolamon, Narrandera and Lockhart where it makes sense to do so. In discussions with key stakeholders, it was indicated that there are high rates of mobility related to employment and access to services with these towns. Over 33% of Coolamon's working population are employed in Wagga Wagga LGA, whilst Wagga Wagga LGA employed 27% of Junee's residents and 35% of Lockhart's residents.

Wagga Wagga local government area (LGA) is located approximately 455 kilometres south west of Sydney, in the Riverina Murray region. Wagga Wagga is the largest inland city in NSW. It is connected via rail, road and air to Canberra, Sydney, Melbourne, Adelaide and Brisbane.

The City of Wagga Wagga is the major centre in the region with other key centres including Albury and Griffith. The main villages in the LGA include Tarcutta, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Collingullie and Uranquinty.

The Wagga Wagga LGA is the ninth fastest growing inland city in Australia and is the regional centre for the Riverina and South West Slopes regions of New South Wales (NSW). It is governed by Wagga Wagga City Council and is the largest inland regional city in NSW servicing the surrounding settlements of Junee, Coolamon, Narrandera and Lockhart with a total population of over 185,000 people (Riverina Murray Regional Plan, 2017).

The city's vision for the future is to be a thriving, innovative, connected and inclusive community on the Murrumbidgee River, rich in opportunity, choice, learning and environment as a place where paths cross and people meet (Community Strategic Plan 2040, 2016). Economically, the city aspires for diversity of industry, encourage of innovation and entrepreneurship, enable technology, small business, freight and logistics, tourism, active hubs and retail options (Community Strategic Plan 2040, 2016). Wagga Wagga LGA is a growing major support township for people from the Riverina and southwestern NSW for commercial, business and retail use. The area is governed by Wagga Wagga City Council.

4.2 WAGGA WAGGA SAP

The Wagga Wagga SAP Investigation Area, including Bomen Business Park, is located north west of Wagga Wagga. It covers an area of approximately 4,180 hectares, with Bomen Business Park being some 600–750 hectares of this. It is strategically located to connect with Sydney, Melbourne and Brisbane via road, rail and air.

Bomen Business Park is located approximately 10 kilometres north east of Wagga Wagga Central Business District, bordering the Main Southern Railway between Olympic Highway and Byrnes Road. The area is serviced by several major roads, including Bomen Road which connects the area to Brisbane and Melbourne.

The existing primary industries in Wagga Wagga are focussed around freight and logistics, and agribusiness. Wagga Wagga's strategic location within Regional NSW provides the opportunity to capitalise on these industries, along with the potential to expand into warehousing, advanced manufacturing and renewable energy.

Bomen Business Park supports a variety of businesses including food manufacturing industries, an abattoir, chemical manufacturing, a canola crushing and oil refinery, manufacturing industries, equipment, lead and battery recycling, and Council's Livestock Marketing Centre.



Figure 4.1 Investigation area of Wagga Wagga SAP

4.3 LOCAL TRENDS AND PERSPECTIVES

Wagga Wagga is a regional employment hub, with many workers travelling from the surrounding towns to work in the city. There is a similar trend for people accessing health, community, education and other social services

4.3.1 DEMOGRAPHIC CHARACTERISTICS

An overview of the Central West Region demographics is provided in Table 4.1, with NSW averages presented for comparison. A detailed study of the baseline demographic profile for this CSIA can be found in the Baseline Report in Appendix A.

Table 4.1 Central West demographics – taken from ABS 2016 data

INDICATOR (LGA)	WAGGA WAGGA	NSW	KEY FINDINGS
Age and population			
Population	62,385	7,480,231	<ul style="list-style-type: none"> Wagga Wagga LGA's population is growing, with an aim to grow the population to 100,000 by 2060. There is a relatively high proportion of Aboriginal people in Wagga Wagga compared with the NSW average.
Proportion of Aboriginal people	5.6%	2.9%	
Stability of population (proportion moved in the last 5 years)	52.4%	39.0%	
Median age	37	38	

INDICATOR (LGA)	WAGGA WAGGA	NSW	KEY FINDINGS
Proportion of school ages population (between 5 and 17 years)	17.6%	15.9%	— The population is highly stable with over half the population being at the same address as they were 5 years ago. — The age profile for Wagga Wagga LGA in 2018 shows an ageing population, with a higher proportion in the younger working age groups, and somewhat stable population growth in the younger age groups.
Proportion of working age population (15-64 years)	63.4%	65.1%	
Proportion of seniors (65 years and over)	16.6%	16.2%	
Families and households			
Couple family without children	38.6%	36.6%	— Couple families with children are the most common household type in Wagga Wagga. — Separate housing is the majority of the housing type represented with 84.9%, substantially higher than the NSW average. — Data from domain.com.au indicates that the median house price in Wagga Wagga in 2019 for a 3 bedroom house is \$408,000.
Couple family with children	42.1%	45.7%	
Prominent housing type – separate house	84.9%	66.4%	
Housing owned outright	32.3%	32.2%	
Government housing	4.9%	4.0%	
Culture and language			
Born in Australia	84.1%	65.5%	— The proportion of population who was born in Australia is high compared to the average across NSW. — Wagga Wagga LGA has a significantly smaller proportion of households who speak a language other than English in comparison to the rest of NSW.
English only spoken at home	87.8%	68.5%	
Households where non-English language is spoken	7.6%	26.5%	
Employment and income			
Labour force participation	50.5%	48.2%	— Unemployment rates in Wagga Wagga are lower than the state average. — The median weekly income is slightly lower than the NSW average.
Unemployment	5.5%	6.3%	
Volunteer participation	21.9%	18.1%	
Median weekly household income	\$1,334	\$1,486	
Education – level attained			
Bachelor degree and above	16.7%	23.4%	— There is a relatively small proportion of the population who have completed a Bachelor degree or above, less than the NSW average. — In Wagga Wagga, similar numbers completed year 10 and year 12 as the highest level attained
Advanced diploma and diploma	7.7%	8.9%	
Certificate III and IV	20.3%	12.8%	
Year 12	14.1%	15.3%	
Year 11	3.9%	3.3%	
Year 10	14.3%	11.5%	

INDICATOR (LGA)	WAGGA WAGGA	NSW	KEY FINDINGS
Year 9 or below	9.7%	8.4%	— Over 44% have completed some form of higher education or certification in Wagga Wagga, compared to 47% in NSW.
No educational attainment	0.4%	0.9%	
Not stated	9.7%	10.3%	

4.3.2 CURRENT ECONOMY AND OPPORTUNITIES

Wagga Wagga is a key economic hub and the regional capital of New South Wales. It is the largest retail, commercial, administrative and population centre in the Riverina region and a central hub of services to a catchment of over 190,000 people. Charles Sturt University and TAFE NSW are located in Wagga Wagga and support the skilled labour force across a diverse range of sectors.

Wagga Wagga is centrally located, at the mid-point between Sydney and Melbourne, and with access to road, rail and air transport to all major Australian cities. Export and import trade to and from Wagga Wagga is set to increase, facilitated by the location on the main freight corridor and the proposed Riverina Intermodal Freight and Logistics (RiFL) hub. The RiFL hub is a key economic development project for the region.

The Wagga Wagga economy has grown strongly over recent years and these positive trends are expected to continue, supported by the SAP and other infrastructure projects underway. Strong pipelines of private and public investment will further enhance economic and population growth in the future, and will provide support to retail, services and construction sectors.

4.3.3 BUSINESS AND INDUSTRIES

There were 29,838 people working in Wagga Wagga in 2016. The top industry of employment in Wagga Wagga LGA is health care and social assistance, generating 4,707 local jobs in 2016 and accounting for 15.8% of the local labour force. This industry is followed by retail trade (10.9%), education and training (10.5%) and public administration and safety (10.2%).

4.3.3.1 HEALTHCARE AND SOCIAL ASSISTANCE

The health industry increased by 46.6% between 2006 and 2016, with most of these employees working at Wagga Wagga Base Hospital or Calvary Riverina Hospital. Wagga Wagga Base Hospital is the main public hospital in the LGA and the largest referral hospital in the Murrumbidgee Local Health district. It has 500 beds and is the main specialist centre, providing all major specialties except for neurosurgery and cardiothoracic surgery. Calvary Riverina Hospital is a private hospital with 99 beds and has a surgical centre, maternity and women's health services and a drug and alcohol centre.

In 2017, the NSW Government committed to “establish health precincts in the regional cities of Albury, Wagga Wagga and Griffith”. In June 2019, Wagga Wagga City Council developed the Wagga Wagga Health and Knowledge Precinct Master Plan to deliver increasing employment opportunities and provision of additional services to the wider Murrumbidgee region.

The NSW Government has committed \$431 million to redeveloping the Wagga Wagga Base Hospital which includes new aged care and mental health services, and an upgraded emergency department. This redevelopment is already underway, with the third and final stage currently under construction.

4.3.3.2 AGRICULTURE

The agricultural sector in Wagga Wagga LGA is primarily comprised of sheep, beef cattle and the production on grain crops and employed 731 people or 2.4% of the population. In 2015/2016, the total value of agricultural outputs in Wagga Wagga LGA was \$234 million. The largest commodity produced was cereal crops, which accounted for 43.2% or \$101 million of Wagga Wagga LGA's total agricultural output in value terms.

4.3.3.3 TOURISM AND HOSPITALITY

The tourism and hospitality industry in Wagga Wagga LGA generated \$388.3 million in 2017/2018. The industry employed 1,960, with 40.0% employed in full-time positions and 60.3% employed in part-time positions in 2016.

On average, there are more than 860,000 day visitors to the area per year as Wagga Wagga LGA hosts more than 650 sporting, cultural, business and music events throughout the year (City of Wagga Wagga, 2018). It is estimated more than 1.3 million people visit Wagga Wagga LGA annually (City of Wagga Wagga, 2018). There are more than 1,420 regular weekly passenger transport flights from Sydney and Melbourne, and 222,000 annual passengers.

At the end of 2016, there were approximately 860 rooms across a range of motels, hotels and services apartments at establishments with 15 rooms or more (Destination NSW, 2017).

4.3.3.4 RETAIL

Wagga Wagga township is a major support hub for the surrounding townships in the Riverina-Murray regions for retail trade with nine shopping centres in the LGA. The sector employed 11% or 3,375 people in 2016 and generated \$365.3 million in 2017/2018.

4.3.3.5 EDUCATION

Wagga Wagga LGA is serviced by primary, secondary and tertiary institutions located within the region. Educational institutions are a key employer for the region, with 1,550 school teachers and 1,253 tertiary educators employed in Wagga Wagga LGA in 2016. It is a growing sector, and with additional schools planned for the LGA, this number is expected to continue to grow. Charles Sturt University and TAFE also have plans to grow and develop alongside the Wagga Wagga SAP.

4.3.3.6 DEFENCE

Wagga Wagga LGA is home to one of Australia's key Defence hubs and houses the Army Recruit Training Centre Kapooka and a RAAF base. In 2016, the industry employed 1,932 people in the LGA.

4.3.3.7 INDUSTRY

In 2016, industry employed 3,965 people in Wagga Wagga LGA, including 2,007 in manufacturing, 1,213 in transport and warehousing and 745 in wholesale trade. The two key existing industrial precincts are in East Wagga Wagga and Bomen (included in the future SAP).

Existing businesses at Bomen Industrial Estate are located on approximately 600-750 hectares of land. Employment here is focussed on manufacturing, transport and warehousing and wholesale trade. Between 2011 and 2016, employment in each of these industries decreased by 148, 154 and 323 people respectively.

4.4 LOCAL INFRASTRUCTURE INVESTMENT

More than \$75M in major capital works projects are underway or commencing in the 2019/20 financial year, with more funding announcements expected. In addition to these projects, Council is delivering a comprehensive roads program that focuses on urban and rural roads, upgrading the city's sewer infrastructure, park upgrades and maintenance and many other projects.

Key regional projects are outlined below, with further projects listed in the Baseline Assessment Report at Appendix A.

4.4.1.1 INLAND RAIL

The Inland Rail project has received \$9.3 billion in funding from the Commonwealth Government to support the upgrade of the freight network from Brisbane to Melbourne. It is projected for completion in 2025. Wagga Wagga is recognised as an important connection for the Inland Rail project, with an intermodal freight and logistics hub planned within the Bomen Business Park.

4.4.1.2 RIVERINA INTERMODAL FREIGHT AND LOGISTICS HUB (RiFL)

In 2013, Wagga Wagga City Council secured funding from the Federal Government to support the development of the Riverina Intermodal Freight and Logistics (RiFL) Hub. The RiFL Hub will occupy 80 hectares of land with approximately 20 hectares of this land being dedicated to the intermodal terminal and another 60 hectares for industrial and freight and logistics and warehouse uses.

It is planned that the RiFL Hub will consist of:

- rail infrastructure including a master siding servicing the intermodal terminal
- installation of turnouts off the Main Southern Railway to facilitate the construction of the RiFL Hub Master Siding
- an intermodal terminal for the transfer of containers between road and rail development
- adjoining industrial land development.

4.4.1.3 BOLTON PARK MASTER PLAN 2019

The Master Plan lays out the path for Wagga Wagga to become a regional sports hub. The master plan covers a range of sport and recreation activities that will benefit the local community, as well as host competitions and events from around the region, state and nation.

4.4.1.4 PROPOSED NORTHERN GROWTH AREA STRUCTURE PLAN

Wagga Wagga Council has plans to finalise a structure plan for the future development of the Northern Growth Area which covers a large area to the north of Wagga Wagga, directly adjoining the SAP investigation area boundary to the west. .

4.4.1.5 ACTIVE TRAVEL PLAN

Council is undertaking the development of a 51km network of dedicated cycle paths which when complete will traverse the city and provide residents with a safe, alternative transport option for commuting. The \$12.81M project includes five complete cycling networks which will link the outer suburbs with the central business area and end-of-trip facilities. At this stage the links do not connect to Bomen, however this could be considered through the SAP study process.

4.4.1.6 RIVERSIDE PROJECT STAGE 2

Stage 2 of the Riverside Project is underway and will create a major community recreation space. The project is due for completion by mid-2020. The aim of the Riverside project is to activate, attract and cater for large scale community events and outdoor activities. It is estimated this will boost visitor numbers by 10 per cent to 1.42 million per annum, increase time spent in the region, and deliver additional spending of \$79 million per annum to the local economy.

The revitalised space and new infrastructure will be used to host events such as food and wine festivals, markets, musical performances, eco-tourism events, outdoor cinema and recreational activities against the natural beauty of the riverside backdrop.

4.5 POLICY CONTEXT

High level policies relevant to the CSIA are outlined below. A full overview of policies and strategies is provided in the Baseline Assessment Report at Appendix A.

4.5.1 STATE INFRASTRUCTURE STRATEGY 2018-2038

New South Wales' State Infrastructure Strategy (SIS) provides an overview of the current state of NSW's infrastructure and the needs and priorities for infrastructure over the next 20 years. The SIS assesses infrastructure problems and solutions, and provides recommendations to best grow the State's economy, enhance productivity and improve living standards for the NSW community.

It states that over the next 40 years, NSW will face a series of structural challenges, including population growth, an ageing population, a fast-growing population and changes to the State's industries and economy.

Wagga Wagga is identified as a Regional city hub (see Figure 4.2), that is connected to many other centres and markets through key freight and service exchange routes. Communities will grow around a hub-and-spoke network of economic regions, linked by key freight and service routes to markets and suppliers in major cities. They will focus on their competitive advantage in agriculture, mining, primary resource manufacturing and the visitor economy.

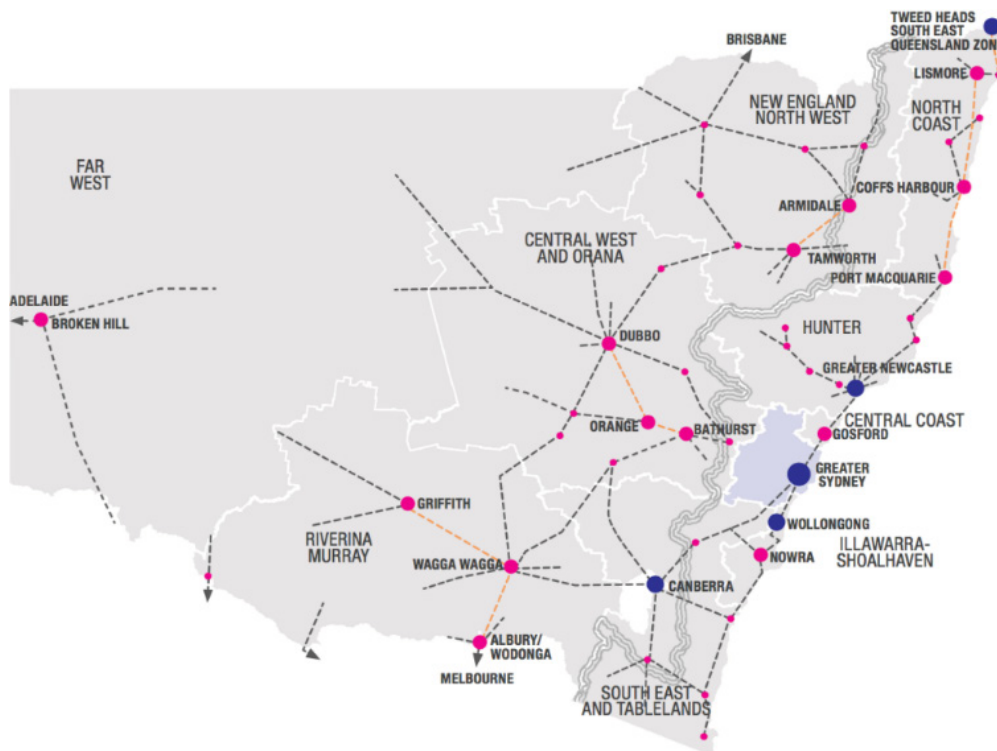


Figure 4.2 Regional NSW overview, State Infrastructure Strategy

The infrastructure response to enable the growth of regional centres that are relevant to the CSIA are:

- upgrade hospitals and other social infrastructure in regional hubs, including social housing
- provide additional and improved cultural infrastructure and attractions
- support regional hubs to act as effective centres serving their surrounding regional populations.

The Strategy also outlines policy and investment options across key infrastructure sectors, including in health, education, justice and culture, sport and tourism.

4.5.2 REGIONAL NSW SERVICES AND INFRASTRUCTURE PLAN (FUTURE TRANSPORT 2056)

Future Transport 2056 comprises an overarching strategy and a suite of supporting plans. It sits alongside the State Infrastructure Strategy and the Riverina Murray Regional Plan. The Strategy is a vision for how transport can support growth and the economy of New South Wales over the next 40 years. It contains six outcomes to guide investment, policy and reform and service provision. They are:

- consumer focused
- successful places
- a strong economy
- safety and performance
- accessible services
- sustainable.

In the Strategy, NSW is allocated into regions. Wagga Wagga falls into the Riverina Murray Region. Key initiatives outlined for the Riverina Murray region are:

- upgrade of Sturt Highway
- rail and road connections to Inland Rail.

4.5.3 RIVERINA MURRAY REGIONAL PLAN 2036

The Riverina Murray Regional Plan establishes a framework to grow the region's cities and local centres, supports the protection of high-value environmental assets and focusses on developing a strong, diverse and competitive economy. The Plan guides the NSW Government's land use planning priorities and decision making for the next 20 years, and sets the priorities and directions for the region.

The vision for the Riverina Murray Region is that it will be:

"A diversified economy founded on Australia's food bowl, iconic waterways and a network of vibrant connected communities."

Wagga Wagga is identified in the Plan as being the largest inland regional city in NSW, being the largest retail, commercial, administrative and population centre in the Riverina Murray, servicing the surrounding settlements in a catchment of 185,000 people. Wagga Wagga provides health and educational services to the broader region through the hospital, Charles Sturt University and TAFE Riverina.

Key priorities for Wagga Wagga identified in the Plan are:

- establish an environment conducive to entrepreneurship and start-up businesses, with the aim of inspiring innovation and advances in technology
- support industrial land development, including at Bomen Business Park in Wagga Wagga
- support the delivery of residential release areas in the council's proposed local plan review and increase the range of housing options in existing urban areas
- support the establishment of health precincts around Wagga Wagga Rural Referral Hospital
- facilitate a greater share of the national freight activity by improving and developing the city's road, rail and air connections to Australia's major cities and sea ports
- contribute to a sustainable environment for future generations through proactive waste management and responsible sustainable practices.

Key infrastructure investments outlined in the plan that are of relevance to the CSIA are:

- \$270 million for the Wagga Wagga Rural Referral Hospital Redevelopment
- \$19.5 million for the Wagga Wagga courthouse upgrade.

The Riverina Murray Regional Plan 2036 identifies Bomen Business Park as a significant contributor to jobs and economic growth in the region, and highlights the need to protect industrial areas from potential land use conflicts.

4.5.4 COMMUNITY STRATEGIC PLAN 2040 – WAGGA VIEW

The Wagga View, Community Strategic Plan sits above all other Wagga Wagga City Council plans and policies in the planning hierarchy. The purpose of the plan is to identify the community's main priorities and aspirations for the future and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to them.

The Plan states that in 2040, Wagga Wagga will be:

A thriving, innovative, connected and inclusive community on the Murrumbidgee. Rich in opportunity, choice, learning and environment, Wagga is a place where paths cross and people meet.

The community vision is supported by the following guiding principles that were chosen by the community to be used as principles for planning of their future:

- thriving
- innovative
- connected
- inclusive.

The following five strategic directions for Wagga Wagga were identified following engagement with the community:

- community leadership and collaboration
- safety and health
- growing economy
- our identity and sense of place
- our environment.

5 EXISTING COMMUNITY AND SOCIAL INFRASTRUCTURE

A desktop and site audit of community and social facilities, public services and places of special interest was undertaken to understand the current provision, location and potential gaps. The audit drew on Wagga Wagga LGA information and stakeholder consultation. Wagga Wagga's provision of community and social infrastructure also services its wider region which includes the towns of Coolamon, Junee, Lockhart, Narrandera, Gundagai, Marrar, Tarcutta, Illabo, The Rock, Cootamundra, and Coleambally.

The audit suggests that the increasing population in Wagga Wagga will continue to place additional demands on already stretched resources in some areas. This is particularly the case for health and education services, and to a lesser extent, emergency services. There is opportunity to integrate the TAFE and Charles Sturt University into the SAP.

Open space and recreation is currently well provided and planned for, and supports the focus that the local community has on sport. Development and integration of open space, recreational areas and sporting fields will be important to support future increases in population.

The trend for employees to reside in neighbouring townships, especially Junee, Lockhart and Coolamon, is expected to continue with the employment growth from the Wagga Wagga SAP and RiFL Hub. It is also expected that the forthcoming Northern Growth Area located near the Wagga Wagga SAP will provide another base for future employees to live.

5.1 EXISTING SOCIAL INFRASTRUCTURE

Services and facilities were mapped to assess location, proximity, service catchments and coverage. A detailed review of the existing social infrastructure for Wagga Wagga is included in Appendix A.

Table 5.1 provides an overview of the current number of community and social infrastructure (approximately 1,069) located within the Wagga LGA. Figures 5.1 and 5.2 show the location proximity, service catchments and coverage.

Table 5.1 Overview of community and social infrastructure in Wagga Wagga LGA

CATEGORY	TYPE	TOTAL (APPROX.)	OVERALL TOTAL (APPROX.)
Education and childcare	Early education/childcare	35	78
	Primary schools	23	
	High schools	9	
	Out of hours care services	11	
Hospitals and medical facilities	Hospitals	2	67
	Day surgery	1	
	Specialist centres	47	
	General Practice	17	

CATEGORY	TYPE	TOTAL (APPROX.)	OVERALL TOTAL (APPROX.)
Places of worship	Catholic churches	13	46
	Christian churches	7	
	Anglican churches	6	
	Uniting churches	3	
	Lutheran churches	3	
	Baptist churches	3	
	Orthodox churches	2	
	Adventist churches	1	
	Greek Orthodox church	1	
	Evangelic church	1	
	Presbyterian churches	4	
	Rhema Church	1	
	Wagga Wagga Mosque	1	
Emergency services	Police Station	1	5
	Fire and Rescue	1	
	Ambulance Station	1	
	State Emergency Services (SES)	1	
	Rural Fire Service	1	
Aged care	Aged care services and home care	10	25
	Retirement living	8	
	Residential aged care	6	
	Day respite	1	
Cemeteries	Cemeteries	5	6
	Crematorium	1	
Community support services	Aboriginal services	7	50
	Community health and social support (including mental health support)	15	
	Child, youth and family services	7	
	Drug and alcohol support services	3	
	Accommodation, housing and homelessness services	6	
	LGBTQI services	1	

CATEGORY	TYPE	TOTAL (APPROX.)	OVERALL TOTAL (APPROX.)
	Emergency relief	3	
	Multicultural support services	4	
	Financial support services	2	
	Seniors and community transport services	2	
Disability services	Support services	14	17
	Employment services	3	
Community and cultural centres	Community centres	11	14
	Cultural centres	3	
Sporting facilities	Sporting ovals and stadiums	48	65
	Indoor sporting complexes and centres	10	
	Sporting Clubs	7	
Parks and open space	Playgrounds	91 (80 urban and 11 rural)	132
	Ovals	22	
	BMX tracks	5	
	Skate parks	6	
	Dog Off-Leash Areas	8	
Waste and recycling	Waste management centre	1	8
	Rural transfer stations	7	
Places of community significance	Declared Aboriginal Places of significance	5	23
	Other places of significance	18	
Total (approx.)			1,069

The figures below show the distribution of community and social infrastructure in Wagga Wagga (Figure 5.1) and in North Wagga Wagga, including Bomen Business Park and the Investigation Area (Figure 5.2).

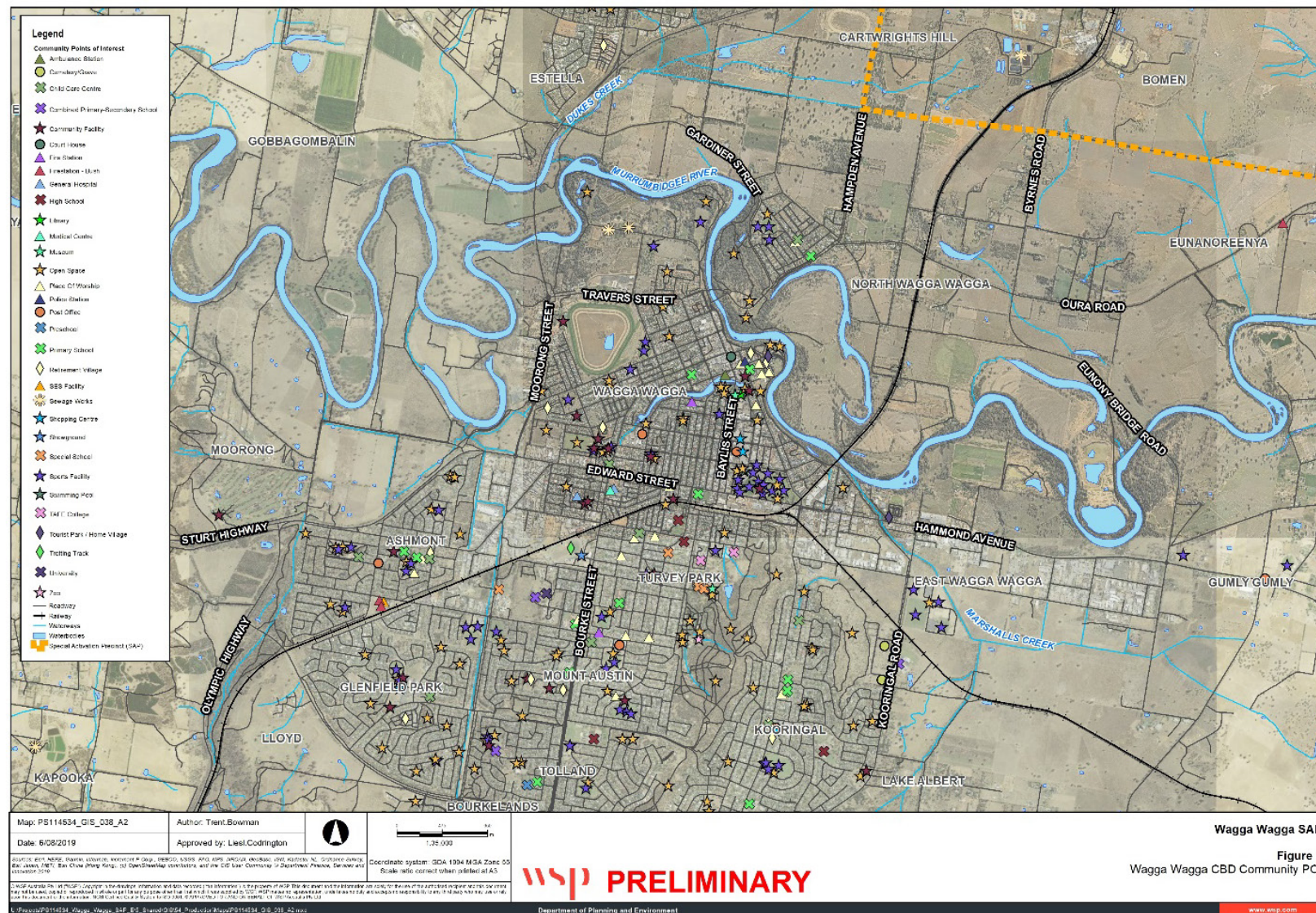


Figure 5.1 Wagga Wagga town social and community infrastructure

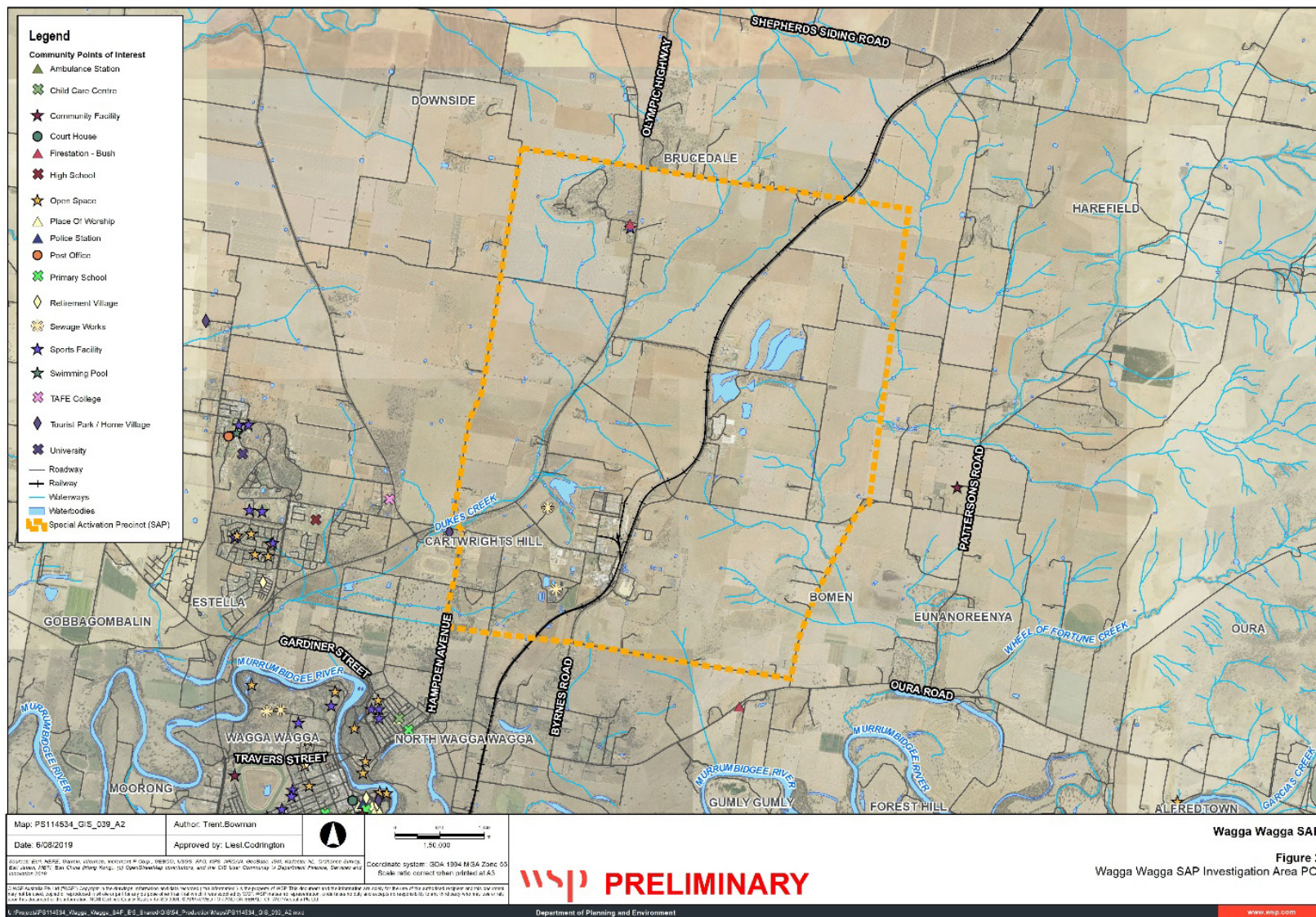


Figure 5.2 Community and social infrastructure located North of Wagga Wagga and near Bomen Business Park

5.1.1 COMMUNITY AND CULTURAL CENTRES

5.1.1.1 STATUS

Wagga Wagga has multiple community and cultural spaces available for use. This type of infrastructure can build community cohesion by providing a place for residents to gather and for local services to be accessed.

The following community and cultural centres can be found in Wagga Wagga.

- Wagga Wagga City Library
- Civic Theatre
- Wagga Wagga Art Gallery
- Museum of the Riverina/Historic Council Chambers
- Riverina Conservatorium of Music.



5.1.1.2 CONSULTATION

While Wagga Wagga is well serviced when it comes to community and cultural centres, several stakeholders throughout consultation noted that there could be more centres or activities targeted at older teens and young adults to provide them with more activities and keep them active and engaged in life. Mental health of youth was brought up by a few stakeholders as an issue for Wagga Wagga.

Examples like the new PCYC facility were mentioned as positive additions to the community for youth and more facilities like this would be desirable with increasing population. Arts and culture is also highly valued in Wagga Wagga and provides a focus alongside sport for the community to gather around.

The NSW Government has developed the Cultural Infrastructure Plan 2025+ (The Plan) as a guide for the planning and delivery of cultural infrastructure that will support a dynamic cultural sector. The Plan provides a strategic approach for planning cultural infrastructure across the state. It follows the \$1.62 billion of Government investment that has been already committed towards major cultural infrastructure projects across NSW. Wagga Wagga Council participated in the workshops and face to face engagement for the development of The Plan.

5.1.2 COMMUNITY & DISABILITY SUPPORT SERVICES

5.1.2.1 STATUS

Community and disability support services are provided by a large number of organisations given the size of Wagga Wagga. In total, there are 50 community support services and 17 disability support services. Services are provided across the following service areas:

- Aboriginal Services
- Health and Social Support Services
- Child, Youth and Family Services
- Drug and Alcohol Support Services
- Education Services
- Accommodation, Housing and Homelessness Services
- LGBTQI services
- Emergency Relief Services
- Multicultural Services
- Financial Services
- Seniors and Transport

- Disability support services
- Disability employment services.

5.1.2.2 CONSULTATION

Consultation with community support organisations revealed some issues of youth unemployment and minority underemployment. There are opportunities for linkages with TAFE and training organisations as well as community organisations partnering with business in the new SAP area to provide employment pathways.

A population increase is likely to bring with it new clients to community service organisations. It is noted that staffing for community services is tied with funding availability so it is expected that with an increase in clients, staffing could also increase to meet this demand.

The community support and mentality of “helping those in need” was a key characteristic of the Wagga Wagga township community that was mentioned throughout consultation. There are some gaps in service provision, for example mental health and youth unemployment.

5.1.3 EARLY EDUCATION AND CHILDCARE

5.1.3.1 STATUS

Across Wagga Wagga LGA there are 35 early education/childcare facilities that accommodate approximately 2,193 children in 2018.

There are also eleven after school care services that accommodates approximately 580 children and youth. The largest of these being Henschke Out of Hours Care Inc and PCYC Out of School Hours Care with capacity for 121 and 75 children respectively.



5.1.3.2 CONSULTATION

Early childcare centres were not available for consultation. Through consultation with other social and community services, some mentioned that there was a lack of childcare options to the north of Wagga Wagga where the new suburbs are being built (near Estella).

5.1.4 PRIMARY, SECONDARY AND TERTIARY EDUCATION

5.1.4.1 STATUS

Wagga Wagga LGA has 23 primary schools, nine high schools, a TAFE and a university (Charles Sturt University). A new primary school is planned in Estella to cater for growth to the north of Wagga Wagga.

The 23 primary schools accommodated approximately 5,983 students in 2018. The nine high schools accommodated approximately 4,880 students in 2018.

The regional branch of Charles Sturt University located in Wagga Wagga currently has 2,940 enrolments and the regional branch of TAFE (TAFE NSW Riverina Institute) has 3,891 current enrolments. Charles Sturt University includes Agripark, an agriscience, research and business



park that offers an opportunity for large agricultural companies (and potentially international companies) to undertake research that is linked to commercial outcomes.

5.1.4.2 CONSULTATION

Discussions held with several education providers in Wagga Wagga indicated that local primary schools on the northern side of Wagga Wagga are at capacity, with one more planned to be built at this stage. Some of the facilities in the schools need an upgrade and may not have the capacity to absorb large population increases.

Stakeholder consultation indicated that the tertiary institutions are agile and ready to take on further demand. The trend to online learning has expanded capacity beyond the buildings and facilities. TAFE raised that attracting the right staff to lead specialised courses would need to be a focus.



There was desire for increased availability of apprenticeships and work experience for school students, school leavers and TAFE students.

Agripark currently has 70 people located within the centre, and seeks to grow to around 200 soon. During consultation Agripark shared that a business case was being put forward to support the construction of expanded facilities to commence in 2020. Connections to Bomen and the future SAP would occur on a project by project basis.

5.1.5 PLACES OF WORSHIP

5.1.5.1 STATUS

In the 2016 Census, 30.6% of the Wagga Wagga LGA population identified as Catholic, 19.5% identified as Anglican and 4.9% identified as Presbyterian and Reformed (ABS, 2016). This is reflected in the high amount of Catholic churches in the area. Of the places of worship in the LGA, there are:

- 13 Catholic churches
- 7 Christian churches
- 6 Anglican churches
- 3 Uniting churches
- 3 Lutheran churches
- 3 Baptist churches
- 2 Orthodox churches
- 1 Adventist churches
- 1 Greek Orthodox church
- 1 Evangelic church
- 4 Presbyterian churches
- 1 Rhema church
- 1 Islamic mosque.

5.1.6 HEALTH FACILITIES

5.1.6.1 STATUS

In the Wagga Wagga LGA, there are two hospitals, one endoscopy centre and one day surgery with less than 497 beds within. In addition, the Wagga Wagga township is considered a health precinct for the Riverina-Murray region with approximately 47 specialist centres and General Practice (GP) services offered in the LGA. It is estimated that there are more specialist capabilities in the area in comparison to number of GP services. At present, there are approximately 17 GP facilities in the Wagga Wagga LGA.



The Wagga Wagga Health Service (known as the referral hospital) is currently in its final stage of redevelopment which will see upgrades to the ambulatory care building, BreastScreen NSW building, a new multi-storey car parking and urban design improvements including landscaping and art. It is due for completion at the end of 2020.

5.1.6.2 CONSULTATION

Health services are above capacity, even with the current redevelopments in place. This is reported to be as a result of the lack of access to affordable and timely GP care in Wagga Wagga. As a result, the emergency department at the hospital gets many people through who could have seen a GP for the issue they are presenting with. More GP services would help with the current capacity issues, particularly if they were bulk billed.

Affordability of private health is also impacting on service provision in Wagga Wagga, with people dropping their private cover in favour of using the public system. It was noted that most people do not want to go to the private hospital, and state planning does not take this into account.

Wagga Wagga Health service currently has 1800 FTE staff, with the majority of these living in Wagga Wagga. There is an issue with retention of highly skilled medical staff in the region, and with the recruitment of specialist staff, for example obstetric and anaesthesia specialists. Incentives and provision of close and affordable housing would help with this.

The hospital expressed that medical equipment and supplies storage located at Bomen Business Park would be advantageous.

5.1.7 AGED CARE

5.1.7.1 STATUS

The population aged 65 years and over accounted for 15% or 9,707 people, of the total population in 2018 (Macroplan analysis, 2019).

To service this population, there are a range of aged care services and retirement living, home care and residential aged care facilities available in the LGA.

5.1.8 CEMETERIES

5.1.8.1 STATUS

Wagga Wagga City Council maintains six cemeteries and one crematorium, comprising of four rural, one monumental, one lawn and one crematorium. The Wagga Wagga Monumental accounts for approximately 20 burials each year, and the Lawn Cemetery accounts for approximately 200 burials each year. The Crematorium, located with the Lawn

cemetery undertakes approximately 250 cremations each year. There are also rural cemeteries located at Humula, Tarcutta, Uranquinty & Carawan and account for approximately 10 burials each year.

All funerals are arranged through a Funeral Director who is to liaise with the Cemetery Office. Wagga Wagga City Council accepts no responsibility for reservations, burials, monuments arranged prior to the date of the funeral.

5.1.9 EMERGENCY SERVICES

5.1.9.1 STATUS

Emergency services across Wagga Wagga LGA include:

- Hospital Emergency Department
- Ambulance Wagga Wagga
- Wagga Wagga District Police Station
- Fire and Rescue Wagga Wagga (including HAZMAT)
- State Emergency Services (SES) Wagga Wagga Unit
- NSW Rural Fire Services, Wagga Wagga.

Other police stations are located in nearby towns of Coolamon, Junee, and Lockhart.

5.1.9.2 CONSULTATION

Conversations with emergency services in Wagga Wagga found that for the most part the Wagga Wagga SAP would not have a huge impact on the provision of emergency services. Currently, most services are well resourced and able to cater with demand. SES noted that the level of current resourcing is not adequate, and that this will be more problematic as Wagga Wagga grows.

The challenges faced by services across the board relates to staff availability and resourcing, as well as the mental toll that the jobs take on staff members. Access to the north side of Wagga Wagga is hampered in some emergency events, especially in flood events. NSW Rural Fire Service noted their building and facilities could be improved, and the Ambulance and Police Station, while new, is already being outgrown.

As Wagga Wagga's population increases, increased incident rates would be expected. Minimal additional demand is expected from an industrial area specifically. Additional buildings and staffing may be required if there is a significant increase in population and therefore greater requirement for services.

Generally, emergency services are provided for using retrospective data, reviewed on a yearly basis for the last three years. There is the opportunity to forward plan emergency services for Wagga Wagga, and plan for expanded emergency services to the north given the forecast population growth related to the SAP and other projects in Wagga.

5.2 SPORTING, OPEN SPACE AND RECREATION

5.2.1 SPORTING FACILITIES

There are approximately 65 sporting facilities in the Wagga Wagga LGA. The key elite level sporting facilities in the area include:

- Robertson Oval
- McDonald's Park
- Exhibition Centre Multipurpose Stadium
- Wagga Wagga Athletics track
- Pomingalarna Cycling Complex, and
- Oasis Aquatic Centre (Swimming, Diving, Water Polo).

Major sporting events held in Wagga Wagga include matches for Women's Big Bash League, Water Polo Australian National League Games, AFL matches, Rugby League matches, Rugby Union matches, Cricket Australia matches and Run NSW events (running) events.

There are plans for a new facility planned at PCYC Wagga Wagga, linked with Bolton Park. This will provide a multi-use indoor sporting venue and will also have a focus on engaging people across the community, particularly youth.



5.2.2 PARKS AND OPEN SPACE

Wagga Wagga City Council manages approximately 91 playgrounds (80 urban and 11 rural), 22 ovals, several reserves and walking trails which provide for activities such as walking, bike riding, picnics and barbecues, playgrounds and organised sport. The most popular parks and ovals include:

- Botanic Gardens (including Wagga Zoo and Aviary)
- Victory Memorial Gardens
- Collins Park
- Conolly Park
- Bolton Park
- Wagga Cricket Ground, and
- Wiradjuri Walking Track.

There are five number of BMX tracks, six skate parks and eight Dog Off-Leash Areas across the LGA.

There is currently over 4 hectares of developed open space per 1000 people (urban and rural combined). 195 improvement projects are in train worth \$98 million. There also is an implementation Plan for the northern suburbs of Boorooma, Estella and Gobbagombalin included in the Recreation, Open Space and Community Strategy and Implementation Plan 2040.

5.3 PLACES OF COMMUNITY SIGNIFICANCE

Places of community significance are geographically specific places that people have a common or shared attachment to and can act as an anchor for existing communities and draw people from outside the local area. These places contribute to a sense of identity and contribute to the broader social relationships that exist.

Wagga Wagga LGA is typified by established residential suburbs, semirural allotments and productive agricultural land as well as the business and industrial land uses. It has many places of community significance, including six (four declared and two undeclared) Aboriginal places of significance, that contribute to the towns local identity.

- Bomen Axe Quarry and Manufacturing Site
- Wollundry Lagoon and Tony Ireland Park
- Wiradjuri Reserve and Gobba Beach
- Bomen Lagoon
- Flowerdale Lagoon.

Other significant places for the community include:

- Wiradjuri Walking Track
- Murrumbidgee River
- Lake Albert
- Wagga Wagga Beach and Riverside
- Museum of the Riverina
- Botanic Gardens
- Victory Memorial Gardens
- Wagga Wagga Art Gallery
- Wagga Wagga Civic Theatre
- Civic Precinct
- Bomen Railway Station
- Wagga Wagga Livestock Marketing Centre
- Riverina Conservatorium of Music.



6 BEST PRACTICE AND INNOVATIVE SOLUTIONS

6.1 PLANNING “SOFT INFRASTRUCTURE” ALONGSIDE HARD INFRASTRUCTURE

Tonsley Innovation district in Adelaide, South Australia, seeks to unite progressive, creative individuals, business and researchers in collaborating, testing, building and growing in a flexible and supportive environment. It incorporates quality design promoting an inclusive environment for people and businesses. The focus is on high value manufacturing and the master plan incorporates collaborative meeting and working spaces providing world-class facilities to help take new ideas from concept to market.

The model for achieving this vision has been based on a government, university and industry “triple helix” partnership. Tonsley’s holistic model incorporates:

- Physical assets: development of high amenity, mixed use urban form
- Economic assets: a population of anchor businesses, research and training institutions
- Networking assets: an environment that supports entrepreneurial activity, and a culture of innovation.



What differentiates Tonsley’s vision from other brownfield industrial redevelopment is that it is not just a physical development approach.

There has been a focus on developing “soft infrastructure” as well as hard infrastructure, encouraging business collaboration, clustering business activity for businesses with a shared industry focus in fields where South Australia has a competitive advantage and creating an environment that supports entrepreneurial activity and culture of innovation. Its design helps to foster a vibrant community by supporting social interaction, activities and events such as health and wellness programs, networking events, innovation and STEM works for school groups.

It is a mixed-use district with high density residential, retail, education, commercial and industrial land uses.

Much attention has been given to creating a high quality public realm at Tonsley. The Main Assembly Building (MAB) was one of the first areas of focus for redevelopment, and won the 2015 World Architecture News Award for Adaptive Reuse amongst others.

The MAB has a ‘town centre’, urban forests, retail and other amenities. These facilitate connections, conversations and collaborations among businesses and support Tonsley’s economic development objectives.

6.2 SHIFTING NARRATIVE TO BE FUTURE FOCUSSED

The importance of a cultural narrative shift is demonstrated through Newcastle – moving from Steel City to Lifestyle City and reinvigorating its economy through vibrant public places, connected transport networks and a distinctive build environment. Infrastructure investment from the NSW Government including more than \$650 million into the city’s public transport system has revived interest in the city.

Newcastle has had a focus on preserving its unique cultural and industrial heritage while coordinating new land use and infrastructure across the city... with more jobs and housing close to key lifestyle attractions like shops, dining, entertainment and services... the draft plan prioritises parks, open spaces, schools, hospital and transport while addressing greater housing choice in growth areas.

The narrative about the growth and change in Newcastle is relevant, and shows how an industrial city can shift its narrative to focus on its people and services for innovation, connection and growth.

How can we create a place for the community in the Wagga Wagga SAP? How can we go beyond the zoning, and create a place and values to guide it towards being world-class and best practice and truly a place where people want to work, live and be?

6.3 PROVISION OF A CENTRAL HUB

While Bowden has a residential focus, some of the narrative around place development remains relevant. Bowden has a central town square, where markets are held to draw people into an attractive central hub. With gardens, public art, BBQs and lawns for families to gather, it is a destination for people to enjoy. The addition of regular markets in the Town Square provides a reason for people to gather and supports local businesses.

Bowden is designed to be more than just home – it is about the amenities and ‘people places’ to make the neighbourhood thrive. Along with contemporary design, it incorporates a retail and community hub, convenient public transport links, tree-lined streets, colourful public art and open space – to make it a place “everyone wants to be”.



6.4 INTERNATIONAL EXAMPLES

6.4.1 WORLD BANK FRAMEWORK FOR ECO-INDUSTRIAL PARKS¹

Eco-Industrial Parks should ensure implementation of good social management practices, including decent work, social and community infrastructure, and maintaining good relationships with the local community.

The overarching aim of social performance requirements is to adopt good international practice across the park and resident firms. The social performance of the EIP is an indicator of its inclusiveness, local employee/community welfare, and equal opportunities.

Essential social infrastructure should be provided in industrial parks or its surroundings for its workers and local community to function properly. This infrastructure could include local shops, restaurants/cafeterias, recreation areas, medical facilities, banks, postal offices, and emergency fire facilities.

- **Gender equality** is a fundamental human right. While the world has achieved progress towards gender equality and women's empowerment, women continue to suffer discrimination and violence in every part of the world. Gender issues need to be addressed by creating equal employment and capacity building opportunities, as well as social infrastructure and safe working conditions responding to the specific needs of women.
- **Security and crime** in industrial parks are often issues of concern, particularly in developing and transition countries. A security concept is crucial for both the personal security of the employees and the security of the firms in the park.
- **Human resource development**, vocational training and capacity building should be offered ensure the continued supply of a skilled labour force that can respond to new market developments.
- **Local community dialogue and outreach:** International experience shows that the engagement of firms in community activities can lead to significant positive contributions. Likewise, it can strengthen the trust and relationships between industries and local communities.

6.4.2 INDUSTRIAL ZONE NÖ-SÜD ECOPLUS BUSINESS PARK, AUSTRIA

IZ NÖ-Süd offers a prime central location (7km from Vienna, and 25km to Vienna airport), ideal access to means of transportation and the opportunity to lease customized rental properties developed by ecoplus. An extensive social infrastructure provision exists in and around IZ NÖ-Süd, which has in grown into a small city.

The industrial park offers access to postal offices and custom services, restaurants, a business hotel, 2 small, on-site shopping malls, and Europe's biggest shopping mall (SCS), a private child care facility, and security system (video surveillance).



¹ The World Bank Group, 2017. An International Framework for Eco-Industrial Parks. Accessed: <https://openknowledge.worldbank.org/bitstream/handle/10986/29110/122179-WP-PUBLIC-AnInternationalFrameworkforEcoIndustrialParks.pdf?sequence=1&isAllowed=y>

Due to the size of the industrial park and frequent investor and business partner visits, ecoplus has established a well-designed navigation system to guide visitors through the industrial park. Furthermore, there are a lot of recreational activities adjacent to the industrial park for employees and local communities to enjoy, including tennis courts and golf courses.

One outstanding example is the on-site kindergarten, which has been accredited with the gold status by klima:aktiv, the Austrian Green Building Standard. Newly-built in 2015, this house offers space for 5 groups of children between the ages of 18 months and 6 years. It comprises an indoor-area of 1.200 m² and outdoor playground of 2,500 m².

Approximately € 3.8 Million has been invested in innovative architecture, environmental-friendly building materials, and cosy and wooden furniture. Investments also include a solar plant on the roof, which provides underfloor heating and controlled living space ventilation. Furthermore, the rainwater utility is used for watering the garden and the flushing of toilets.



6.5 INCLUSIVE EMPLOYMENT

Local Wagga Wagga business Viewco Glass has a refugee employment program, helping to integrate members of the refugee community into paid employment. The company specialises in architectural and designer glazing with expertise in energy efficient window and glazing systems for commercial and residential projects and employs a team of 45 tradesman and apprentices in Wagga Wagga and Canberra. Managing Director, Ryan Knight, estimates that one quarter of the team is part of Viewco's refugee employment program.

The company has found the refugee employees to be committed and diligent workers that have become long term employees. What started as an initial trial has evolved into a successful program where new refugees are employed, trained and offered apprenticeships through TAFE NSW.

Viewco's success as an inclusive employer could provide guidance to other companies within the Wagga Wagga SAP for inclusive employment pathways for new arrivals to Wagga Wagga.

6.6 NSW GOVERNMENT CULTURAL INVESTMENT

CULTURAL INFRASTRUCTURE PLAN

The NSW Government, through Create NSW, has developed a Cultural Infrastructure Plan 2025+ to ensure that all New South Wales benefits from cultural infrastructure. The Plan articulates the strategic priorities for New South Wales to be a place where:

- Culture is recognised as an integral part of communities and a key element of creating great places for people to live, work, visit, play and do business. Cultural infrastructure planning is integrated with state and local planning processes.
- Everyone can access the infrastructure they need to make culture part of their everyday lives.
- There is an increased availability of affordable, fit-for-purpose and sustainable space to support growth of the cultural sector and creative industries.
- Cultural infrastructure delivery and funding is supported by partnerships across NSW Government, local councils, cultural organisations, philanthropists and business.

- Greater Sydney's three cities become a leading cultural capital in the Asia-Pacific and continue to grow the visitor economy, employment and growth.
- Creativity and access to culture thrives across NSW through a strategic and coordinated approach to cultural infrastructure planning.

6.6.1.1 COMMUNITY CONTRIBUTION FUND

The NSW Government established the Newcastle Port Community Contribution Fund to support community projects around the Port of Newcastle. This fund provides financial assistance to projects that enhance or maintain landside infrastructure that boosts entertainment or amenity around the Port of Newcastle. It is a competitive, merit-based funding program and is awarded in rounds.

This could be considered for the Wagga Wagga SAP as an overlay in the structure plan for the central hub area.

Should a single Community Contribution fund all SAPs? Or should there be a separate fund for each? How could it work or align with Create NSW CIP?

6.7 ALIGNMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

Consideration of the Wagga Wagga SAP through the lens of the United Nations Sustainable Development Goals would be an interesting avenue to explore in the latter stages of the project.

The SDGs are an ambitious plan of action for people, planet and prosperity. They are universal, applying to all nations and people, seeking to tackle inequality and leave nobody behind. They are wide ranging including ending poverty and hunger, ensuring sustainable consumption and production, and promoting peaceful and inclusive societies. It is important that we propose development with a lens on climate change and sustainability for future generations and the SDGs can help us do that.



7 SCENARIO TESTING AND DEVELOPMENT

A broad range of scenarios and some technical strategic frameworks were considered during the project. The scenario testing considered the baseline assessment of community and social infrastructure, and the population characteristics.

This section provides a summary of the Communities and Place strategic framework that guided the scenario testing process, and then uses this framework to assess the scenarios.

7.1 COMMUNITIES AND PLACE STRATEGIC FRAMEWORK

The below framework for consideration of communities and place is aligned to the aspirations in the Vision Statement for the Wagga Wagga SAP social outcomes. The ideas shown in the framework draw on the best practice examples outlined in Section 6.



The mind map is led by the vision to create a:

*Desirable place to work that is connected to the community, its values and the local economy
(and responds to the UN SDGs and climate change).*

This means – acknowledging that the Wagga Wagga SAP is an industrial precinct, but still ensuring that the people who use it are considered at the centre of the plans. Likewise, the Wagga Wagga SAP is being developed in a broader context of climate change and it is therefore important to consider holistic sustainable development in the proposed plans.

The four aspirations for the precinct in the realm of communities and place are:

- Integrate TAFE and tertiary education institutions & promote training and apprenticeships
 - Create an employment place of choice including by providing appropriate services and amenities to meet the needs of workers
 - Consider other community infrastructure to support the people living and working in the area and attract people to the area (e.g. public space, open space, local services, recreation, trails)
 - Work with local communities, including Wiradjuri people and local residents to create a strong connection to place.
- These aspirations are unpacked to guide the assessment of the concept scenarios below.

Table 7.1 Key considerations for concept scenarios

ASPIRATION	KEY CONSIDERATIONS FOR CONCEPT SCENARIOS	
Integrate tertiary education institutions & promote training and apprenticeships	<ul style="list-style-type: none"> — Colocation of tertiary education institutions — Provision of infrastructure — Research and development — CSU and Agripark — Business partnerships 	<ul style="list-style-type: none"> — Inclusive training and leadership opportunities — Training to keep people in the region — School visits and work experience
Create an employment place of choice including by providing appropriate services and amenities to meet the needs of workers	<ul style="list-style-type: none"> — Amenities <ul style="list-style-type: none"> — Services — Visually appealing — Digitally connected — Natural access — Health and wellbeing <ul style="list-style-type: none"> — Physical — Mental 	<ul style="list-style-type: none"> — Ecologically Sustainable Development <ul style="list-style-type: none"> — Attractive for businesses and employees — Diverse opportunities <ul style="list-style-type: none"> — Support social and cultural diversity — What businesses want and need (survey underway)
Consider other community infrastructure to support the people living and working in the area (e.g. open space, local services, recreation, trails)	<ul style="list-style-type: none"> — Central facilities <ul style="list-style-type: none"> — Gym — Post office — Child care — General store — Café 	<ul style="list-style-type: none"> — Open space — Active transport/cycleways/walkways — Community owned portions/stewardship — Current and future needs to be considered — Adaptable
Work with local communities, including Wiradjuri people and local residents to create a strong connection to place.	<ul style="list-style-type: none"> — Local residents <ul style="list-style-type: none"> — Wider region — Northern growth area — Wiradjuri people <ul style="list-style-type: none"> — Engage, respect, country 	<ul style="list-style-type: none"> — Physical connection <ul style="list-style-type: none"> — Public transport — Active travel corridors — Community centre, hub, meeting space/auditorium — Ongoing engagement

7.2 SHORT LISTED SCENARIOS

Three scenarios were developed for further consideration and potential progression through the Wagga Wagga SAP Master Plan process. These scenarios were the most desirable and plausible by Government, high level stakeholders, planning experts, and industry leaders, to progress for further analysis. At this stage the CSIA considered a high-level estimate of population and a generalised assessment of potential impacts and issues for further consideration until a single plan could be considered which is the subject of Section 6.3

7.2.1 SCENARIO 4 – HIGH GROWTH, EAST/WEST DEVELOPMENT

Scenario 4 is a ‘high growth’ scenario featuring a central area for low amenity ‘stack’ industries, close to the RiFL hub. A Byrne Road industry cluster develops, along with green corridors, and a new area of high amenity tech and clean industries to the west of Olympic Highway.

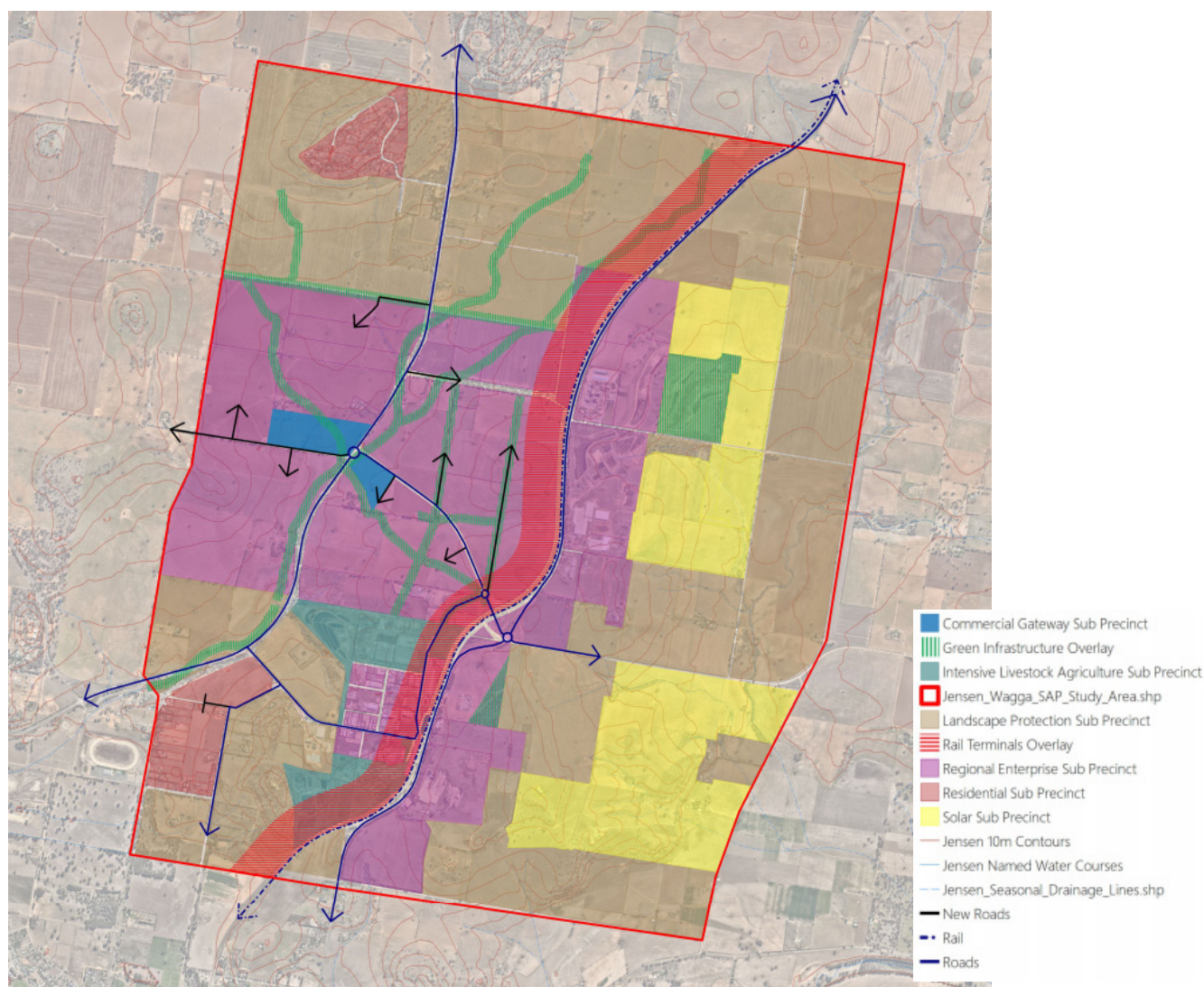


Figure 7.1 Scenario 4 – High growth, west/east development

Scenario 4 provides for approximately 1411 hectares of industry, including the centralisation of low amenity industries, and placement of high amenity and clean industries to the north west and west of the precinct. Green corridors run to the north and south along the riparian corridors, and 249 hectares of green infrastructure are provided for. This scenario features a highway service centre on the Olympic Highway and a commercial centre close to this.

The breakdown of industry type forecast for this scenario is:

- Low amenity industry: 150 ha
- Medium amenity industry: 822 ha
- High amenity industry: 492 ha

7.2.1.1 SCENARIO 4 – SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> — Connection to Northern Growth Area — Utilises much of the space available while leaving buffers around residential areas — Network of green corridors protecting natural access and creating visually appealing environment 	<ul style="list-style-type: none"> — Would be difficult to implement a community focal point given the Commercial Gateway zone is split over the Highway. — Commercial zone along the highway may limit the diversity and types of commercial businesses attracted to the area. — The overall area for community uses is low and doesn't seem to be given priority in this option.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> — Amenities for employees at Commercial gateway — Connection for businesses with Agripark — Formal linkages with community services for employment pathways — Provision of inclusive employment program formalised for SAP — Connected cycleways along green corridors to promote physical and mental wellbeing — Emergency services to located along main road — Use of heritage railway station as community focus — Incorporation of visual art and signage that demonstrates community values and the Wiradjuri community 	<ul style="list-style-type: none"> — Higher population growth to impact on existing community and social infrastructure in Wagga Wagga — Impact on existing residents and those to be living in the Northern Growth Area — Impact on the Bomen Axe Quarry and need to engage with Wiradjuri community around this

7.2.2 SCENARIO 5 – COMPACT SCENARIO

Scenario 5 is a ‘compact’ scenario focussed on developing land north and south of Merino Drive. A Commercial Gateway precinct is also included along Bomen Road.

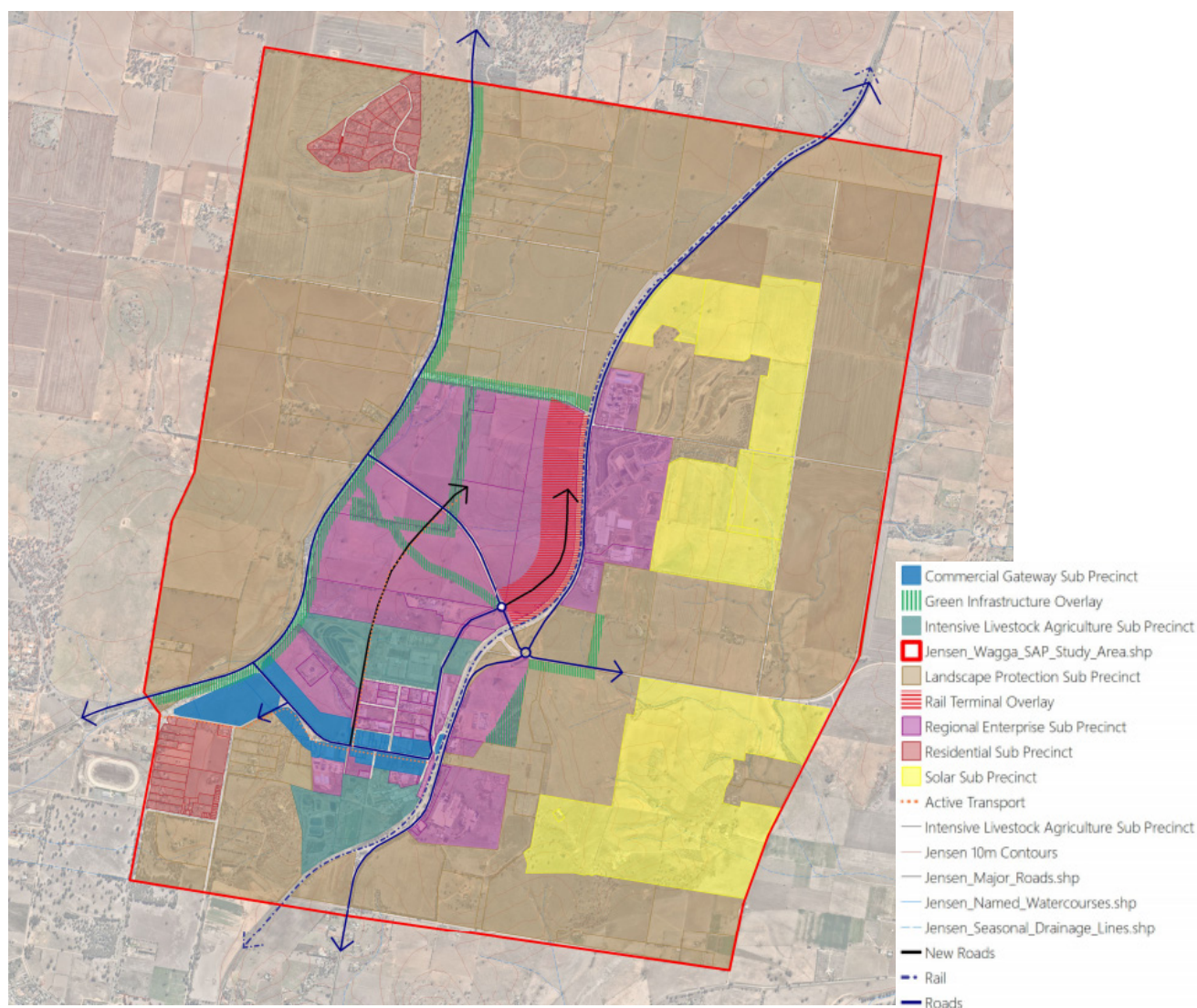


Figure 7.2 Scenario 5 – Compact development based on the circular economy

Scenario 5 is the most compact option being explored. It provides for approximately 500 hectares on new area and large areas of landscape protection. This scenario has two gateways from Olympic Highway and Bomen Road East. The active corridors in this scenario run from east/west along the commercial/business park area of Bomen Road, and north/south to be parallel with the Olympic Highway and there is 134 hectares provided for in total (about half that provided for in scenario 4, but over a much smaller development footprint).

The breakdown of industry type forecast for this scenario is:

- Low amenity industry: 259 ha
- Medium amenity industry: 434 ha
- High amenity industry: 143 ha.

7.2.2.1 SCENARIO 5 – SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> — Contained footprint and ability to promote ecologically sustainable development — Contained footprint minimises the impact on the surrounding areas — Footprint is sufficient for expected population growth numbers — Builds on existing development 	<ul style="list-style-type: none"> — Could be a missed opportunity as it utilises only a fraction of the investigation area — No clear space to community and social infrastructure. Given the linear nature of the Commercial Gateway zone along the road, this would not lead to a focal community point.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> — Amenities for employees at Commercial gateway zone — Connection for businesses with Agripark — Formal linkages with community services for employment pathways — Provision of inclusive employment program formalised for SAP — Connected cycleways along green corridors to promote physical and mental wellbeing — Use of heritage railway station as community focus — Incorporation of visual art and signage that demonstrates community values and the Wiradjuri community 	<ul style="list-style-type: none"> — Impact on the Bomen Axe Quarry and need to engage with Wiradjuri community around this

7.2.3 SCENARIO 7 – HIGH GROWTH, NORTH/WEST

Scenario 7 is a ‘high growth’ scenario where development is directed north and north-east. It incorporates industry zoned land north-east of Byrnes Road and new land along Olympic Highway. Additional rail terminals are included north of RiFL.

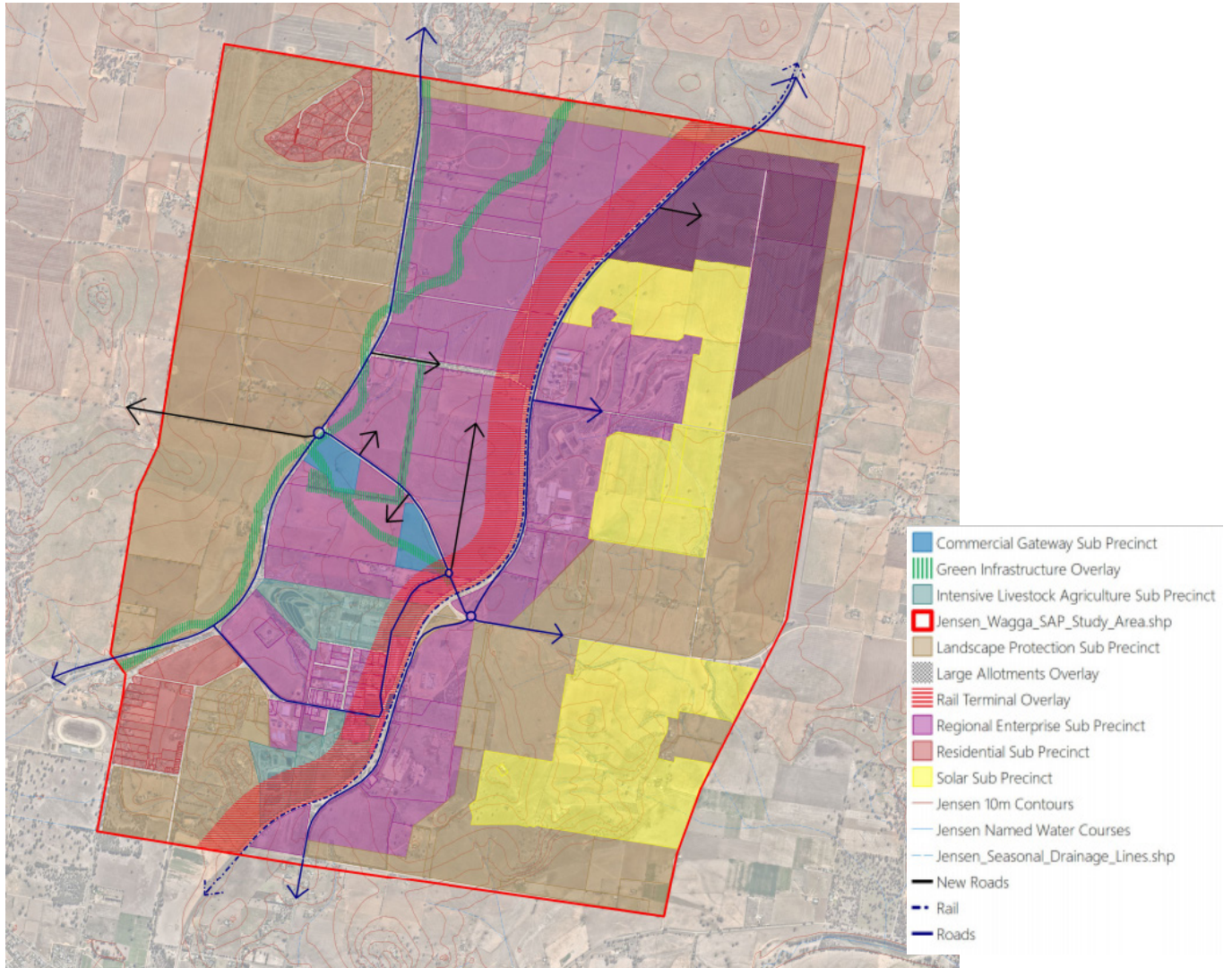


Figure 7.3 Scenario 7 – High growth scenario

Scenario 7 is the highest growth scenario of the three options being explored with approximately 1660 hectares for industry. It achieves this through major northern and eastern industry expansion. This scenario has impacts on visual amenity for existing residents, particularly at the northern end of the investigation precinct. Scenario 7 provides for two pockets of commercial land along the internal connecting road. There are green corridors provided along the riparian routes, amounting to 143 hectares of green infrastructure. In this high growth scenario, there should be options for open space throughout to increase amenity.

7.2.3.1 SCENARIO 7 – SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> — Maximises the land used and allows for the highest population growth potential 	<ul style="list-style-type: none"> — Need to consider if this is an ecologically sustainable option — Development would impact on existing resident views — Negative impacts on surrounding community would need to be carefully managed — Large area of land and only small pockets of commercial gateway suitable for services and amenity. Possible to create an additional area for services?
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> — Colocation of tertiary institution in hub at Merino Road — Potential for provision of community infrastructure through tertiary institutions — Amenities for employees at Commercial Gateway zone — Connection for businesses with Agripark — Emergency services located along main road — Formal linkages with community services for employment pathways — Provision of inclusive employment program formalised for SAP — Connected cycleways along green corridors to promote physical and mental wellbeing — Use of heritage railway station as community focus — Incorporation of visual art and signage that demonstrates community values and the Wiradjuri community 	<ul style="list-style-type: none"> — Higher population growth to impact on existing community and social infrastructure in Wagga Wagga — Potential impact on Wiradjuri community via large footprint and heritage sites — Impact on existing residents — Impact on the Bomen Axe Quarry and need to engage with Wiradjuri community around this

7.3 FINAL MASTERPLAN

The scenarios from Section 6.2 underwent strategic and technical analyses to arrive at a final draft Master Plan for further planning purposes. Figure 7.4 below shows the draft Master Plan which population projections in Chapter 7 are tested against.

Key features of the design include:

- green infrastructure and riparian corridors
- multiple commercial nodes (providing opportunity for community and social infrastructure)
- expanded RiFL Hub.

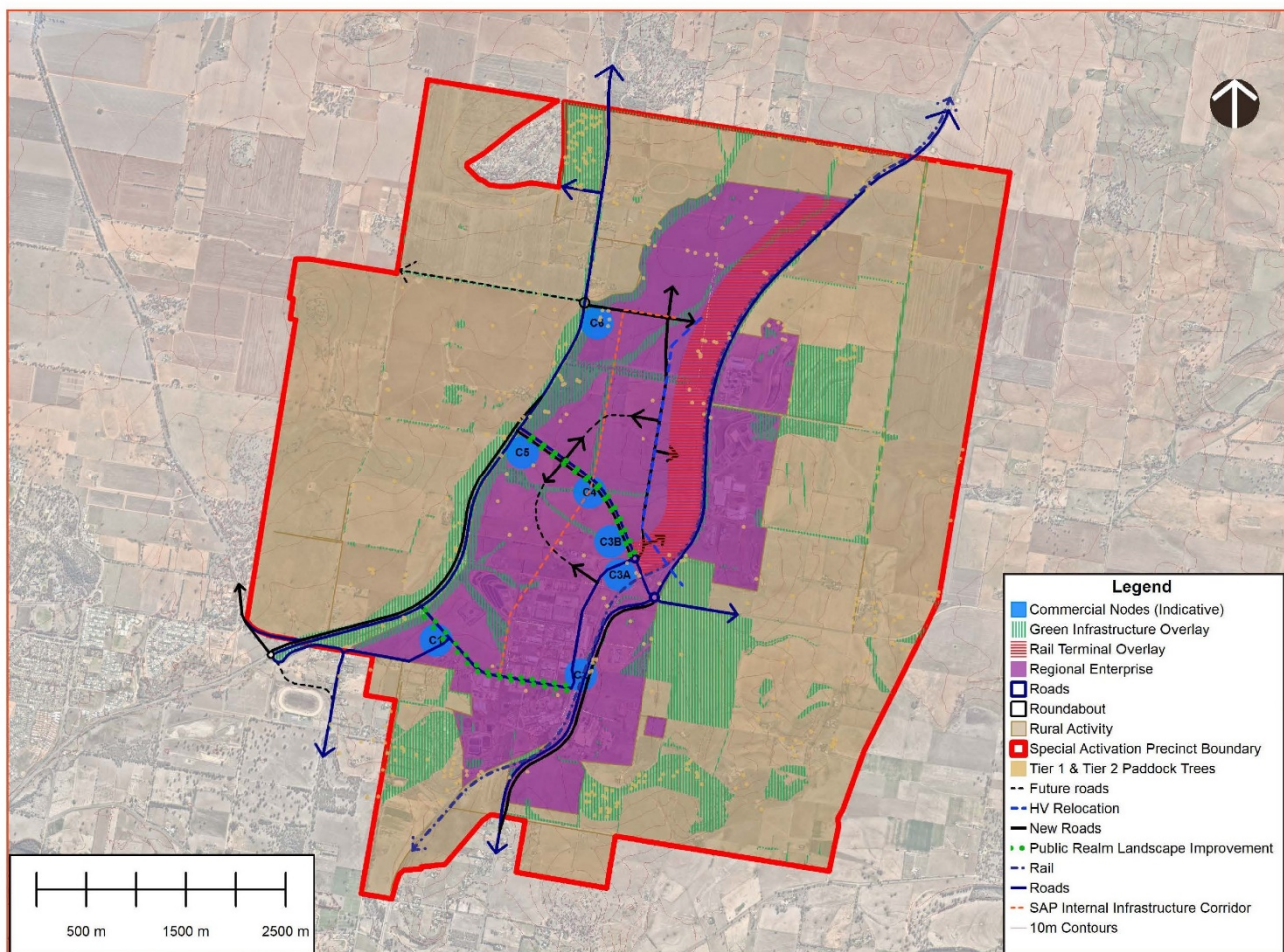


Figure 7.4 Draft masterplan

From a community and social infrastructure point of view key inclusions should be:

- integration with tertiary institutions
- inclusive training opportunities
- amenities & services
- visual appeal
- central hub or meeting place, including a café and outdoor seating
- active travel and connections
- representation of Wiradjuri culture and multicultural community.

8 POPULATION PROJECTIONS

The shifting demographic profile will change the proportion of working and aged population. Services and infrastructure such as health care, aged care, community support serviced (aged care) will become relatively more important. It will also be important to retain school leavers and university/TAFE graduates to the area and this may be facilitated and influenced by the SAP.

In addition, the forecast population growth for Wagga Wagga LGA is quite rapid and will require commensurate additions to the provision of community and social infrastructure to respond to this growth.

Population and employment projections for this project are taken from Technical Study H, led by Macroplan (2019).

8.1 SUMMARY OF POPULATION PROJECTIONS

The figures in Tables 8.1 and 8.2 below form the basis of the future needs for community and social infrastructure for the Wagga Wagga region. Series 1, 2 and 3 correspond to a comparative low, medium and high growth scenario.

Table 8.1 Wagga Wagga LGA Population Growth Projections – Total population

NO. '000	2018	2030	2040	2050	2060	2018-2040	2040-2060
Baseline – No SAP	64.8	72.9	78.4	83.0	86.4	13.6	8.0
Projection Series 1	64.8	76.6	84.6	91.9	97.3	19.8	12.7
Projection Series 2	64.8	80.2	92.1	100.0	106.7	27.3	14.6
Projection Series 3	64.8	83.5	100.0	111.0	119.6	35.2	19.6

Source: Macroplan (2019)

Table 8.2 Wagga Wagga LGA Population Growth Projections – Summary Age Profiles

NO.'000/% SHARE	2018	% SHARE	2030	% SHARE	2040	% SHARE	2050	% SHARE	2060	% SHARE
Baseline – No SAP										
Pop 0-14	13.4	20.7%	14.4	19.8%	14.7	18.8%	15.4	18.5%	15.8	18.3%
Pop-15-64	41.7	64.4%	44.1	60.5%	46.3	59.0%	49.6	59.7%	50.8	58.8%
Pop 65-84	8.3	12.8%	12.4	16.9%	14.5	18.5%	14.5	17.4%	16.1	18.6%
Pop 85+	1.4	2.1%	2.1	2.8%	2.9	3.7%	3.6	4.3%	3.7	4.3%
Total	64.8		72.9		78.4		83.0		86.4	
Low growth scenario										
Pop 0-14	13.4	20.7%	15.6	20.4%	16.0	18.9%	17.1	18.6%	18.2	18.7%
Pop 15-64	41.7	64.4%	46.5	60.7%	51.2	60.5%	56.7	61.8%	58.6	60.2%
Pop 65-84	8.3	12.8%	12.4	16.1%	14.5	17.2%	14.5	15.7%	16.7	17.2%
Pop 85+	1.4	2.1%	2.1	2.7%	2.9	3.4%	3.6	3.9%	3.7	3.8%
Total	64.8		76.6		84.6		91.9		97.3	

NO.'000/% SHARE	2018	% SHARE	2030	% SHARE	2040	% SHARE	2050	% SHARE	2060	% SHARE
Medium growth scenario										
Pop 0-14	13.4	20.7%	16.9	21.0%	17.7	19.2%	18.3	18.3%	29.8	18.6%
Pop 15-64	41.7	64.4%	48.9	61.0%	57.0	61.9%	63.7	63.7%	65.7	61.5%
Pop 65-84	8.3	12.8%	12.4	15.4%	14.5	15.8%	14.5	14.4%	17.5	16.4%
Pop 85+	1.4	2.1%	2.1	2.6%	2.9	3.1%	3.6	3.6%	3.7	3.5%
Total	64.8		80.2		92.1		100.0		106.7	
High growth scenario										
Pop 0-14	13.4	20.7%	18.0	21.5%	19.7	19.7%	20.3	18.3%	22.3	18.7%
Pop 15-64	41.7	64.4%	51.1	61.2%	62.9	62.9%	72.7	65.5%	75.4	63.0%
Pop 65-84	8.3	12.8%	12.4	14.8%	14.5	14.5%	14.5	13.0%	18.1	15.2%
Pop 85+	1.4	2.1%	2.1	2.5%	2.9	2.9%	3.6	3.2%	3.7	3.1%
Total	64.8		83.5		100.0		111.0		119.6	

Source: Macropplan

Macropplan notes that the base case and the population projections have Wagga Wagga LGA's population growing significantly over time, and at a more rapid rate than would be the case without the SAP. Given the policies in place already in Wagga Wagga LGA to grow population and the likely growth to come due to the SAP, it is considered most likely that the medium or high growth scenario are the more realistic options.

Key trends in the scenarios, that are accentuated increasingly in the Series 1, 2 and 3 growth profiles are:

- increased working age population
- increase in younger population, and an overall younger population profile
- rising numbers of retirees, but at a slower rate compared to the base case.

8.1.1 INCREASE IN WORKING AGE POPULATION

In the case of the 15-64 age cohort, the series 1-3 projections have this growing by 4,900, 10,600 and 16,600 respectively by 2040, compared with the base case and the shares are correspondingly higher. By 2060, the 15-64 age cohorts are higher than the base case by 7,800, 14,800 and 24,600 respectively. These rises lessen the decline in the 15-64 population share appreciably, with the series 3 share of this age cohort declining to 62.3% in 2060, compared with a decline to 58.6% in the base case.

8.1.2 INCREASE IN YOUNGER POPULATION

In the case of the 15-64 age cohort, the series 1-3 projections have this growing by 4,900, 10,600 and 16,600 respectively by 2040, compared with the base case and the shares are correspondingly higher. By 2060, the 15-64 age cohorts are higher than the base case by 7,800, 14,800 and 24,600 respectively. These rises lessen the decline in the 15-64 population share appreciably, with the series 3 share of this age cohort declining to 62.3% in 2060, compared with a decline to 58.6% in the base case.

8.1.3 OLDER POPULATION GROWTH

In absolute terms, the older population continues to grow. It is roughly unchanged in 2040 (vs base case) but by 2060, the increased inflow in 2018-40 is starting to translate to an increase in the 65-84 retiree age cohort. Nonetheless, reflecting the increase in the younger cohorts, the share of the older age cohorts is significantly lower compared with the base case.

8.2 SUMMARY OF EMPLOYMENT PROJECTIONS

The population projections outlined in the previous section will be linked with a growth in the Wagga Wagga SAP. The projected employment growth across the low, medium and high growth scenarios is shown in Table 8.3 below.

Table 8.3 Wagga Wagga SAP employment scenarios – aggregate at end of period

GROWTH SCENARIOS	2018	2030	2040	2050	2060
Baseline – No SAP	1474	1743	1956	2128	2248
Series 1 – a SAP is introduced which lifts growth	1474	2401	3431	3893	4150
Series 2 – the value and impact of the SAP attracts higher growth	1474	2837	4595	5234	5545
Series 3 – the impact of the SAP and generates much higher growth	1474	3348	6053	7086	7526

Source: *Macroplan 2019*

The largest impact for all scenarios is seen in the periods 2018-30 and 2030-40. According to Macroplan (2019), a component of the impact will be jobs generated by established firms which will see more intensive use of their current land holdings. The balance and larger component will be jobs generated by new businesses establishing in the Wagga Wagga SAP, or current businesses making significant expansion to their operations which require larger sites and, where existing sites do not allow expansion, re-location.

At the Series 3 growth scenario, where the population would be 119,600 by 2060, the supporting employment predicted in the Wagga Wagga SAP would be 7,526. Even in the Series 1 growth scenario, the projected number employed in the SAP, when compared to the base case of 'No SAP', would be close to doubled.

The growth scenarios above demonstrate that planning for community and social infrastructure needs will need to be prioritized to ensure service provision and infrastructure is sufficient. Based on the current service provision, infrastructure and housing it is expected that any increase in population would create additional demands on Wagga Wagga. A potential for an increase in population beyond business as usual, and the associated changing demographic and needs of the population by 2060, needs to be considered and planned for early. The cumulative impact on service provision will depend on the rate of increased population as a result of the Wagga Wagga SAP.

9 STAKEHOLDER ENGAGEMENT

9.1 COMMUNITY AND STAKEHOLDER ENGAGEMENT OVERVIEW

The consultation approach for the CSIA is consistent with the DPIE's project wide engagement strategy to engage stakeholders early and proactively ensure stakeholder feedback is considered into the development of the SAP. This section outlines the stakeholder engagement activities undertaken for this CSIA baseline report. The approach incorporated two rounds of stakeholder engagement.

- 1 Round One – early July 2019 – to ground truth desktop assessment of Wagga Wagga LGA community facilities and services; identify what makes Wagga Wagga unique, current challenges, strengths and opportunities.
- 2 Round Two – late August 2019 – to engage with selected key stakeholders and existing businesses in the existing Bomen Industrial Park, ground truth concepts and test solutions against the scenarios.

In addition, existing businesses at Bomen were invited to participate in a survey that captured their current experience of working in Bomen.

Local stakeholders and service providers were identified by WSP via desktop research and in consultation with Wagga Wagga City Council and DPIE. All identified stakeholders were provided an opportunity to provide input and feedback for consideration into the CSIA.

All feedback and insights gained from the stakeholder consultation will be collated for inclusion in the final CSIA to be included in the Wagga Wagga SAP Master Plan, compiled by Jensen Plus.



The Stakeholder Engagement Plan for the CSIA is contained in Appendix B.

- “Wagga has a big town feeling, not a city. It is big enough to have most of the things in big cities but still has that country feel with space to live”
- “We are proud of the fact that overall we are pretty friendly, welcoming and open place”
- “People chase the city, but return for the lifestyle”
- “House prices are stable”
- “Multicultural and it is easy to integrate”
- “Wagga has good services – the university, transport, education, child care, aged care”
- “Location and proximity to Sydney, Canberra and Melbourne”

9.2.2 STAKEHOLDER CHALLENGES

Stakeholders were asked questions about what challenges they see for Wagga Wagga from a social perspective. Below is a representation of what they see as challenges about Wagga Wagga, and some selected quotes.



9.2.2.1 SELECTED QUOTES

- “Wagga is slow to change”
- “Disadvantaged suburbs are isolated from facilities and transport”
- “Poverty is present and middle class have not experienced it and don’t understand it”
- “Access to health services for youth”
- “Public transport is mediocre and expensive”
- “Transient population”
- “Gender equity – keep in mind the social fabric and gender inclusiveness”
- “People don’t like change, even though they know it is happening”

- “We need to maintain the sense of community with growth”
- “Roads are terrible in condition”
- “Length of time to access support packages is too long”
- “Need to build our place on the map”
- “If people move here – we need to give them housing choices and lifestyle choices”
- “Need better access to health care”
- “Job security. People need to be comfortable they will have a job for a long time”
- “Not enough tourism attractions”
- “Need a bypass for trucks”
- “Lacking in public transport and Uber services”
- “There aren’t too many things being offered for young people”
- “There is a shortfall of youth activities”
- “If you don’t play sport, this is a challenge”

9.2.3 ASPIRATIONS AND VISION

Stakeholders were asked questions to evoke a picture of what they would like to see Wagga Wagga become in the future. Below is a representation of what see is a vision for Wagga Wagga in the future, along with selected quotes.



9.2.4 SELECTED QUOTES

- “There is a lot of opportunity for tourism growth”
- “Need the authentic voice of the youth, not tokenistic”
- “Need to be inclusive”
- “Need an increase in awareness and destigmatisation of mental health”

- “Thriving and growth”
- “Industry providing jobs”
- “Opportunities for younger kids so that they don’t feel like they have to leave the town for opportunities”
- “Would love to see manufacturing”
- “The SAP will create more jobs”
- “Would be good to see better airport facilities”
- “We want a community where there is quality housing, schools TAFE job opportunities and where people have a secure future”
- “People can fulfil their dreams without having to leave”
- “Connections with larger metro areas”
- “We need more houses, but we have to do it properly”
- “Continue to see growth and job opportunities”
- “City to grow and move forward positively”
- “Be all inclusive”
- “Provide jobs to people so they can assimilate into society to get people started to earn money”
- “We need to embrace anyone and anything that comes our way”

9.3 EMPLOYEE SURVEY OF EXISTING BOMEN BUSINESSES

9.3.1 SUMMARY DATA

A total of 77 responses were gathered from existing employees working in Bomen. These responses represented a broad range of ages and approximately 68% were male and 32% were women.

Companies that were represented in the results included:

- BOC (2)
- Enirgi Power and Storage (10)
- Great Southern Electrical (9)
- Proway Livestock Equipment (18)
- Riverina Oils and Bioenergy (26)
- Rodney’s Transport Services (6)
- Southern Oil (1)
- Tasco Petroleum (1)
- Teys (4).

Over 50% of these employees had worked in Bomen for over 5 years.

9.3.2 WHAT WOULD MAKE BOMEN A PLACE YOU WOULD LIKE TO WORK?

Current employees would prefer to live close by to Bomen (44%), likely making the new suburbs north of Wagga and the Northern Growth Area attractive places for future employees to live. Respondents also indicated that having services, amenities and cafes located at or closer to Bomen would make it a desirable place to work. The full set of responses to this question are in the table below. Multiple selections were allowed in this question.

RESPONSES	PERCENTAGE	NUMBER
It is close to home	44%	34
There are all the services I need close by	39%	30
Cafes are close by	35%	27
International companies are located here	22%	17
There is lots of open space	18%	14

RESPONSES	PERCENTAGE	NUMBER
There is a respect for different cultures	17%	13
I can play sport or exercise at lunchtime	17%	13
There are training opportunities available	13%	10
Mental and physical health are valued	12%	9
There is child care available	9%	7
Other	19%	15

Other reasons included better traffic, more bus connections, a clean environment, good infrastructure and services, and having a petrol station located there.

9.3.3 WHAT FACILITIES AND SERVICES WOULD YOU LIKE TO SEE IN BOMEN?

Generally, the respondents did not have a strongly positive position about the facilities and services located in Bomen. Employees would like to have facilities and services such as a café, restaurant and petrol station. Open space and facilities such as post office, cycleway and health services also rated highly. The full set of responses to this question are in the table below. Multiple selections were allowed in this question.

RESPONSES	PERCENTAGE	NUMBER
Cafes/restaurant	66%	51
Petrol station	60%	46
Open space/parks	38%	29
Post office	35%	27
Active cycleways	32%	25
Health services	30%	23
Gym	30%	23
Child care	22%	17
Bank	22%	17
Emergency services	17%	13
Community/Government support services	10%	8
Sporting oval and local competitions	9%	7
Other	16%	12

Other services mentioned were a truck stop, including associated services and amenities, garage/mechanic, library, and a national circuit racing track to teach young drivers control.

9.3.4 *WHAT VISUAL ASPECTS ARE IMPORTANT TO YOU IN YOUR WORK ENVIRONMENT?*

Stakeholder engagement in the first round revealed that there was a lack of trees and design in the current Bomen area. The survey results collected showed that trees were a very important visual aspect to current employees, with 82% indicating their importance.

Other visual aspects that are highly important to current employees were open space (58%), park benches to eat at (52%), and incorporation of rural and regional character (48%). Outdoor art was important for 12% of the respondents, and there was some support for multilingual signs (4%).

For those that chose Other as their response, the features that were important to them were wetlands, water features, a carport and “to look outside and not see a concrete wall”.

9.3.5 *TRANSPORT AND GETTING TO WORK*

All employees travel by car to get to Bomen. Nearly all current employees use their own car to get to work (96.1%). Of those that don't drive their own car, 2.6% drive a company car and 1.3% take a ride with someone else.

The results from the survey showed that if shared transport (for example a public bus route or privately run service) were available 21% of respondents indicated they would use it with another 22% indicating they might use it. Likewise, employees were open to using bike paths to get to Bomen, providing they were located in close enough proximity to their workplace. 32% of respondents said they would use bike paths at least some of the time. Of those who would not use the bike paths, the main reasons cited were that it was too far (26%) or they did not own a bike (17%).

10 NEEDS ASSESSMENT

The location and design of future community facilities within the area should be guided by principles such as place making, high accessibility and public safety, integration, multipurpose design and sustainable design, along with adherence to benchmarks and standards where they are available.

This community and social infrastructure assessment uses benchmarks for provision set out in the following:

- Recreation, Open Space and Community Strategy and Implementation Plan 2040
- New South Wales, Children (Education and Care Services) Supplementary Provisions Regulation (2012)²
- NSW State Library, People Places Population Based Area Calculator (2016).

The City of Wagga Wagga also undertakes to following these priorities in providing for community and social infrastructure:

- Increase the activation of public spaces – Providing appropriate infrastructure, public spaces and community facilities will enable a wide variety of events and activities to be held.
- Improve accessibility and connection – Accessibility and connection will be improved across the city and will become a key consideration in all future developments and redevelopments of public spaces.
- Improve existing assets to maximise utilisation – Improvements in existing assets will enable better utilisation by the community. In many case these improvements will negate the need for the development of additional assets.
- Improve community health – Community infrastructure and public spaces will be designed in order to improve community health outcomes.
- Collaborate where possible – Partnerships will be sought to ensure the efficient provision of community infrastructure and public spaces.

Table 10.1 summarises the needs and benchmarks assessment for the CSIA following the findings and demands placed on infrastructure from the forecast population and employment growth outlined in Chapter 9.

² The New South Wales, Children (Education and Care Services) Supplementary Provisions Regulation (2019) does not include benchmarks so for the purposes of this study the previous benchmarks were used

Table 10.1 Community and social infrastructure provisions, benchmarks and future demands assessment

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
<p>Child care facilities (0-4 year olds)</p> <p>After school care (5-9 year olds)</p>	<p>35 early education/childcare facilities</p> <p>11 out of school hours care services</p> <p>Based on the desktop assessment, there is one centre in Estella and one centre in Boorooma forthcoming</p>	<p>Early Childhood Centre 1 for every 4,000–6,000 people.</p> <p>Child Care Centre (Long day care) 1 centre for every 5–7 children aged 0–4.</p> <p>Occasional Care 1 for every 12,000–15,000 people.</p> <p>Pre-school 1 for every 4,000–6,000 people.</p> <p>Vacation Care 1 for every 4,000–6,000 people.</p>	<p>There are currently 64,800 people living in Wagga Wagga.</p> <p>The medium growth population projection shows an increase in overall population of 42,837 by 2060.</p> <p>The high growth population projection shows an increase in overall population by 56,154 by 2060.</p> <p>The age profile will be younger. Current population profile shows that 14.0% of the population are aged under 9 years (6.9% 0-4 years; 7.0% 5-9 years).</p> <p>Population series projections suggest that by 2040 in a medium growth scenario, 6.1% of the population will be aged 0-4 years, and 6.2% will be aged 5-9 years. This represents an increase of 1,067 and 1,160 respectively. In 2060, the increases in these age groups are forecast to be 2,374 and 1,750 respectively.</p> <p>Population series projections suggest that by 2040 in a high growth scenario, 6.0% of the population will be aged 0-4 years, and 6.4% will be aged 5-9 years. This represents an increase of 1,516 and 1,849 respectively. In 2060, the increases in these age groups are forecast to be 3,545 and 2,385 respectively.</p>	<p>With the forecast population growth, for Wagga Wagga region the following will be required to meet the benchmark provisions:</p> <ul style="list-style-type: none"> — Early Childhood Centre – 8 to 11 additional — Occasional Care – 3 to 4 additional — Preschool – 8 to 11 additional — Vacation Care – 8 to 11 additional <p>The survey of existing Bomen businesses found that there is some demand for a child care that is accessible to people working in the SAP and could be located in close proximity to the SAP.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Public schools	<p>23 primary schools 9 high schools</p> <p>A new primary school is planned in Estella to cater for northern growth. The Northern Growth Area planned will also include an additional primary school.</p>	<p>1 new school per 1,500 dwellings.</p> <p>Up to 6,000 dwellings generates demand for the equivalent of 4 primary schools.</p>	<p>Current population profile shows that 20.7% of the population are aged between 5 and 19 years.</p> <p>Population series projections suggest that by 2040 in a medium growth scenario, 20.2% of the population will be aged 5-19 years. This represents an increase of 5,241 people. In 2060, the increase from baseline is 5778 people.</p> <p>Population series projections suggest that by 2040 in a high growth scenario, 20.9% of the population will be aged 5-19 years. This represents an increase of 7,464 people. In 2060, the increases from baseline is 7,691.</p>	<p>Stakeholder consultation indicated that public schools are generally at or near capacity, and in need of additional/upgraded facilities. It is therefore recommended that existing schools have their facilities upgraded, especially where these may be used by the community for other uses (e.g. school hall).</p> <p>As population grows, primary schools will need to continue to be provided to adequately service the population.</p>
Tertiary education	<p>1 University 1 TAFE</p>	Not readily available	<p>Linked with opportunities in the SAP.</p> <p>The opportunity to collocate tertiary institutions at the SAP, could provide opportunities for training – drawing people in and retaining people in the area.</p> <p>Likewise, Agripark at Charles Sturt University is likely to be strengthened in partnership with the SAP.</p>	<p>Stakeholder consultation indicated that the tertiary institutions are agile and ready to take on further demand. The trend to online learning has expanded capacity beyond the buildings and facilities.</p> <p>No further university or TAFE will be needed; however, the SAP may lead to growth of these facilities and change in the delivery of their courses. This includes providing opportunities for the potential for tertiary institutions to collocate at the SAP.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Health and medical	<p>Wagga Wagga Health Service (referral hospital) includes specialists and GPs</p> <ul style="list-style-type: none"> — 2 hospitals — 1 endoscopy centre — 1 day surgery <p>Patients for cardiac and neurological surgery currently need to go to Sydney and Canberra.</p>	Not readily available	<p>There are currently 64,800 people living in Wagga Wagga.</p> <p>The medium growth population projection shows an increase in overall population of 42,837 by 2060</p> <p>The high growth population projection shows an increase in overall population by 56,154 by 2060</p> <p>The age profile will be younger and with an increase in working age population.</p>	<p>Higher populations from the SAP will increase demand for medical services across all areas.</p> <p>Future population growth could generate demand for additional smaller facilities that offer specialised services.</p> <p>Stakeholder consultation indicated that there is a need for more local specialists, including maternity. It also highlighted that more aged care services should be made available.</p> <p>A review of the adequacy of the current provision, and the impacts of the forecast population growth is warranted.</p>
Places of worship	<p>45 churches of various Christian denominations</p> <p>In the 2016 Census, 30.6% of the Wagga Wagga LGA population identified as Catholic, 19.5% identified as Anglican and 4.9% identified as Presbyterian and Reformed.</p>	Not readily available	<p>It is expected that with increasing population, there will be additional demand for places of worship. However, it is noted that the proportion of people who have no religion in Wagga Wagga LGA is on an upward trajectory.</p>	<p>It is expected that church growth will happen somewhat organically and will depend on the mix of population moving into the area.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Emergency services	<p>Police station</p> <p>Fire and Rescue, including HAZMAT</p> <p>Ambulance</p> <p>State Emergency Services</p> <p>NSW Rural Fire Service</p> <p>Colocation site at Fernleigh Road</p>	<p>Not readily available.</p> <p>Stakeholder consultation revealed that resourcing and facility needs occurred yearly, using the previous 3 years of incident data.</p>	<p>There are currently 64,800 people living in Wagga Wagga.</p> <p>The medium growth population projection shows an increase in overall population of 42,837 by 2060</p> <p>The high growth population projection shows an increase in overall population by 56,154 by 2060</p> <p>The age profile will be younger and with an increase in working age population.</p> <p>The main growth in demand is likely to be from the population growth, rather than from any additional load produced by the SAP, although it is acknowledged there may be some incidents to respond to given the nature of an industrial area.</p>	<p>Stakeholder consultation indicated that building facilities were soon to be outgrown for police.</p> <p>Resourcing is generally seen to be adequate, with minimal additional demand expected from an industrial area.</p> <p>As population increases, increased incident rates would be expected. Higher populations from the SAP will increase demand for emergency services. With the speed of population increase expansions should be planned for pre-emptively rather than based on the previous 3 years' data.</p> <p>If the residential population is northside of Wagga Wagga then it is highly likely that a new emergency services centre will be needed. This could be located in the SAP.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Aged care	10 aged care services and home care 8 retirement living complexes 6 residential aged care 1 day respite	Not readily available	14.9% of the population is currently aged 65 years and over. Growth in ages 65 and over is forecast to be as follows by 2040: — Medium scenario – 9,700 to 17,400 (18.9%) — High scenario – 9,700 to 17,400 (17.4%) Growth in ages 65 and over is forecast to be as follows by 2060: — Medium scenario – 9,700 to 21,200 (19.9%) — High scenario – 9,700 to 21,800 (18.3%)	Stakeholder engagement with community services indicated that current service provision could be improved. Growth in numbers and proportion of aged population is high in both medium and high growth scenarios will lead to increased demand for aged care services.
Community support and disability services	50 community support services, programs and organisations 17 disability support providers	Not readily available	Stakeholder consultation indicated that as population increases, so too does demand for community and disability services.	Stakeholder consultation indicated that many services were dependent on NDIA funding and could cater to increased demand assuming this funding was available. Current needs in this area are – aged care and support, indigenous support, employment support, assimilation of refugee population, drug and alcohol support.

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Urban Open space (parks, sporting and recreation, lineal parks)	<p>80 playgrounds</p> <p>110 developed parks (urban and rural)</p> <p>817 hectares of developed open space (urban and rural)</p>	<p>4 hectares per 1,000 people</p> <ul style="list-style-type: none"> — 2.4 hectares for outdoor recreation facilities — 1.5 hectares for sporting facilities in Wagga Wagga urban areas. <p>Local parks – residents within 50 m.</p> <p>District parks – residents within 2 km.</p> <p>Playgrounds – residents within 500 m.</p>	Current provisions are over 4 hectares of developed open space per 1,000 people (urban and rural combined). It is expected this will remain the same.	<p>Open space should be incorporated into the design of the SAP, in keeping with Wagga Wagga Council's guidelines and to address employee desires.</p> <p>To meet future demand in Wagga Wagga region there are currently 195 improvement projects in train worth \$98 million (urban and rural combined).</p> <p>There is an Implementation Plan for Boorooma/Estella/Gobbagombalin included in the Recreation, Open Space and Community Strategy and Implementation Plan 2040.</p>
Rural Open Space (parks, sporting and recreation and lineal parks)	<p>11 playgrounds</p> <p>110 developed parks (urban and rural)</p> <p>817 hectares of developed open space (urban and rural)</p> <p>Currently over 4 hectares of developed open space per 1000 people (urban and rural combined).</p>	<p>4 hectares per 1,000 people</p> <ul style="list-style-type: none"> — 1.0 hectare for outdoor recreation facilities — 3.0 hectares for sporting facilities. <p>Playgrounds – at least one per precinct.</p> <p>Access to recreation facilities (e.g. skate parks, basketball, BMX) – at least one per precinct.</p>	195 improvement projects in train worth \$98 million (urban and rural combined).	<p>Open space to be incorporated into the design of the SAP, in keeping with Wagga Wagga Council's guidelines.</p> <p>To meet future demand in Wagga Wagga region there are currently 195 improvement projects in train worth \$98 million (urban and rural combined).</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Community and cultural centres	<p>Wagga Wagga City Library</p> <p>Civic Theatre</p> <p>Wagga Wagga Art Gallery</p> <p>Museum of the Riverina/Historic Council Chambers</p> <p>Riverina Conservatorium of Music</p>	<p>At least one per 10,000 people.</p> <p>Located to maximise connections to adjoining land uses and local roads.</p> <p>Co-located with open space.</p>	<p>Population growth from currently 64,800 to 106,700 in the medium growth population projections and to 119,600 in high growth population projections by 2060.</p> <p>This represents a population increase of 41,900 to 54,800 people over the next 40 years.</p>	<p>New cultural and community services should be considered to cater for the growing population. There are opportunities to engage youth in activities and entertainment to reduce incidence of youth disengagement.</p> <p>Stakeholder engagement revealed that there was a desire for a larger venue so that concerts and larger events can be held. With a rapidly growing population this could be considered.</p> <p>As population increases, assets should continue to be reviewed, updated and refurbished using up to date technologies.</p> <p>Council could consider the development of multi-use facilities that can be adapted for use by broad sections of the community.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
Sporting facilities	<p>65 sports facilities (urban and rural)</p> <p>Key facilities include:</p> <p>Robertson Oval (AFL, cricket)</p> <p>McDonald's Park (Rugby League, Rugby Union, Soccer)</p> <p>Exhibition Centre Multipurpose Stadium (Basketball, Netball)</p> <p>Wagga Wagga Athletics track (Athletics)</p> <p>Pomingalarna Cycling Complex (Cycling)</p> <p>Oasis Aquatic Centre (Swimming, Diving, Water Polo)</p> <p>Forthcoming PCYC Wagga Wagga will be a first-class sporting venue, linked with Bolton Park.</p>	<p>Urban – at least one per precinct.</p> <p>Only one elite level facility to be provided for each sporting activity.</p>	<p>Population growth from currently 64,800 to 106,700 in the medium growth population projections and to 119,600 in high growth population projections by 2060.</p> <p>This represents a population increase of 41,900 to 54,800 people over the next 40 years.</p> <p>The population will be a comparatively young population, and these are typically high users of sporting facilities.</p>	<p>Sport is important to the Wagga Wagga community, evidenced through Council documentation and stakeholder engagement.</p> <p>Provision of additional sporting facilities will need to be considered new population growth areas.</p> <p>Council is committed to continued investment in sporting facilities, along with ongoing maintenance.</p>
Waste and recycling	<p>All properties that pay a Domestic Waste Management Service Charge receive the kerbside service.</p> <p>Operates on a three-bin system with kerbside collections</p>	<p>Not readily available, but linked to population size and lifestyle habits.</p>	<p>Population will grow more rapidly with the Wagga Wagga SAP. Population may be as much as 106,700 (medium growth population projections) and to 119,600 (high growth population projections) by 2060.</p> <p>This represents a population increase of between 41,900 and 54,800 people over the next 40 years.</p>	<p>At current population and waste generation levels Gregadoo Waste Management Centre will be full in 80 years and requires \$1 million each year of investment.</p> <p>With more rapid population increase, this timeline will shorten, however</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	FUTURE DEMAND	RESULTS
	<ul style="list-style-type: none"> — 240L Green lid food organics and garden organics bin (collected weekly) — 240L Yellow lid recycling bin (collected fortnightly) — 140L Red lid general waste bin (collected fortnightly) <p>A kitchen caddy and annual supply of compostable liners is also provided.</p> <p>A hard waste collection is provided to residents once per year for up to two cubic metres of hard waste</p> <p>Gregadoo Waste Management Centre located south of Wagga Wagga provides the largest landfill and recycling/reuse site.</p> <p>There are 7 rural transfer stations</p>		<p>This population growth will bring with it greater needs for waste and recycling services and disposal.</p>	<p>this is also linked to broader decision making on sustainable consumption and lifestyle habits.</p>

11 RESULTS

The CSIA has identified requirements that will assist Wagga Wagga and the surrounding towns to take full advantage of the Wagga Wagga SAP and ensure the Local Government Area (LGA) can respond to and accommodate job creation and associated population increases.

In many cases the increasing population will continue to place additional demands on already stretched resources. Demand for educational and child care facilities will increase, along with health services, aged care, sporting facilities and open space, recreational spaces and community services, who find their demand for services increases proportionally with population growth.

The shifting demographic profile will change the proportion of young, working and aged populations. Services and infrastructure such as childcare, schools, health care and community support services will become relatively important. It will also be important to retain school leavers and university/TAFE graduates to the area and this may be facilitated and influenced by the SAP.

11.1 FUTURE PROVISION OF SERVICES AND FACILITIES

- Increase health services. Stakeholder engagement revealed that even with the recent expansion, health services are under pressure. With the additional population increases from the SAP, the hospital and other health services will require monitoring to ensure services cope with any predicted increases in population. Efforts to recruit and retain specialist and general practitioners to the area need to be ongoing to cope with existing and ongoing demand placed on doctor-patient ratios.
- Upgrade education services and facilities. Some schools are in need of upgrades to their existing facilities, and schools are at or nearing capacity. Given forecast population growth, additional schools will be needed, as well as the upgrade of existing facilities. There is also a need to attract and retain qualified teachers. Pathways for school leavers into entry level jobs could also be better provided to help retain young people in the area.
- Consider an additional co-located emergency services facility within the SAP. With facilities already being stretched to capacity in terms of space, and with a forecast growth to population to the north of Wagga, the SAP presents an opportunity for forward planning of emergency services provision to the current and future population on the north side of Wagga Wagga centre.
- Formalise linkages with Charles Sturt University and TAFE. With tertiary education already present in Wagga Wagga, and both organisations eager to partner with the SAP, there is an opportunity to formalize the connections with these institutions, leading to mutually beneficial outcomes. The Agripark, connected with Charles Sturt University may be an attractive proposition for large, international companies who may seek to locate at the SAP and undertake research. Connections here should be explored. The local community in Wagga Wagga should be supported to take advantage of linkages with universities and research groups that support and can be integrated with the predicted land uses. Online access and courses relevant to the Wagga Wagga SAP would further strengthen increasing educational attainment, retention of school leavers, and support industries associated with the SAP.
- Increase local community service provision. A growing population will bring with it increased community needs. Services and facilities such as youth support, early education, training and apprenticeships, and disability support should be increased to accommodate these groups. In addition, community service organisations have expressed they are eager to partner with businesses in the SAP for entry level job pathways.
- Strengthen physical, community, digital, economic and cultural connections. Consider connectivity of transport networks for Wagga Wagga SAP to Wagga Wagga township. At this stage the planned active cycleway does not include connection to the Wagga Wagga SAP. Public transport to the site is non-existent, and is a limiting factor for inclusive employment. This is not just relevant for transportation and amenities but for a sense of belonging and

ownership for the community. Consider the flows and movements of people for employment patterns and other patterns of use, and how to improve amenity and experience for them.

11.2 DEVELOP A WORLD LEADING, SOCIAL BEST PRACTICE AND WORLD LEADING PRECINCT

- Ensure the implementation of good social management practices, including decent work, social and community infrastructure, and maintaining good relationships with the local community. Essential social infrastructure should be provided in the SAP or its surroundings for workers and local community to function properly.
 - Provide equal employment and capacity building opportunities and safe working conditions responding to the specific needs of women. There is currently a majority of men working in the Bomen area, and this may continue, but every effort should be made for women to feel safe and able to work there in the future.
 - Seek to attract international companies through progressive social inclusion and best practice. Companies are recognising they need to act on environmental, economic and social parameters. The SAP should provide an environment that helps them do that. Company sustainability typically looks at its impact on the community locally and globally, but sustainability starts with the people behind the scenes. It unites people to create a better work culture, work-life balance and contributions to customers and the world.
 - Provide amenities for employees. This might include: Central hub, cafes and good coffee, collaboration spaces, medical centre, child care, public amenities, recreational areas, gym, local shops, petrol stations, end of trip facilities, public Wi-Fi. These should be accessible to workers across the SAP and located away from low amenity uses.
 - Ensure visual appeal to improve the mental wellbeing of workers and the community. This might include green space, trees, screening, architecturally designed buildings with quality and durable materials, and inclusive signage – interpretive, symbolic and culturally representative, alongside indigenous design aspects.
 - Create a social and community plan that drives best practice and aligns with NSW government ‘Better Placed’.
-

11.3 MAINTAINING VALUES AND COMMUNITY SUPPORT

- People of Wagga Wagga value their community. Focus on building and fostering a sense of community in the precinct. The community value the regional town camaraderie and expressed concerns around Wagga Wagga growing too quickly and losing the community feel.
- Open space is highly valued by the community, and currently well provided and planned for. There are positive health and wellbeing outcomes for the provision of open space. Development and integration of open space, recreational areas and sporting fields will be important to help support the increased population.
- Reflect the Wagga Wagga community identity in the SAP design. It is critical that the community of Wagga Wagga see the SAP as connected to the current city, and that the existing community feel part of the development and the associated benefits. A sense of belonging and ownership can be developed through ensuring local amenity is maintained and improved, the community can understand directly how opportunities are being created through the Wagga Wagga SAP, and help shape its progress where practicable.

11.4 STAKEHOLDER ENGAGEMENT

- Promote long-term engagement with stakeholders. People of Wagga Wagga are interested and engaged in the future of their city. Maintaining contact and providing opportunities for input will help stakeholders, including community groups and businesses, to understand and plan for opportunities from the Wagga Wagga SAP planning and delivery process.
- It was clear through the consultation process that there are many infrastructure and community projects in Wagga Wagga. The community will be going through enormous change and there is some resistance to that by portions of the community. Open communication of the vision for Wagga Wagga SAP, how it fits in with the future for the community, and what benefits it provides for them is important to articulate.
- Develop a policy that encourages companies at the SAP to engage with the local community. International experience shows that engagement of companies in community activities can lead to significant positive contributions. It can strengthen the trust and relationships between industries and local communities.

11.5 EMPLOYMENT AND TRAINING

- Develop linkages with TAFE and Charles Sturt University. There is a strategic advantage in having well established tertiary institutions near or within the SAP and these should be encouraged. Vocational training and capacity building can ensure the continued supply of a skilled labour force that is future ready and can respond to new market developments, being at the cutting edge of research.
- Develop formalized inclusive employment pathways for school leavers, disadvantaged and unemployed. The SAP will provide ample employment opportunities and these should be provided in a way that promotes involvement from all areas of the community. Community service organisations are willing and able to be involved in the development of these.
- Create partnerships. There are a range of opportunities to partner with councils, Aboriginal groups, state government, non-government and private sector bodies in delivering and funding social and community infrastructure to maximise benefits and manage potential shortfalls. Partnering between the Wagga Wagga SAP industry and business groups will help to boost resourcing, create sustainable services, facilities and spaces that support the community.

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APPENDIX A

BASELINE REPORT



Design for a better *future* /

DEPARTMENT OF PLANNING,
INDUSTRY AND ENVIRONMENT

WAGGA WAGGA SPECIAL ACTIVATION PRECINCT

COMMUNITY AND SOCIAL
INFRASTRUCTURE
ASSESSMENT BASELINE
REPORT

wsp

AUGUST 2019

Question today *Imagine tomorrow* Create for the future

Wagga Wagga Special Activation Precinct Community and Social Infrastructure Assessment Baseline Report

Department of Planning, Industry and Environment

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Reviewed by:	Stephanie Luyks	09/08/2019	
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1 INTRODUCTION

1.1 OVERVIEW

The NSW Department of Planning, Industry and Environment (DPIE) has commissioned WSP to prepare a Baseline Analysis Summary Report (this report) for the Wagga Wagga Special Activation Precinct (Wagga Wagga SAP) within Wagga Wagga, NSW. This report constitutes the baseline assessment of community and social infrastructure for the Wagga Wagga SAP.

1.1.1 BACKGROUND TO WAGGA WAGGA SAP

The establishment of Special Activation Precincts (SAPs) is a joint Government Agency initiative announced by NSW Government as part of its *20-Year Economic Vision for Regional NSW* (NSW Government, 2018). SAPs are a new way of planning and delivering infrastructure projects in strategic regional locations in NSW to ‘activate’ State or regionally significant economic development and jobs creation. A SAP contains five core components (shown in Figure 1.1), which would lead to government led jobs creation and economic development. The NSW Department of Premier and Cabinet (DPC) and DPIE are leading the creation of the Wagga Wagga SAP.

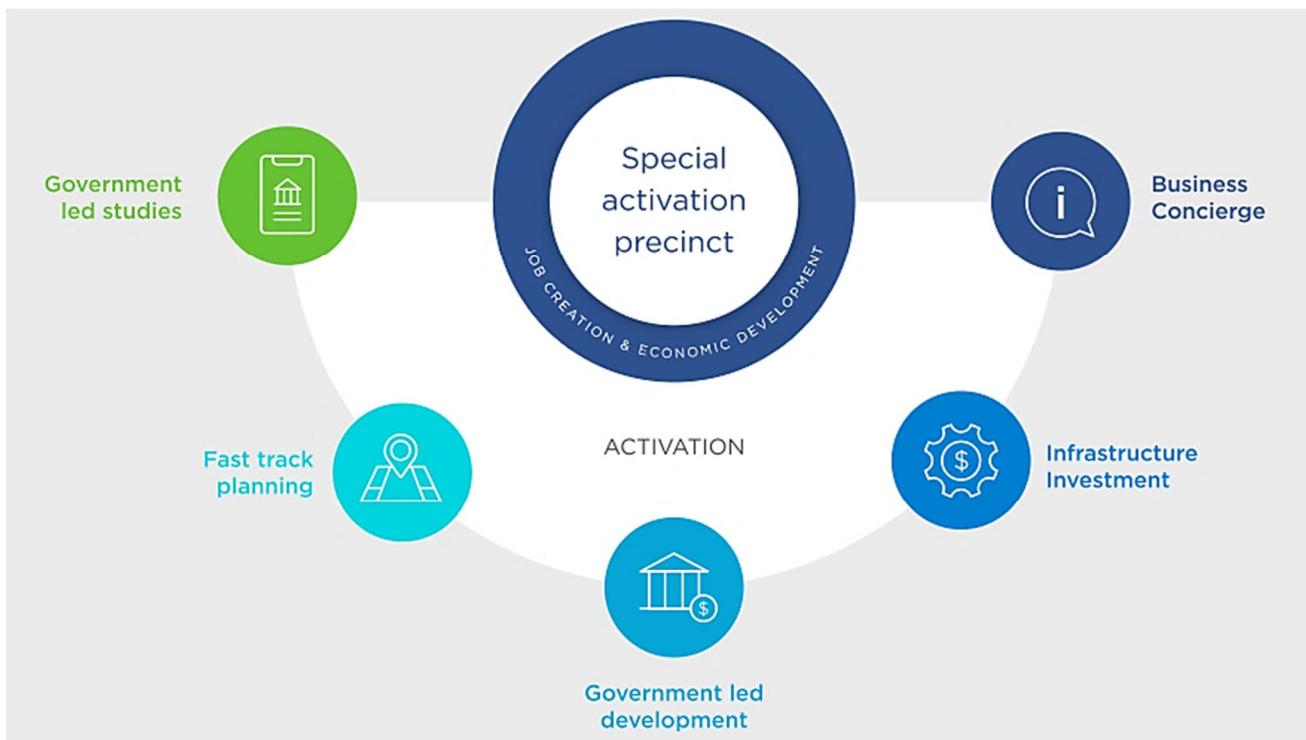


Figure 1.1 The five core components of a SAP (NSW Government, 2019)

Wagga Wagga was chosen because it is the largest inland regional city in NSW, a major freight and logistics hub due to its major rail and road connections, and a significant food and agricultural region. The Wagga Wagga SAP would build on existing and already-planned private and government investments within Wagga Wagga, such as the Inland Rail project, Riverina Intermodal Freight and Logistics (RiFL) Hub, Bomen Business Park. The Inland Rail project would work in conjunction with the RiFL Hub to facilitate the transfer of freight containers between road and rail. The Bomen Business Park supports a variety of existing businesses focused around freight and logistics and agribusiness. The Wagga Wagga SAP will lead to investment in common-use infrastructure, including roads infrastructure, water, electricity, telecommunication, gas systems and services, high speed internet and data connections and facilities, and other possible infrastructure or services. Therefore, by capitalising on these developments and encouraging development of supporting infrastructure, the Wagga Wagga SAP has the ability to create a world-class business precinct with a focus on freight and logistics, advanced manufacturing, recycling and renewable energy.

1.2 STUDY AREA

1.2.1 REGIONAL AND LOCAL CONTEXT

Wagga Wagga local government area (LGA) is located approximately 455 kilometres south west of Sydney, in the Riverina Murray region. The City of Wagga Wagga is the major centre in the region with other key centres including Albury and Griffith. The main villages in the LGA include Tarcutta, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Collingullie and Uranquinty.

The Riverina Murray Regional Plan 2036 identifies Bomen Business Park as a significant contributor to jobs and economic growth in the region, and highlights the need to protect industrial areas from potential land use conflicts. The Regional Plan identifies that Wagga Wagga and its surround is:

- the largest inland regional city in NSW with a population of approximately 64,820 people (Macroplan analysis, 2019)
- a major freight and logistics hub, with identified growth potential linked to its strategic location between major ports in Sydney and Melbourne, and increased agricultural production capacity
- a provider of services to the wider region of 185,000 people through its hospital and education institutes, including Charles Sturt University and Riverina TAFE
- an identified location for the establishment of a business environment that is conducive to innovation and advances in technology.

The establishment of a Wagga Wagga SAP is consistent with the City of Wagga Wagga's vision and strategic planning for the locality.

1.2.2 WAGGA WAGGA SAP INVESTIGATION AREA

The Wagga Wagga SAP Investigation Area, including Bomen Business Park, is located north west of Wagga Wagga. It covers an area of approximately 4,180 hectares, with Bomen Business Park being some 600–750 hectares of this. It is strategically located to connect with Sydney, Melbourne and Brisbane via road, rail and air.

Bomen Business Park is located approximately 10 kilometres north east of Wagga Wagga Central Business District, bordering the Main Southern Railway between Olympic Highway and Byrnes Road. The area is serviced by several major roads, including Bomen Road which connects the area to Brisbane and Melbourne.

The existing primary industries in Wagga Wagga are focussed around freight and logistics, and agribusiness. Wagga Wagga's strategic location within Regional NSW provides the opportunity to capitalise on these industries, along with the potential to expand into warehousing, advanced manufacturing and renewable energy.

Bomen Business Park supports a variety of businesses including food manufacturing industries, an abattoir, chemical manufacturing, a canola crushing and oil refinery, manufacturing industries, equipment, lead and battery recycling, and Council's Livestock Marketing Centre.



Figure 1.2 Investigation area of Wagga Wagga SAP

1.2.3 INDIGENOUS CONTEXT

The Wagga Wagga LGA lies within the heart of southern Wiradjuri country. The Wiradjuri people were the original custodians of the land, and land beyond it. The Wiradjuri are the largest Aboriginal group in New South Wales, occupying a vast area on the plains running north and south to the west of the Blue Mountains. The area the Wiradjuri occupied was known as the land of the three rivers (Macquarie, Lachlan and Murrumbidgee).

The name Wagga Wagga is derived from the Aboriginal dialect used by the Wiradjuri people and means 'the place of many crows' (Community Strategic Plan 2040, 2016).

Wagga Wagga City Council is committed to showcasing the cultural heritage of the Wiradjuri people and working in partnership to provide opportunities for Aboriginal people to improve Aboriginal education options and to bridge the gap between non-Aboriginal and Aboriginal employment rates (Community Strategic Plan 2040, 2016).

This is supported by the Riverina Murray Regional Plan that aims to enhance the economic self-determination of Aboriginal communities by creating opportunities, increasing the Aboriginal community's capacity, providing choice, and empowering Aboriginal people to exercise their choice along with the tools to take responsibility for their own future. In addition, the plan highlights there is opportunity to review the landholdings of Local Aboriginal Councils to benefit the local community which 'would allow Aboriginal people to gain economic benefit from their land and provide opportunities for independence' (Riverina Murray Regional Plan, 2017).

1.3 PURPOSE OF THIS REPORT

This report provides a baseline review and first round engagement summary to feed into the Community and Social Infrastructure Needs Assessment for the Wagga Wagga SAP. For the Community and Social Infrastructure Assessment, the study area is the Wagga Wagga Local Government Area (LGA) and surrounding towns where necessary and as outlined.

The Community and Social Infrastructure Needs Assessment will consider the City of Wagga Wagga and the wider region's current and future capacity to accommodate population growth and job creation through the development of the Wagga Wagga SAP. This will ensure that the precinct and region can appropriately manage the increased demand for community facilities and services.

1.4 STRUCTURE OF THIS REPORT

This report provides the baseline assessment of community and social infrastructure for the Wagga Wagga SAP. Below is a summary of each of the chapters.

- Chapter 2 – provides an overview of the methodology used for the assessment and limitations of the study.
- Chapter 3 – provides a summary of the local demographic and economic profile.
- Chapter 4 – provides an overview of the strategic planning context and significant local projects.
- Chapter 5 – provides a detailed summary of existing community and social infrastructure.
- Chapter 6 – provides a summary of the stakeholder engagement undertaken and key findings.
- Chapter 7 – provides information on benchmarks and standards to be used in the CSIA and the current facilities against them.
- Chapter 8 – provides findings and implications for consideration and input into the vision process.

2 METHODOLOGY

The methodology for this baseline review for the CSIA is outline in Table 2.1 below.

Table 2.1 Methodology

ACTIVITY	TASKS
Desktop review	<ul style="list-style-type: none"> — Review of existing plans — Baseline socio-economic profile — Desktop audit of community and social infrastructure — Prepare GIS mapping of community and social infrastructure — Identification of key projects in the area that will influence the CSIA.
Targeted engagement	<ul style="list-style-type: none"> — Develop stakeholder engagement plan — Develop interview template — Undertake two days of face to face interviews with Council and local community and social services and organisations in Wagga Wagga — Undertake one day of follow up engagement via phone and skype interviews — Identification of community values, development needs, strengths and opportunities and future provisions.
Baseline analysis	<ul style="list-style-type: none"> — Review and analyse interview notes — Review strategic planning context — Review population forecasts against baseline data and identify thresholds, gaps, needs and opportunities — Review baseline data to identify key assessment criteria and standards for provision.
Summary report	<ul style="list-style-type: none"> — Provide detailed Baseline Analysis Summary Report — Provide spatial information to feed into the base master plan.

2.1 LIMITATIONS AND ASSUMPTIONS

- Baseline population, age profile and population forecast relies on figures provided through the Baseline Assessment work undertaken in Technical Study H by Macroplan.
- Other demographic data used is taken from the ABS Census, 2016, obtained via desktop research.
- This assessment considered education services predominately provided by or delivered in partnership with Council and government. In some instances, it is possible that local communities access services such as child care through private home care providers and these may not have been identified.
- Stakeholders consulted in Round One were identified in consultation with Wagga Wagga City Council.
- Stakeholder consultation was carried out early in the project and some stakeholders were unable to meet during the first round of consultation. These stakeholders will be kept as top priority for round two as required and with due consideration of outcomes from the forthcoming Enquiry by Design workshop. The business survey that was prepared for distribution by DPIE for businesses within Bomen Business Park was not able to be distributed in the required timeframe for inclusion with his report. Notes are therefore sourced from other consultants and DPIE representatives who attended face to face interviews with businesses on 15 and 16 July 2019. Business opportunities and constraints related to the community and social infrastructure issues have, in most cases, therefore not been captured as it was not the focus for other studies. Every effort will be made to connect with businesses in the next round of stakeholder engagement in late August.

3 LOCAL CONTEXT

3.1 DEMOGRAPHIC PROFILE

3.1.1 OVERVIEW

The Wagga Wagga LGA is the ninth fastest growing inland city in Australia and is the regional centre for the Riverina and South West Slopes regions of New South Wales (NSW). It is governed by Wagga Wagga City Council and is the largest inland regional city in NSW servicing the surrounding settlements of Junee, Coolamon, Narrandera and Lockhart with a total population of over 185,000 people (Riverina Murray Regional Plan, 2017). The Murrumbidgee River, as part of the Murray-Darling System, flows through the area with the Wagga Wagga township situated on the south bank and North Wagga Wagga enclosed on the Northern flood plain.

The city's vision for the future is to be a thriving, innovative, connected and inclusive community on the Murrumbidgee River, rich in opportunity, choice, learning and environment as a place where paths cross and people meet (Community Strategic Plan 2040, 2016). Economically, the city aspires for diversity of industry, encourage of innovation and entrepreneurship, enable technology, small business, freight and logistics, tourism, active hubs and retail options (Community Strategic Plan 2040, 2016). Wagga Wagga LGA is a growing major support township for people from the Riverina and southwestern NSW for commercial, business and retail use. The area is governed by Wagga Wagga City Council.

The total population of Wagga Wagga LGA was 64,820 in 2018 (Macroplan analysis, 2019). The population density of Wagga Wagga LGA in 2018 was 0.13 persons per hectare. The area has a relatively higher Aboriginal and Torres Strait Islander population (5.6%) than the NSW average of 2.9% (ABS, 2016).

Population growth across the LGA is anticipated to steadily increase to reach a total estimated population of 80,546 by 2040 (Macroplan analysis, 2019).

3.1.2 POPULATION AND DEMOGRAPHICS

3.1.2.1 AGE PROFILE

The age profile for Wagga Wagga LGA in 2018 shows an ageing population, with a higher proportion in the younger working age groups, and somewhat stable population growth in the younger age groups. The working population (15–64 years) represents 64.36% of the population, compared to the national average of 65.5%. Children (0–14 years) represent 20.67% of the population in Wagga Wagga LGA, compared to the national average of 18.8%. People aged 65 years and over represent 14.98% of the population in Wagga Wagga, less than the national average of 15.7%.

Figure 3.1 outlines the age groups and estimated percentage of population for Wagga Wagga LGA in 2018 (Macroplan analysis, 2019).

Age profile for Wagga Wagga 2018 (ABS)

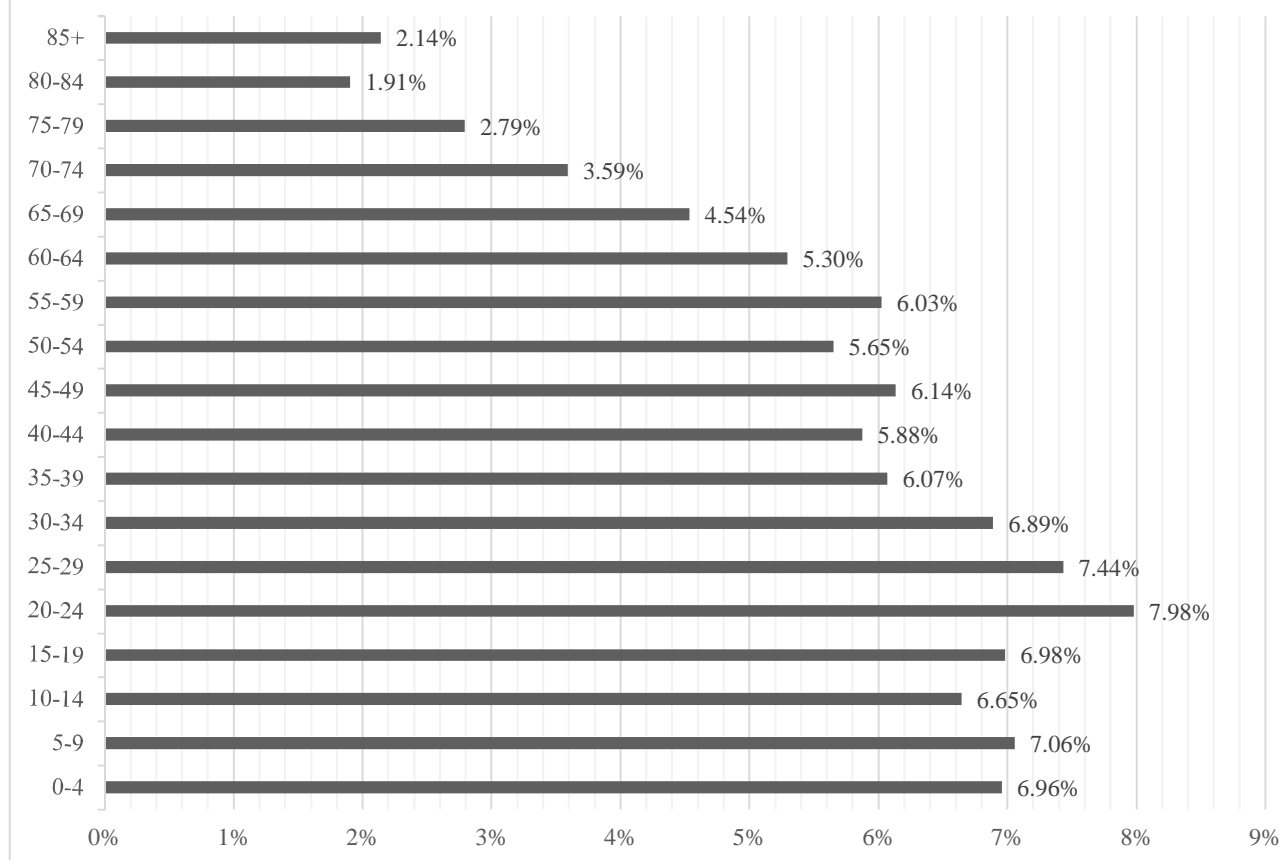


Figure 3.1 Wagga Wagga estimated resident population by age group

3.1.2.2 HOUSING AND FAMILIES

Housing in Wagga Wagga LGA comprised of 26,096 private dwellings. Of these, 89.8% were occupied. Private dwellings comprised of 84.9% separate houses, 12.2% semi-detached, 19.9% flats or apartments and 0.9% identified as other. Wagga Wagga LGA has a rate of 32.3% owned outright with a mortgage homes and 31.8% of rental properties (ABS, 2016).

The median property valuation was \$336,407 in 2016. This is lower than the regional state median of \$415,366 and of the wider state median of \$639,193 for the same year. The average price of a three-bedroom house in Wagga Wagga LGA in 2019 is \$400,000. The current (2019) median rent for a three-bedroom house is \$340 per week. (Real Estate, 2019).

Mortgage and rental stress is defined as any household paying 30% of more of its imputable income on rent or mortgage repayments. Approximately 4.9% of households within Wagga Wagga LGA report experiencing mortgage stress, with a 11.0% of households reporting experiencing rental stress. This compares to 7.5% and 12.9% of NSW residents more generally, experiencing mortgage and rental stress respectively.

The average number of people per household recorded in the census was 2.5 people. Of the families in Wagga Wagga LGA, 45.7% were couple families with children and 36.6% were couple families without children (ABS, 2018). Of the dwellings, 36.3% owned one car and 34.1% owned two cars, with private car travel (71.5%) being the primary method of travel to work. The majority of people are regular drivers with only 16% using public transport to travel to work.

At the 2016 ABS Census, 52.4% of the Wagga Wagga LGA's population were at the same address as they were five years ago. Of the population in 2016, 49.9% of people did not change address, while 40.0% moved from elsewhere in Australia and 3.2% moved within Australia to the Wagga Wagga LGA.

3.1.3 *INDIGENOUS PROFILE*

Aboriginal and/or Torres Strait Islander people represented 5.6% of the population in 2016 Census. There were 3,508 Aboriginal and Torres Strait Islander people, 47.5% male and 52.5% female, living in approximately 1,561 dwellings in 2016 (ABS, 2016). This percentage (5.6%) is higher than the NSW average of 2.9%.

Of this population, 97% were Aboriginal in 2016 (ABS, 2016). The median age within the Aboriginal community was 20 years in comparison to the non-Aboriginal community in Wagga Wagga LGA which was 35 years in 2016 (ABS, 2016). A high portion of the population (45%) is under the age of 18 years old which is significantly higher to the non-Aboriginal population in the same age group (23%). There was an average of 3.0 residents per household in comparison to 2.5 residing in non-Aboriginal households.

The median income of individual Aboriginal persons in Wagga Wagga LGA was \$482 a week which is less than the average personal income in the Wagga Wagga LGA of \$696 per week. It is reported that median income gap had closed by 1% since 2011 (NSW Government, 2017).

56% of the Aboriginal population in Wagga Wagga LGA are employed, compared to 68% of non-Aboriginal adults in the area (NSW Government, 2017). Furthermore, 15% of the Aboriginal population were unemployed which is significantly higher to the 5% of non-Aboriginal people in the LGA.

3.1.4 *CULTURE AND LANGUAGE*

Approximately 84.1% of the population was born in Australia, and 87.8% speak only English at home (ABS, 2016).

Wagga Wagga LGA has a significantly smaller proportion of households who speak a language other than English in comparison to the rest of NSW, 7.6% of households in comparison to 26.5% in NSW.

The 2016 Census reported the following other main languages used by households as being:

- Malayalam (0.6%)
- Mandarin (0.5%)
- Arabic (0.5%)
- Tagalog (0.3%)
- Filipino (0.3%).

Across Wagga Wagga LGA, England, India, New Zealand, Philippines and China were the most common countries of birth outside of Australia (ABS, 2018).

3.1.5 *INCOME AND DISADVANTAGE*

Socio-Economic Indexes for Areas (SEIFA) is an ABS product that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census of Population and Housing. SEIFA is a group of 4 indexes, which are used to rank areas broadly by their level of advantage or disadvantage. It consists of 4 measures:

- Index of Relative Socio-Economic Advantage-Disadvantage
- Index of Relative Socio-Economic Disadvantage
- Index of Education and Occupation
- Index of Economic Resources.

In 2016, Wagga Wagga rated 995 on the Index of Disadvantage, close to NSW's average of 1,001, and higher than regional NSW (971).

As presented in Table 3.1 below, Wagga Wagga LGA sits in the 64th percentile in Australia and 68th percentile in NSW.

Table 3.1 Relative socioeconomic disadvantage, ABS 2016

	DISADVANTAGE				
	Score	Rank with Australia	Percentile rank in Australia	Rank within NSW	Percentile rank in NSW
Wagga Wagga LGA	995	344	64	88	68

Figure 3.2 shows the distribution of relative disadvantage in Wagga Wagga and surrounds.

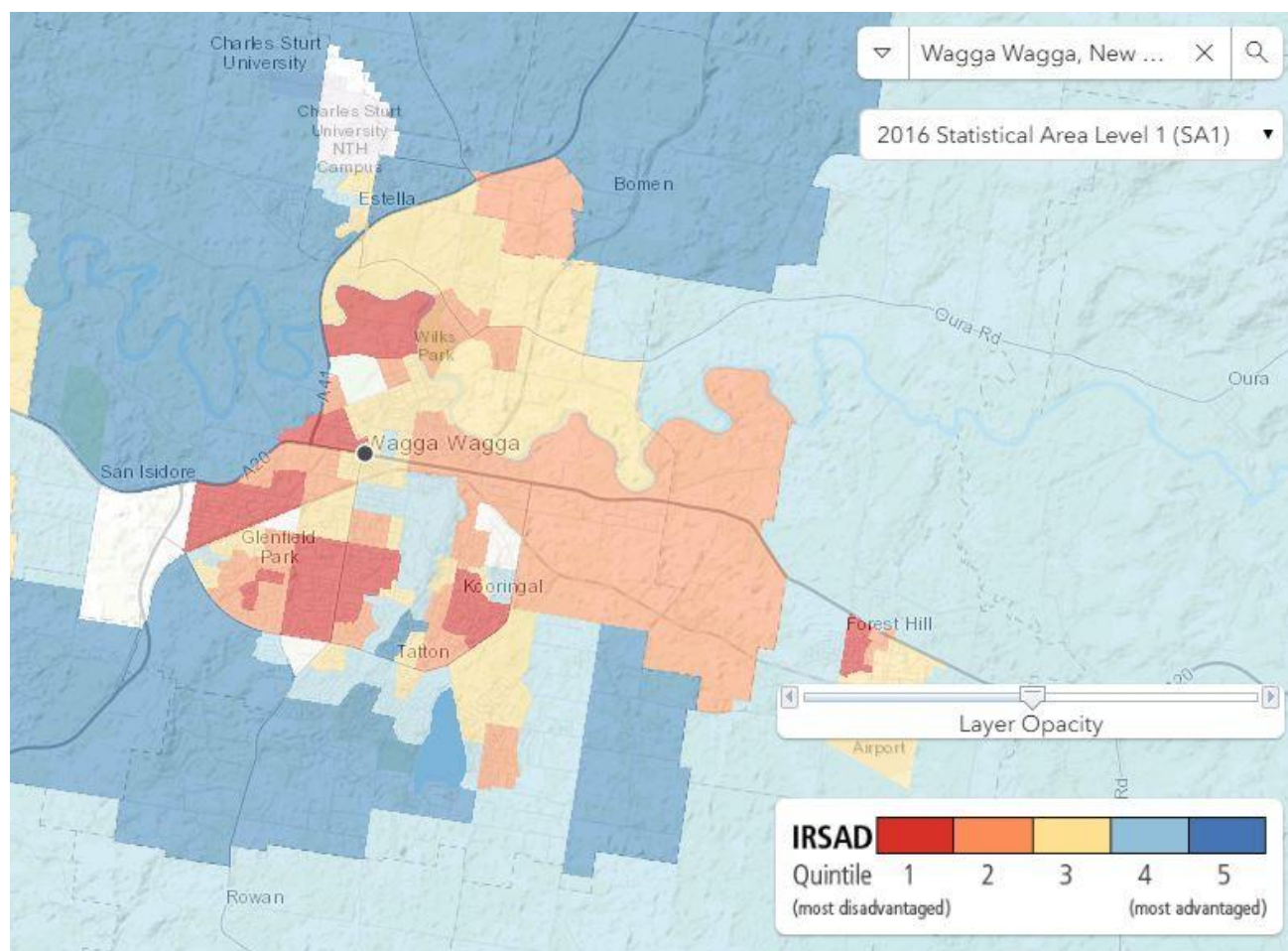


Figure 3.2 Distribution of the Index of Relative Socioeconomic Advantage and Disadvantage (IRSAD) SEIFA scores

The national minimum wage in 2016 was set at A\$656.90 per week by the Fair Work Commission. In 2016, 20.1% of households in Wagga Wagga LGA earned less than \$650 per week (ABS, 2016). This proportion of population below the minimum wage is higher than the NSW average of 19.7% of households.

In 2016, 4.9% were in social housing in Wagga Wagga LGA, compared to the Regional NSW average of 4.2% in social housing (ABC, 2016). It was estimated that 107 people were identified as homeless in the entire Wagga Wagga region in 2016 (ABS, 2016).

In 2016, 4.9% of the Wagga Wagga City population (or 3,038 people) required help in their day-to-day lives due to disability. This is less than the proportion of those in regional NSW requiring assistance which was 6.3%. Between 2011 and 2016 there was an increase in need for assistance across the age groups (ABS, 2016).

3.1.6 COMMUNITY PARTICIPATION

In 2016, 21.9% of Wagga Wagga LGA reported as participating in volunteer work. This is higher than the NSW average of 18.1% and the Australian average of 19%. This suggests that residents of Wagga Wagga LGA are more likely to actively participate and be engaged in their local community.

3.1.7 EDUCATION

Within the Wagga Wagga LGA, there is a small proportion of the population who have completed a Bachelor degree or above, less than the NSW average. Certificate III is the most common level of schooling completion in Wagga Wagga LGA at 16.3%. Table 3.2 outlines the level of education attained in comparison to the state.

Table 3.2 Level of highest educational attainment

LEVEL OF EDUCATION	WAGGA WAGGA LGA (%)	NSW (%)
Bachelor degree and above	16.7	23.4
Advanced diploma and diploma	7.7	8.9
Certificate IV	4.0	2.8
Certificate III	16.3	12.0
Year 12	14.1	15.3
Year 11	3.9	3.3
Year 10	14.3	11.5
Certificate II	0.1	0.1
Certificate I	0.0	0.0
Year 9 or below	9.7	8.4
No educational attainment	0.4	0.9
Not stated	9.7	10.3

3.2 POPULATION PROJECTIONS

3.2.1 POPULATION GROWTH

The population of Wagga Wagga has increased steadily between 2001 and 2018 by approximately 2,000 people every 5 years. The population growth rate is projected to increase between 2020 and 2040.

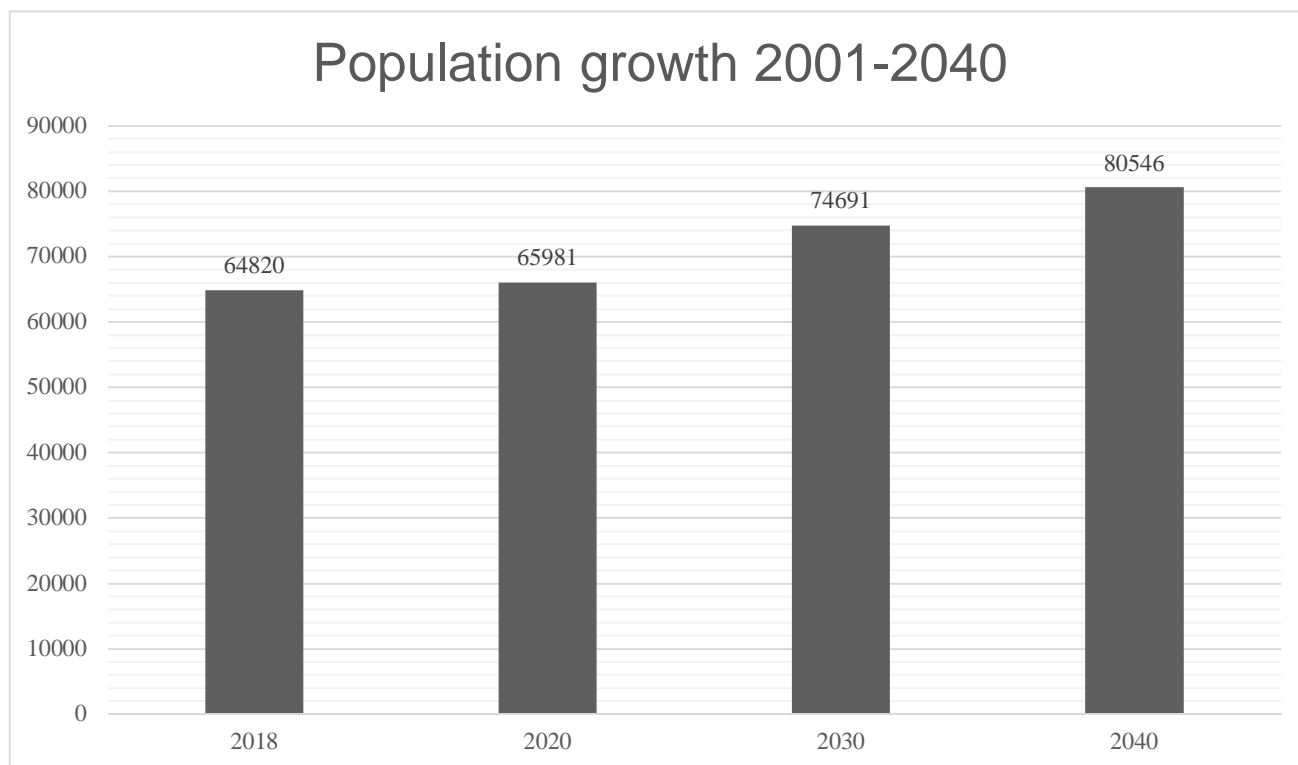


Figure 3.3 Population growth of Wagga Wagga LGA 2001-2040 (actual and projected)

The rate of increase over the last 10 years may be attributed to the increased investment in the region by the NSW Government, and the city being an important local centre that provides services and infrastructure to residents. (Riverina Murray Regional Plan, 2017).

3.2.2 POPULATION FORECAST

The population forecast for Wagga Wagga is 65,981 by 2020 and it is estimated to reach 80,546 by 2040. This is a 22.07% increase in numbers over 20 years, or 1.1% growth rate per annum.

A growth in raw number is working age population is forecast for 2020, with the projected numbers shown in the table below.

However, the proportion of people aged 15-64 years is projected to decline over the next 20 years to 2040, as show in Figure 3.4 below.

Age profile projected population growth 2018-2040

■ Age 0-4 ■ Age 5-9 ■ Age 10-14 ■ Age 15-64 ■ Age 65-74 ■ Age 75-84 ■ Age 85+

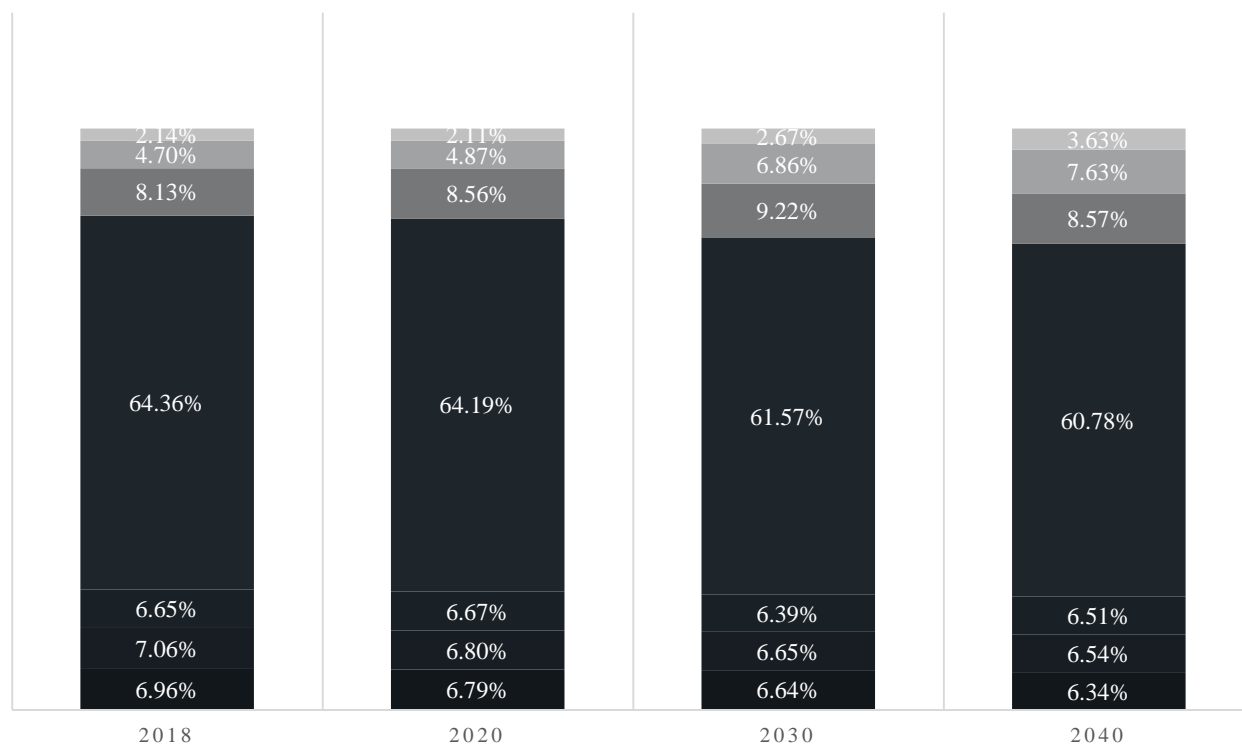


Figure 3.4 Age profile projections from 2018–2040

Between 2018 and 2040 the age structure forecasts for Wagga Wagga LGA indicate a fall in the proportion of working age population from 64.35% to 60.78% of population. With the younger age cohorts remaining relatively stable, the population projection indicates an ageing population with an increase in the proportion of those aged over 65 years from 14.98% in 2018 to 19.83% in 2040.

3.2.3 POPULATION TRENDS

The main driver of population growth in Wagga Wagga LGA is migration from surrounding LGAs, metropolitan Sydney and overseas. Conversely, the flows away from Wagga Wagga were largest towards South East Queensland and greater Melbourne.

According to the information on .id population, the importance of Wagga Wagga as a destination for both families and young adults is expected to continue through to 2040.

The growth in population in outer suburbs like Estella, Springvale, North Wagga Wagga and Forest Hill largely cater for an increase in families, while infill development in central Wagga Wagga drives household growth for young adults.

3.3 ECONOMIC PROFILE

3.3.1 LABOUR FORCE, INCOME AND EMPLOYMENT

In 2016, the average rate of labour force participation in Wagga Wagga LGA was 89.6%, with 60.7% reporting as working full-time and 28.9% as working part-time) in 2016 (ABS, 2016). This is higher than the average for NSW (88.9%) and for Australia (88.1%). The city has a diverse economy that does not rely on a single sector (Riverina Murray Regional Plan, 2017).

In 2016, the unemployment rate in the area was estimated to be 5.5% which is lower than the wider regional NSW unemployment rate of 6.6% and the state unemployment rate of 6.3% (ABS, 2016). In comparison to the national unemployment rate of 6.9%, Wagga Wagga LGA's unemployment rate was 1.4% lower in 2016 (ABS, 2016).

The median household income was \$1,354 which is slightly less than the NSW average of \$1,486 (ABS, 2016).

3.3.2 OCCUPATIONS

The occupations of people living in Wagga Wagga LGA are outlined in Table 3.3 below.

Table 3.3 Occupations of people living in Wagga Wagga LGA (ABS, 2016)

OCCUPATION	PERCENTAGE OF POPULATION IN WAGGA WAGGA	PERCENTAGE OF POPULATION IN NSW
Professionals	19.7	23.6
Technicians and Trades Workers	15.6	12.7
Community and Personal Service Workers	13.0	10.4
Clerical and Administrative Workers	12.3	13.8
Managers	12.2	13.5
Labourers	10.3	8.8
Sales Workers	10.3	9.8
Machinery Operators and Drivers	5.5%	6.1

The number of employed people in Wagga Wagga City increased by 765 people between 2011 and 2016. The largest changes were seen in:

- Community and Personal Service Workers (+616 people)
- Professionals (+361 people)
- Technicians and Trades Workers (-133 people)
- Managers (+121 people).

3.3.3 BUSINESS AND INDUSTRIES

The top industry of employment in Wagga Wagga LGA in 2016 was health care and social assistance, generating 4,707 local jobs and accounting for 15.8% of the local labour force.

Following health care and social assistance, the top industries for employment in Wagga Wagga LGA include the following:

- Retail Trade (10.9%)
- Education and Training (10.5%)
- Public Administration and Safety (10.2%) (includes Defence)

- Construction (7.9%)
- Accommodation and Food Services (7.1%)
- Manufacturing (6.7%)
- Agriculture, Forestry and Fishing (4.1%)
- Transport, Postal and Warehousing (4.1%) (profile .id, 2017).

Growth was experienced in the Health Care and Social Assistance industry, growing by over 2% between 2011 and 2016. Growth was also experienced in Agriculture, Forestry and Fishing, Construction, Professional Services and Administrative Services.

By contrast, the industries with the biggest drop in employment proportion was Wholesale Trade, Manufacturing, Retail Trade and Public Administration and Safety (profile .id, 2017).

3.3.3.1 AGRICULTURE

The agricultural sector in Wagga Wagga LGA is primarily comprised of sheep, beef cattle and the production on grain crops and employed 731 people or 2.4% of the population. In 2015/2016, the total value of agricultural outputs in Wagga Wagga LGA was \$234 million. The largest commodity produced was cereal crops, which accounted for 43.2% or \$101 million of Wagga Wagga LGA's total agricultural output in value terms.

Table 3.4 Agricultural GRP contributions (2015/16)

COMMODITY	2015/16 \$ VALUES	% OF TOTAL	WAGGA WAGGA LGA AS % OF NEW SOUTH WALES
Cereal crops	100,886,230	43.2	2.3
Livestock slaughters	50,051,861	21.4	1.1
Other broadacre crops	41,910,159	17.9	1.1
Wool	21,340,668	9.1	2.3
Crops for hay	12,726,463	5.4	3.9
Milk	4,050,365	5.4	2.3
Nurseries & cut flowers	2,600,240	1.1	0.9
Grapes (wine and table)	92,749	0.0	0.0
Eggs	2,874	0.0	0.0
Agriculture – total value	233,661,608	100	1.8

3.3.3.2 TOURISM AND HOSPITALITY

The tourism and hospitality industry in Wagga Wagga LGA generated \$388.3 million in 2017/2018. The industry employed 1,960, with 40.0% employed in full-time positions and 60.3% employed in part-time positions in 2016.

On average, there are more than 860,000 day visitors to the area per year as Wagga Wagga LGA hosts more than 650 sporting, cultural, business and music events throughout the year (City of Wagga Wagga, 2018). It is estimated more than 1.3 million people visit Wagga Wagga LGA annually (City of Wagga Wagga, 2018). There are more than 1,420 regular weekly passenger transport flights from Sydney and Melbourne, and 222,000 annual passengers.

At the end of 2016, there were approximately 860 rooms across a range of motels, hotels and services apartments at establishments with 15 rooms or more (Destination NSW, 2017).

3.3.3.3 HEALTHCARE AND SOCIAL ASSISTANCE

The healthcare and social assistance sector in Wagga Wagga LGA employed the highest amount of people with 16.4% or 5,009 people in 2016 (ABS, 2016). Of these people, the majority (4.9%) were employed in hospitals, followed by other social assistant services (2.4%) and residential services (2.3%).

3.3.3.4 PUBLIC ADMINISTRATION AND SAFETY

Wagga Wagga LGA is regarded as a major defence base employed 11.9% or 3,632 people in 2016 by the Department of Defence (ABS, 2016). The area houses two establishments including the Army Recruit Training Centre Kapooka and the Royal Australian Air Force (RAAF) Base Wagga. Wagga Wagga LGA further accommodates some Navy personnel who undertake technical training and the RAAF Base.

3.3.3.5 RETAIL TRADE

Wagga Wagga township is a major support hub for the surrounding townships in the Riverina-Murray regions for retail trade with nine shopping centres in the LGA. The sector employed 11% or 3,375 people in 2016 and generated \$365.3 million in 2017/2018 (profile .id, 2017). Store-based retailing were the primary contributors to this total accounting for 3.8% or \$200.7 million.

3.3.3.6 EDUCATION AND TRAINING

In 2016, the fourth largest employer in the area was the education and training sector that employed 10.5% or 3,198 people in Wagga Wagga LGA (ABS, 2016). Majority of those employed in the sector worked in school education (5.1%) and tertiary education (4.1%).

4 STRATEGIC PLANNING CONTEXT

4.1 STATE PLANNING DOCUMENTS

4.1.1 STATE INFRASTRUCTURE STRATEGY 2018-2038

New South Wales' State Infrastructure Strategy (SIS) provides an overview of the current state of NSW's infrastructure and the needs and priorities for infrastructure over the next 20 years. The SIS assesses infrastructure problems and solutions, and provides recommendations to best grow the State's economy, enhance productivity and improve living standards for the NSW community.

It states that over the next 40 years, NSW will face a series of structural challenges, including population growth, an ageing population, a fast-growing population and changes to the State's industries and economy.

Wagga Wagga is identified as a Regional city hub (see Figure 4.1), that is connected to many other centres and markets through key freight and service exchange routes. Communities will grow around a hub-and-spoke network of economic regions, linked by key freight and service routes to markets and suppliers in major cities. They will focus on their competitive advantage in agriculture, mining, primary resource manufacturing and the visitor economy.

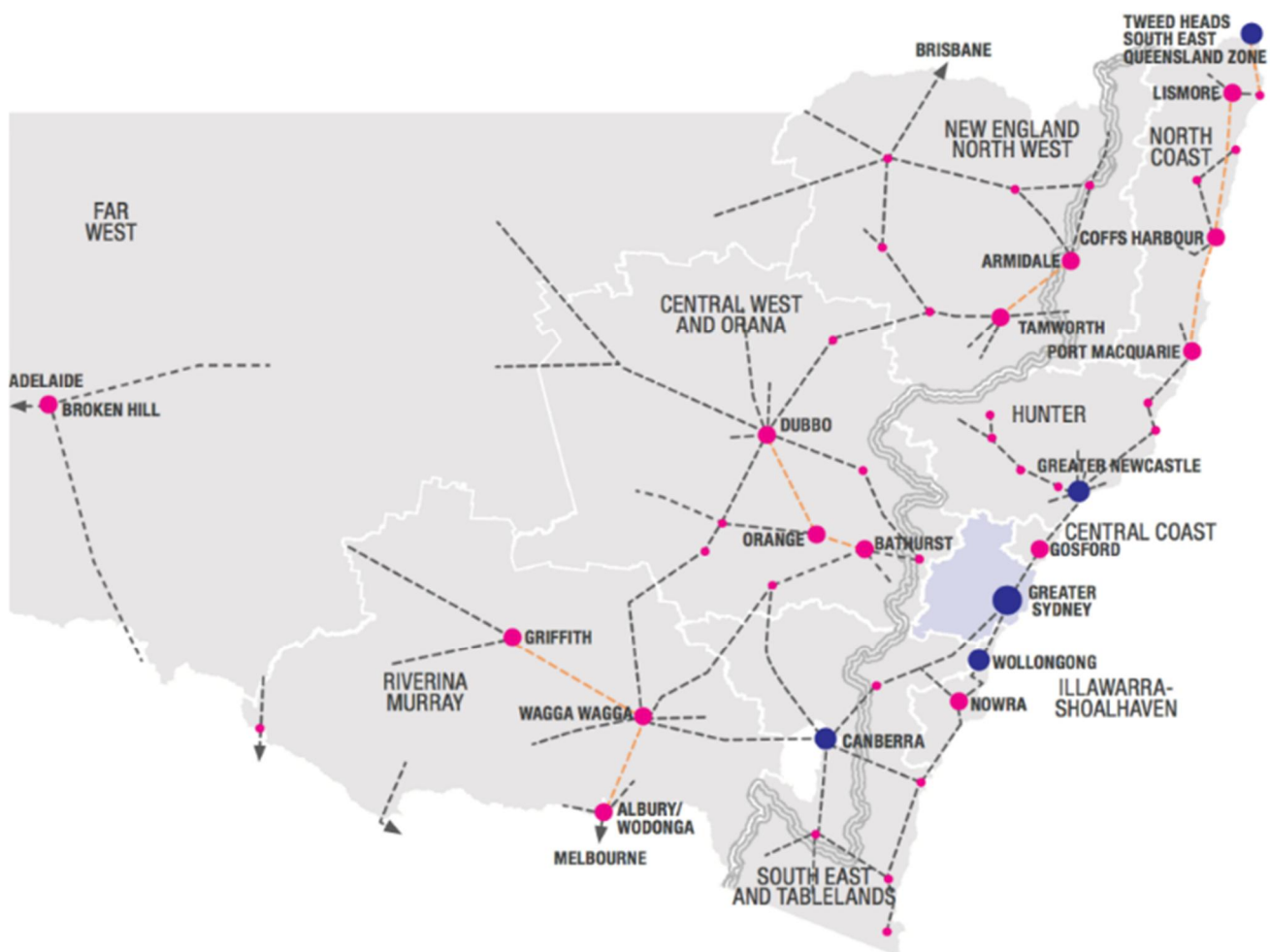


Figure 4.1 Regional NSW overview, State Infrastructure Strategy

The infrastructure response to enable the growth of regional centres that are relevant to the CSIA are:

- upgrade hospitals and other social infrastructure in regional hubs, including social housing
- provide additional and improved cultural infrastructure and attractions
- support regional hubs to act as effective centres serving their surrounding regional populations.

The Strategy also outlines policy and investment options across key infrastructure sectors, including the relevant recommendations for this report:

- Health
 - continue the high-level of investment in fit-for-purpose health infrastructure over the 10-year period from 2018 to 2028
 - increase investment in walking and cycling infrastructure and parks and open spaces as part of the ongoing integration of health into land use planning and transport strategies.
- Education
 - a range of recommendations to ensure capacity and quality of education throughout NSW
 - TAFE delivering training services across NSW, including regional NSW and to people facing disadvantage.
- Justice
 - assessment of condition and capacity and identification of co-location opportunities
 - address court capacity in key locations in regional NSW.
- Culture, Sport and Tourism
 - deliver regional sports infrastructure programs
 - plan and invest in new major tourism products and infrastructure/programs.

4.1.2 REGIONAL NSW SERVICES AND INFRASTRUCTURE PLAN (FUTURE TRANSPORT 2056)

Future Transport 2056 comprises an overarching strategy and a suite of supporting plans. It sits alongside the State Infrastructure Strategy and the Riverina Murray Regional Plan. The Strategy is a vision for how transport can support growth and the economy of New South Wales over the next 40 years. It contains six outcomes to guide investment, policy and reform and service provision. They are:

- consumer focused
- successful places
- a strong economy
- safety and performance
- accessible services
- sustainable.

In the Strategy, NSW is allocated into regions. Wagga Wagga falls into the Riverina Murray Region. Key initiatives outlined for the Riverina Murray region are:

- upgrade of Sturt Highway and Kidman Way
- seamless cross-border travel to Victoria
- rail and road connections to Inland Rail.

4.1.3 RIVERINA MURRAY REGIONAL PLAN 2036

The Riverina Murray Regional Plan establishes a framework to grow the region's cities and local centres, supports the protection of high-value environmental assets and focusses on developing a strong, diverse and competitive economy. The Plan guides the NSW Government's land use planning priorities and decision making for the next 20 years, and sets the priorities and directions for the region.

The vision for the Riverina Murray Region is that it will be:

"A diversified economy founded on Australia's food bowl, iconic waterways and a network of vibrant connected communities."

To achieve this vision the NSW Government has acknowledged the important role of this region's centres and their relationship to, and export potential with, Melbourne and Victoria and set the following goals:

- a growing and diverse economy
- a healthy environment with pristine waterways
- efficient transport and infrastructure networks
- strong, connected and health communities.

Wagga Wagga is identified in the Plan as being the largest inland regional city in NSW, being the largest retail, commercial, administrative and population centre in the Riverina Murray, servicing the surrounding settlements in a catchment of 185,000 people. Wagga Wagga provides health and educational services to the broader region through the hospital, Charles Sturt University and TAFE Riverina.

Key priorities for Wagga Wagga identified in the Plan are:

- establish an environment conducive to entrepreneurship and start-up businesses, with the aim of inspiring innovation and advances in technology
- support industrial land development, including at Bomen Business Park in Wagga Wagga
- support the delivery of residential release areas in the council's proposed local plan review and increase the range of housing options in existing urban areas
- support the establishment of health precincts around Wagga Wagga Rural Referral Hospital
- facilitate a greater share of the national freight activity by improving and developing the city's road, rail and air connections to Australia's major cities and sea ports
- contribute to a sustainable environment for future generations through proactive waste management and responsible sustainable practices.

Key infrastructure investments outlined in the plan that are of relevance to the CSIA are:

- \$270 million for the Wagga Wagga Rural Referral Hospital Redevelopment
- \$19.5 million for the Wagga Wagga courthouse upgrade.

4.2 LOCAL PLANNING DOCUMENTS

4.2.1 COMMUNITY STRATEGIC PLAN 2040 – WAGGA VIEW

The Wagga View, Community Strategic Plan sits above all other Wagga Wagga City Council plans and policies in the planning hierarchy. The purpose of the plan is to identify the community's main priorities and aspirations for the future and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to them.

The Plan states that in 2040, Wagga Wagga will be:

A thriving, innovative, connected and inclusive community on the Murrumbidgee. Rich in opportunity, choice, learning and environment, Wagga is a place where paths cross and people meet.

The community vision is supported by the following guiding principles that were chosen by the community to be used as principles for planning of their future:

- thriving
- innovative
- connected
- inclusive.

The following five strategic directions for Wagga Wagga were identified following engagement with the community:

- community leadership and collaboration
- safety and health
- growing economy
- our identity and sense of place
- our environment.

4.2.2 COMBINED DELIVERY PROGRAM AND OPERATIONAL PLAN 2018/19

Wagga Wagga City Council's Delivery Program is Council's four-year statement of commitment to the community from the elected Council. It details the specific strategies that Council will implement to help achieve the community's priorities and goals as set out in the Community Strategic Plan.

The Operational Plan is reviewed and developed yearly. It details the specific actions, projects and programs Council will undertake under each of the strategies outlined in the Delivery Program. The Operational Plan also allocates responsibility and provides a detailed budget for each year.

4.2.3 WAGGA WAGGA SPATIAL PLAN 2013–2043

The Wagga Wagga Spatial Plan provides clear strategic indicators for the development of Wagga Wagga over the next 30 years and beyond. It is the key strategic planning document for directing and managing urban growth and change. It provides the framework to guide planning and land use outcomes for the LGA to 2043.

The Plan is based on community aspirations and detailed planning analysis, providing a context within which neighbourhood and district planning policies can be set. It maps a course of short, medium and long term actions to support the strategic approach to the key development issues and implications that have geographical, physical or spatial implications.

It lays out goals and directions for the community as follows.

GOALS

- We have opportunities and places for connection.
- We are a community that is informed and involved in decisions impacting us.
- We live in a safe community
- We look after and enhance our natural environment.
- We are happy with our standard of living.
- Our community grows.
- We plan for resilient and sustainable built environments.

DIRECTIONS

- We use sports, recreation, arts and leisure as ways of staying connected.
- We protect our heritage to keep what was.
- We have a variety of transport options.
- We are provided the opportunity to be involved with decisions impacting us.
- We improve the quality of our environment.

- We plan for a growing community.
- We maintain our current and future infrastructure.
- Arrangements are in place to respond to and recover from natural disasters.
- We have access to affordable housing options.
- There is growing business investment in our community

4.2.4 *WAGGA CRIME PREVENTION PLAN 2021*

The Wagga Wagga Crime Prevention plan provides direction to ensure Council is developing a liveable city which is safe, thriving, connected, innovative and inclusive. It is guided by the Vision and Guiding Principles in the Wagga View, Community Strategic Plan 2040, and applies these in the context of crime prevention.

The Plan focuses on three types of crime:

- domestic assault
- theft
- malicious property damage.

At the time of publishing, major areas for crime were in the central and south areas of the Wagga Wagga township. A relatively high proportion of crimes was undertaken by young people (aged 10–29).

The three priority areas identified in the document are:

- safety in the home
- safety in public places
- youth engagement.

4.2.5 *ASSET MANAGEMENT PLAN 2017/18 - RECREATIONAL ASSETS*

The Asset Management Plan provides tools to assist Council's decision making on infrastructure funding needs, the impacts of budget decisions into the future and the resourcing requirements needed to meet agreed levels of service delivery. They are produced for Transport, Recreational, Buildings, Stormwater and Sewer assets. Of relevance for this baseline assessment is the Recreation Assets Asset Management Plan.

This Plan sets out the level of service Wagga Wagga City Council provides the community in relation to recreational assets. It uses financial information and technical asset data compared with the service levels to identify funding shortfalls associated with managing the assets (including fences, irrigation systems, lighting, park accessories, public art, shelters and sporting equipment).

Wagga Wagga City Council manages assets on behalf of the community worth in excess of one billion dollars. The challenge is there are limited finances and assets are ageing, requiring replacement and there is continuous demand for new and enhanced services.

Wagga Wagga City Council will continue to:

- maintain, renew and upgrade recreational assets to meet service levels set by annual budgets
- deliver the current level of maintenance across the recreational infrastructure network, and
- prioritise the renewal of existing recreational assets based on condition data and the budgets in the Long Term Financial Plan.

4.2.6 *ASSET MANAGEMENT PLAN 2017/18 - BUILDINGS ASSETS*

This Asset Management Plan sets out the level of service the Wagga Wagga City Council provides the community in relation to the buildings network.

The plan covers the building network. These assets enable people to hold community meetings, access services, run community markets and a wide range of community interest groups. They also are used to support Council's operations.

These community buildings include rural fire sheds, community halls, sports grounds facilities, the civic centre, cultural, buildings, storage sheds, operational buildings and public toilets.

Council will continue to:

- maintain, renew and upgrade buildings to meet service levels set by annual budgets
- deliver the current level of maintenance across the buildings network, and
- prioritise the renewal of existing buildings based on condition data and the budgets in the Long Term Financial Plan.

The next important step is to develop solutions for the renewal and maintenance funding shortfalls for buildings.

4.2.7 RECREATION, OPEN SPACE AND COMMUNITY STRATEGY AND IMPLEMENTATION PLAN 2040

Wagga Wagga City Council is aiming to develop a connected, liveable city, providing strategic direction for the planning, development, management and use of community spaces over the next 20 years within the Wagga Wagga LGA.

The Plan identifies the key community infrastructure that will be required to meet the anticipated growth within the city and responds to the community's needs and desires as identified through community engagement activities. The Plan has been developed using a place-based approach. It is recognised that there are significant differences between and within communities in terms of the demographic characteristics, their level of need and the configuration and accessibility of services.

The Plan considers public spaces holistically across the LGA as well as in nine urban precincts and nine rural villages. Separate Action Plans have been developed for all Precincts and Villages in order to address the needs and desires of each community. Additionally, Major Project Implementation Plans have been developed to identify the required major projects and actions that impact on the broader city.

From extensive community consultation and consideration of best practice, five key themes emerged as strategic priorities for the city.

- Increase the activation of public spaces – Providing appropriate infrastructure, public spaces and community facilities will enable a wide variety of events and activities to be held.
- Improve accessibility and connection – Accessibility and connection will be improved across the city and will become a key consideration in all future developments and redevelopments of public spaces.
- Improve existing assets to maximise utilisation – Improvements in existing assets will enable better utilisation by the community. In many case these improvements will negate the need for the development of additional assets.
- Improve community health – Community infrastructure and public spaces will be designed in order to improve community health outcomes.
- Collaborate where possible – Partnerships will be sought to ensure the efficient provision of community infrastructure and public spaces.

4.2.8 GENERIC PLAN OF MANAGEMENT FOR OPEN SPACES 2008-2013

This Plan of Management is a Plan for a large number of lower profile open spaces in Wagga Wagga City Council area. These generic open spaces include Sports Grounds, Parks and General Use Lands (as categorised under the *Local Government Act 1993*).

The purpose of this Plan is to provide direction to Council on the appropriate management of these open space areas. The Plan will also communicate intended management to the community and ensure that the requirements of the Local Government Act are implemented.

The values of generic open spaces are identified as:

- Social values – promotion of exercise, passive recreation and general wellbeing. Wagga Wagga has a strong interest in sport though participation is lower than the State average.
- Recreational values – provides settings for informal recreation and pedestrian linkages.
- Natural and cultural values – retention of natural vegetation and replanting with native species. Wagga Wagga has a strong indigenous connection.
- Operational values – performing functions that are essential for the provision of basic community services, such as provision of drainage, power, and stormwater.
- Educational values – providing an opportunity for education through signage. Local schools, TAFE and Universities regularly use open space for education.

Management of open spaces in Wagga Wagga is to be consistent with the following principles:

- balance with diversity
- choice
- equity
- distribution
- access
- safety and liability
- innovation
- quality
- integration
- sustainable use
- private sector involvement.

4.2.9 PLAYGROUND STRATEGY 2016–2036

Wagga Wagga's 91 playgrounds form an important component of the open space contributing to the creation of great play spaces. This Strategy aims over the next 20 years to provide a balance between quality play spaces that provide adequate stimulation for children and services for carers, and the number of spaces that can be financially supported by Council. The Strategy articulates the plan for 10 new playgrounds to be required in land releases.

The vision for this strategy is:

“Wagga Wagga will continue to be recognised for being one of Australia's most family friendly cities through the sustainable provision and management of high quality, accessible, diverse, innovative, safe, and fun playgrounds that contribute to the developmental needs of all children. These play spaces will become community hubs that encourage interaction and community wellbeing.”

4.2.10 DISABILITY INCLUSION ACTION PLAN 2017-2021

The Disability Inclusion Action Plan (DIAP) provides a clear direction to ensure Wagga Wagga City Council is developing a liveable city which is thriving, connected, innovative and inclusive. The plan has been written to provide a list of actions Wagga Wagga City Council will deliver over the next four years within the Local Government Area to remove barriers to access and increase opportunities for inclusion of people with a disability.

The objectives of Wagga Wagga City Council's Disability Inclusion Action Plan are to:

- improve attitudes and behaviours towards people living with a disability through increasing awareness of ability and changing language to reflect the capabilities of individuals
- improve the accessibility and inclusion of community members living with disability in the City of Wagga Wagga to public spaces and places through applying universal design principles and improving connectivity
- increase meaningful employment options for individual's living with disability, including volunteer and work experience opportunities

- increase access to information regarding a range of Council services and facilities, as well as other services in the community through improved usability and availability of information.

The community identified the following top five ideas for how to improve their experience of living in Wagga Wagga.

- accessible adult change room/toilet
- inclusive play space for older individuals with disability
- create meaningful job opportunities
- provide access to the lake to enable those with disabilities to fish/go on a boat
- flexible and supportive induction and training processes.

4.3 LOCAL PLANNING AND POLICY FRAMEWORK

Wagga Wagga Local Environmental Plan (LEP) 2010 lays out the zoning of the investigation area. The area is zoned for a variety of land uses including:

- IN1 – General Industrial
- IN2 – Light Industrial
- SP2 – Infrastructure
- RU1 – Primary Production
- RU6 – Transition
- R5 – Large Lot Residential
- E2 – Environmental Conservation
- RE1 – Public Recreation.

4.4 KEY LOCAL PROJECTS

More than \$75M in major capital works projects are underway or commencing in the 2019/20 financial year, with more funding announcements expected. In addition to these projects, Council is delivering a comprehensive roads program that focuses on urban and rural roads, upgrading the city's sewer infrastructure, park upgrades and maintenance and many other projects.

4.4.1 INLAND RAIL

The Inland Rail project has received \$9.3 billion in funding from the Commonwealth Government to support the upgrade of the freight network from Brisbane to Melbourne. It is projected for completion in 2025. Wagga Wagga is recognised as an important connection for the Inland Rail project, with an intermodal freight and logistics hub planned within the Bomen Business Park.

4.4.2 RIVERINA INTERMODAL FREIGHT AND LOGISTICS HUB (RiFL)

It is proposed that the RiFL Hub will consist of:

- rail infrastructure including a master siding servicing the intermodal terminal
- installation of turnouts off the Main Southern Railway to facilitate the construction of the RiFL Hub Master Siding
- an intermodal terminal for the transfer of containers between road and rail development
- adjoining industrial land development.

4.4.3 CITY OF WAGGA WAGGA CULTURAL PLAN 2020–2030

Wagga Wagga City Council is currently developing the Wagga Wagga Cultural Plan 2020–2030, a blueprint for building a vibrant city with the facilities, infrastructure and cultural precincts to meet the needs and expectations of the community. The Cultural Plan 2020-2030 will reflect the diverse needs of the community across a number of key themes, including:

- Wiradjuri and Aboriginal culture and heritage
- community groups and volunteering
- the city's cultural venues and collections
- creative opportunities for neighbourhoods, suburbs and villages
- learning and education
- what happens in Wagga Wagga's streets, parks and open spaces.

With this plan, Wagga Wagga will be equipped to take full advantage of the support that culture and creativity provide for social connectivity, economic development, and individual personal wellbeing for the community.

4.4.4 BOLTON PARK MASTER PLAN 2019

The Master Plan lays out the path for Wagga Wagga to become a regional sports hub. The master plan covers a range of sport and recreation activities that will benefit the local community, as well as host competitions and events from around the region, state and nation.

Some of the key items included are:

- Robertson Oval: New scoreboard, lighting, grandstand, landscaped hill seating, change rooms, hospitality and corporate boxes, a second netball court, indoor cricket training facilities.
- Regional Sports Hub: Administration and training facilities.
- Jim Elphick Tennis Centre: Redevelopment of courts and new amenities.
- Geoff Lawson Oval: Expansion, field and pitch improvements.
- Bolton Park amenities: New amenities in a relocated position.
- Gymnastics facility: Relocated as part of the Sports Hub.
- Oasis Regional Aquatic Centre: 50 m indoor pool, splash park and slides.
- Car parking: Upgrade current carparks to multi-deck.
- Intergradation with PCYC: Allowing for movement between the two facilities.
- Events and conferencing: Catering for 2000+ people.
- Skate Plaza: Spaces for youth.
- Demolition of 40-year-old Bolton Park Stadium.
- Croquet: Council will continue to liaise with the club with two options. One option allows croquet to be relocated within the Bolton Park Precinct and the other allows for croquet to be relocated off site.

4.4.5 NORTHERN GROWTH AREA STRUCTURE PLAN

The Northern Growth Area Structure Plan covers a large area to the north of Wagga Wagga, directly adjoining the SAP investigation area boundary to the west. It is planned to include 19,000 dwellings and up to 25–30,000 people.

The details of the structure plan are not known yet, however the investigations for it and the execution of it will impact on the future plans for the SAP.

4.4.6 ACTIVE TRAVEL PLAN

Council is undertaking the development of a 51 km network of dedicated cycle paths which when complete will traverse the city and provide residents with a safe, alternative transport option for commuting.

The \$12.81M project includes five complete cycling networks which will link the outer suburbs with the central business area and end-of-trip facilities. At this stage the links do not connect to Bomen, however this could be considered through the SAP study process.

4.4.7 HEALTH AND KNOWLEDGE PRECINCT DRAFT MASTER PLAN

Wagga Wagga City Council and the NSW Government have initiated a project to prepare a draft master plan for a Health and Knowledge Precinct. Feedback on the draft master plan is currently being sought, with submissions open until 19 August.

The proposed Wagga Wagga Health and Knowledge Precinct is a strategically selected mixed-use precinct surround the city's two major hospitals – Wagga Base Hospital (public) and Calvary Riverina Hospital (private).

The draft master plan will:

- define the health precinct around the public and private hospitals
- provide a strategic direction for the management of competing land uses and development pressures within the health precinct
- identify and facilitate suitable reuse of buildings for health and allied health practices
- maximise opportunities for complimentary activities including hospitality and accommodation
- serve as a model health precinct plan that can be replicated in other health precincts in regional cities, including Albury and Griffith.

4.4.8 RIVERSIDE PROJECT STAGE 2

Stage 2 of the Riverside Project is underway and will create a major community recreation space. The project is due for completion by mid-2020.

The aim of the Riverside project is to activate, attract and cater for large scale community events and outdoor activities. It is estimated this will boost visitor numbers by 10 per cent to 1.42 million per annum, increase time spent in the region, and deliver additional spending of \$79 million per annum to the local economy.

The revitalised space and new infrastructure will be used to host events such as food and wine festivals, markets, musical performances, eco-tourism events, outdoor cinema and recreational activities against the natural beauty of the riverside backdrop.

4.4.9 OTHER PROJECTS

Eunony Bridge Upgrade – the bridge upgrade forms a key piece of infrastructure for the Wagga Wagga High Productivity Freight Route.

Bomen Enabling Roads project – provides improved heavy vehicle access and safety to the Bomen Business Park.

Fixing Country Roads program – including the reconstruction of 2.1 kilometres of road leading into Bomen Business Park.

New transmission interconnector – from Robertstown to Wagga to help transport energy from the South West Energy Zone to major demand centres.

Emerging Solar industry – such as the Bomen Solar Farm covering 250 hectares of Bomen Business Park. Once operational in late 2019, it is expected to supply up to 120 megawatts of renewable energy to the grid.

4.5 BOMEN PARK BUSINESSES

There are a number of innovative businesses and industries that currently exist within the Bomen Business Park. These include:

Riverina Oils & Bio Energy Pty Ltd (ROBE)

The company crushes and refines over 200, 000 tonnes of oilseeds annually through their state-of-the-art-manufacturing facility and sources raw material from local farms to produce oil and vegetable protein meals (Riverina Oils, 2019). The project is one of the largest value-added investments in the Agri-Food processing sector in regional Australia (Riverina Oils, 2019).

Southern Oil Refining

The company re-refines waste oil by producing no waste and reduces the need for oil imports with a significantly smaller carbon footprint than crude base oils (Southern Oil, 2019). They are a neutral partner for organisation that are committed to enhancing their environmental credentials and reputation (Southern Oil, 2019).

Engirgi Power Storage

The company is an industry leader in providing innovative resource recovery solutions and management programs with a world-class lead battery recycling facility that uses advanced recycling technology to convert Used Lead Acid Batteries (ULAB) and Used Non-Lead Acid Batteries (UNLAB) into lead, polypropylene and sodium sulphate for re-use (Engirgi Power Storage, 2019).

Livestock Marketing Centre (LMC)

The premier livestock selling centre in Australia for the marketing of cattle, sheep and lambs that attracts buyers from NSW and VIC to participate in sales to increase competition to ensure premium prices (City of Wagga Wagga, 2019). LMC has led the way in livestock sales for over 35 years. The value of livestock sold through the centre in 2018/2019 reached \$430M and included more than 178, 000 cattle and 1.9M sheep (City of Wagga Wagga, 2019). The LMC provides an estimated contribution of \$32.6 million in Gross Regional Product to the local Wagga Wagga economy and supports approximately 212 jobs through direct and flow-on effects City of Wagga Wagga, 2019).

5 EXISTING COMMUNITY AND SOCIAL INFRASTRUCTURE

5.1 OVERVIEW

A desktop and site audit of community and social infrastructure was undertaken in July 2019 and included consultation with key stakeholders. The provision of community and social infrastructure also services its wider region which includes the towns of Coolamon, Junee, Lockhart, Narrandera, Gundagai, Marrar, Tarcutta, Illabo, The Rock, Cootamundra, and Coleambally.

Table 5.1 provides an overview of the current number of community and social infrastructure (approximately 1,069) located within the Wagga LGA. Figures 5.1 and 5.2 show the location proximity, service catchments and coverage.

Table 5.1 Overview of community and social infrastructure in Wagga Wagga LGA

CATEGORY	TYPE	TOTAL (APPROX.)	OVERALL TOTAL (APPROX.)
Education and childcare	Early education/childcare	35	78
	Primary schools	23	
	High schools	9	
	Out of hours care services	11	
Hospitals and medical facilities	Hospitals	2	67
	Day surgery	1	
	Specialist centres	47	
	General Practice	17	
Places of worship	Catholic churches	13	46
	Christian churches	7	
	Anglican churches	6	
	Uniting churches	3	
	Lutheran churches	3	
	Baptist churches	3	
	Orthodox churches	2	
	Adventist churches	1	
	Greek Orthodox church	1	
	Evangelic church	1	
	Presbyterian churches	4	
	Rhema Church	1	
	Wagga Wagga Mosque	1	

CATEGORY	TYPE	TOTAL (APPROX.)	OVERALL TOTAL (APPROX.)
Emergency services	Police Station	1	5
	Fire and Rescue	1	
	Ambulance Station	1	
	State Emergency Services (SES)	1	
	Rural Fire Service	1	
Aged care	Aged care services and home care	10	25
	Retirement living	8	
	Residential aged care	6	
	Day respite	1	
Cemeteries	Cemeteries	5	6
	Crematorium	1	
Community support services	Aboriginal services	7	50
	Community health and social support (including mental health support)	15	
	Child, youth and family services	7	
	Drug and alcohol support services	3	
	Accommodation, housing and homelessness services	6	
	LGBTQI services	1	
	Emergency relief	3	
	Multicultural support services	4	
	Financial support services	2	
	Seniors and community transport services	2	
Disability services	Support services	14	17
	Employment services	3	
Community and cultural centres	Community centres	11	14
	Cultural centres	3	
Sporting facilities			65

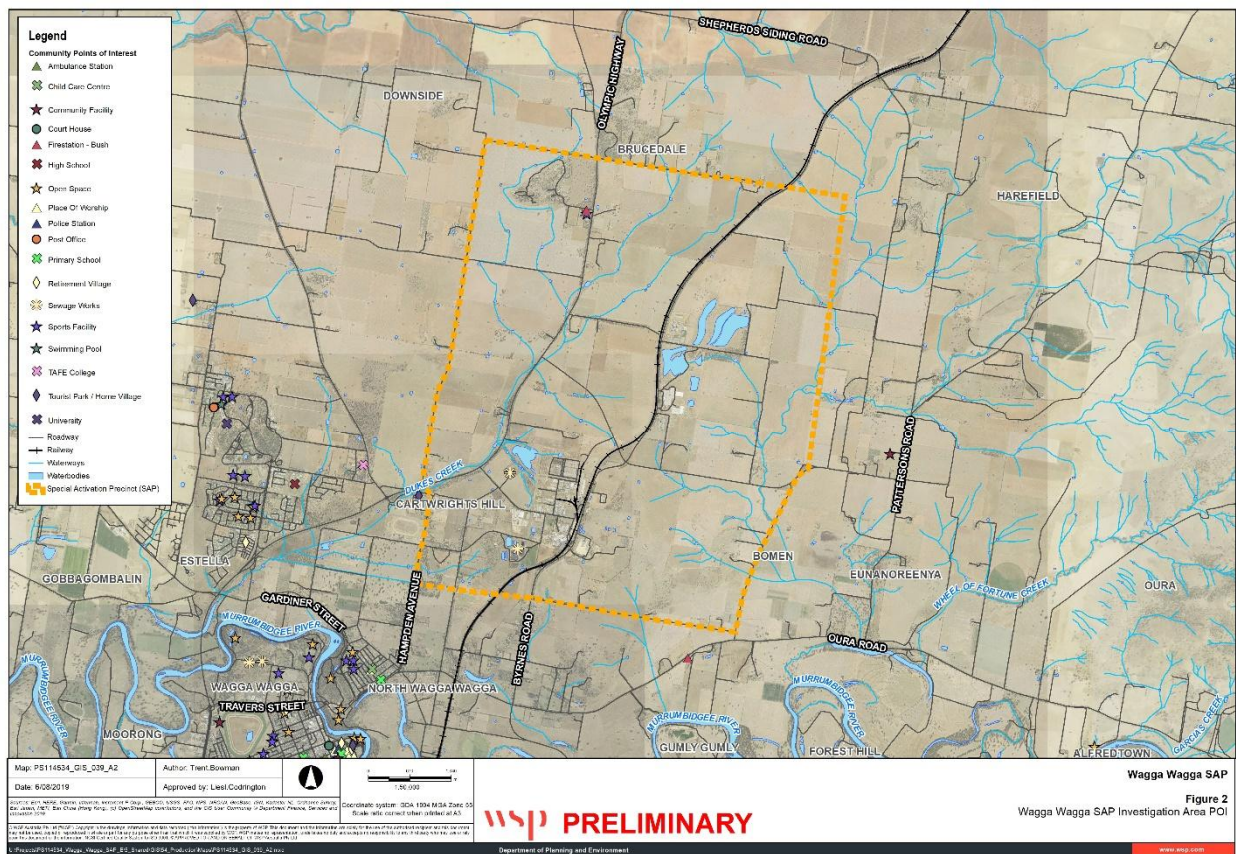


Figure 5.2 Community and social infrastructure located North of Wagga Wagga and near Bomen Business Park

5.2 EDUCATION AND CHILDCARE

Across Wagga Wagga LGA, there are the following education and childcare facilities:

- 35 early education/childcare facilities that approximately accommodated 2,193 children in 2018
- 23 primary schools that approximately accommodated 5,983 students in 2018, and
- nine high schools that approximately accommodated 4,880 students in 2018.

There are 11 out of school hours care services in the Wagga Wagga township that accommodate approximately 580 children and youths.

There are two tertiary education facilities including a regional branch of Charles Sturt University with 2,940 current enrolments and a regional branch of TAFE (TAFE NSW Riverina Institute) with 3,891 current enrolments.

A comprehensive list of the education and childcare facilities in the Wagga Wagga LGA is available in Appendix C.

5.3 HOSPITALS AND MEDICAL FACILITIES

In the Wagga LGA, there are two hospitals, one endoscopy centre and one day surgery with less than 497 beds within. In addition, the Wagga Wagga township is considered a health precinct for the Riverina-Murray region with approximately 47 specialist centres and General Practice (GP) services offered in the LGA. It is estimated that there are more specialist capabilities in the area in comparison to number of GP services. At present, there are approximately 17 GP facilities in the Wagga Wagga LGA. A comprehensive list of the hospitals and medical facilities within the LGA is available in Appendix D.

The Wagga Wagga Health Service (known as the referral hospital) is currently in its final stage of redevelopment which will see upgrades to the ambulatory care building, BreastScreen NSW building, a new multi storey car parking and urban design improvements including landscaping and art.

5.4 PLACES OF WORSHIP

In the 2016 Census, 30.6% of the Wagga Wagga LGA population identified as Catholic, 19.5% identified as Anglican and 4.9% identified as Presbyterian and Reformed (ABS, 2016). This is reflected in the high amount of Catholic churches in the area. Of the places of worship in the LGA, there are:

- 13 Catholic churches
- 7 Christian churches
- 6 Anglican churches
- 3 Uniting churches
- 3 Lutheran churches
- 3 Baptist churches
- 2 Orthodox churches
- 1 Adventist churches
- 1 Greek Orthodox church
- 1 Evangelic church
- 4 Presbyterian churches
- 1 Rhema church
- 1 Islamic mosque.

A comprehensive list of the places of worship within the Wagga Wagga LGA is available in Appendix E.

5.5 EMERGENCY SERVICES

The emergency services across Wagga Wagga LGA are outlined in Table 5.2 below.

Table 5.2 Emergency services

	ADDRESS
Wagga Wagga Police Station	217–219 Tarcutta Street
Fire and Rescue Wagga Wagga (including HAZMAT)	36/38 The Esplanade
Ambulance Wagga Wagga	117 Fernleigh Road
State Emergency Services (SES) Wagga Wagga Unit	Rear of 208 Fernleigh Road
NSW Rural Fire Service, Wagga Wagga	208 Fernleigh Road

5.6 AGED CARE

The population aged 65 years and over accounted for 15% or 9,707 people, of the total population in 2018 (Macroplan analysis, 2019).

To service this population, there are a range of aged care services and retirement living, home care and residential aged care facilities available in the LGA and a comprehensive list of these facilities are available in Appendix F.

5.7 CEMETERIES

Wagga Wagga City Council maintains six cemeteries and one crematorium, comprising of four rural, one monumental, one lawn and one crematorium. The Wagga Wagga Monumental accounts for approximately 20 burials each year, and the Lawn Cemetery accounts for approximately 200 burials each year. The Crematorium, located with the Lawn cemetery undertakes approximately 250 cremations each year. There are also rural cemeteries located at Humula, Tarcutta, Uranquinty & Carawan and account for approximately 10 burials each year.

All funerals are arranged through a Funeral Director who is to liaise with the Cemetery Office. Wagga Wagga City Council accepts no responsibility for reservations, burials, monuments arranged prior to the date of the funeral.

Table 5.3 Cemeteries

	ADDRESS
Wagga Wagga Monumental Cemetery	Koorinal Road, East Wagga Wagga
Crematorium & Lawn Cemetery	Brunskill Road, Lake Albert

5.8 COMMUNITY SUPPORT SERVICES

There are approximately 50 community support services, programs and organisations in the Wagga Wagga LGA. Of these, there are seven dedicated services and programs to support Aboriginal people in medical and dental, legal, community childcare, employment and career pathways for youths. The remaining 43 organisations and services include:

- community health and social support (including mental health support)
- child, youth and family services
- drug and alcohol support services
- accommodation, housing and homelessness services
- multicultural support services
- financial support services, and
- seniors and community transport services.

A comprehensive list of the services in the Wagga Wagga LGA are outlined in Appendix G.

5.9 DISABILITY SERVICES

There are several organisations in the Wagga Wagga LGA that provide services to and advocate for people living with a disability, detailed in Table 5.4 below.

Table 5.4 Disability services

NAME	DESCRIPTION
Kurrajong	Support and services, NDIS, core support (everyday life), capital support (equipment and modifications to homes) and capacity building for new skills.
Regional Disability Advocacy Service	Support services, individual advocacy, self-advocacy, community education and training, outreach services, systemic advocacy, access and support service, Justice Support Program and NDIA appeals.
Northcott	Accommodation, life skills, occupational therapy, centre based respite, housing and supported living, speech therapy, coordination of supports, in-home and community supports, short breaks and outings, vocational skills training/SLES and NDIS.

NAME	DESCRIPTION
Intereach - Wagga Wagga	Support services for Aboriginal people, carers, children, community, disability, families, mental health, older people and NDIS.
Kurrajong First Contact	Day services, drop-in support early childhood intervention, employment and reediness, group homes, home modifications and specialist accommodation, life skills development, NDIS pre-planning, respite, social, recreational and leisure activities, support coordination and plan management, therapists and, assistive technology and transport.
Wagga Wagga Community Access Support Service	Community integration/participation service providing community access, living skills and personal development opportunities for adults with a disability who have high support needs. Day services, post-school options and community participation programs.
Cerebral Palsy Alliance: Disability Support & NDIS Service Providers	Early childhood intervention, therapy, health and wellbeing, everyday living, life coaching, accommodation and supported employment.
Job Centre Australia	Not-for profit community-based organisation that has provided services to people with a disability through a range of training, support and employment opportunities.
APM	Employment and disability job services to job seekers and employers and provides workplace modification, assessment, school leaver, and ongoing support services.
Just Better Care Murrumbidgee Lachlan/South West	Respite, personal care, meal preparation, help around the home, travel and transport, in home nursing, overnight support, dementia support, end of life support, care and companionship, disability support and NDIS.
Vision Australia Wagga Wagga	Support services for children and adults with vision loss, library, employment assistance and NDIS.
Wagga Hearing Support Centre	NDIS pre-plan advocacy and collaboration, disability service coordination, advocacy for change, hearing care rehabilitation programs and cochlear post switch on support.
Family Link	Not-for-profit organisation offering respite and support to frail aged older people and younger people with a disability.
OCTEC Employment Service	Early pathways to employment, and to help individuals adjust to changing employment conditions. Provides programs on vocational education and training, disability support and employment services.
Ningana Enterprises Inc	Employment and training opportunities, respite care, accommodation services, multiple and flexible day programs and support with living skills.
Live Better Community Services	Support to regional communities through aged, disability, carer, child and family, mental health and clinic services.
Riverina Family Services	Specialised training and parenting service, NDIS, support coordination, household tasks, development of life skills, behaviour support, assisted travel and transport, assisted personal activities, assisted life stage and transition.

5.10 COMMUNITY AND CULTURAL CENTRES

Cultural and recreational infrastructure can build community cohesion by providing a place for residents to gather. Community centres also provide a place for local services to be accessed.

Table 5.5 provides an overview of community and cultural centres in Wagga Wagga.

Table 5.5 Community and cultural centres

NAME	DESCRIPTION
Civic Precinct	Located in the heart of the CBD next to the Civic Centre, Wagga Wagga Art Gallery, Civic Theatre and Victory Memorial Gardens. The Civic Precinct hosts events such as food and wine festivals and community events including National Sorry Day. The precinct is built around the Wollundry Lagoon and the area is surrounded by native gardens and public art installations.
Wagga Wagga City Library	Wagga Wagga City Library is located in the Wagga Wagga Civic Centre. There are over 100,000 resources to borrow in print, DVD and CD formats, as well as a range of programs, services and deliveries to housebound residents. There is free access to the internet. The community can also access services from the Riverina Regional Library's mobile library service. Membership is free.
Wagga Wagga Art Gallery	The art gallery is owned by Council and is located in the Civic Centre. It includes current exhibitions, collections, runs programs, holds events and showcases performances throughout the year. The collections focus on contemporary Australian art glass, prints and displays with some work from local artists in the Riverina region. The gallery also showcases the National Art Glass Collection and includes the onsite Gallery Shop. Wagga Wagga Art Gallery hosts over 40,000 people each year.
Wagga Wagga Civic Theatre	The Civic Theatre is a main focus of cultural activities within the Wagga Wagga community, attracting national and international tours and many local events. The auditorium in the theatre is 492 seats and has an orchestra pit seating up to 38 musicians, along with professional lighting and sound systems. Upstairs is a foyer which is used for small functions of up to 132 people. The auditorium and foyer were recently refurbished with a budget of over \$700,000.
Museum of the Riverina	Located over two sites, at Council Chambers and the Botanic Gardens, the museum tells the stories of people and events that have shaped the City of Wagga Wagga and the Riverina Region. It holds more than 15,000 objects, photographs, textiles and paper based materials which help to tell those stories.
Victory Memorial Gardens	Memorial garden with dedications to the First and Second World Wars and the Vietnam War. Includes Anzac Avenue that is a historical avenue which runs along gardens.
Wagga Wagga Senior's Community Centre	A community hub that is centrally located and is primarily used by the Wagga Wagga Senior Citizen's Club and a variety of other senior groups including Probus (a club for the retired and semi-retired), dancing groups computer lessons.
Lake Albert Hall	Multifunctional facility for community groups, outreach services and private hiring.
Glenfield Community Centre	Community centre with indoor sports facilities.

NAME	DESCRIPTION
PCYC Wagga Wagga	The Police Citizens Youth Clubs (PCYC) NSW is a Not-for-profit organisation that manages and maintains a sports and recreation multipurpose facility in Wagga Wagga. The organisation runs programs include police programs, road safety, blue star, blue light, institute (a registered training organisation of PCYC NSW) and nations of origin and a number of activities including basketball, netball, football 5s (soccer) and rugby league.
Ashmont Community Resource Centre	Owned by Anglicare Riverina, the community centre includes a range of programs, activities, family support, drop-in and outreach services and a community garden.
Ashmont Ngurra Youth Hub	Community centre and hall currently leased by the Red Cross Australia.
Wagga Wagga Lapidary Club	Community centre for the Wagga Wagga Lapidary Club to meet to share and learn about rocks, gemstones, minerals, cutting, polishing, wire wrapping and silversmithing.
Uraquinty Community Hall	Community centre and hall.
Kapooka Community Centre	Community centre that includes the Kapooka Neighbourhood House as part of the Department of Defence Community groups and centres for social support for Defence families residing in Wagga Wagga. Also includes the Blamey Community Group to support Defence spouses and families.
Multicultural Council of Wagga Wagga (Community Centre)	Multicultural community centre managed by the Multicultural Council of Wagga Wagga and runs a number of programs. The centre hosts several events to promote harmony and multiculturalism in the Wagga Wagga township to support communities with diverse language and cultural backgrounds.

5.11 SPORTING, OPEN SPACE AND RECREATION

5.11.1 SPORTING FACILITIES

There are approximately 65 sporting facilities in the Wagga Wagga LGA. The key elite level sporting facilities in the area include:

- Robertson Oval
- McDonald's Park
- Exhibition Centre Multipurpose Stadium
- Wagga Wagga Athletics track
- Pomingalarna Cycling Complex, and
- Oasis Aquatic Centre (Swimming, Diving, Water Polo).

Major sporting events held in Wagga Wagga include matches for Women's Big Bash League, Water Polo Australian National League Games, AFL matches, Rugby League matches, Rugby Union matches, Cricket Australia matches and Run NSW events (running) events.

A comprehensive list of sporting facilities in Wagga Wagga township can be found in Appendix H.

There are plans for a new facility planned at PCYC Wagga Wagga, linked with Bolton Park. This will provide a multi-use indoor sporting venue and will also have a focus on engaging people across the community, particularly youth.

5.11.2 PARKS AND OPEN SPACE

Wagga Wagga City Council manages approximately 91 playgrounds (80 urban and 11 rural), 22 ovals, a number of reserves and walking trails which provide for activities such as walking, bike riding, picnics and barbecues, playgrounds and organised sport. The most popular parks and ovals include:

- Botanic Gardens (including Wagga Zoo and Aviary)
- Victory Memorial Gardens
- Collins Park
- Conolly Park
- Bolton Park
- Wagga Cricket Ground, and
- Wiradjuri Walking Track.

There are five number of BMX tracks, six skate parks and eight Dog Off-Leash Areas across the LGA. A list of the ovals, BMX tracks, skate parks and Dog Off-Leash Areas can be found in Appendix I.

5.12 WASTE AND RECYCLING

Wagga Wagga LGA is serviced by Gregadoo Waste Management Centre in the suburb of Gregadoo. Wagga City Council provides the following services:

- kerbside collection of domestic and commercial waste
- waste management facilities (including landfills and transfer stations)
- provision and servicing for street bins
- provision of Triple-R (Resource Recovery & Resale) facility at Gregadoo Waste Management Centre
- education and promotion relating to solid waste and recycling opportunities.

Gregadoo Waste Management Centre accepts Ewaste (unwanted computers, monitors and mobile phones), mixed recyclables, cardboard, engine oil, car and motorbike batteries, empty glass bottles, mattresses, Styrofoam and paint.

Wagga Wagga City Council is committed to waste minimisation to minimise the amount of waste for landfill. Council provides a three bin system that assist household with their waste and includes:

- green bins for food organics and garden organics
- yellow bins for recycling
- red bins for general waste.

There are also seven rural transfer stations in Collingullie, Currawarna, Galore, Humula, Mangoplah, Tarcutta and Uranquinty.

5.13 PLACES OF COMMUNITY SIGNIFICANCE

Places of community significance are geographically specific places that people have a common or shared attachment to and can act as an anchor for existing communities and draw people from outside the local area. These places contribute to a sense of identity and contribute to the broader social relationships that exist. Wagga Wagga LGA is typified by established residential suburbs, semirural allotments and productive agricultural land as well as the business and industrial land uses. It has a number of places of community significance, including six (four declared and two undeclared) Aboriginal places of significance, that contribute to the towns local identity which are outlined in Table 5.6 below.

Table 5.6 Places of community significance

NAME	DESCRIPTION
Declared Aboriginal places of significance¹	
Bomen Axe Quarry and Manufacturing Site	Site where stone axes were manufactured and is of cultural, spiritual and historical significance to the Wiradjuri people of the Wagga Wagga area.
Wollundry Lagoon and Tony Ireland Park	Forms part of Dreaming story and are traditional camping and ceremonial sites and is of spiritual, historical, social and aesthetic values to local Wiradjuri people.
Wiradjuri Reserve and Gobba Beach	The Wiradjuri Reserve (located south of the township) to Gobba Beach corridor of the Murrumbidgee River is an Aboriginal camping and meeting area used from traditional to modern times.
Bomen Lagoon	Culturally significant site in the Wiradjuri community's history.
Flowerdale Lagoon	Aboriginal heritage place that displays the cultural values of billabongs and wetlands of the Murrumbidgee River system.
Other places of community significance	
Wiradjuri Walking Track	The Wiradjuri Walking Track is 42 kilometres and includes the township of Wagga Wagga along the riverbanks and hilltops, and includes tracks through Silvalite Reserve and Pomingarlarna Park.
Marrambidya Wetland	Comprises of a 20-hectare reserve located alongside the Murrumbidgee River and is important to the local Wiradjuri people and to acknowledge the traditional name of the Murrumbidgee River. The wetlands are situated between two Aboriginal Place Names, Gobbagumbalin and Wiradjuri Reserve.
Murrumbidgee River	<p>The third longest river in Australia and the major river system in the Murray - Darling Basin that is of high economic, social, environmental and ecological importance to the local area. Particularly of important historic, traditional and social value to the Wiradjuri Nation.</p> <p>The Murrumbidgee River is also important to agricultural communities in the region with a quarter of NSW's fruit and vegetable production, 42% of the state's grape production and 50% of Australia's rice production produced from the Murrumbidgee River region.</p>
Lake Albert	Popular recreational facility and artificial lake in the suburb of Lake Albert that caters for boating, fishing, swimming and other aquatic activities. It is also used for walking and cycling.
Wagga Wagga Beach and Riverside	Wagga Wagga's riverside comprises of community facilities including barbeque shelters, amenities, playground, walking track and parking.
Museum of the Riverina/Historic Council Chambers	The museum's focus is of Wagga Wagga's people, places and events and is located adjacent to Wagga Wagga Botanic Gardens.

¹ Information based on that provided on Wagga Wagga City Council website

NAME	DESCRIPTION
Botanic Gardens (Wagga Zoo and Aviary)	Includes extensive rose gardens, Australian native plant section, model railways and includes the Wagga Zoo and Aviary on site. Includes the Musical Bowl which is used as an outdoor concert area with a covered stage.
Victory Memorial Gardens	Memorial garden with dedications to the First and Second World Wars and the Vietnam War. Includes Anzac Avenue that is a historical avenue which runs along gardens.
Wagga Wagga Art Gallery	The current collections in the gallery are contemporary Australian art glass, prints and displays with some work from local artists in the region. The gallery also showcases the National Art Glass Collection and hosts events, showcases performances and runs programs on site.
Wagga Wagga Civic Theatre	Regarded as one of the best regional theatres in NSW and holds numerous shows throughout the year.
Civic Precinct	Located in the heart of the CBD next to the Civic Centre, Wagga Wagga Art Gallery, Civic Theatre and Victory Memorial Gardens. The Civic Precinct is built around the Wollundry Lagoon hosts numerous events and festivals.
Bomen Business Park	Existing thriving industrial hub that is home to a number of businesses and major employers of the Wagga Wagga area. Will include the planned Riverina Intermodal Freight & Logistics (RiFL) Hub within the existing park.
Wagga Wagga Livestock Marketing Centre	Premier livestock selling centre in Australia for cattle, sheep and lambs which attracts buyers from NSW and VIC. The LMC contributes and estimated \$32.6M in Gross Regional Product to the local economy and supports approximately 212 jobs through direct and flow-on effects and is an existing business located within the Bomen Business Park.
Bomen Railway Station	State heritage listed railway station located on the main Southern Rail Line that is valued by the community. It is currently not used but could be an opportunity for community use as part of the SAP.
Civic Precinct	Precinct in the Wagga Wagga CBD where events are held including market and Food and Wine Festivals. The comprises of native gardens and public art installations. The precinct is located next to the Civic Centre.
Riverina Conservatorium of Music	Not-for-profit organisation established by the Riverina Institute of Advanced Education with 40 professional music educators and support staff to teach music to 1,200 students across the Riverina region.
Sturt (A20) and Olympic (A41) Highways	The Wagga Wagga township is strategically located between the Sturt and Olympic Highways that act as major transport and logistics routes that link the area to Victoria (VIC), South Australia (SA) and NSW. As well as providing a source of revenue to the LGA from through traffic, the highways also provides important community linkages to other towns in the region such as Narrandera, Junee and Albury.

- (1) Office of Environment and Heritage, NSW Government
<https://www.environment.nsw.gov.au/heritageapp/heritagesearch.aspx>

6 STAKEHOLDER ENGAGEMENT

6.1 CONSULTATION APPROACH

The consultation approach for the CSIA is consistent with the DPIE's project wide engagement strategy to engage stakeholders early and proactively ensure stakeholder feedback is considered into the development of the SAP. This section outlines the stakeholder engagement activities undertaken specifically for this CSIA baseline report. The approach incorporates two rounds of stakeholder engagement.

- Round One – early July 2019 – to ground truth desktop assessment of Wagga Wagga LGA community facilities and services; identify what makes Wagga Wagga unique, current challenges, strengths and opportunities. Baseline information has been prepared to inform the CSIA and is based on a demographic profile of Wagga Wagga LGA and a desktop audit of existing infrastructure. It is expected that gaps in information may be informed by stakeholders.²
- Round Two – mid-late August 2019 – to engage with selected key stakeholders and present findings to date, ground truth concepts and test solutions against the scenarios.

Local stakeholders and service providers were identified by WSP via desktop research and in consultation with Wagga Wagga City Council and DPIE. All identified stakeholders were provided an opportunity to provide input and feedback for consideration into the CSIA.

All feedback and insights gained from the stakeholder consultation will be collated for inclusion in the final CSIA to be included in the Wagga Wagga SAP Master Plan, compiled by Jensen Plus.



The Stakeholder Engagement Plan for the CSIA is contained in Appendix A.

A summary of key opportunities and constraints from stakeholder interviews has been provided in section 6.2. The list of questions asked to stakeholders is shown at Appendix B. A summary of findings by stakeholder is at Appendix J. Detailed notes are available and have been shared with the Technical Consultant team.

6.2 CONSULTATION FINDINGS

6.2.1 HEALTH

6.2.1.1 OPPORTUNITIES

- More GP services would help with the current capacity issues at the hospital, particularly if bulk billed.
- Medical storage and equipment to be located at Bomen Business Park.
- Provide incentives to keep skilled medical staff in the region.

6.2.1.2 CONSTRAINTS

- It is difficult to recruit specialists.

² Note that existing businesses at Bomen Park have not yet been directly consulted for the CSIA, as noted in section 2.2 of this report. Every effort will be made to prioritise these businesses in Round Two of the stakeholder engagement for the CSIA.

6.2.2 *EMERGENCY SERVICES*

6.2.2.1 OPPORTUNITIES

- Expansion of current services as population grows.
- Colocation of emergency services up north, possibly in Bomen Business Park/Wagga Wagga SAP.
- Forward planning to account for population growth before it happens rather than through retrospective data analysis.

6.2.2.2 CONSTRAINTS

- In flood events there is only one road to north available.
- The work takes a toll on staff and volunteer mental health.

6.2.3 *EDUCATION*

6.2.3.1 OPPORTUNITIES

- Strong linkages with TAFE and University, including Agripark.
- Connections already exist and these can be strengthened.
- Tertiary institutions are agile and able to adapt to the needs of the Wagga Wagga SAP.
- Attract international players by the connection to Agripark research facility, solving on farm and industry problems.
- Apprenticeships and work experience for school students, school leavers and TAFE students.
- Programs for school leavers and trade training in schools.

6.2.3.2 CONSTRAINTS

- Some schools are struggling with their facilities needing upgrading, and being over capacity and may not have the capacity to absorb large population increases.
- Attracting the right staff to lead specialised courses.
- Transport is an issue for students and staff.

6.2.4 *BUSINESSES*

6.2.4.1 OPPORTUNITIES

- Auditorium is needed for large scale events.
- Employment for young people leaving school in a varied range of industries.
- Colocation of businesses at Bomen – engineering, electrical engineers, solar farms and batteries, battery recycling, renewable energy.
- Encouragement to spend local, and make it more possible for people to do that.
- Potential for Wagga Wagga to be a skilled migration zone.
- Recycling business.
- High end technical and data capability.

6.2.4.2 CONSTRAINTS

- Attracting and retaining appropriately skilled and qualified people.
- Funding; many projects have had to be community funded.
- Ageing population.
- Infrastructure is all in need of upgrade.

6.2.5 *REAL ESTATE & LAND DEVELOPERS*

6.2.5.1 OPPORTUNITIES

- North Wagga Wagga is a real opportunity for growth. The SAP will support the positive development already happening.
- Agriculture is the key sector to focus on.
- Consider a warehouse/distribution centre (e.g. Amazon).
- Consider multicultural population and the different services and infrastructure requirements.

6.2.5.2 CONSTRAINTS

- Existing residents may have concerns.
- Housing pressure and availability.
- More infrastructure is needed out north (traffic routes, shopping centres, petrol stations, hairdressers and services).
- Commercial sales and lending in Bomen Business Park has been flat in recent years.

6.2.6 *COMMUNITY SERVICES*

6.2.6.1 OPPORTUNITIES

- Keeping young people in the area through employment opportunities.
- Population increase likely to bring new clients to community service organisations.
- Connections with TAFE, schools with indigenous services.
- Provision of warehousing jobs for jobseekers; linkages with employment services in town and creation of partnerships.

6.2.6.2 CONSTRAINTS

- Staffing for community services is tied up with funding availability.

6.3 STAKEHOLDER VALUES

Stakeholders were asked questions about their vision for Wagga Wagga, and what they value about the local and broader region. Below is a representation of what they value about Wagga Wagga, and some selected quotes.



6.3.1 *SELECTED QUOTES*

- “Has everything you could need or want”
- “Still a small, country town feel”
- “Safe place to live and be”
- “Passionate and positive”
- “Sport is huge”
- “Wagga loves its sport”
- “Incredibly resilient”
- “We are a very strong community”
- “We have a good progressive community “
- “Great services, new hospital, new police station and ambulance”
- “Beautiful open spaces”
- “We embrace new people”
- “Safe, secure, community oriented”
- “Known as the sporting city”
- “Beautiful tourist destination”
- “Great lifestyle for families and kids”
- “Wagga has a big town feeling, not a city. It is big enough to have most of the things in big cities but still has that country feel with space to live”
- “We are proud of the fact that overall we are pretty friendly, welcoming and open place”
- “People chase the city, but return for the lifestyle”
- “House prices are stable”
- “Multicultural and it is easy to integrate”
- “Wagga has good services – the university, transport, education, child care, aged care”
- “Location and proximity to Sydney, Canberra and Melbourne”

Stakeholders were asked questions about what challenges they see for Wagga Wagga from a social perspective. Below is a representation of what they see as challenges about Wagga Wagga, and some selected quotes.



- “Wagga is slow to change”
- “Disadvantaged suburbs are isolated from facilities and transport”
- “Poverty is present and middle class have not experienced it and don’t understand it”
- “Access to health services for youth”
- “Public transport is mediocre and expensive”
- “Transient population”
- “Gender equity – keep in mind the social fabric and gender inclusiveness”
- “People don’t like change, even though they know it is happening”
- “We need to maintain the sense of community with growth”
- “Roads are terrible in condition”
- “Length of time to access support packages is too long”
- “Need to build our place on the map”
- “If people move here – we need to give them housing choices and lifestyle choices”
- “Need better access to health care”
- “Job security. People need to be comfortable they will have a job for a long time”
- “Not enough tourism attractions”
- “Need a bypass for trucks”
- “Lacking in public transport and Uber services”
- “There aren’t too many things being offered for young people”
- “There is a shortfall of youth activities”
- “If you don’t play sport, this is a challenge”

Stakeholders were asked questions to evoke a picture of what they would like to see Wagga Wagga become in the future. Below is a representation of what see is a vision for Wagga Wagga in the future, along with selected quotes.



- “There is a lot of opportunity for tourism growth”
- “Need the authentic voice of the youth, not tokenistic”
- “Need to be inclusive”
- “Need an increase in awareness and destigmatisation of mental health”
- “Thriving and growth”
- “Industry providing jobs”
- “Opportunities for younger kids so that they don’t feel like they have to leave the town for opportunities”
- “Would love to see manufacturing”
- “The SAP will create more jobs”
- “Would be good to see better airport facilities”
- “We want a community where there is quality housing, schools TAFE job opportunities and where people have a secure future”
- “People can fulfil their dreams without having to leave”
- “Connections with larger metro areas”
- “We need more houses, but we have to do it properly”
- “Continue to see growth and job opportunities”
- “City to grow and move forward positively”
- “Be all inclusive”
- “Provide jobs to people so they can assimilate into society to get people started to earn money”
- “We need to embrace anyone and anything that comes our way”

7 BASELINE NEEDS ASSESSMENT

The location and design of future community facilities within the area should be guided by principles such as place making, high accessibility and public safety, integration, multipurpose design and sustainable design, along with adherence to benchmarks and standards where they are available.

This community and social infrastructure assessment uses benchmarks for provision set out in the following:

- Recreation, Open Space and Community Strategy and Implementation Plan 2040
- New South Wales, Children (Education and Care Services) Supplementary Provisions Regulation (2012)³
- NSW State Library, People Places Population Based Area Calculator (2016).

Table 7.1 summarises the benchmarks to be followed in the CSIA. The City of Wagga Wagga also undertakes to following these priorities in providing for community and social infrastructure:

- Increase the activation of public spaces – Providing appropriate infrastructure, public spaces and community facilities will enable a wide variety of events and activities to be held.
- Improve accessibility and connection – Accessibility and connection will be improved across the city and will become a key consideration in all future developments and redevelopments of public spaces.
- Improve existing assets to maximise utilisation – Improvements in existing assets will enable better utilisation by the community. In many case these improvements will negate the need for the development of additional assets.
- Improve community health – Community infrastructure and public spaces will be designed in order to improve community health outcomes.
- Collaborate where possible – Partnerships will be sought to ensure the efficient provision of community infrastructure and public spaces.

³ The New South Wales, Children (Education and Care Services) Supplementary Provisions Regulation (2019) does not include benchmarks so for the purposes of this study the previous benchmarks were used

Table 7.1 Community and social infrastructure provisions, benchmarks and baseline future demands

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	BASELINE FUTURE DEMAND
<p>Child care facilities (0-4 year olds)</p> <p>After school care (5-9 year olds)</p>	<p>35 early education/childcare facilities</p> <p>11 out of school hours care services</p>	<p>Early Childhood Centre 1 for every 4,000–6,000 people.</p> <p>Child Care Centre (Long day care) 1 centre for every 5–7 children aged 0–4.</p> <p>Occasional Care 1 for every 12,000–15,000 people.</p> <p>Pre-school 1 for every 4,000–6,000 people.</p> <p>Vacation Care 1 for every 4,000–6,000 people.</p>	<p>Current population profile shows that 14.3% of the population are aged under 9 years (7.1% 0-4 years; 7.2% 5-9 years).</p> <p>Population projections suggest that by 2036, 7.3% of the population will be aged 0-4 years, and 7.1% will be aged 5-9 years. This represents an increase of 1,369 and 1,139 respectively.</p> <p>Based on the desktop evaluation, there is one centre in Estella and one centre in Boorooma.</p>
Public schools	<p>23 primary schools</p> <p>9 high schools</p>	<p>1 new school per 1,500 dwellings.</p> <p>Up to 6,000 dwellings generates demand for the equivalent of 4 primary schools.</p>	<p>A new primary school is planned in Estella to cater for northern growth.</p> <p>Stakeholder consultation indicated that public schools are generally at or near capacity, and in need of additional/upgraded facilities.</p>
Tertiary education	<p>1 University</p> <p>1 TAFE</p>	Not readily available	Stakeholder consultation indicated that the tertiary institutions are agile and ready to take on further demand. The trend to online learning has expanded capacity beyond the buildings and facilities.
Health and medical	<p>Wagga Wagga Health Service (referral hospital) includes specialists and GPs</p> <p>2 hospitals</p> <p>1 endoscopy centre</p> <p>1 day surgery</p>	Not readily available	<p>Future population growth could generate demand for additional smaller facilities that offer specialised services.</p> <p>Stakeholder consultation indicated that there is a need for more local specialists, including maternity. It also highlighted that more aged care services should be made available.</p> <p>Patients for cardiac and neurological surgery currently need to go to Sydney and Canberra.</p> <p>The profile of the future population will be important to determining future health needs.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	BASELINE FUTURE DEMAND
Places of worship	45 churches of various Christian denominations	Not readily available	<p>In the 2016 Census, 30.6% of the Wagga Wagga LGA population identified as Catholic, 19.5% identified as Anglican and 4.9% identified as Presbyterian and Reformed.</p> <p>In general, the proportion of people who identify as Christian decreased across Wagga Wagga LGA between 2011 and 2016. Conversely, the proportion of people who had no religion generally increased across Wagga Wagga LGA.</p>
Emergency services	Police station Fire and Rescue, including HAZMAT Ambulance State Emergency Services NSW Rural Fire Service Colocation site at Fernleigh Road	Stakeholder consultation revealed that resourcing and facility needs occurred yearly, using the previous 3 years of incident data.	<p>As population increases, increased incident rates would be expected. Stakeholder consultation indicated that building facilities were soon to be outgrown for police.</p> <p>Resourcing is generally seen to be adequate, with minimal additional demand expected from an industrial area.</p>
Aged care		Not readily available	<p>14.5% of the population is currently aged 65 years and over. Stakeholder engagement with community services indicated that current service provision could be improved.</p> <p>Population forecasts indicate that in 2036 this proportion will rise to 16.7% of the population.</p>
Cemeteries	6 cemeteries Approximately 230 burials and 250 cremations per year are currently managed through these services.	Not readily available	As population increases, demand would be expected to increase. At this stage it is unclear about the capacity of current cemeteries.

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	BASELINE FUTURE DEMAND
Community support services	50 community support services, programs and organisations	Not easily available	Stakeholder consultation indicated that many services were dependent on NDIA funding and could cater to increased demand assuming this funding was available. Current needs in this area are – aged care and support, indigenous support, employment support, assimilation of refugee population, drug and alcohol support.
Disability services	17 providers covering a range of assistance	Not easily available	18.2% of the population are living with a disability. 9.4% are carers for a person with a disability (Disability Inclusion Action Plan 2017). 11.4% of the population is receiving the aged pension, disability and sickness benefits.
Urban Open space (parks, sporting and recreation, lineal parks)	80 playgrounds 110 developed parks (urban and rural) 817 hectares of developed open space (urban and rural)	4 hectares per 1,000 people — 2.4 hectares for outdoor recreation facilities — 1.5 hectares for sporting facilities in Wagga Wagga urban areas. Local parks – residents within 50 m. District parks – residents within 2 km. Playgrounds – residents within 500 m.	Currently over 4 hectares of developed open space per 1000 people (urban and rural combined). 195 improvement projects in train worth \$98 million (urban and rural combined). There is an implementation Plan for Boorooma/Estella/Gobbagombalin included in the Recreation, Open Space and Community Strategy and Implementation Plan 2040.
Rural Open Space (parks, sporting and recreation and lineal parks)	11 playgrounds 110 developed parks (urban and rural) 817 hectares of developed open space (urban and rural)	4 hectares per 1,000 people — 1.0 hectare for outdoor recreation facilities — 3.0 hectares for sporting facilities. Playgrounds – at least one per precinct. Access to recreation facilities (e.g. skate parks, basketball, BMX) – at least one per precinct.	Currently over 4 hectares of developed open space per 1000 people (urban and rural combined). 195 improvement projects in train worth \$98 million (urban and rural combined).

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	BASELINE FUTURE DEMAND
Community and cultural centres	<p>Wagga Wagga City Library</p> <p>Civic Theatre</p> <p>Wagga Wagga Art Gallery</p> <p>Museum of the Riverina/Historic Council Chambers</p> <p>Riverina Conservatorium of Music</p>	<p>At least one per 10,000 people.</p> <p>Located to maximise connections to adjoining land uses and local roads.</p> <p>Co-located with open space.</p>	<p>As population increases, assets should continue to be reviewed, updated and refurbished using up to date technologies.</p> <p>As population grows to 100,000 secondary facilities may need to be considered.</p> <p>Council to develop multi-use facilities that can be adapted for use by broad sections of the community.</p>
Sporting facilities	<p>65 sports facilities (urban and rural)</p> <p>Key facilities include:</p> <p>Robertson Oval (AFL, cricket)</p> <p>McDonald's Park (Rugby League, Rugby Union, Soccer)</p> <p>Exhibition Centre Multipurpose Stadium (Basketball, Netball)</p> <p>Wagga Wagga Athletics track (Athletics)</p> <p>Pomingalarna Cycling Complex (Cycling)</p> <p>Oasis Aquatic Centre (Swimming, Diving, Water Polo)</p>	<p>Urban – at least one per precinct.</p> <p>Only one elite level facility to be provided for each sporting activity.</p>	<p>Sport is important to the Wagga Wagga community, evidenced through Council documentation and stakeholder engagement.</p> <p>Council is committed to continued investment in sporting facilities, along with ongoing maintenance.</p> <p>Forthcoming PCYC Wagga Wagga will be a first class sporting venue, linked with Bolton Park.</p>

INFRASTRUCTURE TYPE	CURRENT PROVISION	BENCHMARK REQUIREMENT	BASELINE FUTURE DEMAND
Waste and recycling	<p>All properties that pay a Domestic Waste Management Service Charge receive the kerbside service.</p> <p>Operates on a three bin system with kerbside collections</p> <ul style="list-style-type: none"> — 240L Green lid food organics and garden organics bin (collected weekly) — 240L Yellow lid recycling bin (collected fortnightly) — 140L Red lid general waste bin (collected fortnightly) <p>A kitchen caddy and annual supply of compostable liners is also provided.</p> <p>A hard waste collection is provided to residents once per year for up to two cubic metres of hard waste</p> <p>Gregadoo Waste Management Centre located south of Wagga Wagga provides the largest landfill and recycling/reuse site.</p> <p>There are 7 rural transfer stations</p>	Not readily available, but linked to population size and lifestyle habits.	At current population and waste generation levels Gregadoo Waste Management Centre will be full in 80 years and requires \$1 million each year of investment. With more rapid population increase, this timeline will shorten.

8 FINDINGS AND IMPLICATIONS

This Baseline Assessment for the CSIA provides the basis on which to consider the scenario planning for the Wagga Wagga SAP.

Key findings and implications are identified below for consideration in the subsequent stages of the investigative process for the assessment. These are not intended to be final recommendations for the CSIA, but are to provide the framing for further workshops as land uses are considered and the master planning process continues.

FINDINGS	IMPLICATIONS
<p>Population profile:</p> <ul style="list-style-type: none"> — overall population growth — overall growth in numbers across all age cohorts — proportional growth in over 65 years — decline in proportion of 15-64 year olds 	<p>The increasing population will continue to place additional demands on already stretched resources. Demand for educational and child care facilities will increase, along with health services, aged care, sporting facilities and open space, recreational spaces and community services, who find their demand for services increases proportionally with population growth.</p> <p>The shifting demographic profile will change the proportion of working and aged population. Services and infrastructure such as health care, aged care, community support serviced (aged care) will become relatively important. It will also be important to retain school leavers and university/TAFE graduates to the area and this may be facilitated and influenced by the SAP.</p>
Recruiting and retaining skilled staff is an issue across sectors	As Wagga Wagga grows it will be able to provide more high quality infrastructure and services that may help retain skilled workers. Regardless, consideration of how to attract and retain the right skilled and support workers to support a growing population should be prioritised.
Health services are currently at or near capacity	A further increase in population will place additional pressure on these services, even with the upgrades currently underway.
Emergency services are, in some cases outgrowing their facilities	Consideration of a new emergency services hub in the Wagga Wagga SAP. There are benefits in emergency services being co-located.
Unemployment is a social issue	<p>Local community service organisations are interested in linkages with larger companies who can provide entry level employment opportunities for school leavers and people with a disability.</p> <p>Inclusive employment pathways and apprenticeships could be considered.</p>
TAFE and Charles Sturt University (including Agripark) are agile and would like to establish partnerships and linkages	<p>Tertiary institutions would expand their course offerings so that they are aligned with the employment available in the SAP</p> <p>Online access and courses relevant to the SAP would assist in increasing educational attainment, retention of school leavers, and support industries associated with the SAP.</p> <p>TAFE and the University (including Agripark) have expressed their desire for continued engagement throughout the planning process for the SAP.</p> <p>Agripark offers an opportunity for large agricultural companies to undertake research that is linked to commercial outcomes.</p>
Primary schools are at or near capacity	Local primary schools on the northern side of Wagga Wagga are at capacity, with one more planned to be built at this stage. With a growing population of families, it is likely that an additional primary school will be needed.

FINDINGS	IMPLICATIONS
Open space is currently well provided and planned for	Open space is valued by the community. There are positive health and wellbeing outcomes for the provision of open space. Development and integration of open space, recreational areas and sporting fields will be important to help support the increased population.
The community value sport (playing and spectating) extremely highly	Sport is a big focus for the community and helps to bring them together. Open space may be planned to take this into consideration through a community oval to play sport.
Current transport networks to the Bomen Business Park are not adequate	Consider connectivity of transport networks for Wagga Wagga SAP to Wagga Wagga township. At this stage the Active Cycleway does not include Wagga Wagga SAP. Public transport to the site is non-existent, and is a limiting factor for inclusive employment.
Proposed location is disconnected from the centre of town	This is not just relevant for transportation and amenities but for a sense of belonging and ownership for the community. Consider the flows and movements of people for employment patterns and other patterns of use, and how to improve amenity and experience for them.
People of Wagga Wagga value their community	Focus on building and fostering a sense of community in the precinct. The community value the regional town camaraderie and expressed concerns around Wagga Wagga growing too quickly and losing the community feel.
People of Wagga Wagga are interested and engaged in the future of their township	Clear communication for the community about the benefits of the SAP. It was clear through consultation that there are many infrastructure and community projects in Wagga Wagga. The community will be going through enormous change and there is some resistance to that by portions of the community. Clear communication of the vision for Wagga Wagga SAP, how it fits in with the future for the community, and what benefits it provides for them is important to articulate.

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APPENDIX A

STAKEHOLDER ENGAGEMENT PLAN



APPENDIX B

STAKEHOLDER MASTER QUESTIONS



B1 STAKEHOLDER QUESTIONS – MASTER

STAKEHOLDER NAME:

STAKEHOLDER REPRESENTATIVE:

SAP REPRESENTATIVE:

DATE/TIME:

B1.1 CURRENT STATUS OF EXISTING SOCIAL INFRASTRUCTURE

- What services or facilities do you provide and/or manage and where are they located?
- Who are your customers and key stakeholders and where do they come from (local or regional)?
- How many staff are part of your organisation (local area only)?
- Would you describe your service/facility at capacity? Below capacity? Over capacity?
- What factors are contributing to this status?
- How do you determine the current levels of service and how do you determine an expansion or contraction of services?
- What future plans (if any) do you have for your service or facility provision (immediate, short term, long term)?
What key priority projects or initiatives are you taking part in?
- What services or businesses are you linked/provide support to and who do you rely on?
- Do you have any partnerships with other local or regional services?
- Can you identify any gaps in Wagga Wagga within your industry and others (local)?
- What other social infrastructure could Wagga Wagga benefit from?

B1.2 ASPIRATIONS AND VISION

- What are the current challenges for the community of Wagga Wagga and surrounding areas? Also think about the future.
- What are the opportunities in and surrounding Wagga Wagga from a community perspective?
- What would help these opportunities to grow and how can the issues be managed better?
- What opportunities are there for collaboration between different groups with complementary service offerings?
- What would you like to see for the future community of Wagga Wagga?

B1.3 POPULATION AND DEMOGRAPHICS

- How would Wagga Wagga cope with an increased population with its current service, education and employment options?
- What kind of jobs and businesses would you like to see created in Wagga Wagga?
- Would new educational institutions encourage further participation?
- What would encourage more people to live and work in Wagga Wagga?
- What facilities and infrastructure would retain new people to the area?
- What is unique about Wagga Wagga and how can these differences be maximised for population retention?

B1.4 SERVICES AND FACILITIES (NOW AND PREDICTED)

- If jobs increased by 1, 000, 3, 000 or 6, 000, considering some jobs would be created for local people and some would be created for new people and their families, what would the impact be on the services/facilities you provide?
- What additional services would be needed?
- Do your services or facilities have the financial and business support to mitigate these impacts?
- What additional assistance and support would you require?
- What types of support services are available locally that you can engage for assistance?

B1.5 COMMUNITY IDENTITY

- How do people from Wagga Wagga talk about their community?
- What are the local people of Wagga Wagga proud of/what is valued?
- What differentiates the Wagga Wagga community to other surrounding communities?
- Has the community changed in the last five years and in what way?
- What helps the community bounce back after times of hardship?
- What do you desire for the community of Wagga Wagga?

APPENDIX C

EDUCATION AND CHILDCARE FACILITIES



C1 EDUCATION AND CHILDCARE FACILITIES

LEVEL	FACILITY NAME	CAPACITY/ENROLMENT (APPROX.)
Early education/childcare	Community Kids Kale Albert Early Education Centre	90
	Wagga Wagga TAFE Children's Centre	20
	Wagga Wagga Christina College Long Day Care	55
	KU - Kingfisher Preschool	30
	Goodstart Early Learning Wagga Wagga - Morgan Street	44
	KU - Kangaroo Preschool	30
	Charles Sturt University CSU - R Children's Centre	58
	Goodstart Early Learning Koorinal	75
	Montessori Children's House Wagga	96
	Amy Hurd Early Learning Centre Incorporated	40
	Shaw Street Children's Centre	28
	Spring Kidz Early Learning Centre	44
	KU Koala Preschool	40
	Possums Playground Occasional Child Care	32
	KU - Kookaburra Preschool	28
	Wagga Wagga Early Years Learning Centre - Turvey Park	79
	Goodstart Early Learning Wagga Wagga - Station Place	51
	Goodstart Early Learning Glenfield Park	66
	Town and Country Children's Centre	48
	Wiradjuri Aboriginal Corporation Community Child Care Centre	50
	Goodstart Early Learning Wagga Wagga - Lake Albert Road	70
	Goodstart Early Learning Estella	50
	Inspire Early Learning Centre	81
	St Lukes Preschool	31
	Goodstart Early Learning Ashmont	90

LEVEL	FACILITY NAME	CAPACITY/ENROLMENT (APPROX.)
	Goodstart Early Learning Tatton	76
	Angel's Paradise Adaptive Montessori - Wagga	80
	PE4K Lake Albert	73
	PE4K Ashmont	56
	St Marys Rainbow Preschool	30
	Wagga Wagga Early Years Learning Centre - Glenfield Park	94
	Wagga Wagga Early Years Learning Centre - Boorooma	92
	Wagga Wagga Regional Family Day Care (home-based care)	286
	PE4K Forest Hill	80
Out of school hours care services	Henschke Out of School Hours Care Inc	121
	Holy Trinity Primary School OSHC	24
	Koorinal Out of School Hours Care Inc	45
	Lake Albert Outside School Hours Care Inc	60
	Lutheran School Outside School Hours Care	60
	Northcott Disability Services - Wagga Wagga Teen After School & Vac Care	35
	PCYC Out Of School Hours - Wagga Wagga	75
	St Joseph's Primary School (Wagga) OSHC	24
	Town & Country Childrens Centre Wagga Wagga	48
	Wagga Wagga Public School OSHC	45
	Wagga Wagga East Before & After School Care Inc	40
Primary schools	South Wagga Public School	333
	Uranquinty Public School	31
	Kapooka Public School	77
	Turvey Park Public School	384
	Ashmont Public School	245
	Wagga Wagga Public School	452
	Mt Austin Public School	233
	Lake Albert Public School	523
	North Wagga Public School	265
	Forest Hill Public School	241

LEVEL	FACILITY NAME	CAPACITY/ENROLMENT (APPROX.)
	Holy Trinity Primary School	284
	Henschke Catholic Primary School	540
	Mater Dei Catholic Primary School	401
	St Joseph's Primary School	210
	Sacred Heart Primary School	286
	Lutheran Primary School Wagga Wagga	343
	Sturt Public School	373
	Red Hill Public School	243
	Koorringal Public School	455
	Willans Hill School	65
High schools	Wagga Wagga High School	1, 040
	Mount Austin High School	233
	Koorringal High School	860
	Kildcare Catholic School	950
	Mater Dei Catholic College	751
	The Riverina Anglican College	702
	Wagga Wagga Christina College (K-12)	105
	Saint Mary Mackillop Colleges (K-12)	118

LEVEL	FACILITY NAME	CAPACITY/ENROLMENT (APPROX.)
Tertiary	Charles Sturt University (CSU), Wagga Wagga campus	<p>2,940 students (largest campus of CSU)</p> <p>Of this total, 25% identify as low socio-economic status (low SES), 3% identify as Indigenous, 18% identify as being from metro regions and 31% identify as being from the local area.</p> <p>874 staff</p> <p>\$280M regional economic impact (7% of Wagga Wagga LGA)</p> <p>Notable courses include animal and veterinary sciences, business, communication and creative industries, science, humanities, social work and human services, information technology, computing and mathematics, medical science and dentistry, nursing, midwifery and Indigenous health, psychology, teaching and education.</p> <p>Facilities on site include:</p> <p>Veterinary science clinical centre and laboratories, including the National Life Sciences Hub</p> <p>Equine Centre</p> <p>Campus farm, vineyard and commercial winery</p> <p>Dental clinic</p> <p>New 'Agripark'</p>

LEVEL	FACILITY NAME	CAPACITY/ENROLMENT (APPROX.)
	TAFE NSW Riverina Institute	<p>3,891</p> <p>Of this total, 262 (7.3%) students identify as having a disability, 329 (9.2%) identify as Indigenous, 39% are aged between 15-19 years and 25% are aged 20-24 years.</p> <p>303 students are enrolled in the Primary Industries Centre (PIC) located in North Wagga on 250 hectares of farmland for the study of agriculture and horticulture.</p> <p>Of this total, 26 (8.6%) identify as having a disability, 26 (8.5%) identify as Indigenous, 37% are aged between 15-19 years and 24% are aged 20-24 years.</p> <p>Notable courses include vocational support and pathways, electrotechnology electrician, agricultural mechanical technology, carpentry, youth engagement, heavy commercial vehicle mechanical technology, fabrication trade and plumbing.</p> <p>Notable courses offered at the PIC include animal studies, wool classing, chemical accreditation, agriculture, veterinary nursing and landscape construction.</p>

APPENDIX D

HOSPITALS AND MEDICAL FACILITIES



D1 HOSPITALS AND MEDICAL FACILITIES

NAME	SERVICES/CAPACITY
Wagga Wagga Health Service (Referral Hospital)	Public 325 bed referral hospital for the Murrumbidgee Local Health District. Critical care, medical, surgical, paediatric, obstetric, rehabilitation, mental health and community services, cardiology, gastroenterology, renal medicine, orthopaedics, psychiatry, full range of allied health and support services including dental, physiotherapy, occupational therapy, sexual health, violence prevention, and response services. Mental health recovery unit and community health services are co-located on the Wagga Wagga campus.
Calvary Riverina Hospital	Private 100 hospital. Calvary Riverina Surgicentre, drug and alcohol centre, maternity and women's health, specialist palliative care for acute patients, hospice and home-based community palliative services, intensive care, coronary care, high dependency units, hydrotherapy pool and gymnasium, cardiovascular laboratory and pathology.
Wagga Endoscopy Centre	Private <50 bed hospital for gastroenterology services.
Riverina Day Surgery	Private 22 bed hospital. Cosmetic ENT, gastroenterology, general surgery, gynaecology, IVF, oculoplastic, ophthalmic, oral and maxillofacial, orthopaedic, plastic and reconstructive, paediatric and urology. The only day surgery in the Riverina/Wagga Wagga area to offer IVF procedures.
Wagga Wagga Hepatitis C Treatment Service	Liver clinic and hepatitis diagnosis, assessment, treatment and Fibroscan.
Riverina Cancer Centre	Radiation therapy and chemotherapy.
Tatton Medical Centre	General practice, family planning advice, pap smear, menopause counselling and care, pre-employment medical, lung function tests, skin checks and treatment, mental health assessment, drug and alcohol counselling, diabetes education and dietitian services.
Douglass Hanly Moir/Barratt & Smith Wagga Collection Centre	Pathology and laboratory services.
Riverina ENT Services and Surgery4kids	Paediatric surgery and specialist surgical service.
Caton Medical	Skin cancer, skin checks and related health services. Also includes general practice cyst removal, ingrown toenail, injections for musculoskeletal injuries and osteoarthritis and removal of skin lesions.

NAME	SERVICES/CAPACITY
Peter Street Medical Centre	General practice, skin cancer, respiratory disease, prenatal care and pregnancy management, paediatrics and family planning, men's health, mental health, diabetes, sports medicine, anaesthetics, preventative medicine, adolescent health, women's health and pre-employment medicals.
Blamey Street Surgery Doctors & GP Wagga Wagga	General practice, asthma care, childhood immunisations, children's health, chronic disease management, circumcisions, diabetes education, ECGs, health assessments, immunisations, INR monitoring, insurance medicals, Q Fever vaccinations, men's health, mental health services, nursing home visits, nursing services, refugee health, skin checks, spirometry, surgical procedures, women's health, worker's compensation, wound care and vasectomies.
Glenrock Country Practice	General practice, allied health services, antenatal clinic, asthma program, care plans, diabetes, program, health assessment, immunisation, medicals, mental health programs, pathology, skin checks, travel medicine, weight loss and women's health.
Trinity Medical Centre	General practice, skin cancer clinic, home and other visits, ECGs, lung function test, INR testing and vascular Doppler.
Specialist Medical Centre	Local medical specialists, visiting specialists and medical services. Specialists including South West Breast & Endocrine Surgeons, Imaging Associates, Riverina Respiratory & Sleep Centre, The Rural Lung Unit, Riverina Kids Therapy, Riverina Hand Therapy, Dr Mary Freeman (Endocrinologist), Sydney Sleep Services, Reproductive Medicine Wagga, the OSO Centre and Lavery Pathology.
Korringal Medical Centre	General practice, allergies, allied health care, antenatal, asthma, cardiovascular disease, chronic disease management, cosmetic medicine, dermatology and skin cancer checks, diabetic care, family planning, hearing tests (Audiometry), ECGs, lung checks, men's health, musculoskeletal and sports injuries, nutrition, paediatrics, pre-employment medicals, pre-pregnancy counselling, preventative health care and health promotion, quit smoking advice, skin cancer checks/removal and mole removal, travel medicine, vaccinations and women's health.
Kerin Fielding Orthopaedics	Orthopaedic surgery.
Riverina Surgical Consulting	General and colorectal surgical services, post-operative follow up and monitoring, diagnostic and surveillance colonoscopy, treatment of bowel cancer and other colorectal pathology.
Wagga ENT Centre	Otolaryngologist services.
Riverina Anaesthesia Services	Anaesthesia services.
KRS Health Family Practice	General practice, allied health, chronic disease management, practice nursing, pathology, aged care services, skin cancer clinics and telehealth consultations.
Wagga GP After Hours Service	After hours general practice.
Riverina Family Medicine	General practice, travel medicine, mental health, full obstetric services, musculoskeletal, sports medicine and paediatrics.

NAME	SERVICES/CAPACITY
Wagga Wagga Medical Centre	General practice, immunisation, health assessments and care plans, pap smears, family planning advice, menopause counselling and care, lifestyle counselling and care, workplace medicine, pre-employment medicals, lung function tests, insurance and licence medicals, skin checks and treatment, Molemate, removal of small skin lesions, travel medicine, ECGs, mental health assessment, nutritional advice. family counselling, drug and alcohol counselling, diabetes education, dietitian, psychology services and Q Fever.
St George Family Medical Centre	General practice, skin cancer clinic, immunisation, travel medicine, pathology, asthma, Q Fever, telehealth,
Riverina Eye Care Centre	Ophthalmology services and surgery.
Morgan St. Healthcare Clinic	General practice, pathology, skin checks, antenatal, GO obstetric care breastfeeding counselling, Q Fever, vaccinations, travel medicine, pre-employment medical, mental health, women's health and men's health.
Trail Street Medical Centre	General practice, general health, women's health, children's health, employment and licensing and allied health services.
Riverina Urology	Urology clinic and services.
Kincaid Medical & Dental Centre	General practice, family medicine, aged care, women's health, asthma, diabetes, hypertension, heart disease, arthritis, chest & bowel disorders, aged care, antenatal & obstetric care, family planning services, pap smears, men's health, travel medicine, work injuries, sports injuries, fractures with plastering, spirometry, child and adult immunisation, pre-employment medical examinations, chronic disease management and ECGs.
National Hearing Care Wagga Medical	Audiology and associated services including testing and treatment for newborns and children.
Riverina Bariatrics	General surgery, skin cancer, endoscopy, colonoscopy, gall stones, hernia, anti-reflux, endocrine (thyroid, parathyroid and adrenal), stomach and oesophagus disorders, weightless surgery, liver and pancreas disorders.
Riverina Cardiology	General (internal) medicine, cardiology, ECG, coronary artery disease and stenting, peripheral intervention, perioperative care, management of heart disease in pregnancy, diabetes and the heart.
Brentwood Orthopaedic	Orthopaedic surgery and relative services.
Riverina Paediatrics	Specialist medical care for children, newborn medical services, paediatric unity and paediatrics allergies.
Riverina Medical and Dental Aboriginal Corporation	Veterans and/or their families, pre/post release offenders and/or their families, adults - aged 65 and over, youth - 15 to under 25, victims of crime (including family violence), males, children - aged 6 to under 15, gay, lesbian, bisexual, transgender or intersex persons, unemployed persons, people with disabilities, females, people at risk of homelessness/ people experiencing homelessness, Aboriginal and Torres Strait Islander people and people with chronic illness (including terminal illness).
Riverina Women's Health	Labour and childbirth, gynaecology, obstetrics and infertility.

NAME	SERVICES/CAPACITY
Sexual Health Clinic - Brookong Centre	Sexual health, education and relative services.
The Wellness Hub	Clinical hypnotherapy for the treatment of anxiety, anger, addiction, depression, smoking, stress management, stress, insomnia, panic attacks, pain, IBS and weight loss.
Riverina Dermatology	Dermatology and related services.
Riverina Diabetes Education	Diabetes self-management and education.
Forest Hill Medical Centre	General practice, pathology, dietician, respiratory nurse, mental health and social work.
Estella Medical & Dental Centre	General practice and related services.
Riverina Orthopaedics	Orthopaedics and related services including Neurosurgery and Orthopaedic surgery.
Dr R Stanton – Urology	Urology and related services.
Border Physicians Group	Cardiology, Nephrology and related services.
Dr Andrew Redgment	Orthopaedics and Orthopaedic surgery.
Riverina Hypnotherapy	Hypnotherapy services.
Dr Vinny Mamo	Orthopaedic surgery.
Riverina Oral & Maxillofacial Surgery	Oral and maxillofacial surgery
Bloom Hearing Specialists	Audiology and related services.
Dr J Masson	Hand surgery.
Dr Paul Latimer	Ophthalmology services.
Dr Barnes CJ	Ophthalmology services.
Dr AK Sharma	Ophthalmology services.
Kerin Fielding Orthopaedics	Orthopaedics and related services.
Dr Delwyn Dyall-Smith	Dermatology and related services.
Riverina Neurology	Neurology services.
Riverina Respiratory & Sleep Centre	Sleep clinic.
Hearing Aid Specialists Riverina	Audiology and related services.
Dr John Mackay	Dermatology and related services.
Psoriasis & Skin Clinic	Dermatology and related services.
Molescan	Cancer treatment centre.
Reproductive Medicine Wagga	Fertility clinic.
Dr Edward Tai	Nephrology.

NAME	SERVICES/CAPACITY
Mr David K Airey	Vascular surgery.
Riverina Endovascular	Endovascular surgery.
Audika Wagga Wagga	Audiology and related services.

APPENDIX E

PLACES OF WORSHIP



E1 PLACES OF WORSHIP

CHURCH NAME	ADDRESS
Wesley Uniting Church	17/21 Johnston St, Wagga Wagga NSW 2650
Bethlehem Lutheran Church	11 Athol St, Turvey Park NSW 2650
Wagga Wagga Baptist Church	156 Tarcutta St, Wagga Wagga NSW 2650
Inspire Church Wagga	555 Koorringal Rd, Koorringal NSW 2650
Catholic Education, Diocese of Wagga Wagga	205 Tarcutta St, Wagga Wagga NSW 2650
Pilgrim Uniting Church	10 Tanda Pl, Glenfield Park NSW 2650
The Salvation Army Corps (Church)	188 Edward St, Wagga Wagga NSW 2650
Wagga Wagga Seventh-day Adventist Church	75 Coleman St, Turvey Park NSW 2650
Greek Orthodox	26 Thompson St, Wagga Wagga NSW 2650
Sacred Heart Catholic Church	Lake Albert Rd, Koorringal NSW 2650
Wagga Wagga Evangelical Church	401 Koorringal Rd, East Wagga Wagga NSW 2650
Saint Aidan's Presbyterian Church	62 Coleman St, Wagga Wagga NSW 2650
Saint John's Anglican Church	6-12 Church St, Wagga Wagga NSW 2650
Our Lady of Fatima Catholic Church	Bourke St, Turvey Park NSW 2650
Wagga Wagga Brethren	Weedon Cres, Tolland NSW 2650
South Wagga Anglican Church	31 Fernleigh Rd, Turvey Park NSW 2650
Holy Trinity Catholic Church	5 Bardia St, Ashmont NSW 2650
St Andrews Presbyterian Church	Church St &, Cross St, Wagga Wagga NSW 2650
The Promise Centre	48 Vestey St, Wagga Wagga NSW 2650
West Wagga Wagga Catholic Parish	5 Bardia St, Wagga Wagga NSW 2650
Oasis Family Church	401 Koorringal Rd, East Wagga Wagga NSW 2650
Saint Michael's Cathedral	10 Church St, Wagga Wagga NSW 2650
Saint Mary & Saint John The Beloved Coptic Orthodox Church	18-20 Wooden St, Turvey Park NSW 2650
Anglican Church of Australia	270 Lake Albert Rd, Koorringal NSW 2650
Saint Mary's Anglican Church	William St & George St, North Wagga Wagga NSW 2650
Independent Baptist Church	34 Northcott Parade, Mount Austin NSW 2650
Wagga Wagga Revival Fellowship	Ngurra Youth Hub, Blakemore Ave, Ashmont NSW 2650
Holy Trinity Catholic Church	5 Bardia St, Ashmont NSW 2650
Saint Mary's Catholic Church	96 Urana St, The Rock NSW 2655

CHURCH NAME	ADDRESS
Ashmont Baptist Church	17 Malta Cres, Ashmont NSW 2650
Presbyterian Reformed Church	Lake Albert Primary School Main St, Lake Albert NSW 2650
Presbyterian Church	62 Coleman St, Turvey Park NSW 2650
Presbyterian Reformed Church	Lake Albert Primary School Main St, Lake Albert NSW 2650
Coptic Orthodox Church of Saints Mary and John	1 Wooden St, Turvey Park NSW 2650
Wagga Anglican	6-12 Church St, Wagga Wagga NSW 2650
Quintessential Chapel, Uranquinty	48 O'Connor St, Uranquinty NSW 2652
Mount Erin Chapel	1 Edmondson St, Turvey Park NSW 2650
Saint Alban's Anglican Church	270 Lake Albert Rd, Koorungal NSW 2650
ICCWW	57 Durack Circuit, Boorooma NSW 2650
Chapel of the Immaculate Conception	Turvey Park NSW 2650
Anglican Church of Australia	3 Day St, Lockhart NSW 2656
Church of Saint Michael	5 Linton St, Collingullie NSW 2650
Saint Mary's Catholic Church	55 Ferrier St, Lockhart NSW 2656
Living Water Fellowship Wagga Wagga Inc.	565A Koorungal Rd, Lake Albert NSW 2650
West Wagga Wagga Catholic Parish	5 Bardia St, Wagga Wagga NSW 2650
Generocity Church	194-198 Lake Albert Rd, Koorungal NSW 2650
Saint Luke's Anglican Church	Docker St, South Wagga Wagga NSW 2650
Henty Uniting Church	35 Ivor St, Henty NSW 2658
Saint Francis Xavier Catholic Church	Sydney St, Tarcutta NSW 2652
Wagga Wagga Mosque	Tooma Way, Charles Sturt University NSW 2795

APPENDIX F

AGED CARE



F1 AGED CARE

FACILITY	DESCRIPTION
The Forest Centre	Residential aged care
Right at Home Southern New South Wales	Home care services and aged care services at home
BaptistCare Home Services- Murrumbidgee	Home and community care provider
Gumliegh Gardens Hostel	Assisted aged care living with 15 dementia specific rooms and 29 aged care rooms
BaptistCare Caloola Aged Care Centre	Aged care, services and accommodation
The Haven Community	Residential aged care
BaptistCare Watermark Retirement Village	Retirement community
Riveirna Gums Retirement Village	Retirement community
Just Better Care Murrumbidgee Lachlan/South West	Aged care and in-home services
Ingenia Gardens Wagga Wagga	Retirement community
BaptistCare Social Club - Wagga Wagga	Day respite centre for older people and people with mild to moderate dementia
HomeCare UPA Riverina	Aged home care services
Calvary Community Care - Riverina Service Centre	Home and community aged care
Yathong Lodge	Assisted living facility of 16 beds for people over 65 years experiencing mental ill health and severe behavioural and psychological symptoms of dementia.
Home Care Service of NSW	Aged home care services
Integratedliving Australia	Home support for ages and disabled people
Settlers Village	Retirement community
Loreto Home of Compassion	At home aged care
Rosebank Retirement Village	Retirement community
Wendy Hucker Nursing Home	Nursing home
RSL LifeCare Remembrance Village	Nursing home and assisted living facility
Village Life	Retirement community
Rosemount	Retirement community
Gumlegh Chauncy Lodge Retirement Village	Retirement community
Home Care Experts by Calvary Riverina Service Centre	Aged home care services
Nanny for Seniors	Caregivers for seniors

APPENDIX G

COMMUNITY SUPPORT SERVICES



G1 COMMUNITY SUPPORT SERVICES

	DESCRIPTION
Aboriginal Services	
Riverina Medical and Dental Aboriginal Corporation	Veterans and/or their families, pre/post release offenders and/or their families, adults - aged 65 and over, youth - 15 to under 25, victims of crime (including family violence), males, children - aged 6 to under 15, gay, lesbian, bisexual, transgender or intersex persons, unemployed persons, people with disabilities, females, people at risk of homelessness/ people experiencing homelessness, Aboriginal and Torres Strait Islander people and people with chronic illness (including terminal illness).
Aboriginal Legal Service	Criminal law, children's care, protection law and family law for Aboriginal and Torres Strait Islanders.
Wagga Local Aboriginal Land Council	Aboriginal affairs and support.
Wiradjuri Aboriginal Community Child Care Centre Corp.	Childcare services for Aboriginal families.
Aboriginal Employment Pathways Program (Job Centre Australia)	Support service providing culturally appropriate connections with the community and maintaining focused employment solutions.
New Careers Aboriginal People (NCAP)	Employment and training support service.
Burrabinya – Leap to your Future (COMPACT)	Employment and education program building the capacity of year 9 and 10 Aboriginal and Torres Strait Islander students through connections with cultural heritage and community to reach their full potential in employment, training and education.
Health and Social Support Services	
Wagga Women's Health Centre	Counselling and crisis support, trauma support, economic wellbeing, health promotion, women's massage and pop-up women's health clinic.
Women's Health Clinic	Range of free medical services for women including pap smears, breast checks, contraceptive advice and sexual health services.
Wagga Wagga Community Health Centre	Sexual health and STD testing.
Riverina Diabetes Education	Diabetes self-management and education.
Marathon Health	Mental health, Aboriginal health, health and wellbeing, after hours services, child and youth services.
Centrecare South West NSW	NDIS, mental health, family and relationships and Settlements Grants Program (SGP).
Kurrajong Early Childhood Intervention Service	NDIS, drop-in support early childhood intervention, support coordination and plan management.
Ronald McDonald Family Room	Family room within the Wagga Wagga Health Service (referral hospital). Includes kitchen, bathroom facilities, lounge area and play area.

	DESCRIPTION
Community Mental Health Service	Mental health and support services.
Sunflower House	NDIS, mental health, support services and outreach programs.
Headspace Wagga Wagga	Youth mental health support, physical health, alcohol and other drugs support, work and study assistance.
Wellways	Mental health and support services.
Micah House	Not-for-profit care and support house for homelessness or loneliness.
Amaranth Foundation	Support to rural and regional communities in social, emotion, psychological and existential needs for people, families and caregivers living with an illness.
Wagga Wagga Family Relationship Centre	As part of Relationships Australia for mediation services to support families including families dispute resolution.
Child, Youth and Family Services	
Relationships Australia	Counselling, advocacy, support, information and education. Includes family referral service.
Brighter Futures (Mission Australia)	Case management, parenting education and health.
Youth at Risk (Anglicare Riverina)	Case management for young people at risk of entering the juvenile justice system.
Ignite (Anglicare NSW South)	Mentoring, guidance and support for socially disadvantaged youth and youth at risk. Includes out of home care library support program to mentor children in care to assist with reading and homework.
Hands On (Australian Red Cross)	Care and companionship for long-term patients in hospitals, aged care facilities, mental health units, and day respite centres.
Women's Domestic Violence Court and Advocacy Service (Legal Aid)	Advocacy for legal protection relating to domestic violence, counselling, housing and assistance in accessing services including financial help and advice.
Domestic and Family Violence Intervention Service (DAFVIS) (Sister's Housing Inc)	Support for victims through the court process.
Drug and Alcohol Support Services	
Pathways Murrumbidgee – Treatment and Support Service	Support, referral and counselling to reduce methamphetamine and other drug use.
Education	
Learning for Life (The Smith Family)	Scholarships for low-income families of children and young people attending primary and secondary school through education and financial support.

	DESCRIPTION
Riverina Community College	<p>Registered Training Organisation registered with the Australian Charities and Not-for-Profits Commission as a Public Benevolent Institution that delivers a variety of nationally recognised training including skills sets and full qualification from Certificate II to Diploma level.</p> <p>Courses include business, leadership and management, community services and health, vocational pathways, beauty and hairdressing, hospitality, professional development and community programs. Courses are delivered in person, via correspondence and through traineeships.</p>
Accommodation, Housing and Homelessness Services	
Eastern Murrumbidgee Youth Services (Mission Australia)	Crisis accommodation, housing and outreach support.
Edel Quinn Homeless Shelter (St Vincent De Paul Society)	Homeless refuge, crisis accommodation and case management services primarily for men experiencing homelessness.
Sisters Housing	Women's homeless refugee for single women and women with children, case management and support.
Argyle Housing	Accommodation service, support and sustainable housing for people on low to moderate incomes.
Lilier Lodge (Can Assist) (Cancer Council)	Support and accommodation for patient undergoing cancer treatment.
Adolescent Accommodation (Kurrajong Warratah)	Adolescent accommodation.
LBGTQI services	
The Gender Centre	Crisis accommodation, refuge, information, case management and monthly support group for people with gender issues and education.
Emergency Relief Services	
Survive and Thrive (Anglicare NSW South)	Crisis, advocacy, information, referral and emergency relief including food, bedding, utility vouchers, household items and clothing.
SalvosConnect (Salvation Army)	Crisis support and assistance in financial crisis through vouchers and material goods.
Emergency Services (Australian Red Cross)	Emergency and disaster relief and associated aid to people affected by traumatic emergencies.
Multicultural Services	
Multicultural Council of Wagga Wagga	<p>Promotes acceptance and celebration of cultural diversity and delivers programs to promote social cohesion, maintain community harmony and foster participation and community engagement. Assists the community to obtain new skills and knowledge to start their lives in the community.</p> <p>Settlement Engagement and Transition Support (SETS) programs include youth mentoring, refugee health, water safety, common thread, tax help, culture club and employment pathways.</p>

	DESCRIPTION
Complex Case Support (CSS) (Centrecare South West)	Case management to humanitarian entrants with complex and high needs to address barriers to settling in Australia.
STARTTS	Culturally appropriate counselling and therapy for individuals, families and groups, group work and activities for young people who have experienced torture or trauma.
Asylum Seeker Assistance Scheme (Australian Red Cross)	Emergency relief for basic food and housing costs, counselling, advice support and referral while asylum seekers await determination of their application for refugee status.
Financial Services	
Saver Plus (The Smith Family)	Financial support and education.
Financial Counselling Service (Wagga Wagga Family Support Service)	Financial family support counselling.
Seniors and Transport	
Meals on Wheels	Food delivery to members of the community who have difficulty preparing and cooking food.
Wagga Wagga Community Transport	Transport support services.

APPENDIX H

SPORTING FACILITIES



H1 SPORTING FACILITIES

Bolton Park Stadium	McPherson Oval	Apex Park
Oasis Aquatic Oval	Harris Park	Wiradjuri Gold Centre
Murrumbidgee Turf Club	Gissing Oval	Galore Reserve
Wagga Cricket Ground	Henwood Oval	Ladysmith Reserve
Multipurpose Stadium	French Fields	Webb Park
Wagga Wagga Exhibition Centre Multipurpose Stadium (Equex)	Duke of Kent Sportsground	Jim Elphick Tennis Centre
Graham Park	Anderson Oval	Brookdale Hal Tennis Centre
Ashmont Ngurra Youth Hub	Forest Hill Oval	Jannali Place Park
Glenfield Community Centre	Wagga Bowling & Entertainment Centre	O'Halloran Park
Ashmont Oval	Wagga Wagga Country Club	Oura Recreation Ground
Gunn Drive Park	Wagga City Golf Club	Rotoract Park
Bedervale Park	PCYC Wagga Wagga	Currawarna Recreation
Jubilee Park	Wagga Indoor Sports	Jack Avenue Park
Conolly Field	Project Paintball Wagga	Menneke Park
Wiradjuri Oval	Paddy Osbourne Park	National Shooting Ground
Parramore Park	Harris Park	Wagga Wagga Boat Club
Uranquinty Sportsground	Croker Park	Wagga Wagga Sailing Club
Robertson Oval	Collingulie Oval	McDonalds Park
Rawlings Park	Norman Duck Oval	Wagga Wagga Athletics Track
Lake Albert Oval	Mangoplah Sports Ground	Pomingalarna Cycling Complex
Kessler Park	Tarcutta Sportsground	Indoor Cricket Centre
Wagga Wagga City Pistol Club Inc (Pistol Range)	Wagga Wagga Squash & Fitness (gym/physical fitness centre)	

APPENDIX I

PARKS AND OPEN SPACES



I1 PARKS AND OPEN SPACES

Ovals		
Robertson Oval	McPherson Oval	Harris Park
McDonald's Park	Rawlings Park	Henwood Park
Exhibition Centre	Wagga Cricket Ground	Jack Mission Oval (formerly Ashmont Oval)
Jubilee Park	Anderson Oval	Kessler Park
Conolly Park	Chambers Park	Lake Albert Oval
Bolton Park	Forest Hill Oval	Norman Duke Oval
Duke of Kent Oval	French Fields	Paramore Park
Glenfield Oval	Gissing Oval	
BMX tracks		
Blakemore Avenue	Cnr Lakeside Dr and Lake Albert Rd	Condon Close
Huthwaite Street	Yentoo Drive	
Skateparks		
Webb Park Skatepark	Tolland Skatepark	Bolton Park Skatepark
Albert Burgman Skatepark	Henwood Park Skatepark	Wagga Ramp
Dog Off-Leash Areas		
Narrung St Off-Leash Area	O'Halloran Park Agility Track	Wiradjuri Reserve (eastern end)
Wilks Park Off-Leash Area	Lake Albert Boat Club Off-Leash Area	Boorooma (as part of Explorer Park)
Willans Hill Off-Leash Area	Forest Hill Off-Leash Area	

APPENDIX J

STAKEHOLDER ENGAGEMENT FINDINGS



J1 STAKEHOLDER ENGAGEMENT FINDINGS

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
Wagga Wagga Health Service	Overarching Health authority	<ul style="list-style-type: none"> — Above capacity. Would struggle with additional population — Functions as regional health provider — Need more specialists — Need more maternity facilities — Ambulance at capacity 	<ul style="list-style-type: none"> — New facilities due to be completed by the end of 2019 — Smaller facilities occupied at 40-50%, these would be used more — More GP services in the area would help, particularly if bulk billing — Health and education precinct that is planned — Place accommodation close by for staff — Location of equipment storage at Bomen 	<ul style="list-style-type: none"> — New building won't solve capacity issues — Population is choosing public system over private — Specialists are difficult to recruit — Have to send to Canberra and Sydney for cardiac and neuro surgery — Affordability of accommodation nearby for staff — Trainees are dropping off and this will present a future problem
Emergency services	SES	<ul style="list-style-type: none"> — 200 volunteers plus 14 staff — Not adequate for current needs — Covering all of Wagga Wagga — Events in the south of Wagga Wagga strain the resourcing 	<ul style="list-style-type: none"> — Consideration of whether to keep all resources at headquarters to space out to other areas 	<ul style="list-style-type: none"> — Many people are not equipped for regular home maintenance so this puts extra pressure on resources — Large area to cover with only one headquarters in Wagga Wagga — Council control the facilities and resourcing

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
	Rural Fire and Rescue	<ul style="list-style-type: none"> — 250 volunteers plus 9 staff — Sufficient resources — Covers Wagga Wagga and surrounding Lockhart, Junee and Coolamon — Bigger events sometimes mean resources from other organisations are needed 	<ul style="list-style-type: none"> — Plenty of volunteers — May need to expand boundaries with northern side growth 	<ul style="list-style-type: none"> — Transport and the bridges
	Fire and Rescue	<ul style="list-style-type: none"> — 19 stations from Albury to Deniliquin — Wagga Wagga has a lot of overlap with Rural Fire Service — 20 full time staff and 40 part time staff — Need more staff availability — Don't have the numbers to cope with growth 		<ul style="list-style-type: none"> — Concerns about the impact of development in the north — Potential for major agricultural event (e.g. foot and mouth). Nothing near Bomen in terms of control — Floods up north only have a single bridge open. North Wagga is biggest threat for flooding
	Rural Fire Service	<ul style="list-style-type: none"> — 11 staff and 4 crew — Resources are good — Facilities are not sufficient 	<ul style="list-style-type: none"> — Regional office coming into the area — Potential for colocation 	<ul style="list-style-type: none"> — Budgets

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
	Ambulance	<ul style="list-style-type: none"> — Covers the Murrumbidgee local health district — 23 local ambulance stations and 5 volunteer stations — Don't have enough resources — Already outgrown new building — Don't see too much additional demand coming from Bomen development 		<ul style="list-style-type: none"> — Staff shortages — Hospital doesn't have the capacity to turn ambulance around in good time — Ageing population — Less resilient population
	Police	<ul style="list-style-type: none"> — District is broken to sectors. Central Wagga Wagga is the relevant sector — Services Wagga Wagga population of about 60,000 plus rural areas to Oura, Cootamundra, Bomen, Gregadoo and Uranquinty — 79 staff (67 constables, 12 sergeants); plus 16 administration — 34,000 jobs per year. At capacity, and work with what is available — Facilities limit any growth in staffing numbers — All teams are well equipped. Offer full range of services through to tactical and terrorism — Don't see Bomen as having huge impact 	<ul style="list-style-type: none"> — State government announced increase in police numbers across the State. Wagga Wagga will get 6 new staff over next 12 months — Emergency services all work together in coordinated way — Partnerships with Defence and RAAF 	<ul style="list-style-type: none"> — Impact of psychological injuries to staff and therefore resourcing — Increases are assessed based on previous 3 years jobs. Any growth or expansion is then retrospective — Meeting population growth

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
NSW Department of Education	Overarching Public Education authority	<ul style="list-style-type: none"> — 21 public schools; 3 high schools; 2 special education schools; one public school preschool — 6,500 students in Wagga. 2,500 secondary aged, 4,000 primary. — Numbers of school increase with population growth — Majority of schools at 80% capacity — Threshold numbers are developed through NSW Government — New school planned for Estella — Well placed to expand. Need to do it regularly already with refugee intakes 	<ul style="list-style-type: none"> — Strong linkages with TAFE and University — Strong linkages with industry — Tangible connections between TAFE and University — Endless opportunity — People are socially minded and active and ready to be involved — School students could have placements — Formation of educational partnerships 	<ul style="list-style-type: none"> — Difficult to find staff to fill mental health roles — Resourcing the right staff is difficult — School bus runs would need to be considered
Riverina Anglican College	School – Private high school	<ul style="list-style-type: none"> — 706 high school students, mostly from Wagga Wagga — School is growing. Driven by urban growth. — Will be K-12 from 2021 — Plan for 1300 students with Kindergarten — Buildings will be refurbished and upgraded — Currently the only private school 	<ul style="list-style-type: none"> — Links to TAFE and CSU — Links to agricultural companies — Work experience, traineeships — Formal partnerships with agriculture and renewables (STEM program, and real apprenticeships) 	<ul style="list-style-type: none"> — Local schools in the area don't have the capacity to absorb large population increases — There needs to be better strategic planning for education — Local refugee groups are lacking and have no support — Preschool and day care in crisis — Greater transport would be needed in and out of Wagga Wagga

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
North Wagga Public School	School – Public Primary	<ul style="list-style-type: none"> — Currently 274 students (106 over capacity). 167 are in zone, other population is out of zone. — Very much over capacity — Zoning for Estella may impact but this is unclear yet — Resources are in need of upgrade, particularly hall and toilets/amenities — May need more demountables 	<ul style="list-style-type: none"> — Closest school to Bomen — Building a new school in Estella will help — If all people went to the schools they are zoned in this would be great for socio-economic mix — Private schools have plenty of room for growth — Would like to have connection to Bomen 	<ul style="list-style-type: none"> — Don't have enough green space
TAFE NSW	Tertiary institution	<ul style="list-style-type: none"> — Flexible delivery environment — Relatively young age cohort (school leavers and 20-24) — Focus on engineering, agriculture, carpentry, plumbing — Have potential to expand — May need new training facilities or to expand capacity 	<ul style="list-style-type: none"> — Not limited by physical presence — Online courses — Partnerships with Council, University, State and Federal Government — Programs for school leavers — Trade training in schools — Industry is thirsty for trade and labour — Most of the jobs would be on large infrastructure projects — Transport and logistics — Need more public/private partnerships — Commercial opportunity to tailor training to company 	<ul style="list-style-type: none"> — Attracting staff to deliver courses — Training and recruitment — Completion rates are low — Transport is a big issue for students and staff

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
Charles Sturt University	Tertiary institution	<ul style="list-style-type: none"> — Largest regional university — 2,940 students on site, 7% of CSU — 874 staff; teach at multiple campuses — Animal and veterinary sciences, business, medical science and dentistry, teaching and education, science, humanities and social science — Online courses also offered. 60% of students are online 	<ul style="list-style-type: none"> — Potential connections with Bomen around sciences – health, agricultural, veterinary science, wine science — Research facility not just teaching. Research needs to grow — Strengths are in the Graham Centre (collaboration with NSW Department of Primary Industry) — Agile and have the ability to adapt — Bomen provides the opportunity for a new cluster — Want to help guide and be involved in what Bomen becomes — Have strong partnership with Council 	

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
	Agripark	<ul style="list-style-type: none"> — 70 people on site. Seek to have about 200 in near future — Current business case to support construction of office and warehousing, mixed office and workshop facilities, and shared office space. — 3-4 buildings being planned at the innovation hub — Building to start in 2020 	<ul style="list-style-type: none"> — Already have connections to Bomen with Graham Centre and Teys. Bomen connections to continue on project by project basis — Bomen could be business/manufacturing focused — Attract international players by the connection to Agripark research park — Need to build on existing strengths — Connect with broader industries as a cornerstone of precinct — Seek to be a thriving hub of innovation — Solving producer on farm and industry problems 	<ul style="list-style-type: none"> — Accommodation is full and need more space
Chamber of Commerce	Business	<ul style="list-style-type: none"> — 240 member companies — Act as liaison between business and Council — Represents professionals and services - retail, real estate, corporate, accountants, lawyers, banks — We have the capacity to meet the extra demand if the people spend the money in town 	<ul style="list-style-type: none"> — Need a bigger auditorium — People are keen to make and look for their own opportunities to develop their own businesses — More employment for young people leaving school in a varied range of industries — Colocation of businesses at Bomen – engineering, electrical engineers, solar farms and batteries, battery recycling, renewable energy. 	<ul style="list-style-type: none"> — Attracting and retaining appropriately skilled and qualified people — Have had to community fund many projects — Ageing population and lack of palliative units — Infrastructure is all in need of upgrade — Parking — Can't always spend local when we want to

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
Alatalo Bros	Developer	<ul style="list-style-type: none"> — Alatalo basically owns Estella — Wagga would cope with the expansion in population due to Council putting things in place — From a resourcing point of view it can be handled. Just need builders to travel in, and they will 	<ul style="list-style-type: none"> — North is where things can happen — Clearing red tape for industry — Predominantly young families out in the north — Bomen expansion will be good for the economy and will be a good flow through impact for industry — Agriculture is the key sector to focus on — The freight hub abd RiFL will be good for industry 	<ul style="list-style-type: none"> — Has been a push for infrastructure up north in recent years — Wagga has land resourcing problems no matter where you go for development (PFAS, Bypass, lacking infrastructure) — University is a constraint — Challenge is where the cut off for Bomen is — Existing residents may have concerns — Critical to build over 500 houses per year. If not, won't reach the 100,000 population. Currently building about 350 per year. — Industry comes and goes as it is not competitive

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
Fitzpatrick's Real Estate	Real Estate Agency	<ul style="list-style-type: none"> — Hold 30% of the residential market — Hold 35-40% of the commercial market — Associated with the Catholic Church — Mainly focused on land development — There is room for more development — Growth would not be an issue — Huge base of builders ready to go 	<ul style="list-style-type: none"> — SAP will support the positive development already happening — Would be good to model what was done in Albury/Wodonga — Good, central location — Amazon may be considering a warehouse/distribution centre — Transport and trucking opportunities 	<ul style="list-style-type: none"> — Housing pressure in Wagga Wagga. Will need to build more homes — Rent is high, considering the value — Need more infrastructure out north (traffic routes, shopping centres, petrol station, hairdressers) — Commercial sales and leading in Bomen has been flat in recent years — New ethnicities require different services and infrastructure and this should be considered
Intereach	Community Services (Aged care representative)	<ul style="list-style-type: none"> — Organisation based out of Deniliquin and covers regional area and in Victoria — Growing organisation — Covers family services, early intervention, family day care, family restoration, partner in NDIA, indigenous services, mental health services — Organisation would need to respond to any increase in population. It would need to be planned for to get the right resources in for the populations in need 	<ul style="list-style-type: none"> — Keeping younger people employed to stay in the area 	<ul style="list-style-type: none"> — Aged care is not as well provided for. For people over 65 years there are not enough services in Wagga. — Assistance is needed with advocacy in the community. — Dependent on government funding due to the NDIS, but also Federal and State funding

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
Job Centre Australia	Community Services	<ul style="list-style-type: none"> — Provide disability employment services, including indigenous pathways program — Service about 100 people at any one time. This fluctuates a bit as people find jobs or need ongoing support. — About 8 staff in Wagga Wagga office. Adequate at the moment — Open to new clients from population increase. Tend to have a percentage of population, so numbers would increase. — Would need more staff 	<ul style="list-style-type: none"> — Population increase likely to bring new clients — Connections with TAFE and schools, along with indigenous centres — Wagga is well set up and there are a lot of organisations in town — Not pigeonhole people but to provide broader social connections and open up avenues of employment for everyone — Need warehousing jobs — A lot of cross referral and linkages 	<ul style="list-style-type: none"> — Transport is the main issue – trucks through town, traffic in town, duplication of the bridge — Parking as well — Need a new high school — It is an unbelievable amount of change

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
Committee 4 Wagga	Local organisation	<ul style="list-style-type: none"> — Member based organisation that was started in 2011 to advocate for change and progress in Wagga Wagga — Between 50 and 60 companies/businesses — Provides advocacy and works closely with Council and DPC particularly in future transport and digital connectivity 	<ul style="list-style-type: none"> — Potential for Bomen to be a skilled migration zone — Recycling business — High end technical and data capability — Significant sized businesses that provide opportunity for entry level skilled people — Have existing connections at Bomen through Riverina Oils, Teys, Proway 	<ul style="list-style-type: none"> — Need to be proactive and push now for the right people to come to Wagga for the Bomen area. Need to attract them from Sydney and Melbourne — Need to provide more opportunities for careers here to maintain the younger generation — Need better transport connections — Need fast speed data connectivity — People need to be included in more inclusive consultation for what they want Wagga to look like
Aboriginal Land Council	Indigenous representatives	<ul style="list-style-type: none"> — Consulted and introduced at this stage 	<ul style="list-style-type: none"> — N/A 	<ul style="list-style-type: none"> — N/A
Businesses located at Bomen Business Park <i>This consultation was carried out by DPC, Jensen Plus and WSP and relevant points were taken from notes provided</i>	Teys	<ul style="list-style-type: none"> — 800-900 full time equivalent staff, and can be up to 1,100 as required — Abattoir that processes 1115 head of cattle a day, with maximum capacity of 1300 — Expect to reach capacity in next two years 	<ul style="list-style-type: none"> — Container train transport is possible 	<ul style="list-style-type: none"> — Waste removal cost is high — Power supply limits expansion — Wastewater offsite is expensive

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
	Stockyard	<ul style="list-style-type: none"> — Hold auction for cattle on Monday and sheep on Thursday — Largest sheep auction site and second largest cattle auction in NSW 	<ul style="list-style-type: none"> — Council are keen to capture and use methane gas — Council plan to be completely off the power grid in the future 	
	Robe	<ul style="list-style-type: none"> — 40 employees — 24 hour shift work, however less employees present for night shift 	<ul style="list-style-type: none"> — Currently use trucks. Would consider the use of rail — Zero waste to landfill 	
	Austrak	<ul style="list-style-type: none"> — 30 employees — Make precast concrete sleepers — Expect activity over next 10 years due to rail projects planned in NSW 		
	Great Southern Electrical	<ul style="list-style-type: none"> — 60 full time equivalent staff — Operate in southern half of NSW, build electrical infrastructure and offer engineering services 	<ul style="list-style-type: none"> — Solar power 	<ul style="list-style-type: none"> — Communications speed is an issue — Difficult to connect to private communications networks in Bomen
	Fulton Hogan	<ul style="list-style-type: none"> — At busy times have 5-10 workers, mostly labour hire — 55-60,000 tonnes of asphalt produced a year 	<ul style="list-style-type: none"> — Possibility of more recycled materials 	

STAKEHOLDER	STAKEHOLDER GROUP	ADEQUACY OF CURRENT FACILITIES/ RESOURCING	OPPORTUNITIES	CONSTRAINTS
	Proway	<ul style="list-style-type: none"> — 85-90 full time equivalent staff, plus additional 30-40 contractors — Design, maintain and install cattle and sheep yard, livestock equipment and sheering sheds — Work hours are 6am-3pm 	<ul style="list-style-type: none"> — Digital connectivity is critical to business, required speed and reliability — Looking to expand to export to USA 	<ul style="list-style-type: none"> — Transport, including public transport is needed

ABOUT US

WSP is one of the world's leading engineering professional services consulting firms. We are dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, planners, surveyors, environmental specialists, as well as other design, program and construction management professionals. We design lasting Property & Buildings, Transportation & Infrastructure, Resources (including Mining and Industry), Water, Power and Environmental solutions, as well as provide project delivery and strategic consulting services. With approximately 48,000 talented people globally, we engineer projects that will help societies grow for lifetimes to come.



APPENDIX B

STAKEHOLDER ENGAGEMENT PLAN



1 ROUND TWO ENGAGEMENT OUTLINE

1.1 CONSULTATION APPROACH

The Community and Social Infrastructure Assessment incorporates two rounds of stakeholder engagement.

- Round One – early July 2019 – to ground truth desktop assessment of Wagga Wagga LGA community facilities and services; identify what makes Wagga Wagga unique, current challenges, strengths and opportunities. Baseline information has been prepared to inform the CSIA and is based on a demographic profile of Wagga Wagga LGA and a desktop audit of existing infrastructure. It is expected that gaps in information may be informed by stakeholders.
- Round Two – mid-late August 2019 – to revisit stakeholders and fill in information gaps, particularly with arts and culture; sporting organisations and businesses located at Bomen. There will also be a site visit and ground truthing of existing infrastructure.

Wagga Wagga City Council and representatives from DPIE have provided relevant contact details.

All feedback and insight gained from stakeholder consultation will be collated for inclusion in the final CSIA to be included in the Wagga Wagga SAP Structure Plan Report, compiled by Jensen Plus.



1.2 CONSULTATION METHODOLOGY – ROUND TWO

Stakeholder interviews and site visits will take place on 27-28 August 2019 in Wagga Wagga.

Meetings have been arranged via email with WSP's CSIA Technical Lead, Liesl Codrington. Liesl will lead the engagement and will be supported by Marion McCormack.

There will also be teleconference calls with selected stakeholders (detailed in Section 1.3).

The feedback gained through these meetings and phone calls will be consolidated for inclusion into the CSIA and will be presented to the wider project team in the 3-day Enquiry by Design workshop in September.

1.2.1 QUERIES FOR DPIE RESPONSE

A business survey for current employees in the Bomen Estate is proposed. WSP seeks DPIE guidance on whether this is supported and if DPIE can facilitate its distribution. Should this be approved, Survey Monkey will be used for the development the survey and analysis of data. Findings will shape the community values for the Wagga Wagga SAP.

WSP seeks DPIE's advice on engagement with the Emergency Services Working Group due to the sensitivities in sharing the scenarios. WSP seeks advice on whether further engagement is needed, and if so, whether DPIE will lead this.

1.3 ENGAGEMENT SCHEDULE

DATE	STAKEHOLDER	FOCUS OF ENGAGEMENT
26 August	Create NSW	Infrastructure funding for Regional NSW and if there is any scope for alignment here
27 August	Viewco	Refugee employment program Feedback about facilities at Bomen Site visit
	Teys	Largest employer in Bomen Understand employment program Feedback about facilities at Bomen
	Site visit	Ground truth Bomen Estate site and infrastructure in Wagga
28 August	Council – Sport and Recreation	Understanding open space and recreation in industrial precincts and the potential for partnerships with sporting organisations
	Council – Arts and Culture	Ensuring the value of art and culture to the community is captured adequately. To explore ideas about how arts and culture may be incorporated at Bomen, through understanding Enliven document.
	<i>TBA- if needed</i>	

Other engagement to be undertaken

- TAFE (led by DPIE) date TBA – connection and colocation at Wagga Wagga SAP.
- CSU (led by DPIE) date TBA – connection with Wagga Wagga SAP.
- Business survey, pending DPIE approval of questions – understanding of employee profile, values, vision, infrastructure needs assessment current and future. Will require a two week turnaround.
- Indigenous consultation is also in the process of being planned and a coordinated approach to this, led by DPIE, will be required. WSP can support this through Russell Reid, our Indigenous Engagement Consultant.

1.4 PROPOSED STAKEHOLDER QUESTIONS

STAKEHOLDER GROUP	AREA OF INTEREST	QUESTIONS
Create NSW	Infrastructure funding and precinct planning as it pertains to the Cultural Infrastructure Plan	<p>We can see a couple of points of crossover between the CIP and the Wagga Wagga SAP, especially through:</p> <ul style="list-style-type: none"> — integration of cultural infrastructure with land use planning and precinct planning — supporting the economic and social participation of Indigenous communities — invest in new infrastructure for the cultural sector <p>And through the Regional NSW priority focus – supporting regional economic and social development</p>
		Was there any engagement on cultural infrastructure done with the community in Wagga Wagga, and if so could we have access to that data/findings?
		Are there currently plans to invest in cultural infrastructure in Wagga via the CIP? Or is there scope at the moment to do so through the SAP?
		Are there any other relevant points you would like to share?
Council – Sport and Recreation	Open space and sporting organisations	Do you currently have plans for sport/recreation or open space in Bomen? If yes, what are these?
		Would an industrial park such as is planned at Wagga Wagga SAP typically include open space provisions?
		Do you think people from Wagga Wagga town would be inclined to travel out to the SAP area to utilise sports facilities if they existed, or would they more likely be used just workers in the area?
		Are you aware of any sporting organisations who may be interested in being involved in the SAP, potentially with funding, or being located on site?
		Are there any sporting organisations you are aware of needing new facilities that may fit with being located at Bomen?
		When you think about the proposed Wagga Wagga SAP, what do you think are the opportunities for sport and recreation there?
		Do you have any other questions for us or are there other points you would like to raise in relation to the Wagga Wagga SAP?

STAKEHOLDER GROUP	AREA OF INTEREST	QUESTIONS
Council – Arts and Culture	Ideas for incorporating arts and culture at Bomen	Do you see the principles detailed in Enliven to be relevant for Bomen Industrial precinct?
		Has the incorporation of public art been considered for Bomen to date? If so – to what extent/how? If not – why not?
		How do you think that public art can be incorporated into the industrial precinct?
		The North Wagga Pontoon is in the vicinity of the SAP investigation area. What state is this currently in and how could it be integrated with the SAP design?
		Do you have any thoughts on how the Bomen Axe Quarry could be respected and incorporated into the industrial precinct through open space utilising public art?
		Would there be need for additional budget to incorporate any of the ideas we discussed? Do you have an idea of how much this would be?
		We understand that community engagement was undertaken during the preparation of the Enliven strategy. Can you give us some highlights of what was found during this engagement? Are you able to provide the full results to us?
		Do you have any other questions for us or are there other points you would like to raise in relation to the Wagga Wagga SAP?
Viewco	Business partnerships Refugee employment program	We understand you have a strong refugee employment program. Can you tell us more about this?
		What proportion of your employees come through this program? And do you have any other inclusive employment initiatives?
		Do you have any partnerships with community organisations who provide links to potential employees currently? Would you be open to this?
		Would you be happy and able to host school visits or work experience students?
		Currently how long do employees tend to stay working for you? What are the key reasons for staying? What are the key reasons for leaving?
		Do you provide any amenities for staff at the moment?
		Do you see a need for centralised amenities in Bomen? For example, general store, post office, gym, child care?
		What amenities do you think would be most valued by employees?

STAKEHOLDER GROUP	AREA OF INTEREST	QUESTIONS
Teys	Largest employer at Bomen Business partnerships and training	We understand you have a number of migrant employees. Can you tell me a little more about how you source employees and then their progression through the company?
		Do you currently have an inclusive employment policy?
		Do you have any partnerships with community organisations who provide links to potential employees currently? Would you be open to this?
		Would you be happy and able to host school visits or work experience students?
		Currently how long do employees tend to stay working for you? What are the key reasons for staying? What are the key reasons for leaving?
		Do you provide any amenities for staff at the moment?
		Do you see a need for centralised amenities in Bomen? For example, general store, post office, gym, child care?
		What amenities do you think would be most valued by employees?

1.4.1 PROPOSED FOCUS FOR QUESTIONS TO EXISTING EMPLOYEES AT BOMEN

The points below are indicative of questions that can be asked to employees at Bomen. Where possible, multiple choice answers will be included to improve response rate and analysis. These questions will be written out in full with multiple choice options and distributed to DPIE for feedback prior to finalising the survey.

- What company do you work for?
- How long have you worked at Bomen for?
- What makes Bomen a place you want to work?
- What facilities/amenities would you like to have access to within Bomen? Current and future (shops, restaurants/cafes, recreation areas, child care, medical facilities, banks, PO, Gym)
- Which of the following visual aspects is important to you when it comes to your work environment (open space, trees, art and culture etc)
- What is your primary mode of transport to Bomen?
- If there was public transport available would you use it?
- If there were active travel connections, such as bicycle paths, would you use them?
- What would make the Bomen area attractive to you as a place to work?

ABOUT US

WSP is one of the world's leading engineering professional services consulting firms. We are dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, planners, surveyors, environmental specialists, as well as other design, program and construction management professionals. We design lasting Property & Buildings, Transportation & Infrastructure, Resources (including Mining and Industry), Water, Power and Environmental solutions, as well as provide project delivery and strategic consulting services. With 43,600 talented people in more than 550 offices across 40 countries, we engineer projects that will help societies grow for lifetimes to come.

